Crystal Gazing 2030

Managing Talent in a Rapidly Transforming World

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Considering the Future Context

65% of Indians said in a national poll that they believe that computers and robots will take over work executed by people in the next half century (BD foundation 2017). Almost half of current employment is at "high risk" of negative effects of computerization and the onslaught of technology (Oxford University ; Frey and Osborne 2013). Even as some economies are only just recovering from the Great Recession of 2007, some futurists see the planet at a technology driven tipping point where people will struggle in "a world without work" (Thompson 2015).

Keeping this in context, BD Foundation has sought to provide research-based insights on talent requirements and future of work, replicating economic realities. Working with Capgemini, the firm has tried to structure a current and future perspective with respect to human capital, technology and diverse talent at work. The research covers a detailed opinion research capturing the thinking, knowledge, and experience of 23 CHRO's, and Inclusionists around APAC. What illuminated was a perceived value of today and a diverse people perspective and their vision of success which will define tomorrow. With the help of research associates, we also commissioned an online survey in collaboration with Ansal University and IIM Calcutta to understand individual perspective from across India.

The study was undertaken to understand vision of the talent framework which will be workforce of 2030: -

1. The fabric of the current diverse talent pool in the country and the strategies to engage with them.

2. The fast-paced changing business dynamics and the new thinking especially on technology, digitization and the role of the worker around it.

3. Identifying cutting edge practices that Indian organizations are taking towards the future.

4. Finding solutions to engage people to contribute and think innovatively, in an increasing challenging world which is evolving constantly.

5. Identify crucial skills that are required to survive in the new world.
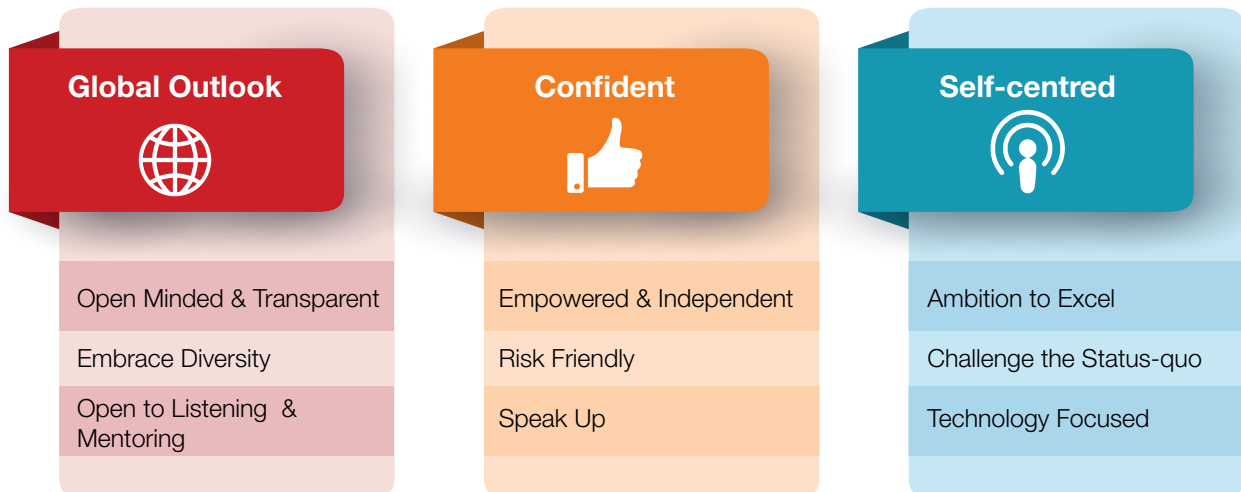
BD Research

Future of Work

Future Talent Characteristics

Focusing on a Diverse Workforce

The future talent as per our research will embody the following characteristics

Global Outlook	Confident	Self-centred
Open Minded & Transparent	Empowered & Independent	Ambition to Excel
Embrace Diversity	Risk Friendly	Challenge the Status-quo
Open to Listening & Mentoring	Speak Up	Technology Focused

Characteristics

Workforce will become confident, self-centred', well informed and bolder with a global outlook. They would prefer being empowered to independently execute a task rather than be directed or micromanaged to do a particular task leading to them losing focus. They are willing to work hard to succeed and are open to feedback because they would prefer a result oriented job. They would seek out alternative careers if their current job is slow in providing results. **Ambition, desire to excel**, improve and thrive will be the driving forces for their success.

This talent would be willing to take **risks**. People would be entering the workforce to explore new ideas and experiences as opposed to focusing on how a job will aid 'my career'. They are facilitating a positive disruption through their restlessness, hunger for new experiences, and nature of challenging everything.

This generation will have **different priorities** in life, and at the same time be extremely **open-minded and open to listening**. Non-adherence to traditional hierarchical structures and appealing to logic with a willingness to experiment will be the mantra. Interestingly, the greatest outlook that they will embody will be **mentoring**. They will seek mentoring and in turn will mentor others. There would be an intellectual arrogance but not an overall arrogance of 'I know it all and I know how I want to do it'. Usage of technology in innovative ways will get transformed into formal one to one relationships. This would also mean a new sense and focus on **Purpose**. As per the latest E Book "The Brave New Workspace" by Insead Emerging Markets Institute in partnership with MIT Leadership Center, Universum & HEAD Foundation – 'All generations, not necessarily the millennial generation is looking at a purpose and a sense of alignment at work. While majority of the current youngsters are worried about jobs that don't match their personality, the other generations are worried about job security and fear of getting stuck with no developmental opportunities'.

" *We are continuously encouraging both the older generation and the younger generation to meet midway. Some managers do it better than others but we don't want the older generation to completely bend backward to accommodate the new generation because we do think there are values that the old generation brings. We also don't want millenials to not evolve because some of it is linked to your life and career stage. Your need can change when you are single and 23 and when you are 32 with a kid.* "

Ajay MK -
Executive Vice President - HR and Risk Management,
India & South Asia at Colgate-Palmolive India (Ltd)

Managing Generations – The Dichotomy

A small round table with younger generation workforce was being conducted in one of the leading organizations in an offsite meeting. One of the panelists was a fairly young manager who was talking very passionately about his expectations especially on late night telephone conference calls with their US counterparts. He was emphasizing on the fact that millennials like to get out and do different things at times and they desire something which is just not all about work. One of the more older, senior and tenured MD on the panel countered

> *You want to play tennis, you want to do all these things, you want to go and support the social causes and you want to be paid well at the end of the year. Explain that.*

Unfortunately, this is the dichotomy that most organizations face currently. Managing a diverse workforce has its own sets of expectations and requirements. Some people want to see a clone of themselves and some are open to exploring things with different perspectives. The power distance between both these managers seems huge, but is it?

In the same conversation, the young guy in a very soft voice simply said :

> *Sir, this is not all about money, what I am expecting is a different work life integration approach. I don't want to be judged by the fact that if I am not sitting in the office beyond 8 pm every night, then I am not working as hard. I want to be in an environment where you trust me to deliver things that you want me to deliver, but at the same time don't judge me if I essentially say I want to check on certain things. I understand that the traditional reward mindset will not work in this environment but trust me Mr. MD it is clearly not all about money.*

The language of communication will change. Conversations will get fewer, while managers will need to be exceptionally good at people skills. Management of virtual workplace will become a crucial skill to be developed by all generations. Managers will need to facilitate the transition to be in sync with it. **Managing non-conventional forms of employment** will require new sets of supervision skills. Decision making/ discussion orientated processes will be more data driven and will shift towards "analytics/insights".

Agility, risk taking and competitive qualities of the current workforce will serve as a great funnel for the requirement of the future workforce to succeed. Agility will lead to a global outlook and openness to change. Risk taking and competition to excel will drive innovation and set the future tone of new ways of doing things.

