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Reimagining Work in the Pandemic and Beyond

PRESENTED BY

Ravin Jesuthasan
Futurist, author and
speaker on the future of
work, automation and
human capital.

Author, *Reinventing Jobs:
A 4-Step Approach for
Applying Automation to
Work*

During Today's Session

- All attendees will be in listen-only mode
- Technical issues? Log out and log back in.
- Session is being recorded
- Questions should be submitted using the Q&A panel
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WHERE CAN
YOU DISCOVER
**something
new?**

Learning for the enterprise. **Your critical challenges.** **One Harvard experience.**



**Your critical
business
problems**



**All levels of the
organization**

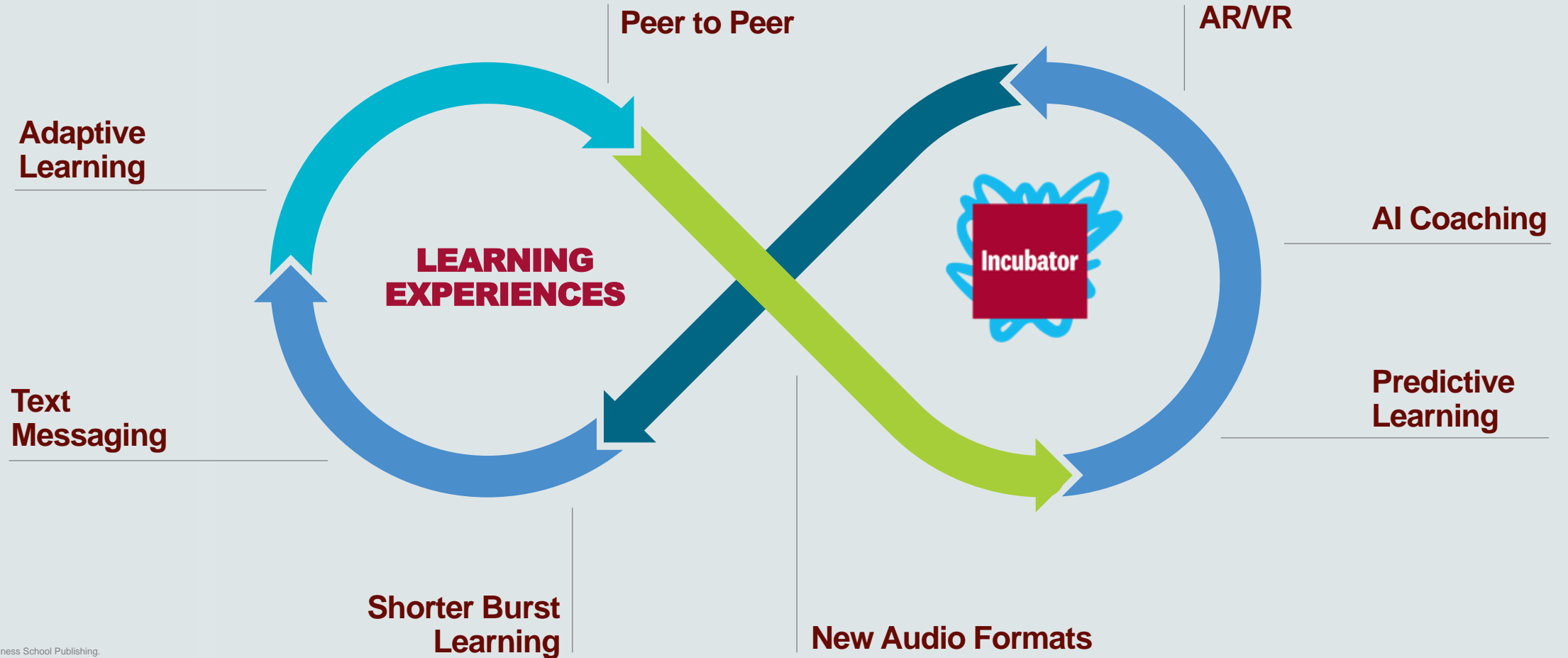


**Multiple
learning
formats**



**Global
reach**

Innovation shapes our future

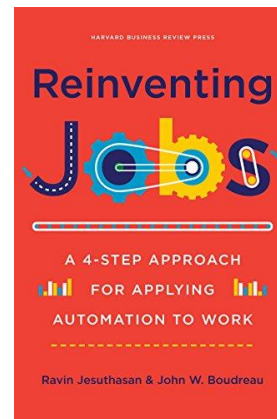


Introduction



Ravin Jesuthasan

Futurist, author and speaker on the future of work, automation and human capital.



