The Changing Nature of Work – Globally

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“A principal characteristic of the new era is not merely change, but change at an accelerating rate, which creates new rules for business and HR.

Organizations face a radically shifting context for the workforce, the workplace, and the world of work.

These shifts have changed the rules for nearly every organizational people practice, from learning to management to the definition of work itself.”

Josh Bersin, Deliotte Global Human Capital
Agenda

• Trends
• Employee Experience
• New Rules – Future is Now
• Disruptive Technologies
• Gig-Economy
• Socio-Economic Nationalism
• Key Global Take Aways
Trends

- Shift to an “employee experience” framework from traditional organizational design

- Smart phones, cloud computing, machine learning, artificial intelligence and block chain are disintermediating the employee lifecycle and the traditional global workforce framework

- Labor markets are increasingly characterized by short-term contractors, remote workers, freelancers, and part-time workers

- The emerging “gig-economy” is 24/7 - work demands converging with employee seeking more flexible and balanced work environments globally

- Socio economic nationalism – shift inward
“...Now according to Gartner more than 90% of businesses compete primarily on the basis of customer experience (CX), it’s no longer enough to make CX a corporate priority.

The next competitive frontier is employee experience (EX) and the signs indicate so strongly that EX will become the next priority for organizations that I’m calling 2018 The Year of Employee Experience.”

Forbes 2018
Employee Experience - Journey - HR
Employee Journey - HR

- Candidate and employee touchpoints - HR, IT, Facilities, Accounting, etc. Focused on the company’s culture, engagement & beyond

- Leadership disrupted - democratization of work will shift power to more-balanced organizations

- Distributed talent – work directed to best talent inside and outside the company

- Diversity, inclusion and belonging - Work is distributed globally increased representation of women and ethnic talent

- Impact of five generations in the workplace
## New Rules – Future is Now

**Figure 3. The organization of the future: Old rules vs. new rules**

<table>
<thead>
<tr>
<th>Old rules</th>
<th>New rules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organized for efficiency and effectiveness</td>
<td>Organized for learning, innovation, and customer impact</td>
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<tr>
<td>Company viewed as a hierarchy, with hierarchical decision</td>
<td>Company viewed as an agile network, empowered by team leaders and fueled</td>
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<tr>
<td>rights, structure, and leadership progression</td>
<td>by collaboration and knowledge-sharing</td>
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<tr>
<td>Structure based on business function with functional leaders</td>
<td>Structure based on work and projects, with teams focused on products,</td>
</tr>
<tr>
<td>and global functional groups</td>
<td>customers, and services</td>
</tr>
<tr>
<td>Advancement through promotion upward with many levels to</td>
<td>Advancement through many assignments, diverse experiences, and</td>
</tr>
<tr>
<td>progress through</td>
<td>multifunctional leadership assignments</td>
</tr>
<tr>
<td>People “become leaders” through promotion</td>
<td>People “create followers” to grow in influence and authority</td>
</tr>
<tr>
<td>Lead by direction</td>
<td>Lead by orchestration</td>
</tr>
<tr>
<td>Culture ruled by fear of failure and perceptions of others</td>
<td>Culture of safety, abundance, and importance of risk-taking and innovation</td>
</tr>
<tr>
<td>Rules-based</td>
<td>Playbook-based</td>
</tr>
<tr>
<td>Roles and job titles clearly defined</td>
<td>Teams and responsibilities clearly defined, but roles and job titles</td>
</tr>
<tr>
<td>Process-based</td>
<td>change regularly</td>
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Disruptive Technologies

- We are in a world increasingly linked by mobile devices and the cloud allows work to be done anywhere at anytime.

- Numerous technologies (AI, machine learning, etc.) are converging to fundamentally altering the nature of work globally.

- Generally accepted business and HR mission, strategies and tactics are being upended due to technologies that are redefining the who, what, where, how, why, and when of work.

- Human/machine collaboration – advances in analytics, algorithms, and automation will improve employee productivity and decision-making.
Gig-Economy

- Global workforce is undergoing a fundamental change

- Emergent, project-based teams consisting of gig economy workers are rapidly increasing – consultants, freelancers, crowdsourced workers, contractors, and part-time employees

- Due to the ratio of employees to non-employees shifts, many of the traditional HR ‘tools’ are less effective or inappropriate
Socio-Economic Nationalism

- Globalization - integration and interdependence of regions, nations, organizations and people have started to recede and in some cases reverse

- Recent populism and anti-globalization sentiments are directly impacting labor mobility, immigration, offshoring and the general attitude towards anything deemed to be “foreign”

- Assess your organization’s work trends towards further globalization (e.g. the scalability of an organization) and those trending against globalization (re-shoring jobs)
Key Global Take Aways

- Embrace and drive the speed of organizational change
- Focus on your employee experience globally
- Leverage employee and HR technologies
  - Communications
  - Engagement
  - Continuous feedback-based performance management
  - Learning
  - People analytics, Artificial Intelligence & Machine Learning
- Stay current on socio-economic trends and realign your people strategy
- Commit to continual personal learning and development
Thank you!

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