THRIVING IN THE FUTURE WORKFORCE

(Key takeaways)

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Survey Overview

This survey was undertaken during July 2017.

There were over 500 Organizations that responded and 250 Professional Independent Consultants

The Survey explored 3 themes:

- Trends – existing and emerging
- Technology – and its impact
- Organizations Readiness – for the future workforce

To ensure practical insights, within these themes the survey focused on the *blended workforce* which is the mix of:

- Traditional workforce – full time employees
- Flexible Talent – experienced independent professional consultants

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Survey Summary Takeaways across the 3 themes

Trends

- ***Diversity*** - Respondents are confident that the impact of gender is near complete. Future diversity impact will derive from people staying in the workforce longer (multi generational teams) and working globally (cross cultural teams)
- ***Skills*** - Social intelligence, cross cultural, virtual collaboration are dominant skills alongside critical and novel thinking will be critical for the Future of Work
- ***Motivation*** - Confirmation that work "flexibility" and "purpose" will be the motivators and this was consistent across generations, nationality & gender

Organizational Readiness

- ***Flexible Talent*** - In 5 years, one third of organizations will have 50% of their workforce as flexible talent
- ***Talent Sourcing*** – Platforms will outpace all other sources for flexible talent acquisition
- ***Organizational Management*** – Organizations have much work to do to be ready to manage flexible talent

Technology

- ***AI & Big Data*** – will have the most impact between now and 2030; cloud & mobile tech will be old news in 2030.
- ***HR Blindspot -*** HR profession under estimates the impact of technology on the future workforce
- ***India likes AI*** - India professionals are very supportive of Artificial Intelligence especially compared to Britain

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THRIVING IN THE FUTURE WORKFORCE

(Survey Demographics)

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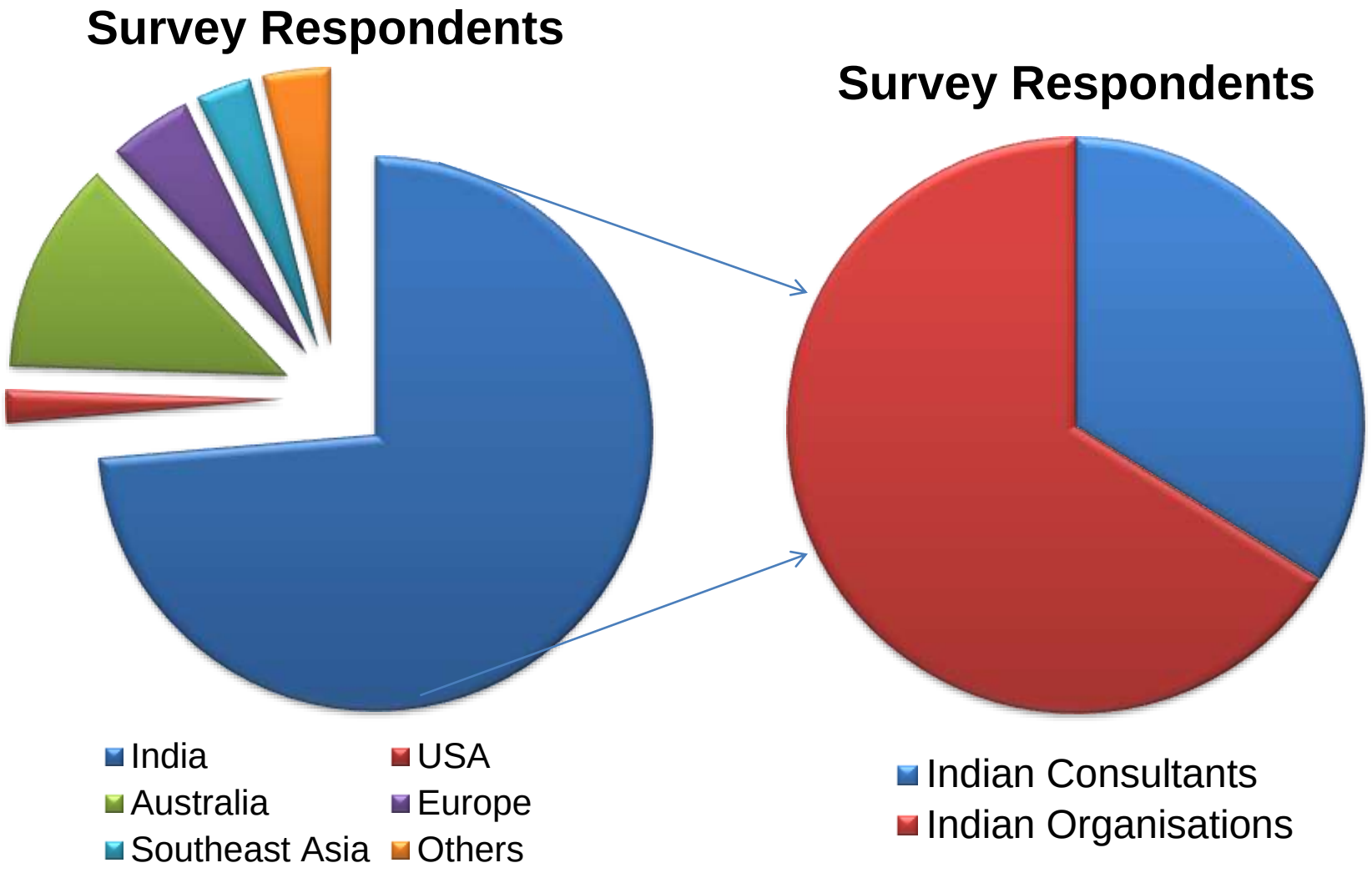
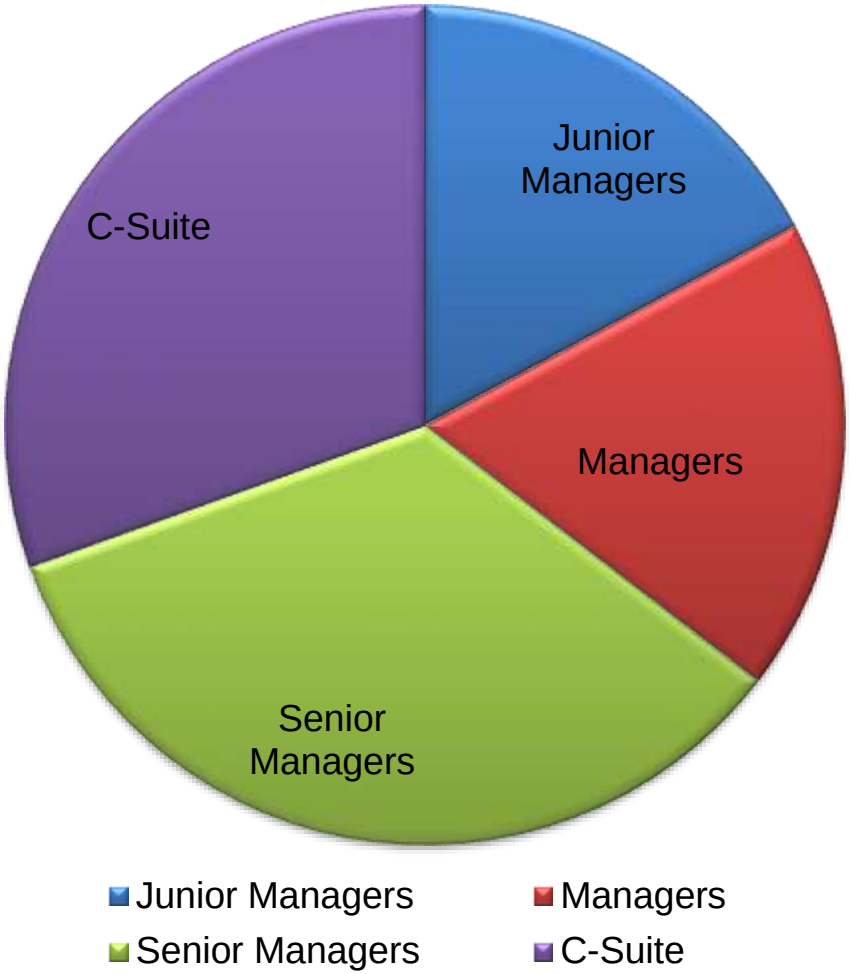
Respondents by Location