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A nighttime photograph of a city skyline. In the foreground, a large glass-fronted building is brightly lit from within, showing multiple floors of office spaces. To its right, another tall building with a curved facade is visible, also illuminated. The background shows other city buildings and lights, creating a dense urban scene.

The world as we know it has changed

Global health crisis

40-70% of the world's population could become infected with COVID-19

Global economic crisis

Volatile global financial markets, supply chain disruptions, increased unemployment

Humanitarian crisis

Lockdowns, self-isolation, school closures, social distancing, travel bans

What employers are doing

75%

now working remotely



57%

little to no impact on productivity



86%

measures in place to support employees



64%

performance targets adjustments



81%

good use of social channels

(Slack, Teams, WhatsApp)



34%

conducted a listening exercise

(survey, virtual focus group)



Source: Willis Towers Watson COVID-19 Employer Survey

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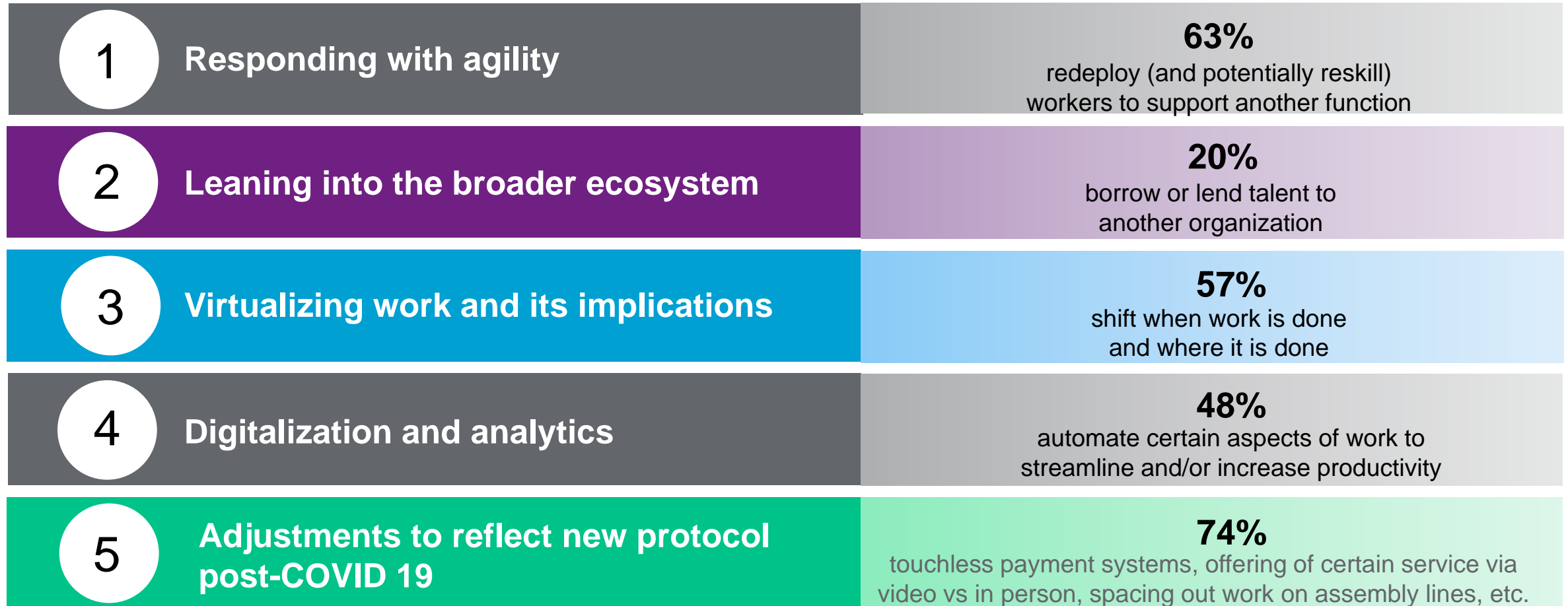


COVID-19

Challenges & Opportunities

How we need to work today & beyond

% of organizations that have taken action, planning to, or considering



Sources: Willis Towers Watson Readiness Plans for Resetting Business Operations survey of 514 global employers, April 22, 2020 | Willis Towers Watson 2020 Returning to the Workplace Survey of 681 global employers, May 18, 2020

