THRIVING IN THE FUTURE WORKFORCE

(Key takeaways)
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
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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(Survey Demographics)
Respondents by Location

Survey Respondents

- India
- Australia
- Southeast Asia
- USA
- Europe
- Others

Survey Respondents

- Indian Consultants
- Indian Organisations
Respondents by Organization Type

- Large consulting
- Boutique consulting/advisory firm
- Not-for-profit organisation
- Government/Public Sector
- Others
- Large Corporate/MNC
- Startup
Seniority of respondents

**Organizations**
- C-Suite
- Senior Managers
- Managers
- Junior Managers

**Independent Consultants**
- < 5 Years
- 5 - 10 Years
- 11 - 15 Years
- 16 - 20 Years
- > 20 Years
Respondents by Specialization

Survey Respondents

- General Management/Leadership
- Strategy and Business Development
- Manufacturing/Operations
- Finance
- Human Resources
- Sales and Marketing
- Information Technology
- Other
- Government Relations/Advocacy
- Legal
- Research and Academia
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(Key takeaways)
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
WORKFORCE DIVERSITY in the next 5 Years, will be driven by cross border teams and an older workforce, gender’s impact has passed.

Over the next 5 years, what will be the biggest driver of Workforce Diversity?

- Multi Generational (older population remain working) 20%
- Gender 10%
- Culture - Cross Border / Global Teams 50%
- Increasing Immigration 5%
- Workforce will become less diverse 5%

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

Respondents picked 3 skills which are needed to thrive in tomorrow’s workplace:

- Critical Thinking/Sense-Making: 55%
- Social Intelligence: 41%
- Novel and Adaptive Thinking: 40%
- Cross-Cultural Competency: 38%
- Virtual Collaboration: 37%
- Design Mindset: 21%
- Trans-Disciplinarity: 20%
- Computational Thinking: 18%
- New Media Literacy: 17%
- Cognitive Load Management: 14%
Overwhelmingly PURPOSE & FLEXIBILITY will drive the Future of Work. This remained constant across gender, age and nationality.

What will be the key motivator for professionals over the next decade?
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
In the next 5 Years, the number of Organizations with >50% Flexible Talent will increase THREEFOLD

Organizations that will have >30% and >50% Flexible Talent after 5 years

- More than 30%
- More than 50%
In the next 10 years the increase in the use of Platforms would outpace Large Consulting firms as the source of Flexible Talent.

What is the factor change in the use of the following Flexible Talent Sources over a period of 10 Years?
ORGANIZATIONS have much work to do to be ready for Flexible Talent (Performance Disciplines and Frictionless Onboarding)

Rating of low and very low readiness of organisations

- Performance Disciplines
- Frictionless Onboarding

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

- Mobile and cloud technology
- Big Data
- Artificial Intelligence
- Biotechnology
HR Professionals surprisingly have a blindspot in their belief that Artificial Intelligence will not replace material portions of the workforce.

**Different professions perspective on likelihood of material impact of AI on general workforce**

- Supply Mangement: 0.40
- Sales: 0.40
- IT: 0.27
- Legal: 0.20
- BD: 0.20
- Marketing: 0.17
- Manufacturing: 0.17
- Finance: 0.07
- Academia: 0.06
- HR: 0.00
80% of Indians support ARTIFICIAL INTELLIGENCE whereas in Britain it’s less than 40%

As a professional, how do you look at the concept of Artificial Intelligence?

![Bar chart comparing support for Artificial Intelligence between British and Indian professionals by gender.](chart.png)

British Data Reference: “An Intelligent Future?” - Future Advocacy