



THE **FUTURE** OF THE **WORLD** OF **WORK**



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The **OPPORTUNITY** to **CHOOSE**
your **UNIQUE FUTURE** of **WORK**

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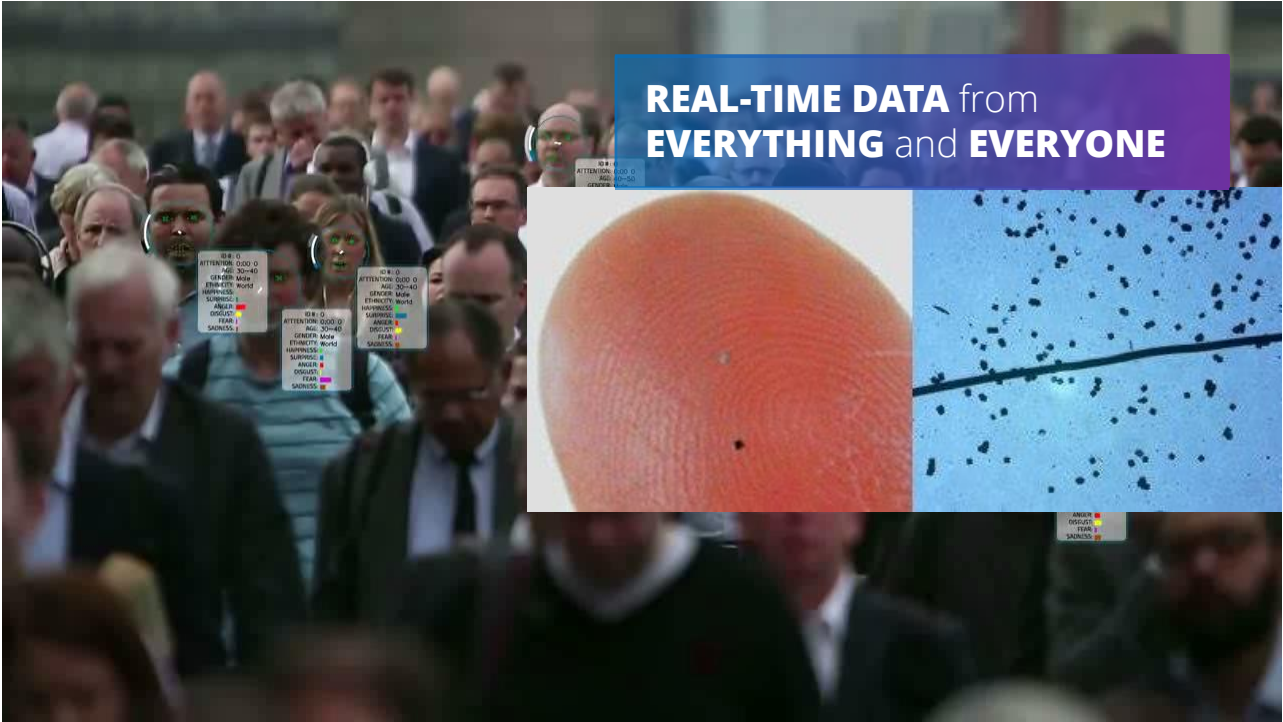
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BEYOND computer **SCREENS** to
3D VIDEO



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REAL-TIME DATA from
EVERYTHING and **EVERYONE**