By 2025, 70% of the global workforce will be millennials. They operate and are born in a context that is relevant. It is important for the managers who handle them to be in the same context. Within millennials, we see a shade of difference as they get older. Both the older and younger generation will need to be encouraged to meet midway. The older generation will need to become more open minded, be less hierarchical, and interpret some

quirks of the younger generation as a way of expressing themselves rather than trying to be disrespect. Managers have to be cognizant of the fact that they are moving into a more and more agile working environment which will need to have the mental flexibility and the learning mindset to be able to be successful in an agile work environment and an agile workplace.

> *The whole landscape from the talent perspective is focussed around skills rather than just qualifications. The skill needs are changing rapidly, hence there is a tremendous focus on getting new talent. The existing talent in the industry is finding themselves somewhat stranded and they realize that they must adapt to changing dynamics including new people coming into the workforce with desired skills. Reskilling or reinventing oneself is critical.*

Ajay MK -
Executive Vice President - HR and Risk Management,
India & South Asia at Colgate-Palmolive India (Ltd)

Workplace of Future

86% people in our research thought that Technology will play a major role in defining the workforce of tomorrow and about 90% agreed that Globalization has a 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.

Future of Work

90%
Globalization

86%
Technology

Role to Play???

48%
People unsure about their role

Globalization is the process of international integration arising from the exchange of world views, products, ideas, and other aspects of culture. Large-scale globalization took place in the 19th and early 20th century owing to quick growth in connectivity of the world's economies and cultures. Academic literature commonly subdivides globalization into three major areas: economic, cultural, and political globalization.

The research focused on cultural globalization had interesting findings. The major highlight was that only 44% felt that culture and language will be a key differentiator in globalization, but a staggering 85% agreed that diverse 'thoughts and views' played a major role in influencing actions. Digitization and increased access to low cost views like Twitter, YouTube and blogs have already given a new approach to the globalization process with easy flow of information and knowledge. By 2030, this trend is expected to be even more accelerated leading to the future of communication.

The pace of technological change is really fast. The direction of nascent technologies as well as prevalent trends would come to a logical shape over the next 15 years. Assumptions on technologies like Augmented Reality (AR) and Virtual Reality (VR) getting mainstream and using for a variety of activities from training and simulation to visualizing future scenarios could be a definite.

27%	**Race & Caste**	73%
44%	**Culture & Langauge**	56%
85%	**Thoughts & Views**	15%

■ Yes ■ No
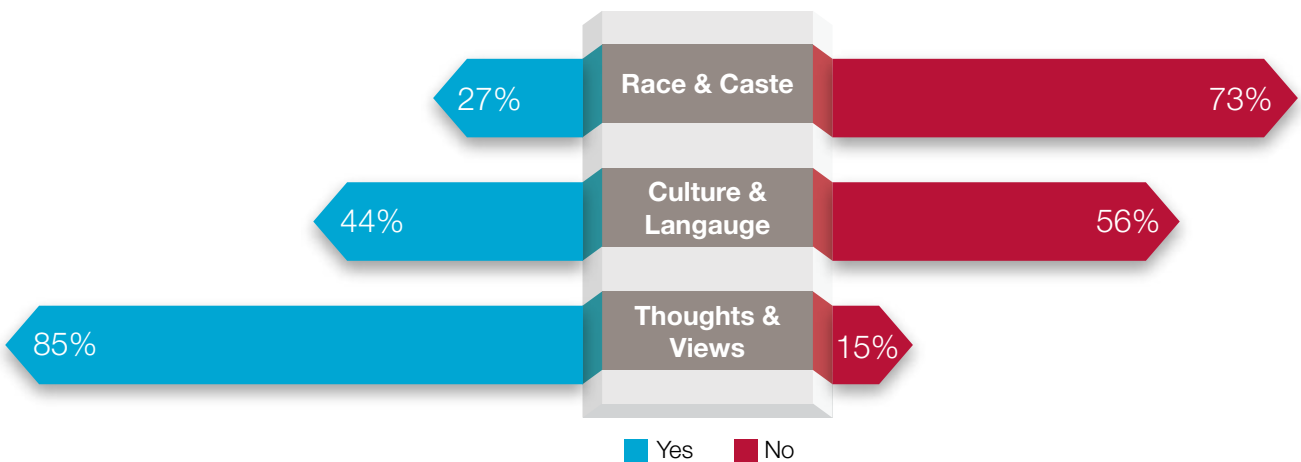
A new study titled: "The Future of Employment: How Susceptible Are Jobs to Computerization?," by Dr Michael A. Osborne from Oxford University's Department of Engineering Science and Dr Carl Benedikt Frey of the Oxford Martin School, estimates that 47% of jobs in the US are "at risk" of being automated in the next 20 years. Their research found that jobs in transportation, logistics, as well as office and administrative support, are at "high risk" of automation. Similar threat is also expected in the service industry, despite recent job growth in this sector. The findings imply that as technology progresses, low-skilled workers will move to tasks that are not susceptible to computerization — i.e., tasks that required creative and social intelligence. Jobs requiring perception and manipulation, creative and social intelligence were identified as those least likely to be computerized. For instance, jobs that involve consulting with other people, negotiating agreements, resolving problems and coordinating activities require a great deal of social intelligence, which computers are unlikely to take over. "Most management, business, and finance occupations, which are intensive in generalist tasks requiring social intelligence, are largely confined to the low risk category," the study says. "The same is true of most occupations in education, healthcare, as well as arts and media jobs."

From political social realities standpoint, most countries are going to experience the need to develop a creative solutioning perspective, customer handling and sourcing capabilities along with diverse multisource workflow base which will become a critical business imperative. It also helps in building entrepreneurial and risk taking ability

> **One is the definition of a job as one where I need to come to office and go in the evening will largely be over. I don't think it is even going to last for the next 5-10 years. People will largely be able to work from different places, not necessarily from home but from different places and do skills and tasks, which are assigned or agreed on. It is not fully a freelancer, it is somebody who will probably be on contract for 2 or 3 places instead of one because his value and skill is what is being valued not whether he comes and sits on his chair. Also, the concept of office space itself will largely change. People will soon start questioning why do we even need an office all the time at all, because really what do you do there that you can't do anywhere else?.**
>
> *Richard Lobo –*
> *Executive Vice President &Head Human Resources - Infosys Ltd*

With increased globalization, there could be a definite possibility of a reverse migration towards the developing economies, as the labor market in the developed nations expands. Services will continue to grow in IT/ITES, but a dramatic growth is expected in retail, health and manufacturing sectors. All of these will call for new skill sets and the ability to deal with the challenges of rapid growth.

Function with mass applications or transactional in nature, such as marketing, finance, human resources, operation, are increasingly being taken over by Artificial Intelligence and digital technology.

Wisdom Nugget

Traditional departments like Human Resources are also embracing technology and future to go hand in hand together. From a learning and development perspective, online gamification is just the onset. In hiring, mobile based recruiting is being explored in the services industry. Most research and surveys are increasingly displayed on social media and are app based. On the employee engagement side, there is a move from a regimented and procedural prescriptive communication to engagement driven perspective with employees and external world with the use of digital media.