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A Perspective on the Future



New watchwords:

Resilience

Flexibility


Agility

- For organizations, this means a sustainable reset
 - A portfolio approach to work (automation, gig talent, outsources, etc.)
 - Flexibility to rapidly pivot to reduce risk
(work not being bound up in narrow siloes or jobs and less operating leverage)
 - Increased decision making from the edges to enable agility
 - Greater collaboration between companies
 - Work flexibility will be the hallmark of the new deal with the promise of relevance over security

The great dichotomy:

- For workers – a quest for certainty and stability
- For companies - the promise of continued relevance and clarity

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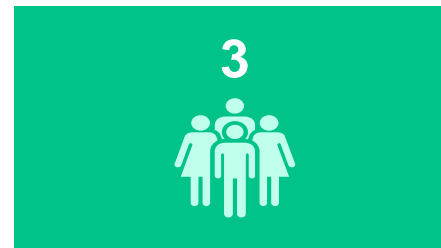
5 key principles for shaping an effective course of action



Understand
this as a
**defining
leadership
moment**



Adopt an
agile and
continuous
**learning
mindset**



Understand
the
perspectives
of and
engage all
stakeholders



Promote
employee and
company
wellbeing



Balance
medium-term
needs and
longer-term
business
objectives

Source: World Economic Forum ([Workforce Principles for the Covid-19 Pandemic](#))

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Reconsider Work Design: 4 potential action areas



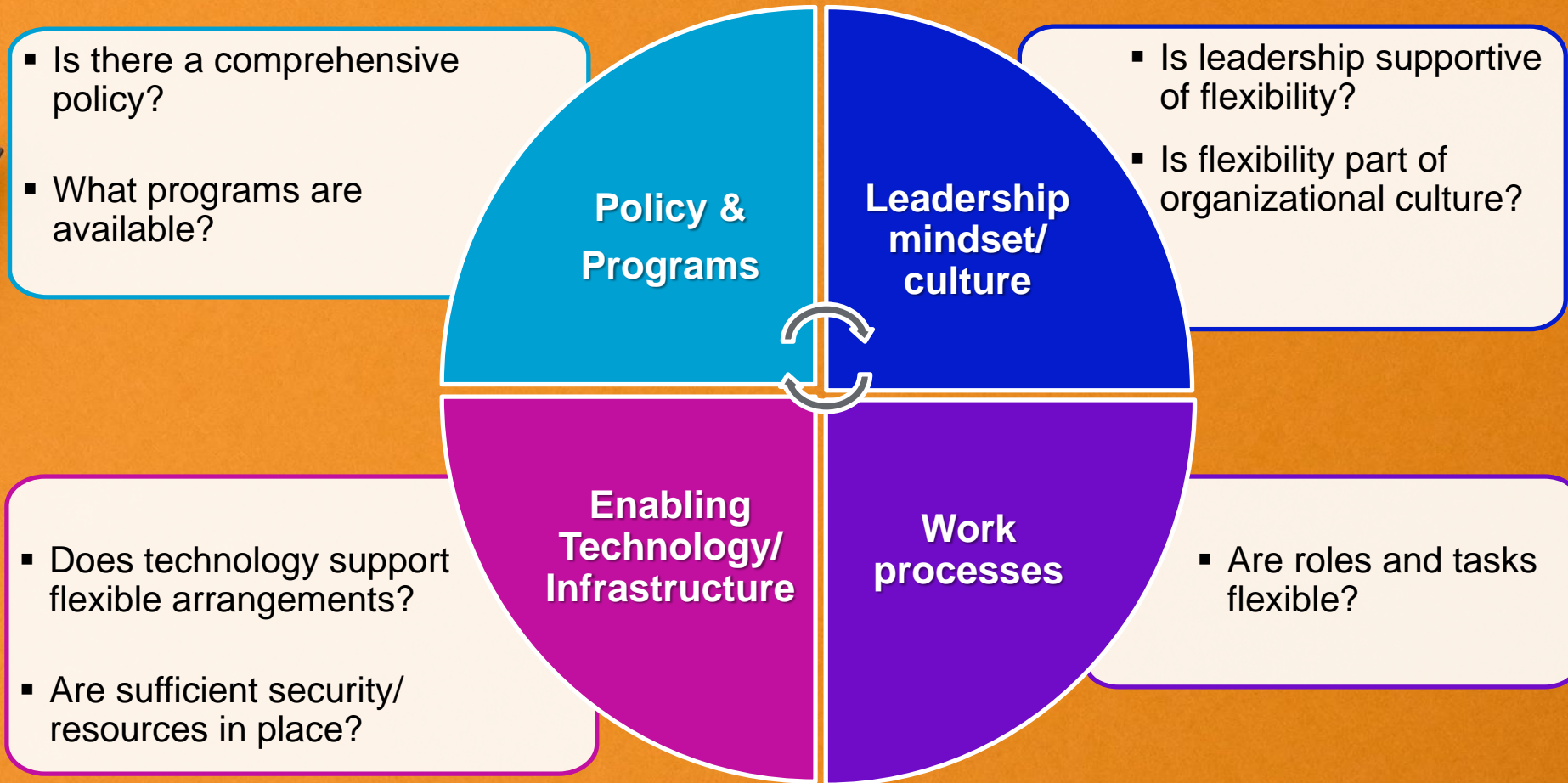
1) Sustainably manage the shift to flexible/remote working