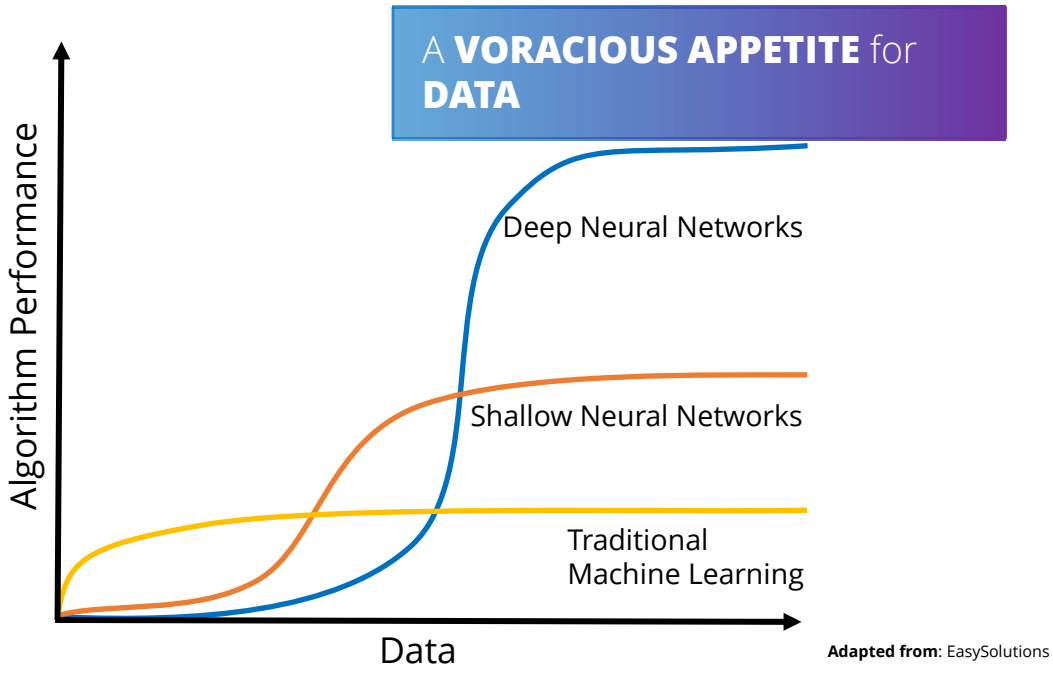


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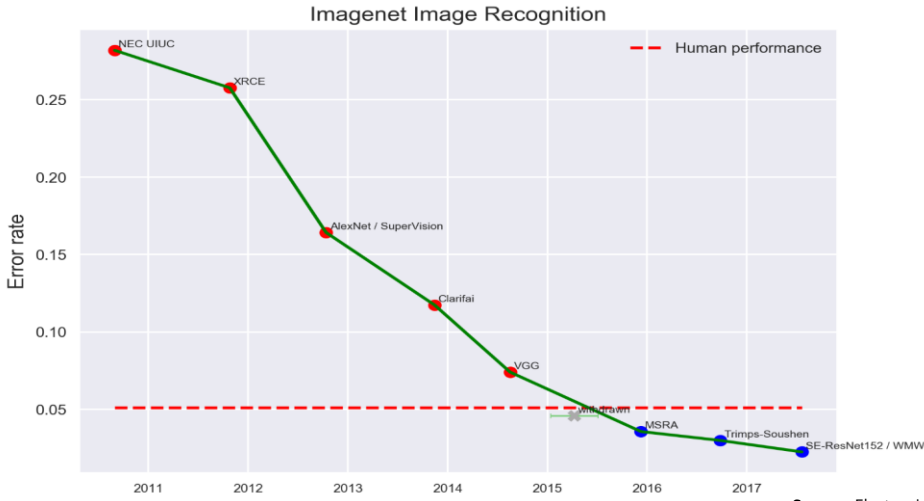
All **LEARNING** and **INTELLIGENCE** needs **DATA**

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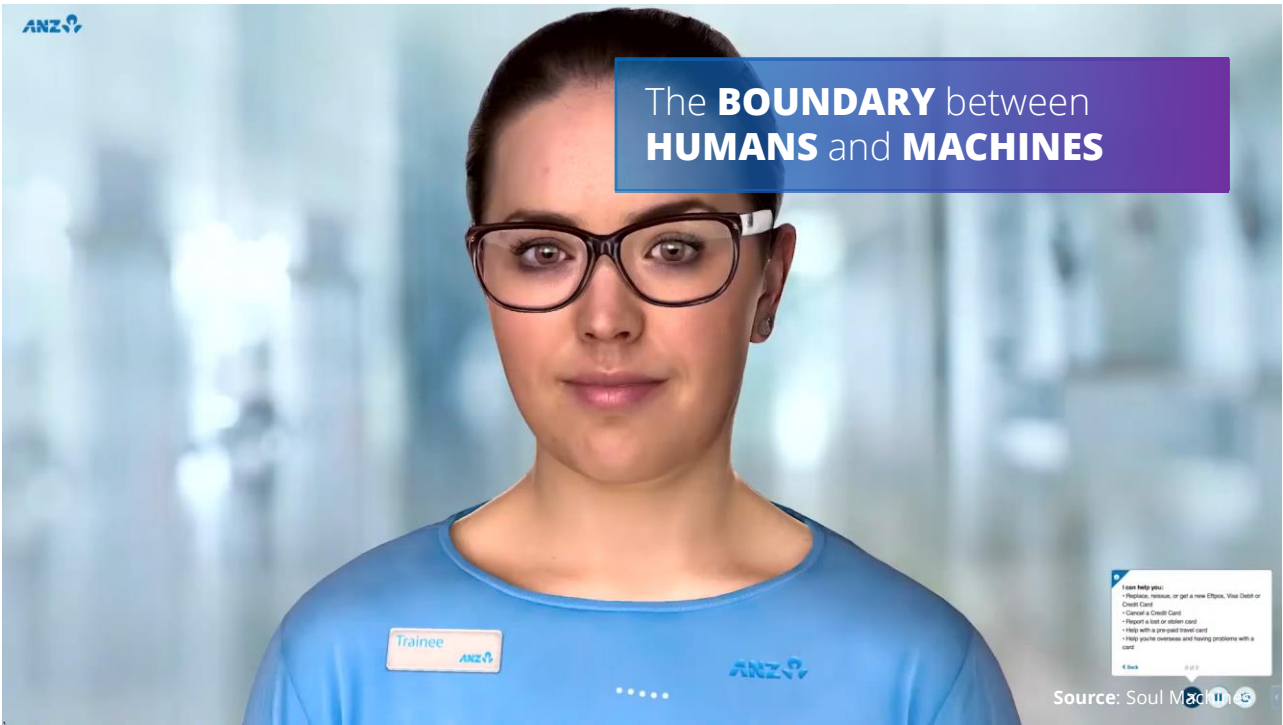


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MACHINES surpassing HUMAN CAPABILITIES

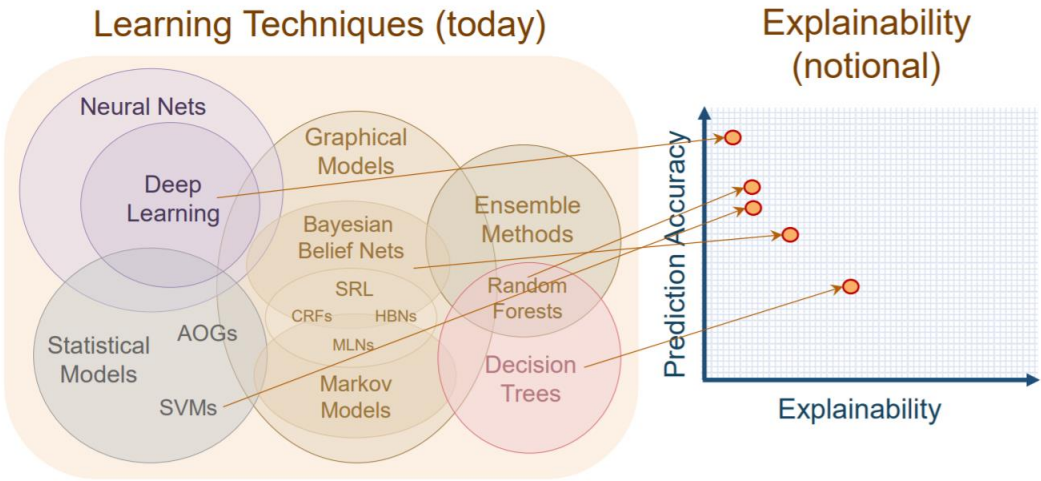


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Can you **EXPLAIN** the **DECISIONS** of your **AI**?