> **In next decade or two organisations will be structured very differently. Many professionals who currently hold a status of an émployee' may start to offer their services to one or many organisations who are willing to look at value those services will add. The employee-employer relationship will move more contractual in nature and contract tenures (both implicit and explicit) will reduce and to that extent, employee belongingness to a particular firm will also diminish. I don't think it will mean that most jobs will evaporate, there will be a lot of jobs that are here to stay but the manner in which they are performed will certainly go through a change.**
>
> *Kamlesh Dangi -*
> *Group President Human Resources at UTI AMC*

Top Three Trends

AUTOMATION Cost of technology will become cheaper than cost of labour leading to large scale automation/robotization in the all industries. This will lead to fewer jobs but more of specialist management/man management roles. Flexibility of work would come to a full circle and be taken to the highest level. Coversations will change from how the workspace is going to look and feel, to 'do you really need people to come to work, do you really need this massive real estate?"

**CONTRACTING** People will be taking up more than one job; therefore contracting, doing an assignment and moving out will be the norm. People will be paid and hired based on the value they bring and not based on position. There will be provisions for a lot more temporary additions and removals form the workforce. So many people probably will work for multi -companies than a single company. It may not exactly be the freelancer of today, but it could be somebody who will probably be on contract for 2 or 3 places instead of one. The power of networks will supersede hierarchy and the current perception of things.

ALTERNATE CAREERS Contracting would lead to different work structures and opening of non-traditional jobs and roles, and people shifting to alternate careers. Number of jobs in the formal sector will reduce and acceptance for people to work in alternate sectors will grow. This would also diversify the workforce and kindle innovative thoughts. This would mean organizations will be non-linear and would resemble a network of jobs.

Nature of Industry & Futuristic Trends

We spoke to our respondents on their views of the successful Industries in 2030. The results were similar to what is being seen today. (In 2015-16 the share of service is 54 %, manufacturing 30% and primary 16%)

Industry Domiance in 2030

15.20%
49.40%
35.40%

■ Primary ■ Secondary ■ Tertiary
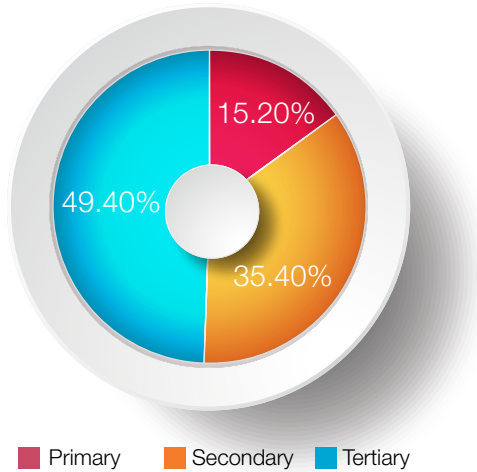
The primary sector of the economy directly avails of natural resources. This includes agriculture, forestry, fishing and mining. The secondary sector produces manufactured goods, and the tertiary sector provides services. The primary sector is usually most important in less-developed countries, and typically less important in industrial

Secondary research shows a lot of data on the interpretation of industries and jobs. Traditional jobs like accountants, doctors, lawyers, teachers, bureaucrats, and financial analysts are not safe. According to The Economist, "Computers will be able to analyze and compare reams of data to make financial decisions or medical ones. There will be less of a chance of fraud or misdiagnosis, and the process will be more efficient. Not only are these folks in trouble, such a trend is likely to freeze salaries for those who

remain employed, while income gaps only increase in size. You can imagine what this will do to politics and social stability".

Cynthia G. Wagner, Managing Editor of THE FUTURIST in the article "Emerging Careers and How to Create Them" outlined that many functions will be more automated in the future, including professional services, but people will still find creative ways of using their skills and talents to make a living. The three basic approaches would be :

1. Retrofitting: Adding new skills to existing jobs.

2. Blending: Combining skills and functions from different jobs or industries to create new specialties.

3. Problem solving: Necessity is still the mother of invention, and the supply of future problems for people to solve seems limitless.

> "
> *The manufacturing sectors moved from western world to countries like India, China, and other South Asian countries purely because of cost pressures and human intensive nature (apart from some large home grown manufacturing firms). In my view the manufacturing base will go back to the western world. This is because, the human intervention in the manufacturing platform will become very limited. Manufacturing is people oriented industry, if the need for people goes down and automation takes over from humans, then logistics and distribution will become the key component in the future. That means, the distribution network will increase multi-fold to reach every corner of the world map. This will create more job opportunities, just that it is in a different form of jobs related to manufacturing .* "

Rajesh Balaji, Head - Human Resources, Standard Chartered Global Business Services Pvt., Ltd.,India

> **The manufacturing sector is more the baby boomers or the Gen Xs. If the impetus on Make in India continues from the government, also the labor arbitrage, economies of scale, all of that continues, I see that probably manufacturing will overtake services or it will probably equal to services and it is not going to be a sector which is going to be looked down upon. It would also mean that educational institutions would have to revamp their curricular etc because if you are talking about the modern world 20 years from now, you are talking about a different kind of a mindset and mechanization and so on. If we continue to produce engineers like the way we are manufacturing without application orientation, we'll not be able to move forward.**

Aparna Sharma -
Independent Director - T.S Alloys Ltd (100 % Subsidiary Of Tata Steel) ;
Ex-Country HR Head -Lafarge India

The List : Top 50 Jobs for 2030

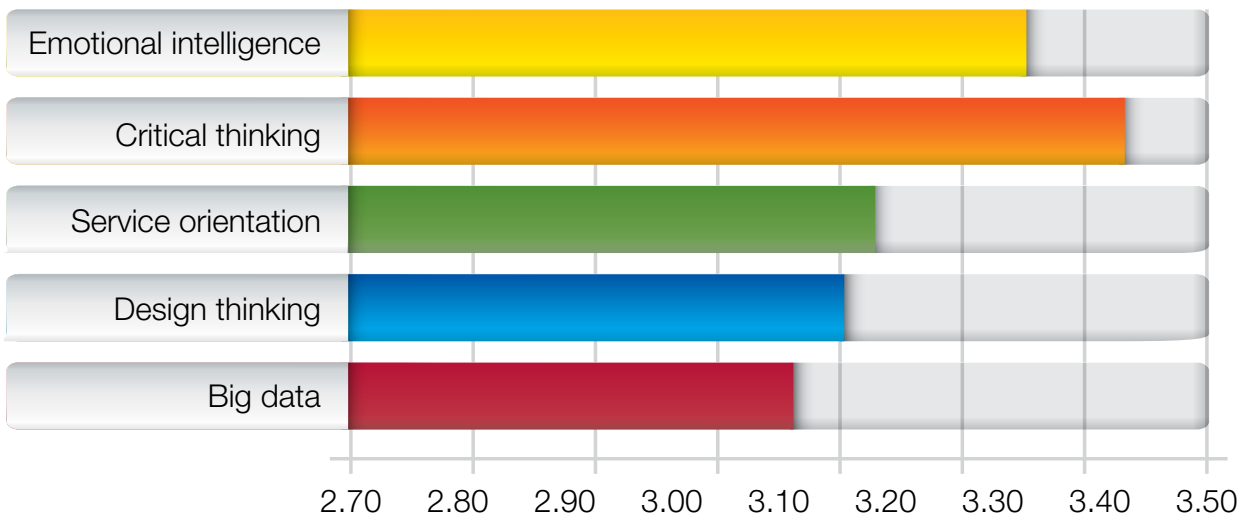Following are sample emerging Job titles identified and indicative of the jobs in the future.