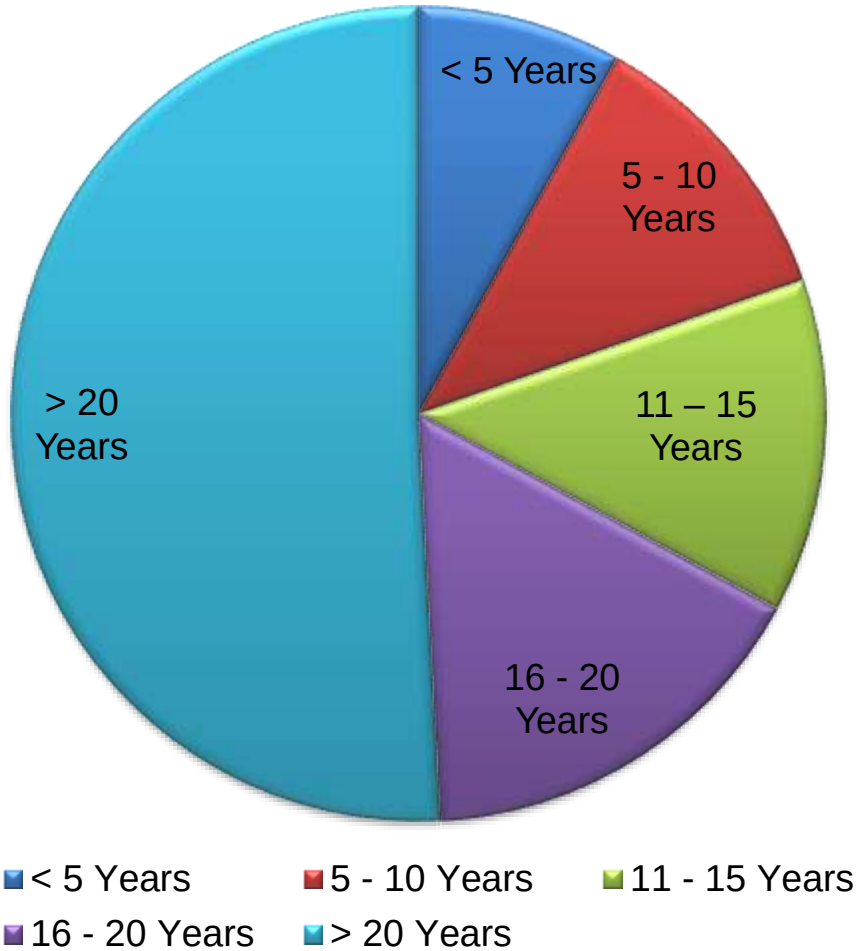
Respondents by Organization Type

Seniority of respondents

Organizations



Independent Consultants



Respondents by Specialization

Survey Respondents

THRIVING IN THE FUTURE WORKFORCE

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Trends for thriving in the future workforce were very consistent across demographics

Diversity –

- Respondents are confident that the impact of gender on diversity is near complete. Gender rated very low (<10%) as an impact on diversity in 5 years. This remained consistent across gender, age, geography and professions.
- Diversity impacts will be driven by:
  - People staying in the workforce longer - multi generational teams
  - Global teams working across cultures

Skills –

- Somewhat consistent with the future impacts on diversity, key skills for thriving in the future centered on soft skills:
  - Social intelligence
  - Cross cultural competencies
  - Virtual collaboration
- These soft (EQ) skills also need to be coupled with interpretative (IQ) skills for a complex world, such as:
  - Critical thinking and sense making
  - Novel and Adaptive thinking

Motivation –

- Consistent with other public surveys, the main motivators in the future will be:
  - Work flexibility
  - Purpose Organizations and meaningful work
- This remained consistent across age, geography and gender