Source: Defence Advanced Research Projects Agency

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POWER is **SHIFTING** from
INSTITUTIONS to **INDIVIDUALS**

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EXPECTATIONS of **FLEXIBILITY**
and **AUTONOMY**

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DIVERSITY and INCLUSION
drive **VALUE**

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PRIVACY and MEASUREMENT
of **PERFORMANCE**

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FOCUSING on a **BETTER**
EXPERIENCE for **EMPLOYEES**

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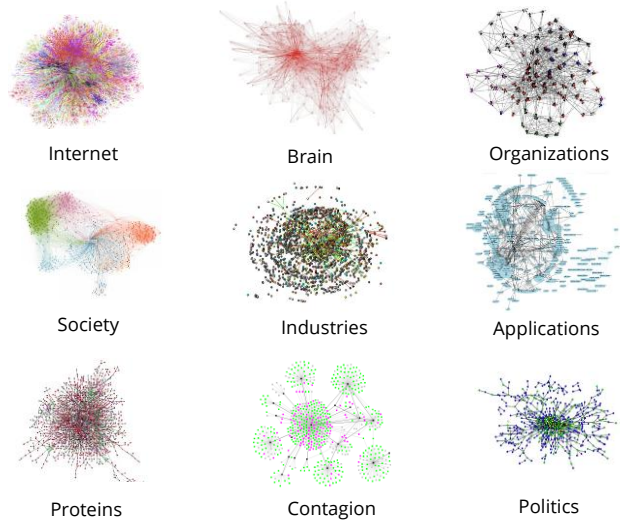
ASPIRATIONS of **PURPOSE** and
SUSTAINABILITY

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STRUCTURE

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NETWORKS EVERYWHERE in a CONNECTED WORLD



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Platforms

enable
value-creating interactions
between
external
producers and consumers,
based on an
open infrastructure
and
governance structures

Adapted from: Platform Revolution, Parker, van Alstyne and Choudhary

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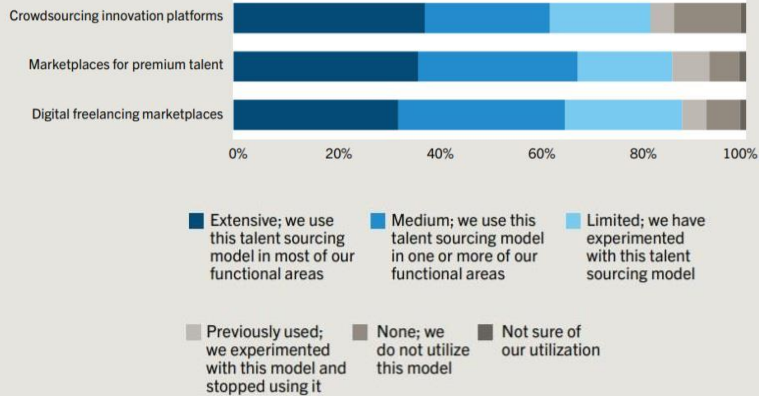
The RISE of PLATFORMS for WORK

Microtasks
microWorkers appen clickworker
On-demand workers
upwork freelancer fiverr.
Experts
CATALANT TalMix Toptal.
Crowdsourced innovation
innocentive NINESIGMA Accelerating the Innovation Cycle kaggle

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COMPANIES look OUTSIDE for EXPERTISE

Corporate adoption of high skills digital talent platforms

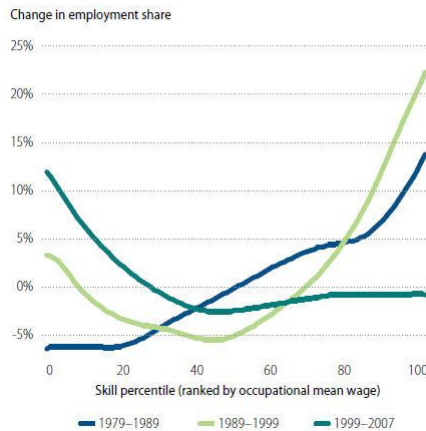


Source: *Building the On-Demand Workforce*, Harvard Business School and BCG Henderson Institute

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The POLARIZATION of JOBS and TALENT