1. Amnesia Surgeon
2. Astro-Clergy
3. Astro-doctor
4. Astro-farmer
5. Astro-psychologist
6. Astro-lawyer
7. Astro-teacher
8. Augmented reality architect
9. Avatar relationship manager
10. Bio regenerative integrator
11. Brain Signal decoder
12. Chef-farmer (agri-restaurateur)
13. Chief experience officer

14. Clone rancher
15. Digital Archaeologist
16. Digital identity planner
17. Drone dispatcher
18. Energy harvester
19. Environmental health nurse
20. Extinction revivalist
21. Financial technologist
22. Future-guide
23. Global sourcing manager
24. Global system architect
25. Grassroots researcher
26. Gravity puller

27. Green career coach
28. Healer
29. Holodeck trainer
30. Mobile biomass therapist
31. Online community organizer
32. Organizational quartermaster
33. Personal Brand Manager
34. Personal care coordinator
35. Plant psychologists
36. Jobs counsellor
37. Residence technician
38. Robotician
39. Robot Polisher

40. Seed capitalist
41. Sensuality simulator
42. Smart car interior designer
43. Smart road sensor control monitor/analyst
44. Space junk recycler
45. Space sweeper
46. Talent aggregator
47. Telecop
48. Time hacker
49. Transhumanist consultant
50. Wiki writer

Source: © 2010 World Future Society

Futuristic Trends

- Office infrastructure costs will go down and organizations will demand people to operate from their choice of remote location.
- Flexibility will demand a respect and create the need for a procedure to manage the virtual workforce.
- Issues of workplace travel and loss of working hours will be replaced by what are the productivity gains of enhanced freedom and trust.
- Behaviorally it will have huge positive impact on the ecology of Inclusion. Traditional mindsets of jobs will give way to virtual mindsets.
- The jobs will be gender and disability agnostic as the right person with the right skill set, and managing a set of capabilities in a virtual world will rule.
- 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	Value
Emotional intelligence	~3.33
Critical thinking	~3.42
Service orientation	~3.18
Design thinking	~3.17
Big data	~3.12

2.70 2.80 2.90 3.00 3.10 3.20 3.30 3.40 3.50

> *To me the workforce of 2030 will be a set of free agents~ people who will be not be dedicated to an organization. It will be more about aggregators pulling in people with unique skillsets together for the completion of an assignment, very much like film studio. So it is going to be more footloose, it will be free agent. 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 are able to build up skills which are current and contemporary will have a greater demand. Being able to pull off the art of aggregation is going to be a new requirement.*

Prabir Jha, Global Chief People Officer – Cipla

Diversity Forms and their Role in the Future

| 👍 **49.7%** | Role of Gender in 2030 | **50.3%** 👎 |
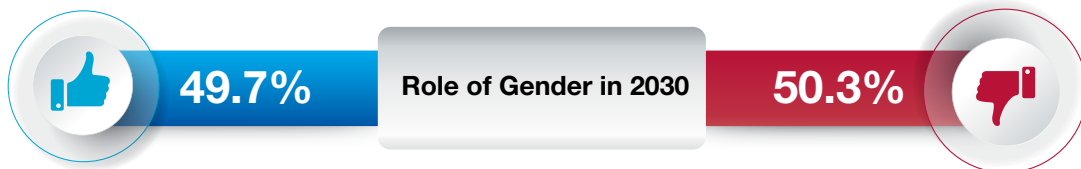
As per the research survey, there is still a sizeable amount of population who feel gender would not have a great role to play in the future. It is debatable but the stereotypes and bias prevalent against women in the current society does not portray a rosy picture for the coming 15 years.

> *One dimension that evinces both a clear generational divide as well as a geographical one is the aspect of challenges that women face at work. Organizations therefore need to avoid over generalizations such as blanket initiatives targeting women. Managing a multigenerational, diverse workforce entails a careful study of how workplace measures are perceived by different employees.*

Vinika Rao,
Executive Director, INSEAD Emerging Markets Institute,
Singapore

Best Practice SAP

My Sparkle is a program that was developed post suggestions from young women in the organization. The need for recognition to the near and dear ones was an important aspect which got highlighted while analyzing the needs and was articulated in the following way;

> *If I am valuable to you at the company, it is not good enough that you just tell me. You should tell my parents or my spouse. They need to know that I am valued, otherwise my job is always not as important my husband's job or a male job. So if I am that good, tell them, not me*

Basis the above feedback - My Sparkles program was institutionalized around high potential women employees, approx. 600 of them. The women employees were asked to give a picture of the person, according to them in the family was most helpful in making the high potential in the company. Consequently pictures of their mother, father, husband, son, etc. were collected.

The organization in turn made a fridge magnet with that picture, and teamed it with a big nice thank you note from SAP saying

> *for inspiring our colleague at home to do a good job at office*

This action generated a significant amount of goodwill and was well received by the employees and their families. The organization also received positive brand image as the extended people spoke about this and also put it on social media and other social places. The goodwill brand of the organization soared and the organization realized that thanking the ecosystem really helps.

Role of Disability in 2030

There was a half way debate on the role of differently abled and their inclusion at the work place. Most of the organizations currently are still unconsciously biased in the knowledge on forms of disability, without many role model and case studies to imbibe to. Sensitization, awareness, policies and disability audits are currently underway in most forward looking organizations. Need is for government led policies and affirmative actions.

50% | Role of Disability in 2030 | **50%**

Acceptance on Sexual Orientation in 2030

Acceptance on sexual orientation mirrored the gender story with almost an equal perspective of yes and no. The newer generation is far more accepting about the issue and the current generation is starting to talk about it and not push it under the carpet. Traditionally the topic has remained sticky due to societal norms and a culture which promotes heterogeneity. Acceptance to these issues

50.3% | Acceptance on Sexual Orientation in 2030 | **49.7%**

> *Fear of stalling developmental opportunities could lead to possible hierarchical shifts, where senior jobs will be eliminated in favor of more middle-to-low-level jobs. In banking, for example, higher-paid roles in management are shrinking while the ranks of analysts are growing, leading to greater competition over fewer senior spots.*
>
> *The Brave New workspace" by Insead Emerging Markets Institute in partnership with MIT Leadership Center, Universum & HEAD foundation*

Flexibility enables both individual and business needs to be met through making changes to the time (when), location (where) and manner (how) in which an employee works. Flexibility should be mutually beneficial to both the employer and employee and result in superior outcomes.

88.3% respondents valued workplace flexibility as the major change and generation shift in the workforce. Compounded with the fact that **82.6%** reiterated that they will put more focus on their personal work values, which in turn will impact the types of jobs the take up as their career.

A strategic plan to address Inclusion starts with awareness and a key role needs to be played by senior leaders. One needs to have leaders who are sensitized and who understand that inclusion is imperative for any organization to thrive in today's environment. The second key thing is the role of the employee networks. It is really about bringing people together with a common purpose or common need and leveraging each other's experiences. So, I think a great way of building inclusion is to actually advocate and allow for such networks to sprout out in the organization and enable them in whichever way we can.

Vishpala Reddy –
Vice President & Head - Human Resources at American Express

In the organizational culture and dynamics, I consider Inclusion to be a prelude to diversity. Individual's ability to be inclusive drives diversity agenda successfully without any need to push it as a performance indicator. At MMYT group we have been successful in leveraging Diversity & Inclusion as a business agenda rather than making it a HR centric and good to do initiative.

Yuvaraj Srivastava -
Group Chief Human Resource Officer at MakeMyTrip.com

Current Realities

The Talent Work Force of Today

Characteristic of the Today's Workforce

- AGILE
- COMPETITIVE
- TAKING RISK

?

Talent today is looking at how they can impact the world, there is a lot of hunger, a lot of excitement and optimism. They have a great set of values and are more confident that the previous generation, making the workplace flatter and not willing to fit into standard traditional hierarchical structures. There is an added new dimension of understanding cultural inclusion with an outlook of being very global. The ability to start something fresh and innovative

Agile, Competitive and having the ability to take Risks is the new mantra of the current Talent work force.