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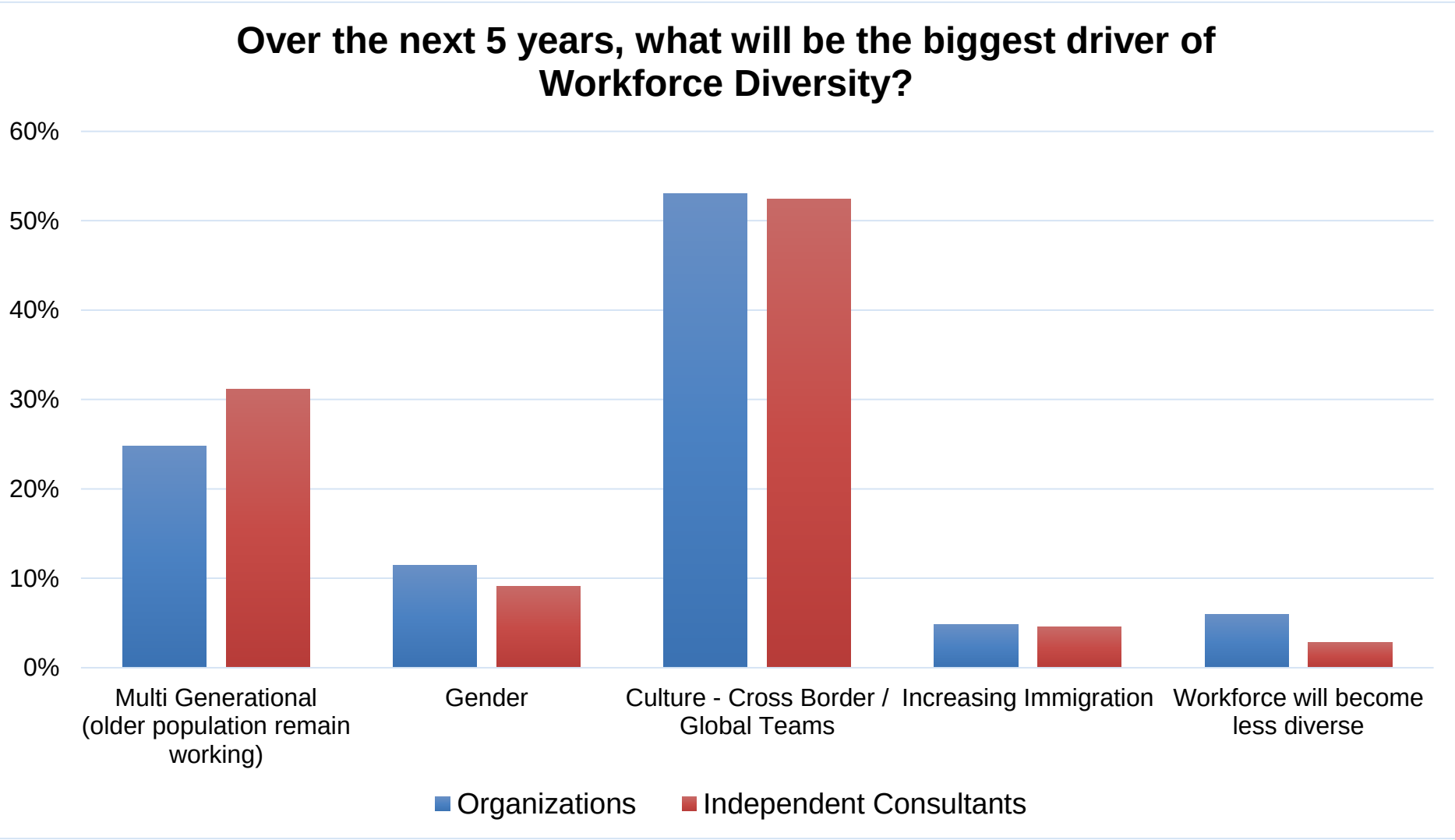
WORKFORCE DIVERSITY in the next 5 Years, will be driven by cross border teams and an older workforce, gender's impact has passed