Smoothed changes in employment by occupational skill percentile, 1979–2007



Source: David Autor, MIT

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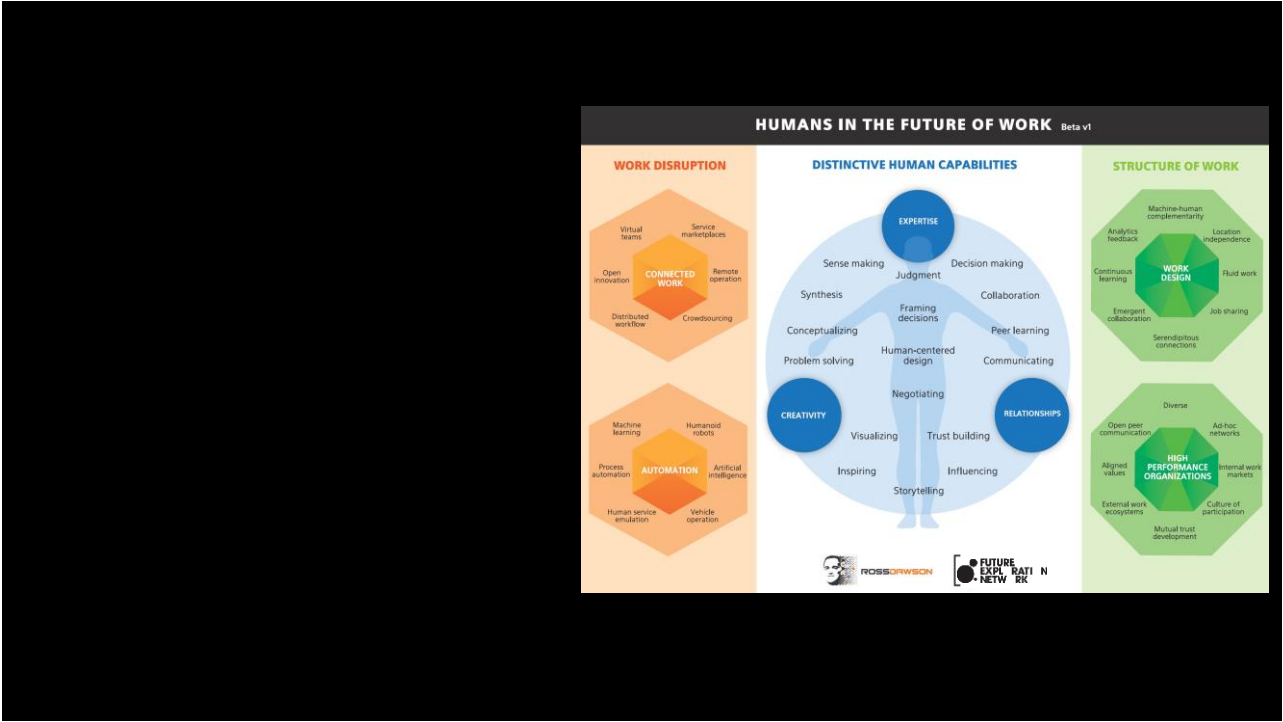
WORK

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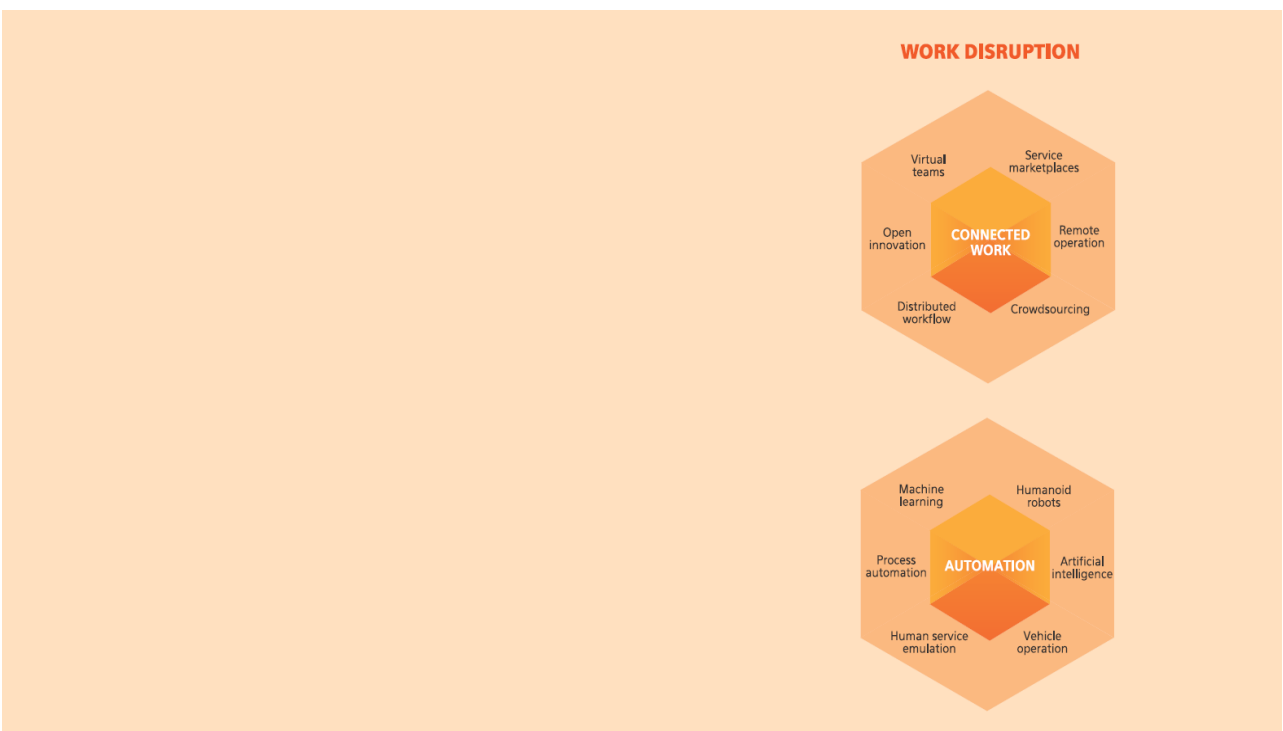