People are willing to experiment with new professions and new skills whether it is design or certain aspects even within finance. People have moved into very specialized skills ~ where there is far more diversity in terms of skills. The risks are largely facilitated by the e-commerce and start up ecosystem, which is fantastic. Entrepreneurship has a lot of acceptance and it is driven by these youngsters wanting to explore new avenues as well as the support system that is enabling them to get there. The talent is interested in building stuff, is passionate about and is ready to build it from scratch.

But the duality of workforces are stark. The established, growing and emerging talent in the smart cities of Hyderabad, Bangalore, Gurgaon etc, are rubbing shoulders with the workforces from the older & less digital economy. Unfortunately not all the unemployed of the country are being able to get into workforce. Lack of skills or even technological and communication skills are difficult to break through in the more organized industry. At the same time skills at the grassroots are relatively low; skillful masons, plumbers, electricians and welders are difficult to find and the more technology savvy talent is unwilling to take up these roles.

Talent Challenges

The lack of global leadership talent at senior levels is evident, which is created by growing customer and industry needs, and changing talent needs. There is an overgrown middle management who masquerades as senior leadership therefore fueling the emergence of 'average senior leadership'. There is a problem both at the bottom of the pyramid and at the top of the pyramid. Despite of huge opportunities, definite deficiency in skills and integrity of leadership hampers the drive to take the talent agenda to a logical conclusion.

Focus is on immediate skills and talent, but relative inertia to work with potential. Immediate need of business deliverables has led to lack of patience in the system resulting in quicker burnouts and growing disengagement of employees. Talent for job is currently define and selected mainly on the basis of education. The government's 'Made in India' project has given a boost to manufacturing, digitation and service sectors. This will favor the population dynamics where the average age of population will be around mid 20's. However, a balance between the skill levels is essential to be maintained; as the society will need both a mix of blue and white collar workers.

The current education system is deficient and is focused on churning out talent from technical and professional colleges. The element of specialization is missing which is the needed in this globalized and information driven world.

All organizations have an insider and outsider mindset, the implementation of inclusion will help to bridge this gap. Identifying, managing and reducing this gap will reduce challenges. Balance and focus will be crucial to determine the continuing capability readiness of the new generation in the future for sustaining the inclusion mindset.

According to the latest trends, contractual working has largely attracted the talent today especially in the startup culture, however this trend has not yet become popular in larger organizations. But there is a slow movement on change and the evident state of "inertia" as organizations are not yet geared as they should be in terms of inculcating an open mindset. The persistence of doubting whether employees will deliver at all when they work in remote environments or whether the outsourced organization would manage to hit the brief are some of the common concerns today. Interestingly the country which showcases itself as the outsourcing capital of the world, is showing doubts in case of outsourcing within ourselves.

"

Yes, there is a definite talent crunch which has created an employability challenge. What is important is not to just lament on the problem, but instead focus on identifying the root cause and therefore become a part of the solution. Both the current educational system and training functions in organizations should focus on building applied skills versus only knowledge and competencies. The other challenge to be addressed is that of 'agility' - while we all focus on the change in the environment, we need to equally focus on the 'rate of change'. This will enable organizations to build capability and skills both for today and the changing skill demands for the future. We need to be predictive rather than only preventive!! Finally, as organizations we must free ourselves from a discussion biased only towards development areas of employees and instead facilitate growth of employees by leveraging and further developing their strengths. That's the fastest way for employees and organizations to accelerate!!

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Anjali Byce –
Director & Head of Human Resources at SKF India

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Our study showed that a large percentage of working professionals want to start their own businesses rather than work for an international company. For those attracted to fast moving, fast-iterating companies, large global enterprises can feel like hard-to-influence giants where they only serve as the proverbial cogs- in- the- wheel. As young talent is more drawn to 'purpose than paycheck', the allure of huge companies isn't as strong as it used to be

"

Vinika Rao,
Executive Director, INSEAD Emerging Markets Institute,
Singapore

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The decision making will be analytics and data science driven and everyone will have similar access to predictive insights. Hence from a competitive perspective, it will be about how organizations are using that to transform themselves with required speed and agility. The focus will shift to innovation for sustainability. That will be the agenda and priority for the next generation

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Anil Jalali,
CHRO Capgemini India

Capgemini CSR – Vocational Training to Underprivileged with Disabilities

One of Capgemini's key objectives is to take up programs that benefit the communities in and around work, further resulting in enhanced quality of life and economic wellbeing of the local populace. This also help to engage with state and its agencies in pursuing the development agenda for sustainable change.

In this context, Capgemini joined hands together with Sarthak for empowering persons with disabilities and create an inclusive nation. This skill development project aims at enabling Youth with disability to live financially independent lives through vocational skill building and placement support creation. The three centers are based in Mumbai, Pune & Hyderabad and the organization is proud to share the success of training 558 and placing 235 Persons with Disabilities.

Objectives behind this initiative

1. Supporting Talent from the underprivileged society, having poorer health conditions, lower education achievements, less economic participation and higher rates of poverty, to get on to mainstream work.
2. Parallelly supporting the cause of differently abled as persons with disabilities experience barriers in accessing services that many of us have taken for granted, including health, education, and employment.

Improving vocational training and employment opportunities for persons with disability from the under privileged society, is not only a critical element for enhancing the quality of life for individuals and their families, but also there are substantial gains for the broader economy.

Type of Training Program

The project encompasses Basic Skill building, Sector Specific training Pre-Employment Training, Allied Activities and regular assessments, and feedback. Practical knowledge of various trades (IT - ITes, Tourism & Hospitality and Organized Retail) is provided to the candidates in the well-equipped 'Sector Skill Labs' set up at each center.

Program at Glance

- Basic English
- Basic IT Skills
- Basic Life Skills

- Mock Interviews
- Resume Building
- Dressing Sense
- Work Ethics

Basic Training — **Sector Specific Training** — **Pre-Employment Training** — **On Job Training/ Placement**

- IT/ITES
- Organised Retail
- Tourism & Hospitality

- On Job Training
- Campus Placements
- Walk-in drives at corporate Houses

Impact Assessment

Sarthak has successfully medically rehabilitated 400+ children with disability, included 314+ students with disability in the mainstream education, trained and placed 4,550 & 7,250 persons with disability respectively across 11 centers in India

The Brave New workspace" by Insead Emerging Markets Institute in partnership with MIT Leadership Center, Universum & HEAD foundation, 2017

Current Organization Outlook

Facilitating Agile work environment

Organizations currently are actively engaged to prepare for the future. Organizations need to transform their culture to facilitate a more agile work environment, quicker reaction to market and ability to deal with transformations every 3 to 6 months. The organization's culture is changing from prescriptive to choice driven for employees.

Culture is becoming **adaptable**, more **receptive to ideas and situation**, and also far **less hierarchical**. Also there is an increased need to collaborate as well as openness and willingness to learn from other industries by embracing new trends, technologies, and diverse workforce. The emphasis on initiatives like diversity and inclusion has evolved over the last decade. Multinational organizations in the country are working on these initiatives, but the trend is seemingly seen as an imperative in indigenous Indian organizations. Inclusive culture and diversity is becoming an imperative and makes business sense.