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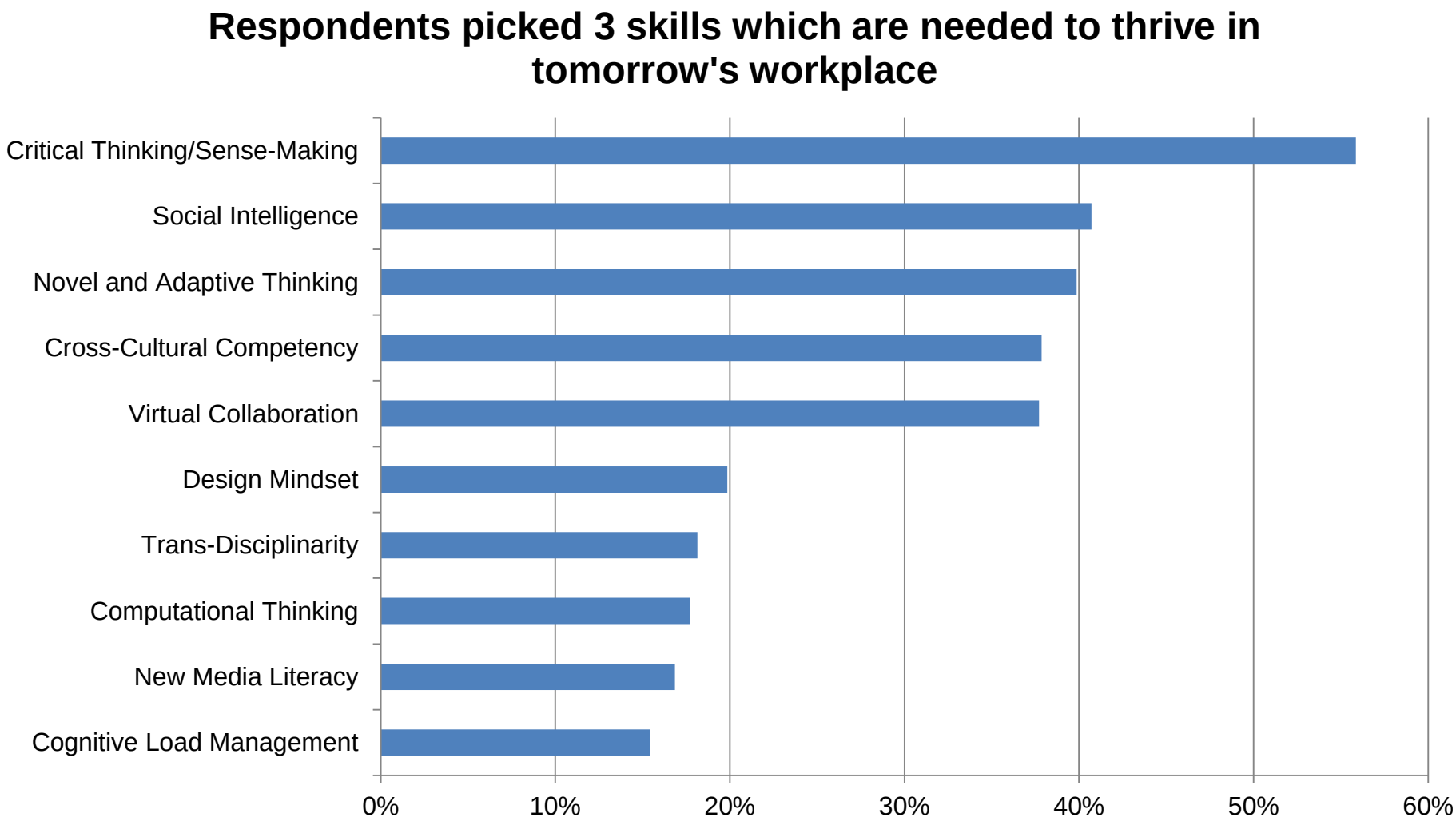
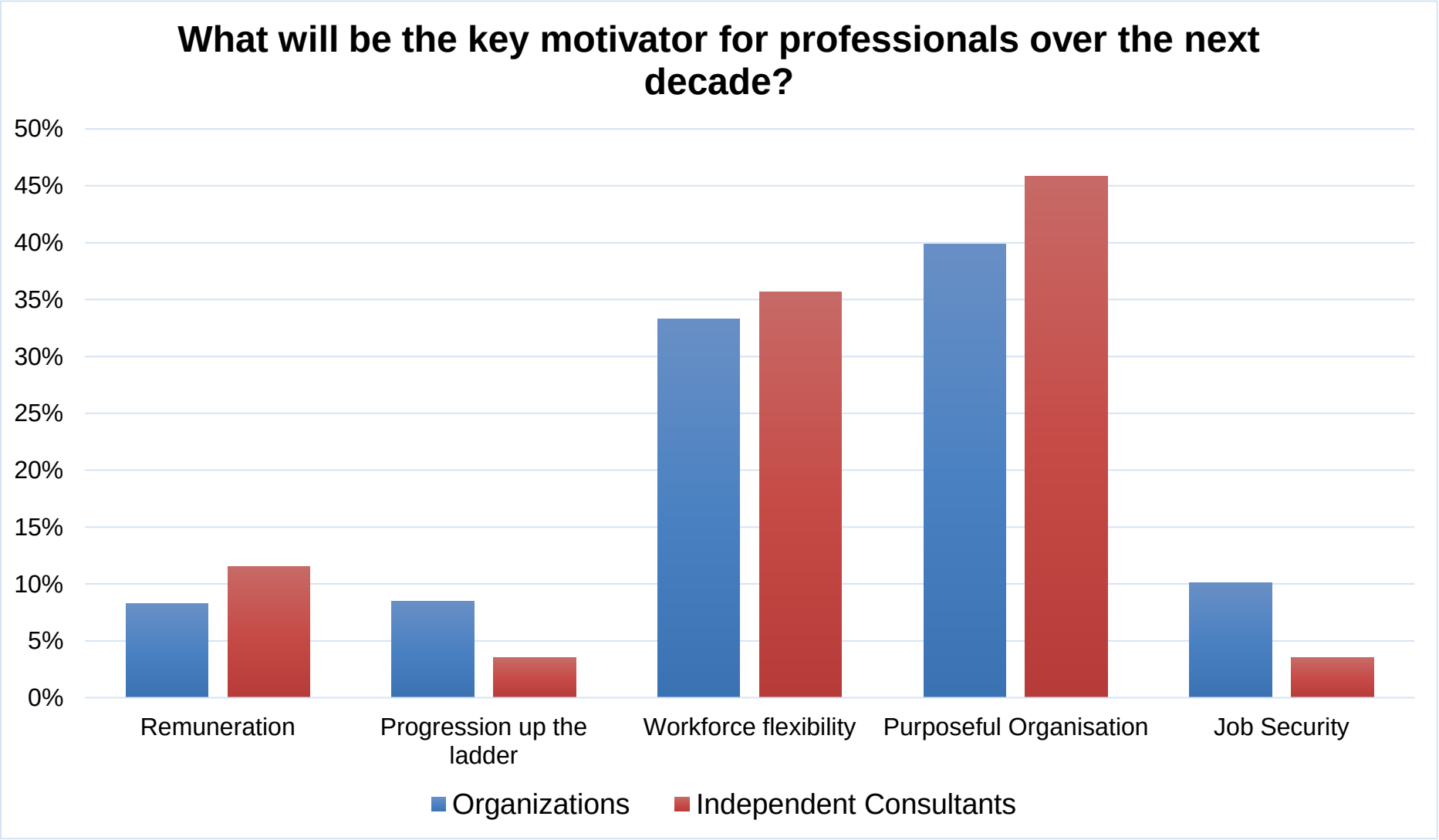
Social intelligence, cross cultural, virtual collaboration are dominant skills alongside critical and novel thinking for the Future of Work



Overwhelmingly PURPOSE & FLEXIBILITY will drive the Future of Work. This remained constant across gender, age and nationality.