**JOBS DESTROYED, CREATED
and RESHAPED**

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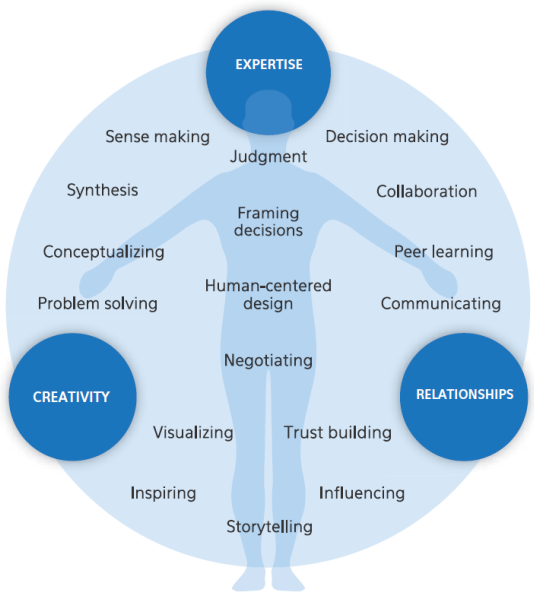


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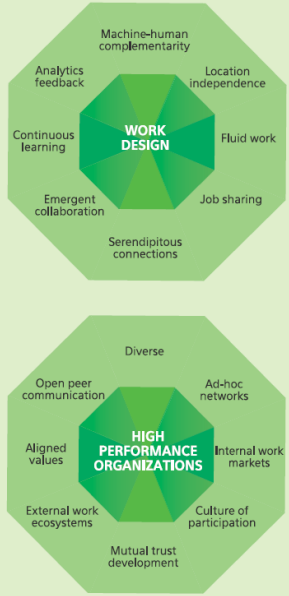
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DISTINCTIVE HUMAN CAPABILITIES



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STRUCTURE OF WORK



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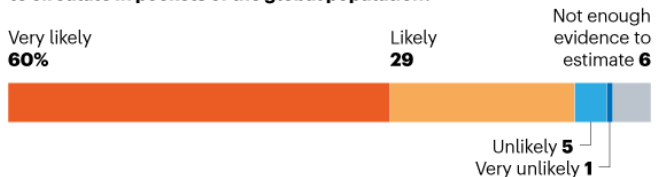
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The EVOLUTION from PANDEMIC to ENDEMIC

ENDEMIC FUTURE

In a *Nature* poll, 89% of scientists felt that SARS-CoV-2 was either very likely or likely to become an endemic virus.

How likely do you think it is that SARS-CoV-2 will become an endemic virus: that is, one that continues to circulate in pockets of the global population?

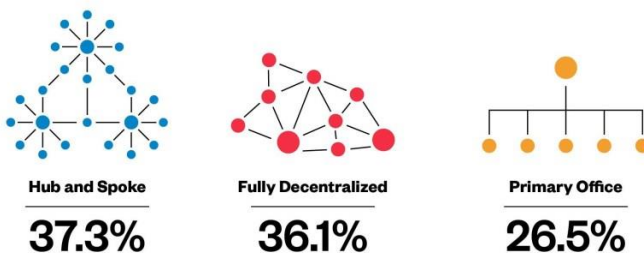


Source: Nature

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More OPTIONS for WORK CONFIGURATIONS

Once the pandemic is over, what office model will your team choose:

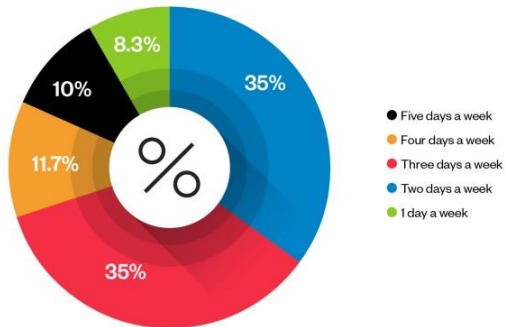


Source: Initialized Capital

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More **OPTIONS** for **WORK CONFIGURATIONS**

If you intend on using an office (either centralized or hub-and-spoke), what will your expectations be around days in the office versus WFH?



Source: Initialized Capital

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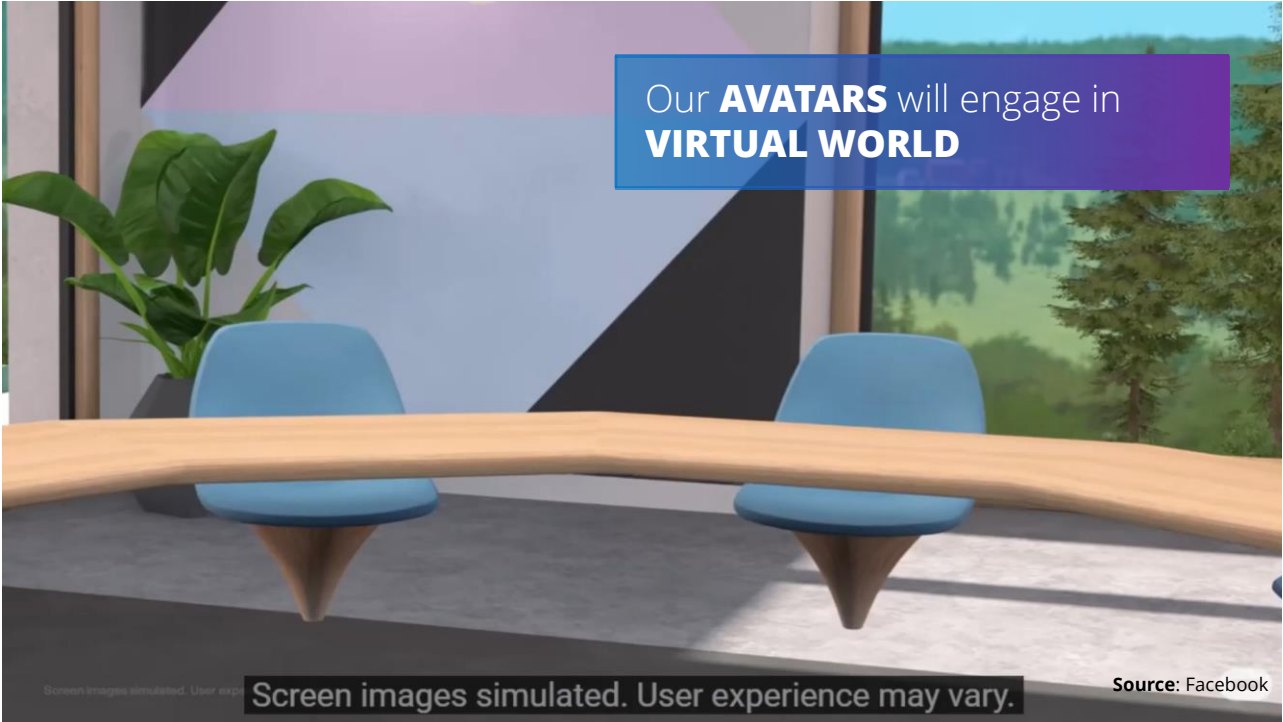
Image: WeWork