Adaptable

Receptive

Heirarchy
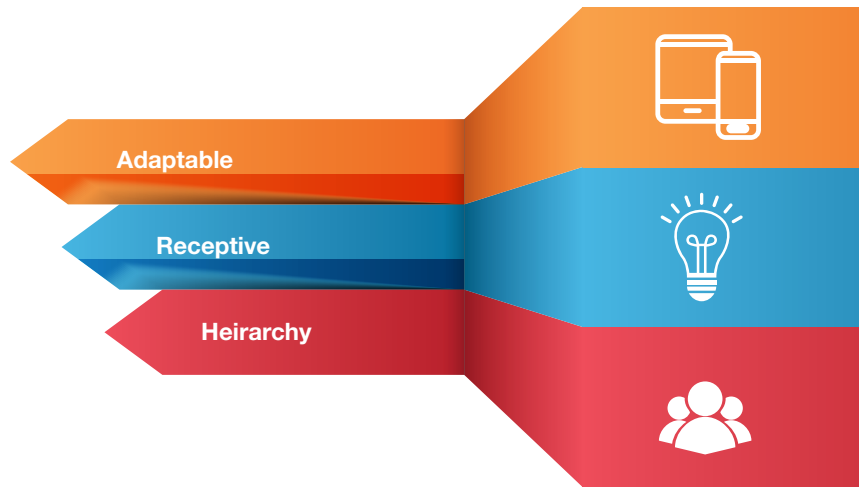
At the same time, older companies are dealing with multiple generations of employees today. The emphasis on the communication is at peak as the expectation differs from generation to generation. Organizations are going from desktop to mobile. Employees demand more flexibility, accountability, less directions and management in their work. They want a charter and sometimes to the opportunity to build a charter on their own. This changing dynamics of workforce requires managers who could mentor, encourage, train and create the right environment, but is lacking in the current scenario.

The developing and sharing ideas with multiple perspectives has led to greater bandwidth of potential solutions to business problems. For e.g. an MBA has a logical linear way of solving a problem which will be very different from a designer who is hired into marketing who brings a very different approach to the same problem leading to Innovation.

Diversity creates a healthy mix of mindset in the workforce to approach and solve a problem The diversity has only grown in numbers with not much emphasis on Inclusion. Organizations are tapping resources across the country, profile, and gender. Prevailing stereotypes and mindsets continue to hinder the path to full potential realization of the diverse workforce. A diverse world will demand transparency all around in terms of the business models or with Talent ~ A world of 'Right to Information'. In these kind of socioeconomic political landscape, organizations have to be agnostic to age and to backgrounds. . People need to feel empowered and that's the biggest culture of autonomy and ownership and freedom of expression".

Leader Challenges Being Faced Currently

Making way for Inclusive Leadership Style

The growing millennial generation and their expectations have compelled organizations to move towards understanding value of an inclusive style compared to a decade ago. Diversity of talent has developed a workforce that is multifaceted and has multiple opportunities. The expectation from the leader is to embody an Inclusive Leadership Style.

Technology, the way we see it, has to be the means to an end, not an end in itself. It necessarily needs to be an integrated part of the people or the business strategy, not as add-ons, and very much integrated into the day to day running of the business. The pace of technology change is enormous. We see it in terms of how people are connected, the extensiveness of people having mobile devices with them all the time, the social network aspect etc. This in turn is not just ending up allowing people to be connected but also the amount of information that people have access to is increasing over time. The implications for employees or companies is to understand how well to work with that data, analyze it and making good decisions based on that data.

Unpredictability of the business environment is far more given today's intertwined global economy and its impacts on business. The complexity of organizations is intensifying given the continuous evolution of business, human resources, customers and consumption patterns. Predictability about the ecosystem today has become difficult and opportunities across the spectrum The growing millennial generation and their expectations have compelled organizations to move towards understanding value of an inclusive style compared to a decade ago. Diversity of talent has developed a workforce that is multifaceted and has multiple opportunities. of industries have also gone up. Staying agile and vigilant to changes and translating it into a vision that can inspire your team is the only way to succeed.

Unpredictability of business environment — Inclusive Leader — Disruptions at work like Technology, less hierarchy etc — Collision of Generations — Explosion of Data

> " *The ability of the leader to study, comprehend, analyse and act in new situations will be mandatory for the future leader. Business situations are only going to change faster, keeping pace with it and responding appropriately even if you miss it sometime will be extremely crucial. Managers need to be more flexible in terms of timings, rotational projects and roles. They should provide regular feedback, map career paths and be output driven.* "
>
> *Sonali Roychowdhury - HR Director - India/Middle-east/ Africa Distributor Operations, and Indian Sub-continent – Procter & Gamble*

But the journey has an evident collision of generations due to an increased diverse workforce. In older larger organizations, there is a tussle between the above 50 workforce and the Generation Z which is just joining the workforce. Successful leaders are those who are managing the generations by harnessing and drawing the strength from each of the generations for the organizational good. Linearity has gone out completely as leaders struggle with not always the go to people for solutions. Tell me, guide me, prescribe, mandate and direct is moving to participatory decision making style. At the same time, the need for transparency and meritocracy is high as the boundaries of hierarchy dissolve.

Disruption needs to be managed in various forms – technology, people, business models, old client relationships and supplier relationships. Hence, adapting to different styles of leadership, as no one size fits all, in a diverse and dynamic organization is the path to success. At the same time, the leader has to ensure that employees grow and develop with varied experiences in different parts of the business segments, collaborate with diverse teams, and deal with constructive conflict. Leveraging the talent landscape to the maximum.

There is an explosion of 'Big Data'. But managers are still struggling to touch the tip of the surface, compounded by the lack of skill sets. Once the leader manages to decipher the data and uses it for specific results with specific groups, the results will be there to be seen.

Wisdom Nuggets

A number of theories have been advanced to explain this phenomenon, including globalization and its accompanying loss of bargaining power for some workers. But Loukas Karabarbounis and Brent Neiman, economists at the University of Chicago, have estimated that almost half of the decline is the result of businesses' replacing workers with computers and software. In 1964, the nation's most valuable company, AT&T, was worth $267 billion in today's dollars and employed 758,611 people. Today's telecommunications giant, Google, is worth $370 billion but has only about 55,000 employees—less than a tenth the size of AT&T's workforce in its heyday.

"

In the age of robotics and artificial intelligence, the productivity factor will have a new definition as jobs "dislocate" from being done by man to jobs being done by machines. This will lead to redefining jobs and organisation structures while humans will be available to do even more and thus yield higher net productivity! The traditional work-shifts will be passé. Flexi-timing which is still debated as a "work-life-balance" best practice will be give way to more efficient way of work enabled by technology, constant connectivity and round-the-clock availability. Leveraging big data, like real-time traffic information, reduced journey times alleviate the physical strain from megacities and regionalising work locations, thus legitimizing a global boundary-less workspace. Every space will be an extension of work-space!.

"

Amit Das-
Director-HR & Chro, Bennett Coleman Co Ltd
(Times Of India Group)

Skills Lacking in today's workforce

Conditioning to Managing the ambiguity

Employees excel as individual contributors but struggle when they transition to managing teams. They need to learn the art of multitasking and a deeper specialization in various skillsets. Knowledge of the subject and the linkage between the knowledge to application and consequent linkage to live business problems is imperative. The talent stretches themselves even at the cost of burning oneself but is not proactive in acquiring newer skillsets and doing things more differently The current skills lacking is as follows.

Daniel Middleton is a YouTube personality and professional gamer who goes by the handle The Diamond Minecart or DanTDM. His online video channel mainly focuses on the popular game Minecraft. As of January 2017, his channel has over 9.1 billion views and 14 million subscribers, In July 2015, his channel was listed as one of the most popular YouTubers in the world by viewership. In 2014, Business Insider estimated Middleton's annual income to be somewhere between $213,000 and $2.15 million. He has earned several Kids' Choice Awards as well as set Guinness World Records for his gaming and presenting. This is the Gen Z who are rewriting about the way we look at things, traditional work structures, using unknown or known media to use to create a new scope of work and Industry. You Tube is rivaling traditional ways of viewing entertainment and media.