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Flexible workforces will grow rapidly but organisations need to do much work to be ready for this requirement

Flexible Talent

There will be considerable growth in flexible talent (manager level workers engaged on a project by project basis) over the next 5 years:

- One third of organizations will have 50% of their workforce as flexible talent (tripling today)
- Half of organizations will have more than 30% of their workforce as flexible talent (doubling)

Talent Sourcing

As Flexible talent grows, there will be a shift in how organizations source that flexible talent:

- Away from large consulting companies and relationship networks
- Towards platforms

Organizational Management

Organizations and Independent Consultants think organizations have much work to do to be ready for future flexible work and do not yet have ready:

- Performance management systems to provide feedback to flexible talent
- Frictionless Onboarding systems for seamless contracting, payment, integration into the workplace
- Leadership capabilities to manage a collegiate blended team environment

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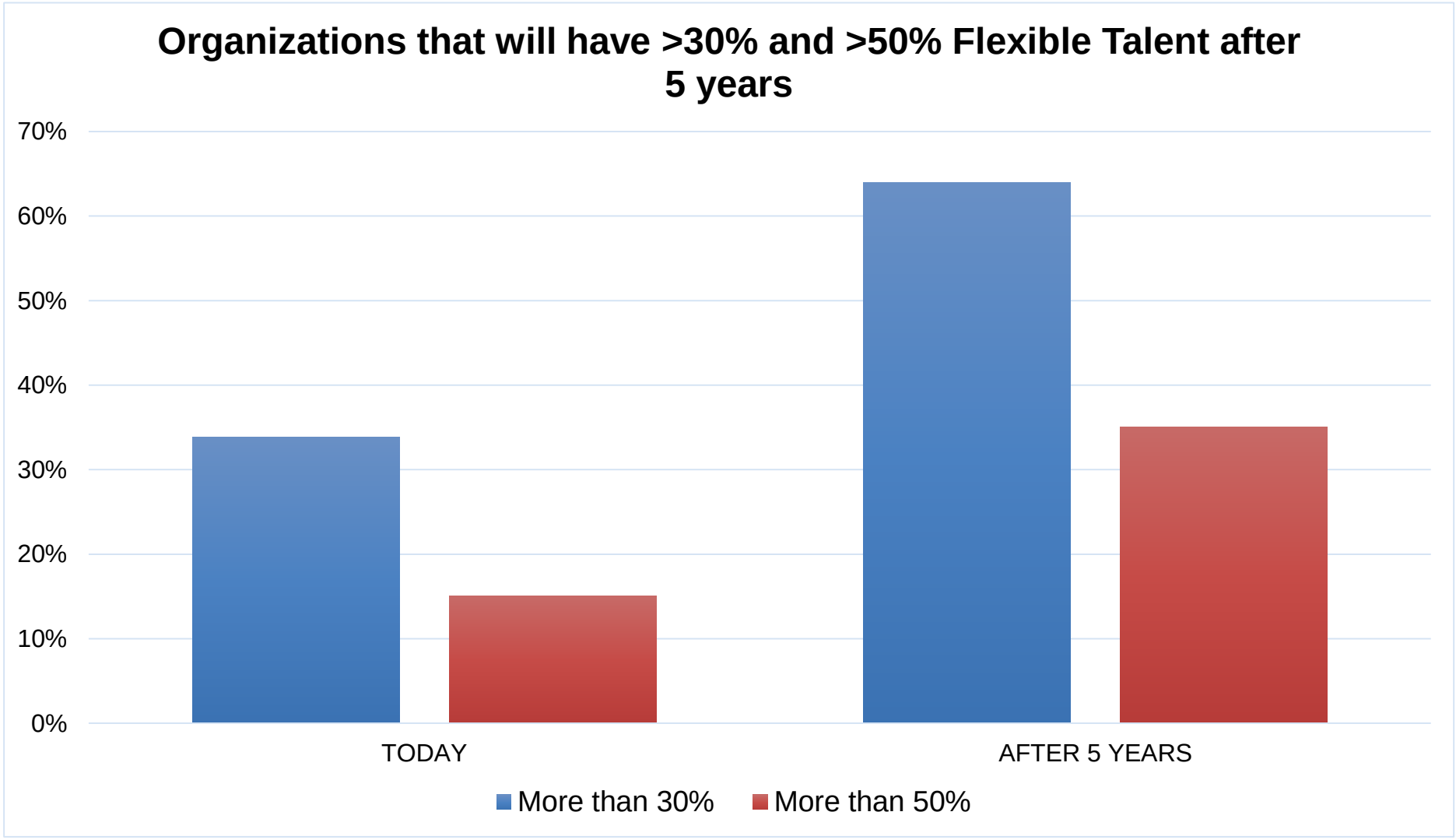
In the next 5 Years, the number of Organizations with >50% Flexible Talent will increase THREEFOLD