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Source: Branch

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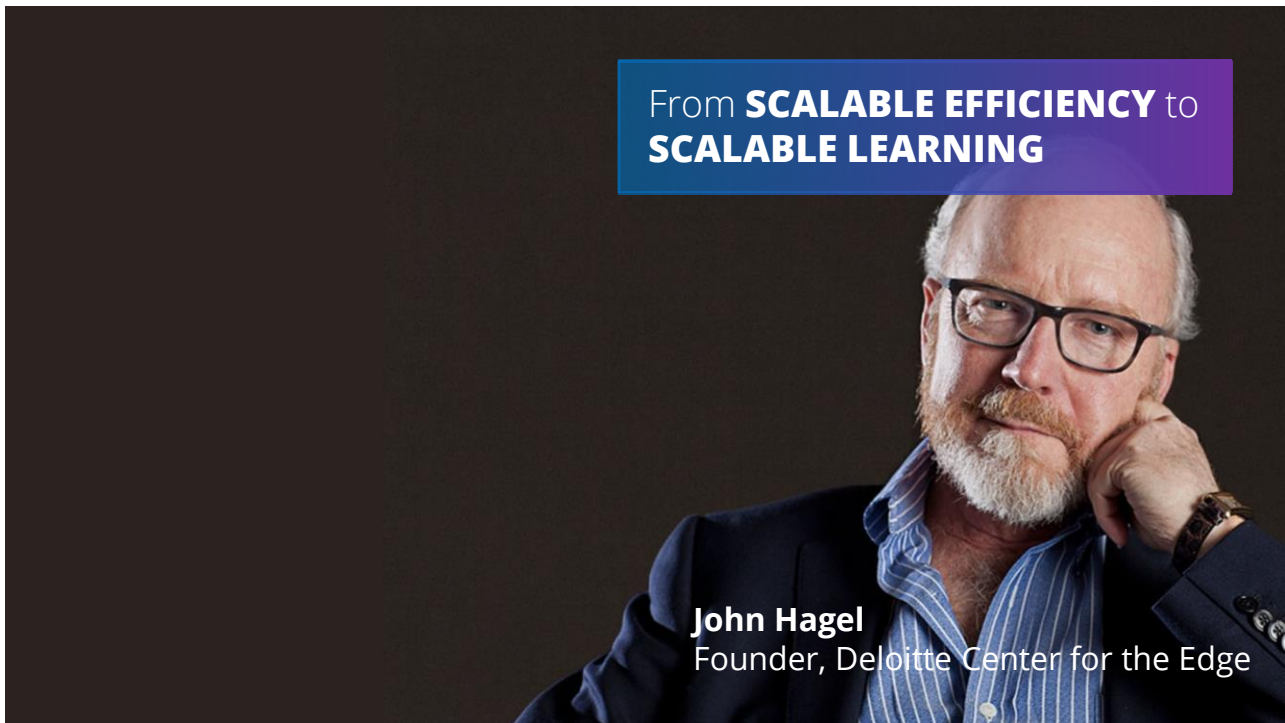
Source: Facebook

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PERFORMANCE

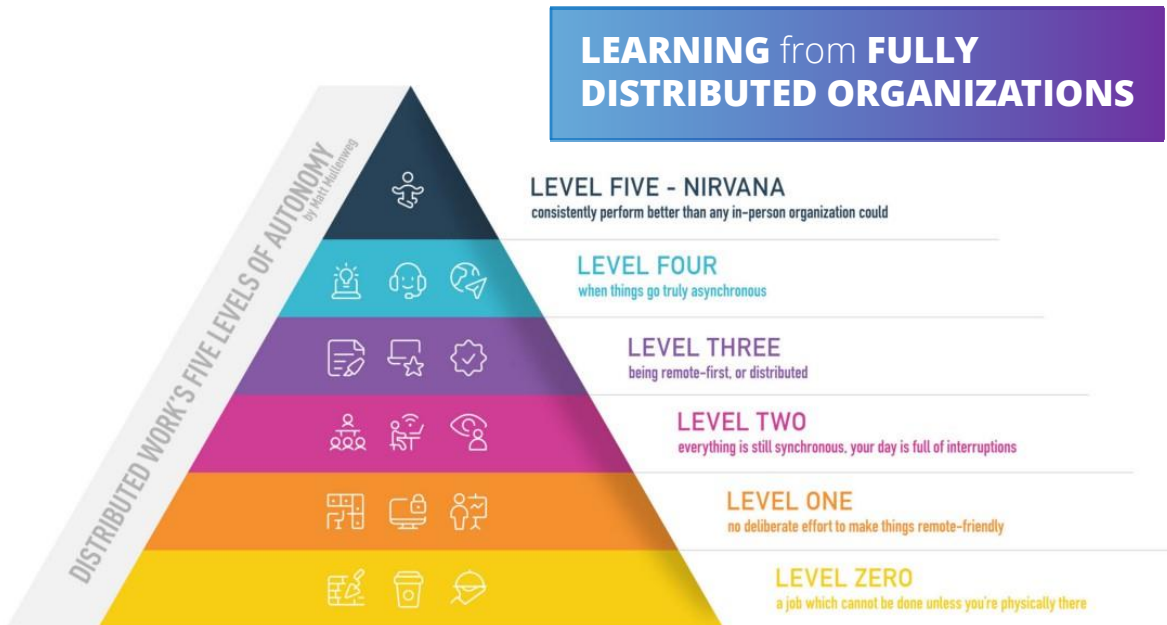
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From **SCALABLE EFFICIENCY** to
SCALABLE LEARNING