- Prior to the pandemic, 8% of all wage and salaried employees worked from home at least one day a week, [according to the Bureau of Labor Statistics](#); about 2% worked from home full time.
Today, we are at about 35%
- Balance the needs of employees and the company



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4 Key Elements



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2) Rethink workforce strategy to incorporate contingent labour/gig talent while optimizing the role of automation in a responsible manner

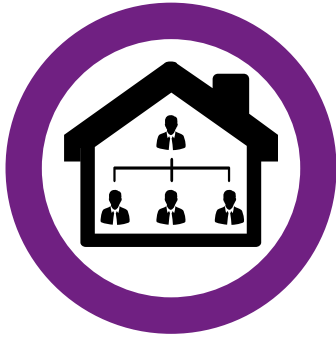
- Certain industries (e.g., distribution and logistics) are seeing a spike in demand and are resourcing that spike with talent from the gig economy. However, as organizations pursue the flexibility afforded by gig talent, it is critical that they do so ethically and responsibly
- As organizations continue on their journey towards greater automation, it is essential that they do so in a responsible and sustainable manner that balances the needs of all stakeholders including workers. Instead of merely looking to replace humans with automation, employers should reinvent jobs to achieve the optimal combinations of humans and machines

World Economic Forum Principles for Good Platform Work

- Diversity & inclusion
- Safety & wellbeing
- Flexibility & fair conditions
- Reasonable pay & fees
- Social protection
- Learning & development
- Voice & participation
- Data management

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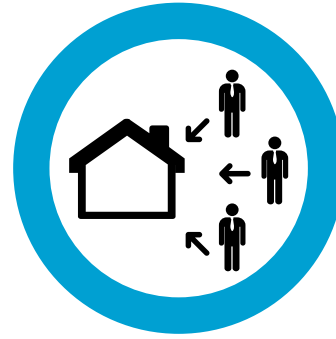
The plurality of work options is already here...and accelerating with the pandemic