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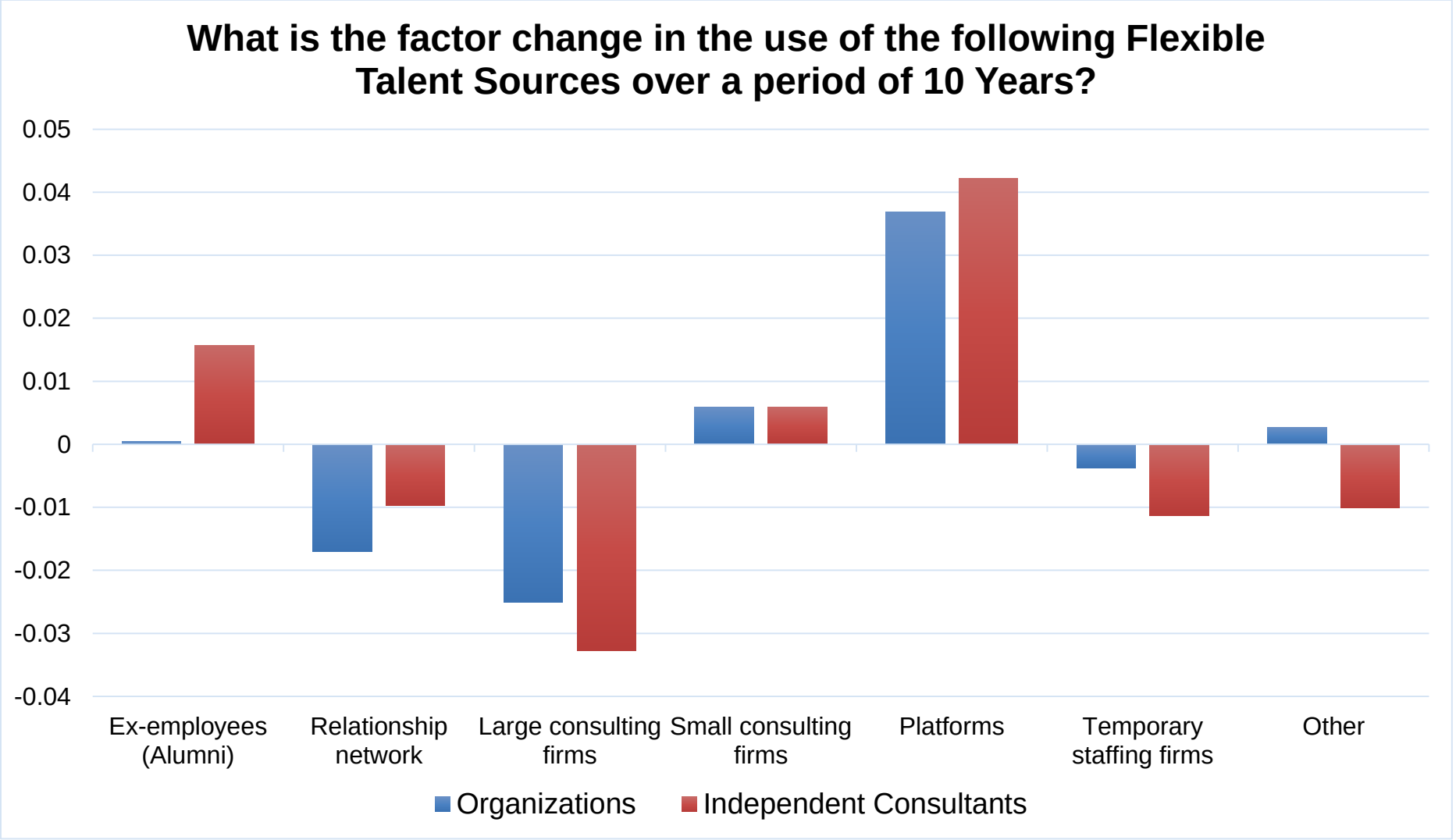
In the next 10 years the increase in the use of Platforms would outpace Large Consulting firms as the source of Flexible Talent



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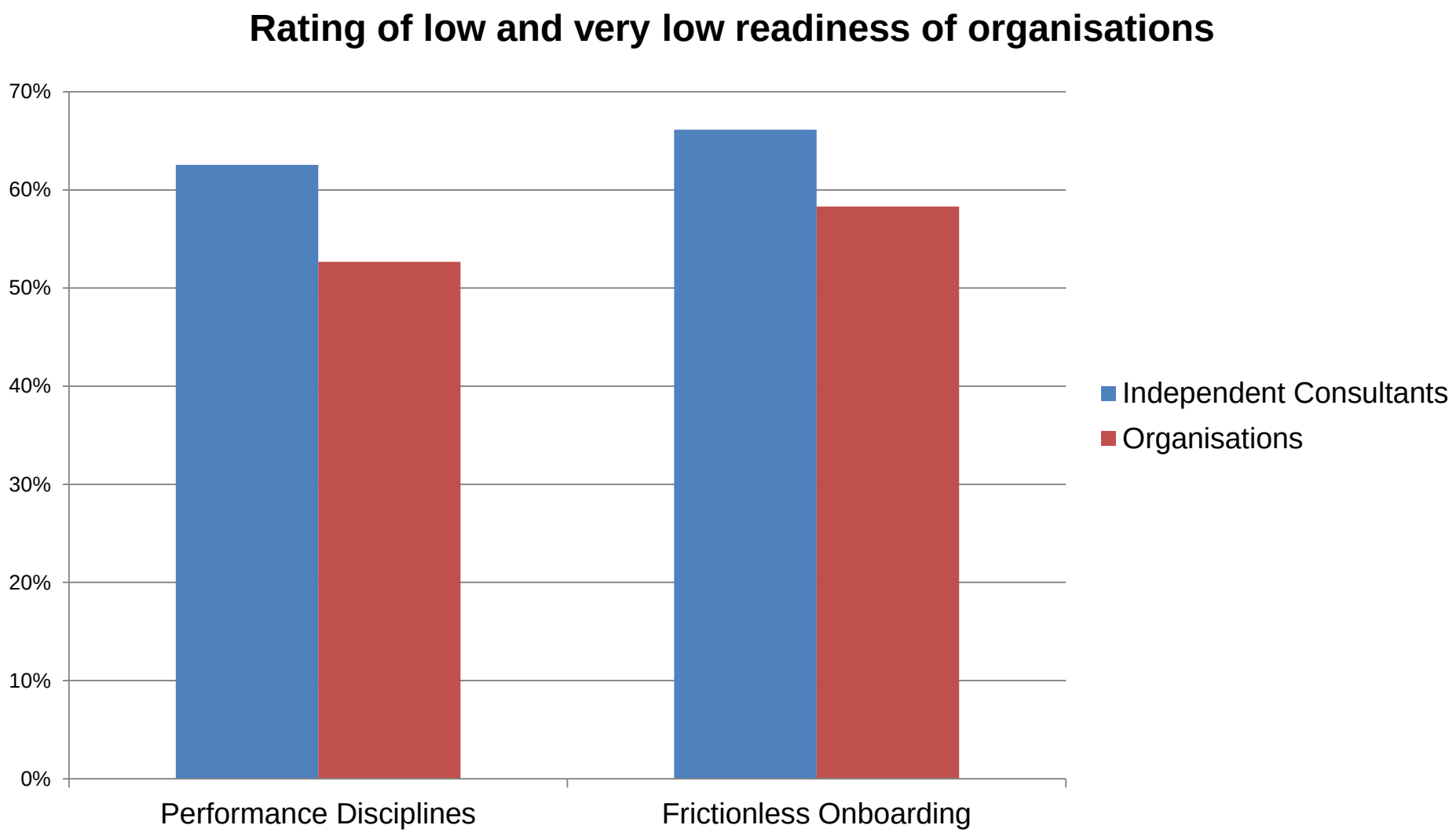
ORGANIZATIONS have much work to do to be ready for Flexible Talent(Performance Disciplines and Frictionless Onboarding)



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Survey Summary Takeaways across the 3 themes

Artificial Intelligence & Big Data

- Cloud and mobile internet are having an impact today, but will be old news in a decade.
- Big Data is a growing trend today, but by 2030, respondents feel that the impact of artificial intelligence will be almost the same
- Whereas Biotechnology, which was quite a buzz a decade ago, will not have a meaningful impact until beyond 2030.