John Hagel
Founder, Deloitte Center for the Edge

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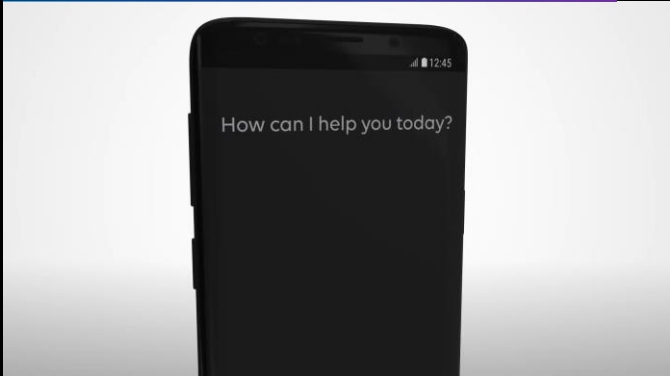


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Building **INTERNAL MARKETS**
for **TALENT**



Source: Publicis

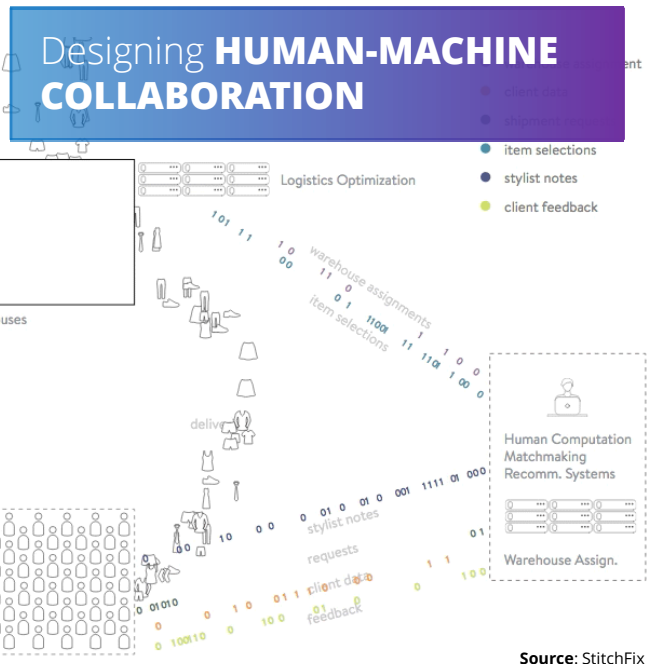
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The **POWER** of **HUMANS PLUS**
MACHINES