Traditional employees



Outsourcing



Free agents



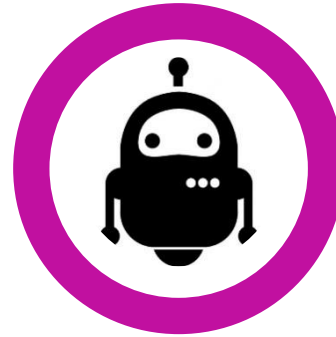
Alliances



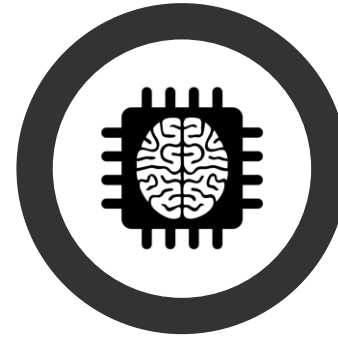
Talent platforms



Volunteers



Robotics



Artificial Intelligence

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Lead the Work Map

The Assignment

- Jobs
- Collected
- Employment Relationship

- Tasks
- Dispersed
- Virtual or Market Relationship



The Organization

- Self-contained
- Detached
- Insular
- Rigid

- Permeable
- Interlinked
- Collaborative
- Malleable



The Rewards

- Permanent
- Collective and Consistent
- Traditional

- Impermanent
- Individualized & Differentiated
- Imaginative

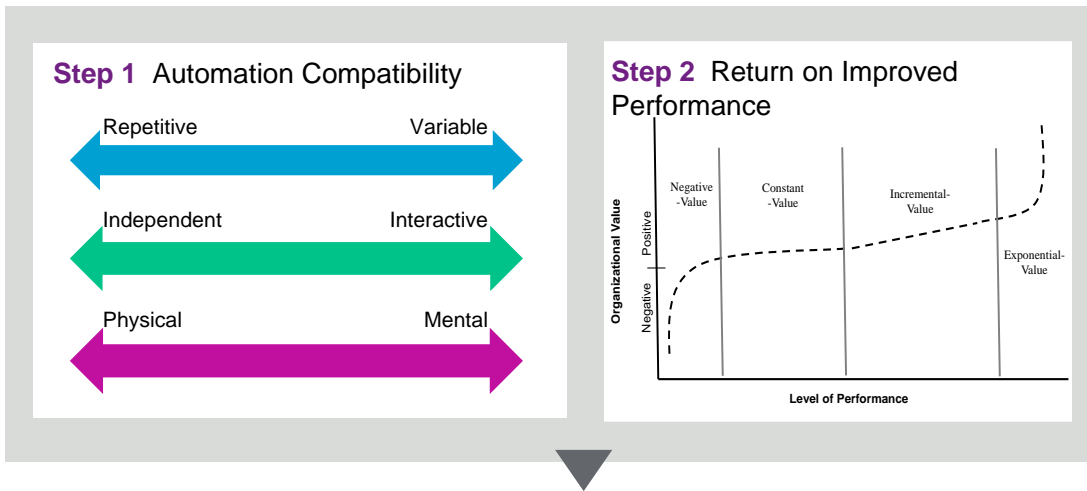


Source: *Lead The Work: Navigating a World Beyond Employment*, John Boudreau, Ravin Jesuthasan and David Creelman, Wiley, 2015

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Optimizing work + automation

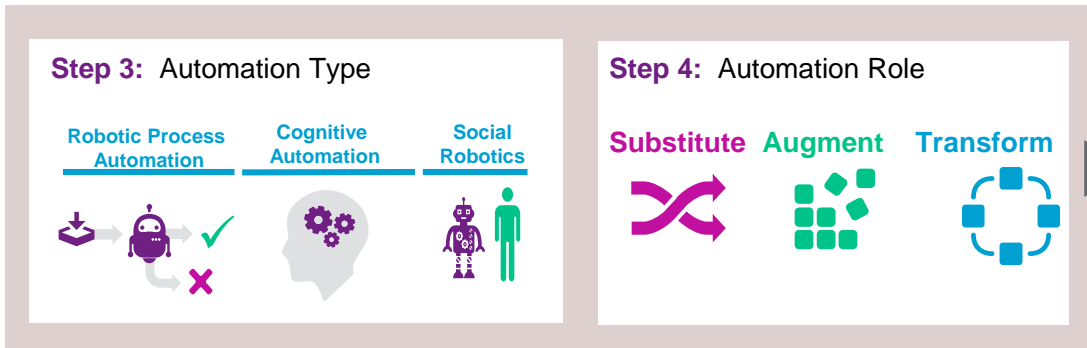
Deconstruct the Work



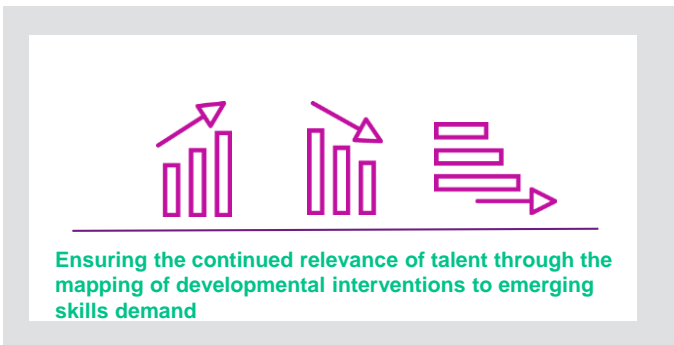
Optimize the Work

- RPA substitutes for repetitive, independent mental work to reduce mistakes
- Social robotics substitutes for repetitive, independent, physical work to reduce variance
- Cognitive automation augments variable, interactive, mental work to incrementally improve productivity
- Social robotics creates new variable, interactive, physical work to exponentially improve performance