HR Blindspot to technology

Most professions believe artificial intelligence will have a material impact on the general workforce

- The HR profession (and to a lesser extent academia) seems to significantly underestimate the impact of artificial intelligence technology on the future workforce

India likes Artificial Intelligence

- Indian professionals are very supportive of Artificial Intelligence especially compared to Britain

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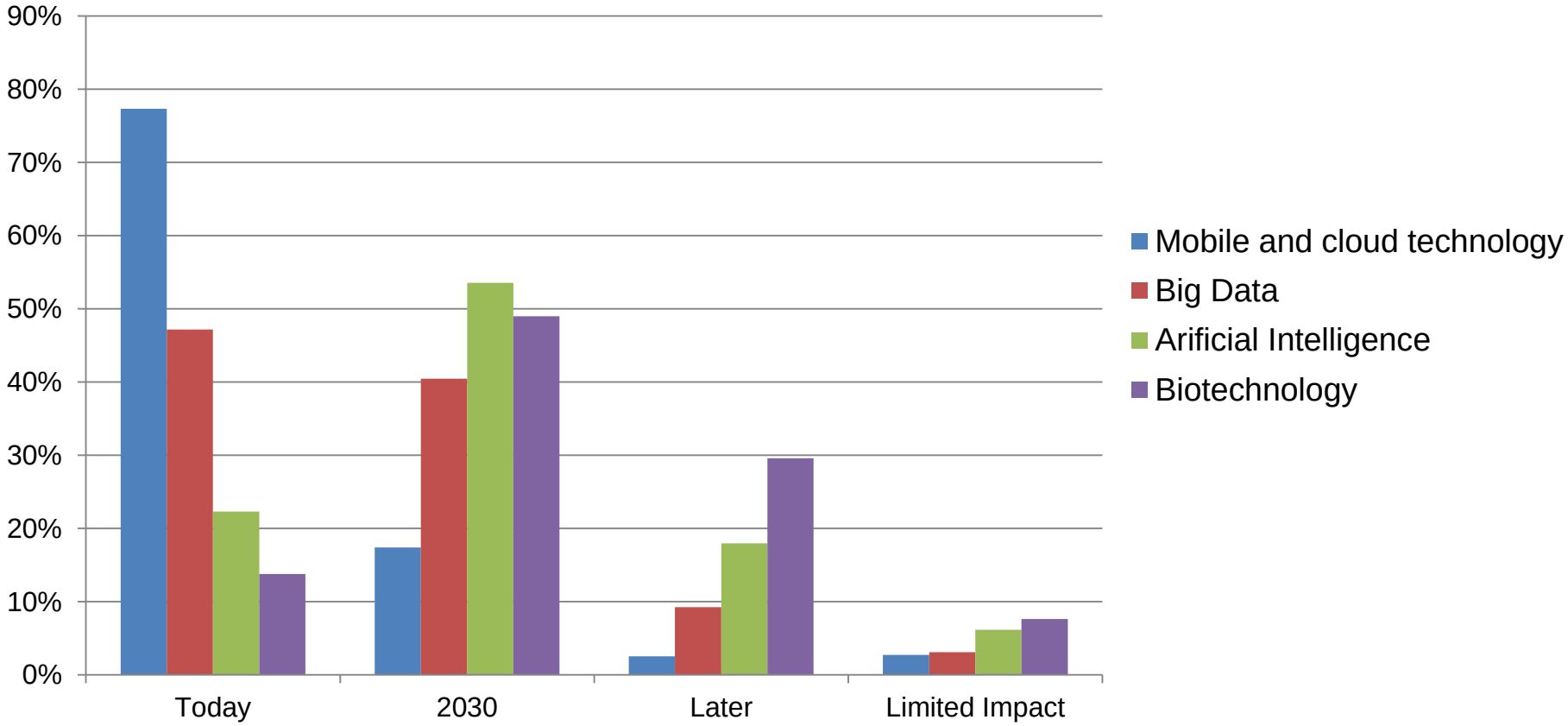
Select in which period over the next 50 years, each of the following technologies will have the most impact on the way we work?