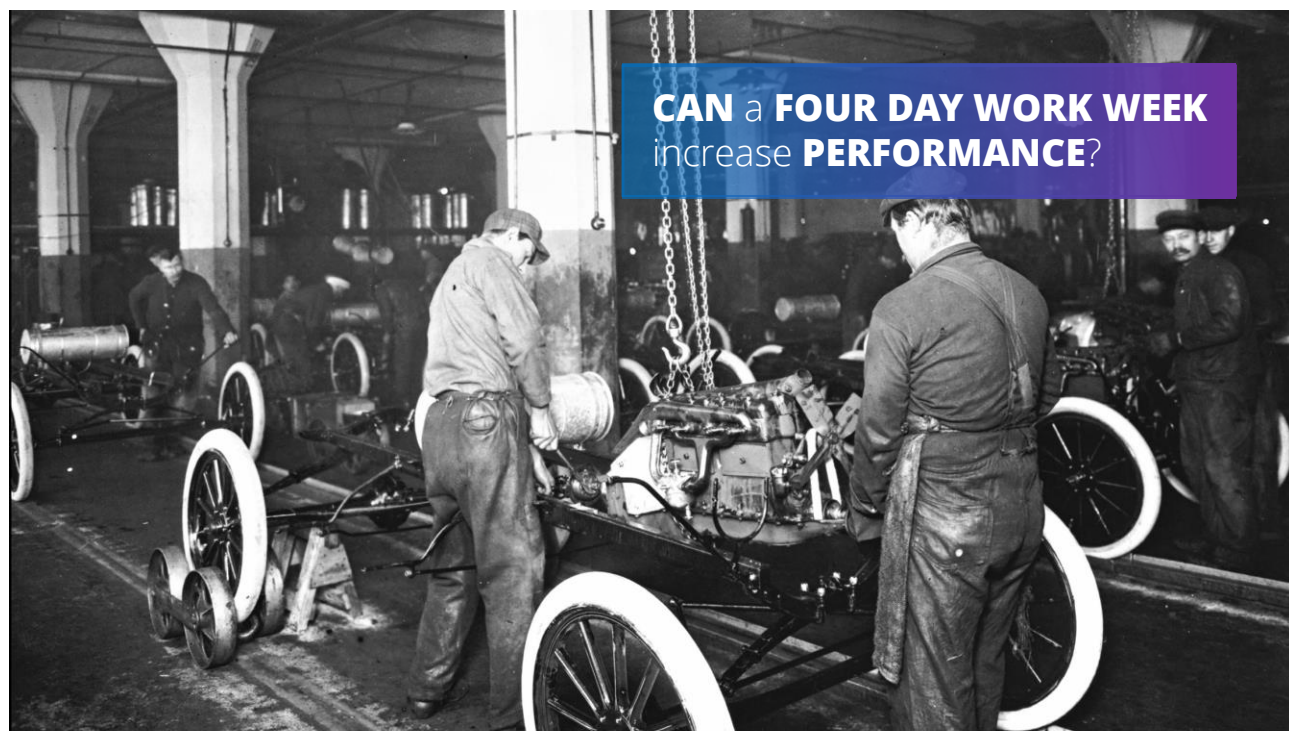


Image: FIDE World FR Chess Championship 2019 - Magnus Carlsen

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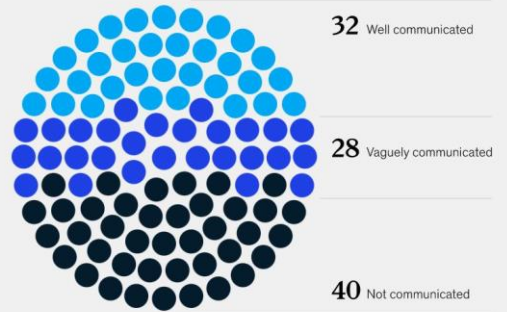


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The **CHALLENGE** and **POWER** of **VISION**

Most organizations have not clearly communicated a vision for postpandemic work.

Employees that report their organization has communicated a post-pandemic vision, % survey participants



Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

McKinsey & Company

Source: McKinsey & Co

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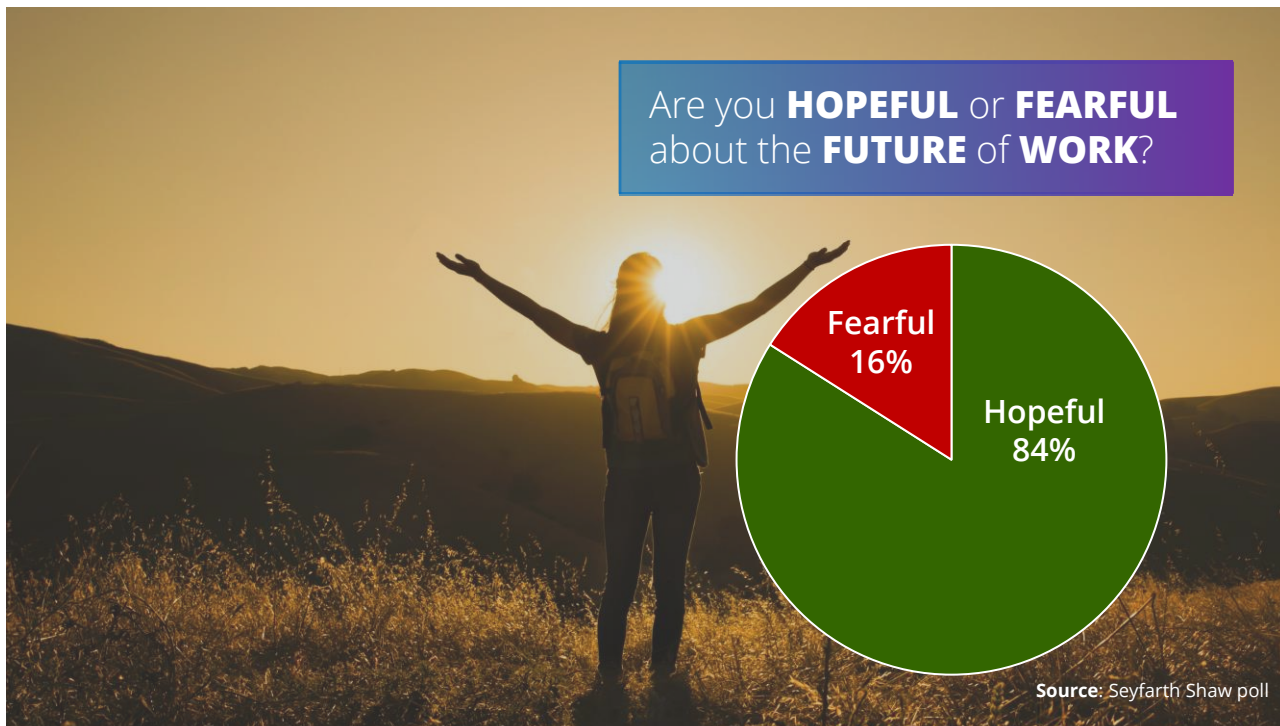
DESIGN a clear vision for your future of work

CHOOSE how you will integrate in-person and distributed work

EVOLVE fluid, flexible work structures

DEVELOP uniquely human capabilities in symbiosis with AI

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Leadership for the Future of Work

Vision

What future of work do we aspire to and want to create? What might be possible?

Foundations

What values, structures, business models, and practices will enable this vision?

Roadblocks

What is blocking the potential? How can we take away or bypass these blocks?

Paths

What possible paths forward could allow us to reach our vision? What is most feasible? What are milestones?

Collaboration

What collaboration is needed between whom? How can we foster and enable that collaboration?

Action

What action today can be taken? What action can you take to enable the potential of the vision?

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