Automate the Work



Reskilling Pathways



Source: *Reinventing Jobs*, Jesuthasan and Boudreau, Harvard Business Review Press, 2019

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3) Consider a cross-industry talent exchange

- Re-deploy select talent with comparable skills from industries facing reduced demand to those facing a significant increase in demand for a limited period of time
- Significantly minimize the frictional cost and time associated with traditional employment transitions while supporting workers in developing new skills and new networks

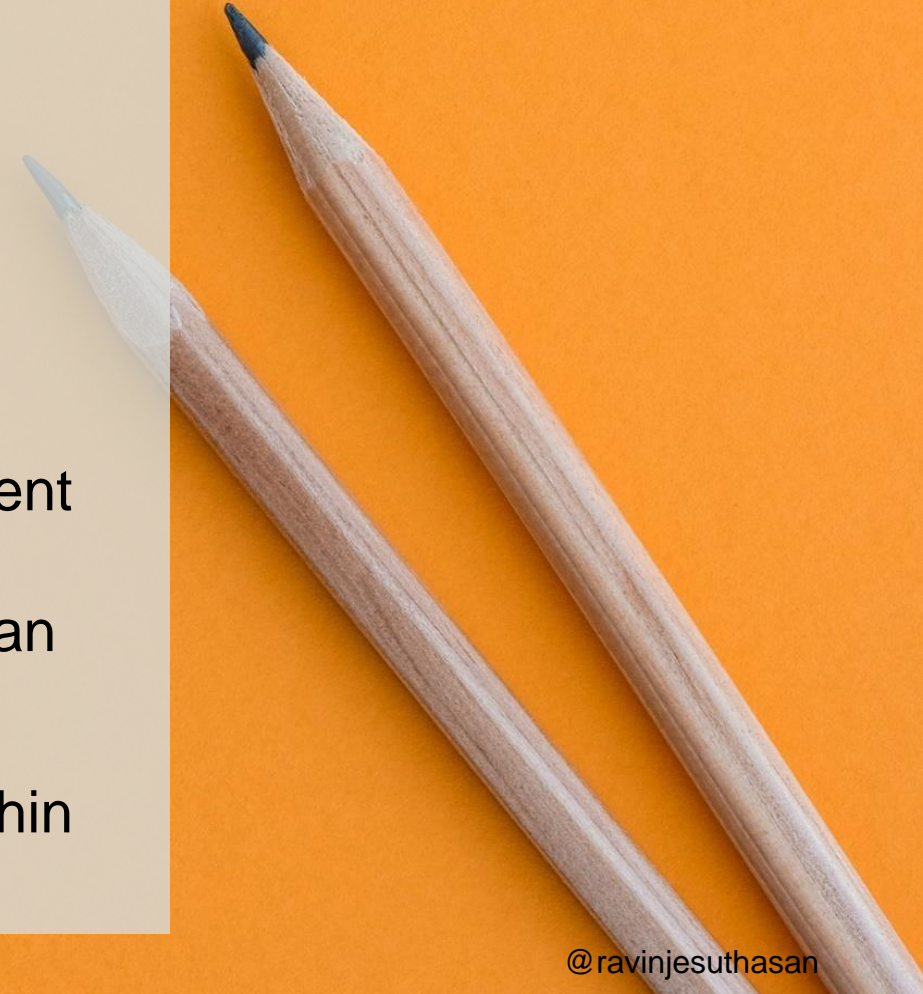


The World Economic Forum estimates that by 2022, 42% of core skills required to perform existing jobs are expected to change, with over 133 million new jobs created in major economies.