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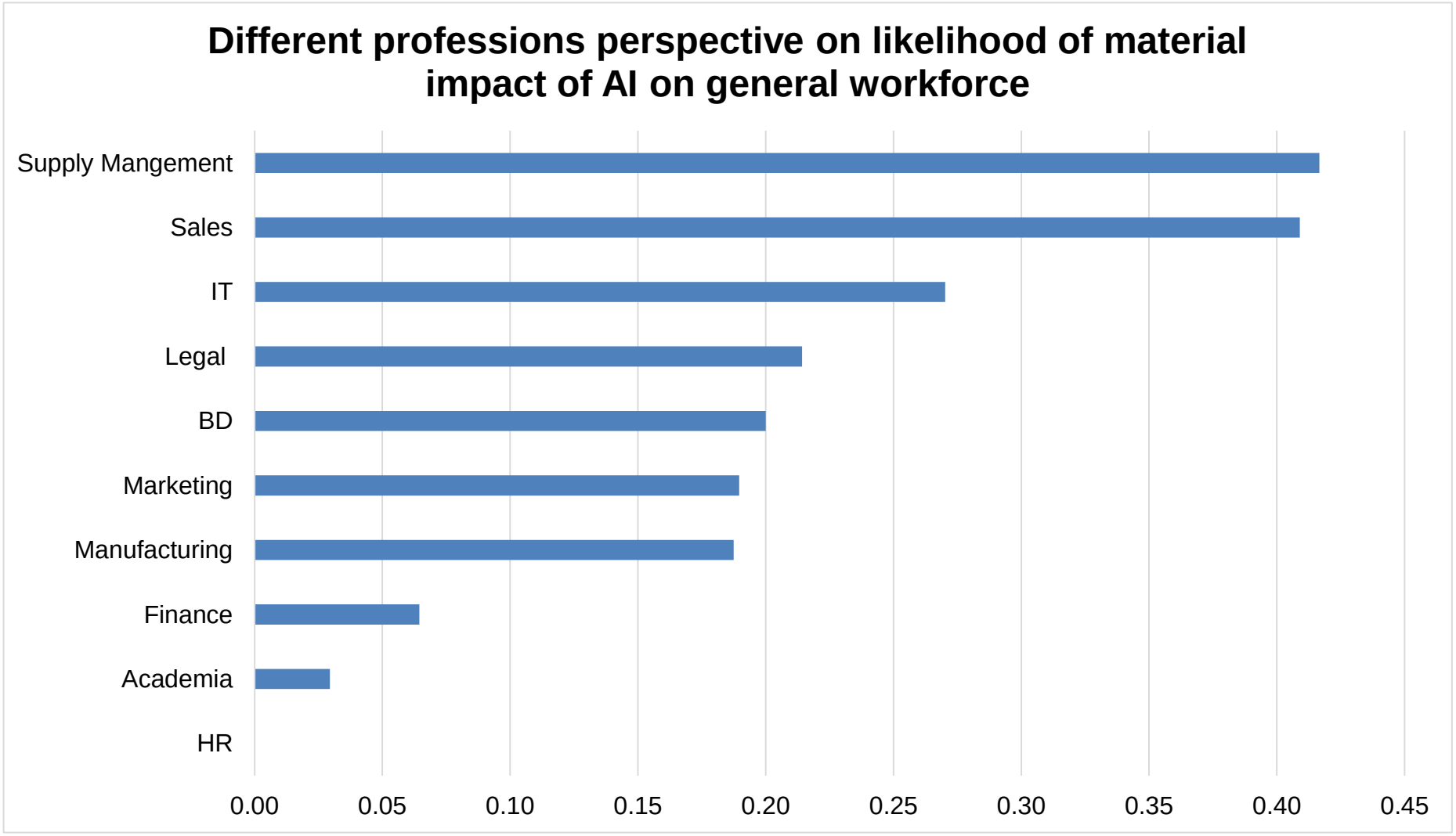
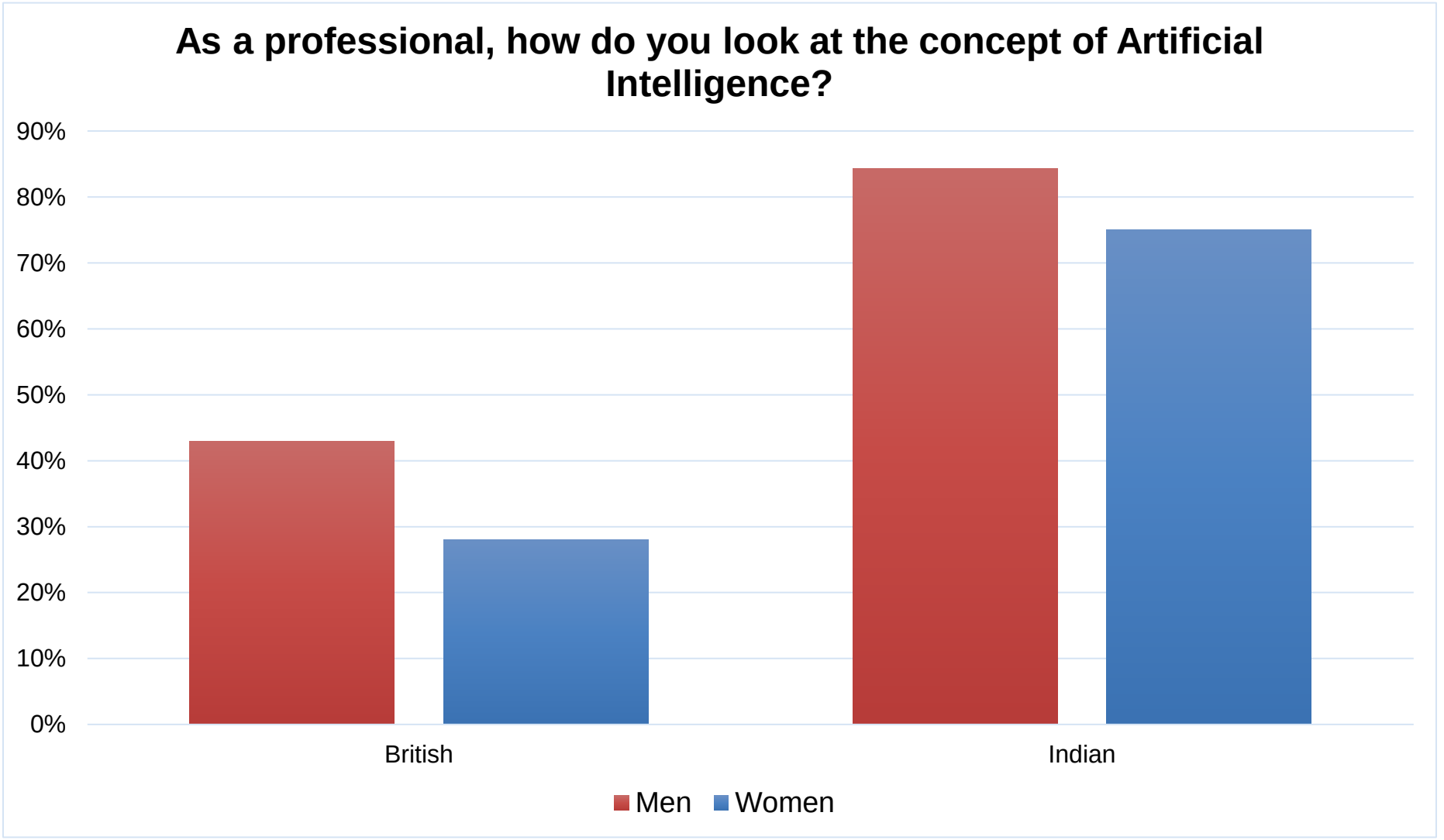
HR Professionals surprisingly have a blindspot in their belief that Artificial Intelligence will not replace material portions of the workforce



80% of Indians support ARTIFICIAL INTELLIGENCE whereas in Britain it's less than 40%



 British Data Reference: "An Intelligent Future?"-Future Advocacy

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