Skill	Description
Big Data Scientist	The ability to predict trends with a sense of analytics. Ability to look at data and insights and convert them into educated decisions
Design Thinking	The whole user experience of products that are being built. Consumption will be easier and will grow only if its simple to use
Critical Thinking	Not accepting things at face value but challenging and modifying ideas and developing innovative ideas for betterment
People Skills	This will encompass things like communication, working in teams, being able to conversate and listen
Subject Matter Expertise	Deeper Skills and expertise
Emotional Intelligence	Is the capability of individuals to recognize their own, and other people's emotions, to discern between different feelings and label them appropriately, to use emotional information to guide thinking and behavior, and to manage and/or adjust emotions to adapt environments or achieve one's goal(s).
Patience	Patience to stick through - Where every venture has to stabilize, and the focus needs to be on execution and implementation with continously being reenergized

It won't be right to say skills are lacking, I think the strengths are so strong that it is important to channelize them in the right direction. – Quote

Current Strategies

Focusing on a Diverse Workforce

How Do You Do It ?

- Focusing on hiring of female talent. Hiring women in non traditional roles

- Promoting diversity through cross functional move

- Formulating and adhering to principles of driving diversity

- Rewarding, recognizing and highlighting people for the most diverse team

- Diversity, as a topic is owned by business and run by business. HR just facilitates in the design

- Institutionalizing programs on women to build a strong leadership bench and providing a fair and equal opportunity to grow in the company, whether it is pay, promotion or jobs

- Building a culture with our managers to achieve a shared purpose which includes not operating or making decisions based on assumptions

- Marketing and branding of diversity initiatives - an external validation so that employees believe that this is the best place for diversity and also builds confidence in people

- Hiring as part of campus hiring going to non-traditional colleges and institutes and looking at a skill analysis. Hiring from non premier B Schools

- Allowing networks to thrive, and increase awareness and sensitization of employees and leaders

- Communication fitness of a new hire for the right cultural fit and driving change

- Engagement and sensitization and awareness sessions to drive inclusion rather than diversity

> **"You cannot do today's job with yesterday's methods and still be in business tomorrow."**
>
> *Alfred Chandler*

Research Methodology

Our research is based on a robust combination of in-depth quantitative analysis and qualitative research gathered using BD Foundation's proven research methodology.

The study was designed to bring together individual opinions, organizational contexts, actions of those driving the diversity and inclusion agenda, stances of CHRO's and experiences of various diverse groups via an online survey. The study captures trends, stories, best practices, and challenges in forecasting future 2030 in Indian organizations.

The study was conducted in four steps. First, the vast body of existing literature on the future of work was studied. Second, a task force of in house consultants and practitioners met to discuss the rapidly changing world in terms of talent, technology and Infrastructure. The third step was in-depth interviews with 23 Chief Human Resources Officers and Practitioners with a common questionnaire as to how the future of work would look like in 2030. In the final step an online survey was conducted with the help of research associates and an online survey was commissioned collaboration with Ansal University and IIM Calcutta to understand individual perspective from across India.

CHRO Interviews

Objective - To define the knowledge worker of the future. Via the Interviews we aimed to understand the 'Talent Economics' mainly

- The fabric of the current diverse talent pool in the country,
- The strategies to engage with them and
- Vision of the talent framework which will be workforce of 2030

The interview schedule was designed to capture the following:
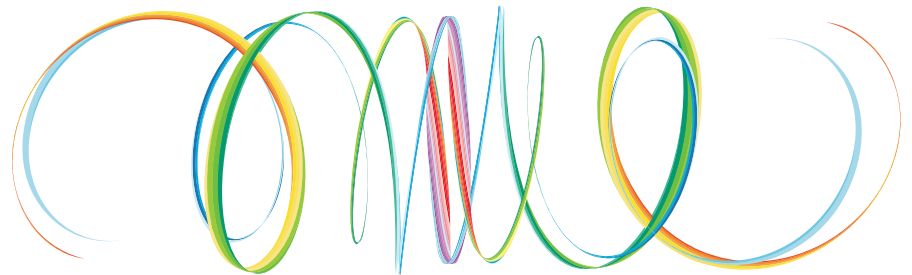
Talent and the workforce

- How would you define the current Talent workforce in the country.

- How would you differentiate the organization culture today compared to a decade ago?

- What are some of the things that makes you feel positive towards the workforce of the country.

- What do you think are the challenges which leaders today are facing the maximum in today's business world.

- What are the skills that are found lacking in today's workforce and also skills to look out in the future

- Diverse Talent & Inclusion efforts

- How do you think by getting a diverse talent source you will be able to tackle the talent requirements of the organization.

- What should be a strategic plan to address inclusion of the diverse workforce that has been bought in. What steps have you taken as the CHRO to move towards a more inclusive leadership model?

- Can you share a case study of how diversity and inclusion has impacted your business in a positive manner

- Do you think training and educating staff and leaders will help retain and engage your diverse workforce? Why?

- How would you describe the new millennial generation? How many generations work in your organization? Have you seen any work styles differences in them? How do you manage the differences?

- How would you see the future of Diversity and Inclusion in Indian organizations. Do you Monitor progress on Diversity issues? How do you that?

Worker of the Future

- New rules are continuously being defined for the workforce of the future. How as per you will the work force of the future look in year 2030? What suggestions/recommendations do you give for aspiring leaders for tomorrow. What advice would you give to leaders of today?

- What do you think will be the biggest challenge for leaders in 2030?

- How would you look at 'flexibility of work' and describe the 'worker' of the future? How are your preparing yourself as the 'worker' of the future?

Others

- Technology has changed the shape of today's workplace. Today we see people working from home, flexi hours, working on many technology enabled gadgets. How do you see the workplace 15 years down the line?

- India has been in the forefront of service industry but there is a growing demand from the manufacturing side. With the new technology in place, how do you see the jobs in 2030.

- The new workplace requires new skills. What do you see the skill sets which the new labour workforce will require in the coming future for their employment and career development?

- With the new workplace, the role of the manager/leader will also see some changes. If you have to suggest some changes in the management curriculum to people who are working.

- The workforce of the future will also be more diverse whether it is related to age, disability, gender, cultures etc. With the workplace of the future in mind, how do you see the role of the leader with specific work of managing diversity and inclusion within his/her team. What competencies do you see are needed?

- How to do you see the role of HR in the workplace 2030 with respect to managing the diversity within the organization? Organizations or groups working in the domain of research, advocacy, and support of diversity and inclusion were interviewed to get their perspective about the patterns and state-of-art of "inclusion thinking" in Indian organizations. The key person in each of these organizations was interviewed with focus mainly on:

Informed consent was obtained from all those who were interviewed for this study. To enable informed consent, the interview schedule was sent in advance and it was promised that no data would be shared without permission and broad trends will be shared in aggregate form so that a company or individual would not be identifiable. In presenting the findings, wherever permission was sought or given, we have quoted the person and shared the name of the organization. Though there was an interview schedule, it was in most cases only used to guide the conversation with the interviewee. The interviewer made sure that all the major points were covered before closing the conversations. To remain consistent, only one researcher led all conversations held within an organization.

After each interviewer had completed one set of interviews and written a memo, another researcher read through the transcripts and the memo to help improve the interviewing process and the writing of in-depth reflective memos. The memos were then shared with the core team of researchers. The quantitative data was transferred to a spreadsheet.

Survey Methodology:

The study was carried out in 3 metros cities in India (Delhi/NCR, Bangalore, Hyderabad). The study group was made up of 180 respondents between the age group of 25 to 35 from across industries. By adopting stratified random sampling adequate number of online questionnaire was circulated and 180 valid samples were collected and analysed.

Proposed Questions:

The questionnaire has 21 questions related to future work trends like diversity, dominance of industry, work values, important skills and technology etc. Questionnaire comprise of close and open ended questions.