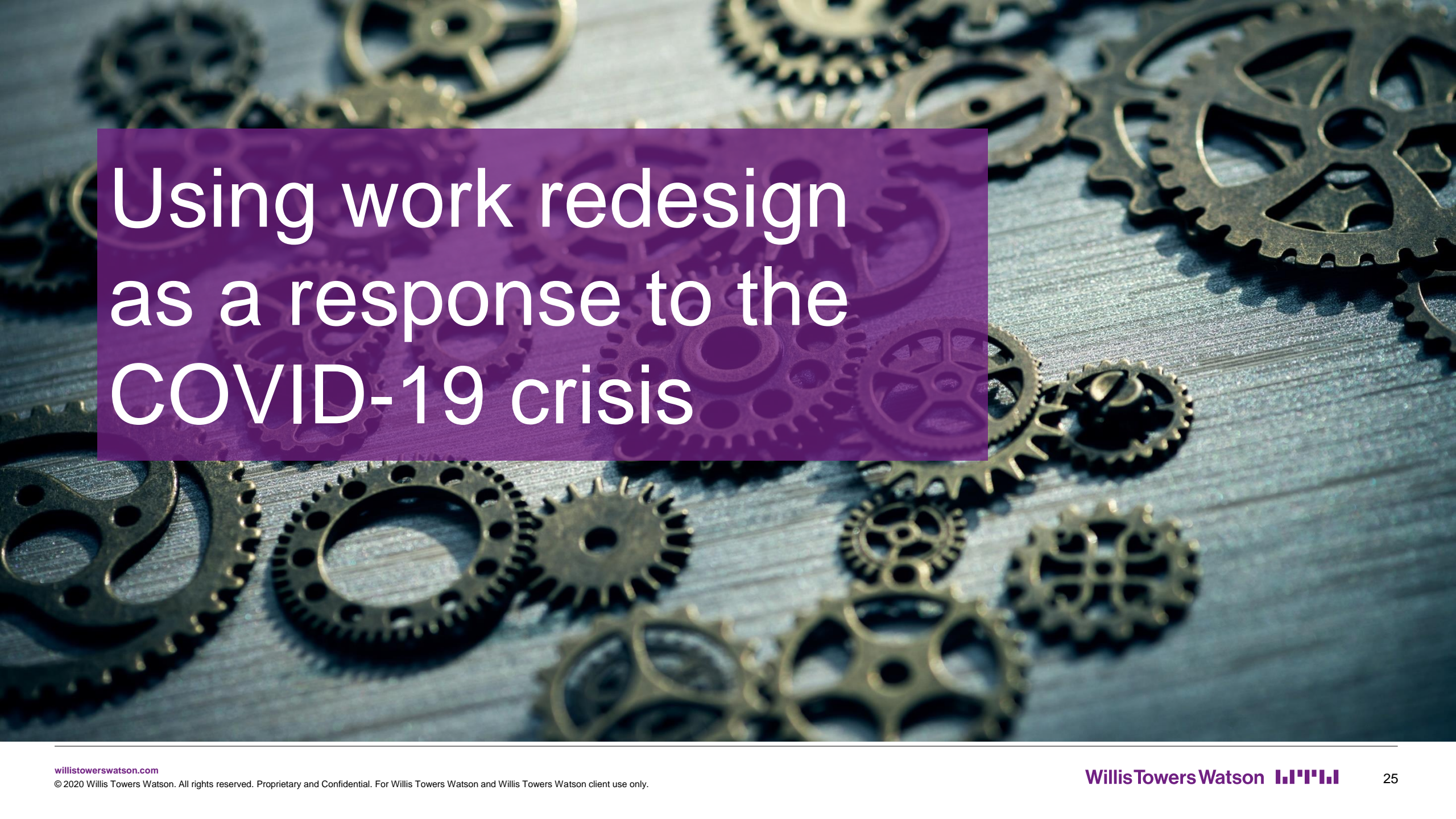
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4) Make progress towards your longer-term upskilling and reskilling agenda

- Learning is moving from the fringes to become a centrepiece of the employee experience; this crisis provides companies the opportunity to turn their commitment to continuous learning into a reality for all workers
- Take advantage of this time to identify the skills that talent in various roles should acquire to stay relevant and ensure they have access to the digital resources that can help them develop those skills
- Conduct learning with a view to rapid redeployment within different parts of a business



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Using work redesign as a response to the COVID-19 crisis

Using work redesign as a response to the COVID-19 crisis

Automate



Insurance company redesigning Customer Service job to increase use of automation for 15% productivity gain in call handling

Use Non-Traditional Talent



Energy distribution company identified 8% of Advisor work to be moved to freelance talent

Make Work Portable



Financial services company re-deploying reporting activities to central services and mobilizing agile teams for customer-focus

Shift the Where of Work



Utility company shifting field operations' data collection work to data center

Shift the When of Work



Technology company implemented new work schedules such as "same team shift-work" to minimize on- premise exposure risks

Borrow or Lend Talent



Airline baggage handlers moving to eCommerce logistics in talent exchange

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Questions

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