List of Thought Leaders Interviewed

1   Amit Das - Director-HR & CHRO, Bennett Coleman Co Ltd (Times of India Group)

2   Ajay MK - Executive Vice President - HR and Risk Management, India & South Asia at Colgate-Palmolive India (Ltd)

3   Anjali Byce - Director Human Resources at SKF India

4   Anil Jalali – Chief Human Resources Officer – Capgemini India

5   Aparna Sharma - Independent Director - T.S Alloys Ltd (100 % subsidiary of Tata Steel) ; Ex-Country HR head -Lafarge India

6   Bhuvaneswar Naik - Head of Global Talent Management at SAP SE, Germany

7   Gauri Deshmukh, Senior Vice President & Head Human Resources Bank of America

8   Kamlesh Dangi - Group President Human Resources at UTI AMC

9   Meenakshi KS - Managing Director, Global Head HR - Business Delivery Centers; Site Head - CS Powai, Mumbai, Credit Suisse

10   Piyush Mehta, CHRO Genpact

11   Prabir Jha, Global Chief People Officer – Cipla

12   Rajesh Balaji, Head - Human Resources, Standard Chartered Global Business Services Pvt., Ltd.,India

13   Richard Lobo – Executive Vice President &Head Human Resources - Infosys Ltd

14   Ritesh Rana, VP - HR, Britannia Industries

15   Ruchika Sethi – EY - GDS Philippines Talent Leader and GDS HR Enablement Leader (Dual Role)

16   Sameer Khanna - VP and Head Human Resources at Ericsson India Private Limited

17   Sharad Verma, CHRO at Sears Holdings India

18   Sonali Roychowdhury - HR Director - India/Middle-east/ Africa Distributor Operations, and Indian Sub-continent – Procter & Gamble

19   Vikrant Bhatnagar – Chief People Officer – Freshdesk

20   Vinika Rao, Executive Director, INSEAD Emerging Markets Institute, Singapore

21   Vishpala Reddy – Vice President & Head - Human Resources at American Express

22   Vlasta Dusil – Head of Human Resources India – SAP

23   Yuvaraj Srivastava - Group Chief Human Resource Officer at MakeMyTrip.com

The research was conducted across a total of 23 CHRO's and Talent Practitioners (please see list of participating organizations above) and also comprised a total of 180 online participants. The gender split was 50:50 among the thought leaders and the online survey to get a balanced perspective.

![BD Research]

Crystal Gazing Core Research Team

Research Authors

Rashmi Mandloi, Managing Partner BD Foundation leads the Diversity & Inclusion initiative in South Asia. Her professional experience spans over 17 years with multinational organizations across South Asia. Over the past 5 years she has impacted more than 80+ organizations and mentored approx. 5000+ women through her consulting and advocacy work. She also leads the Research practice of BD Foundation authoring reports like "Women on Boards" & "Inclusion in India Inc". 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 on issues of "Unconscious Bias", "Building Inclusive Workspaces" and "Women Leadership". She lives between Mumbai and Dhaka leading BD Foundation Bangladesh chapter championing the cause of women leaders both in corporate and social world

Sarika Bhattacharyya, CEO, BD Foundation is an Inclusion Strategist & Leadership Facilitator with more than 18 years of corporate experience. A highly-respected speaker on Diversity & Inclusion and related business issues, Sarika is a strong advocate for Inclusive Leadership &promoting equal opportunity for all. She is also VVLead Fellow (Vital Voices Women Leadership network) & member of Fortune Most Powerful Women Network. She was also felicitated prestigious "Leadership in Mentoring" award by Hillary Clinton & Bank of America in USA in 2014. Sarika has been featured as the Top 50 Indian Women to follow on Twitter by WOW Asia in 2014 and "Top 10 Global Diversity Consultants" in the Global Diversity List 2015 & 2016 published by The Economist & The Daily Telegraph. Sarika is an avid reader, dabbles in painting & enthusiastic traveler.

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Sources

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In Conclusion

It was refreshing to hear myriad views of the current leaders across the country and abroad. Apart from similarities in the way they viewed the current talent, it was interesting to note that the future thoughts mirrored and were similar irrespective of the industries. There was a common vein of thought on the continuously transforming world with its unique sets of business challenges never seen before. Technology did seem as a real threat to people and process and the disruption that it could possibly get in the current equilibrium. Innovative ideas and products which are simple and easily accessible to the larger mass will be the torch bearers. The real winners would combine the essence of what the futuristic workplace will be, by building the skill and capabilities now, to be ready for the future.

Having collated the various thoughts and findings of our research and survey, we revisit our ideal of what the future would look like in 2030 that was portrayed in the Introduction. The following seem to be coming through as the vision of the workforce of 2030: -

✓ The fabric of the current diverse talent pool is Agile, Competitive and Risk Takers. Talent today is looking at how they can impact the world with their unique ideas and outlook. Characterized by a greater set of values and more confident than the previous generation, talent today has made workplaces flatter and challenged the standard traditional hierarchical structures. A new dimension of understanding cultural inclusion with an outlook of being very global has been created.

✓ Strategies to engage with the talent would be by formulating and adhering to principles of hiring diverse skill sets with different backgrounds. People will be rewarded, recognized and encouraged to collaborate with the most diverse team. Engagement, sensitization and awareness sessions will be held to drive inclusion rather than diversity. To drive change, building a communication cultural will be crucial.

✓ The fast-paced changing business dynamics from a technology and digitization perspective will lead to more automation. This will lead to fewer jobs but more of specialist kind than general management/man management roles.

✓ The role of the worker will change with contracting. People will be paid and hired based on the value they bring and not based on position. Many people probably will work multi-companies rather than a single company. The power of networks will override hierarchy and the perception of things.

✓ The onset of automation will led to contracting employees exploring alternate careers creating different work structures and opening of nontraditional jobs and roles. The jobs in the formal sector will reduce and replaced by work in alternate sectors leading to diversity of the workforce.

✓ Organizations have started taking measures in building the workforce of the future. Focus is on understanding the unique needs of the millennial generation and devising a strategy to engage them towards a common purpose which they value. The current generation of workforce needs to understand the changing needs and prepare for the future by embracing new skills.

✓ Patience, networking skills and managing the virtual world would be the skills required to survive in the new world. Communication and transparency will be the most important factors in a virtual world.

✓ Technology needs to be embraced in a way that it remains a means to an end, not an end in itself. It needs to be integrated into the day to day running of the business which is integral and not piecemeal.

✓ The growing millennial generation and their expectations have compelled organizations to move towards understanding value of an inclusive style compared to a decade ago. Diversity of talent has developed a workforce that is multifaceted and has multiple opportunities. The expectation from the leader is to embody an Inclusive Leadership Style.

The workplace 2030 would be vastly different than what it is today and it will be an interesting place to be in. This diverse workforce will be characterized by innovative thoughts, nonlinear organizations and would resemble a network of jobs.

BD Foundation
Beyond Diversity

About BD Foundation

BD Foundation is a not for profit organisation providing a platform for creating awareness on inclusive practices, conducting research & building advocacy platform to promote inclusive leadership. As a Top 10 Global Diversity Consulting firm, we have worked with more than 100 corporates, sensitised & built awareness on inclusion for more than 50,000 individuals. BD Foundation's award winning Mentoring & Leadership programs has mentored more than 7000 women leaders. We believe that impact has had many ripple effects with these leaders paying it forward in their organisations & communities. Together with its clients, mentors & community network. BD Foundation helps to promote a culture of respect, performance and equal opportunities for all.

To know more about us, please do visit our webpage: **www.bdfoundation.in**

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Capgemini
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About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at
www.capgemini.com

People matter, results count.