

The Future of Work

*MAMIAF Meeting,
Overland Park, KS*

Andy Hines
December 1, 2016

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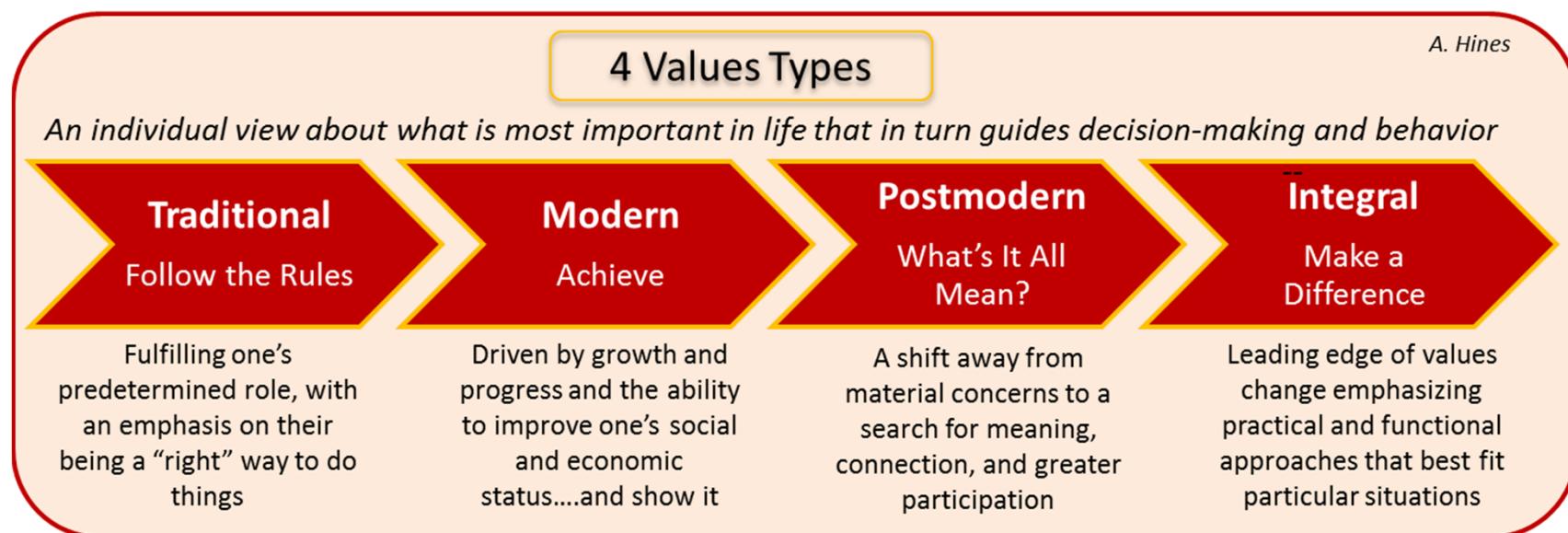
- *The Transformation of work.*
 - Work is going through a transformation, as three driving forces -- shifts in individual values, the rise of automation and machine intelligence, and the rise of a new economy – are challenging key assumptions about the role of work: (1) work is central to individual's identity (2) work structures daily life, and (3) work is the primary source of income.
- *Work is a thing you do, not a place you go.*
 - Technology, lifestyle choices, and emerging work models are shifting toward a distributed, networked approach to work....whenever, and wherever.
- *Fairness becomes impossible.*
 - The need to customize and personalize to attract talent will make across-the-board, same-for-everyone types of policies increasingly untenable. The high premium on getting the right talent shifts the bargaining power to them, and they will use it.



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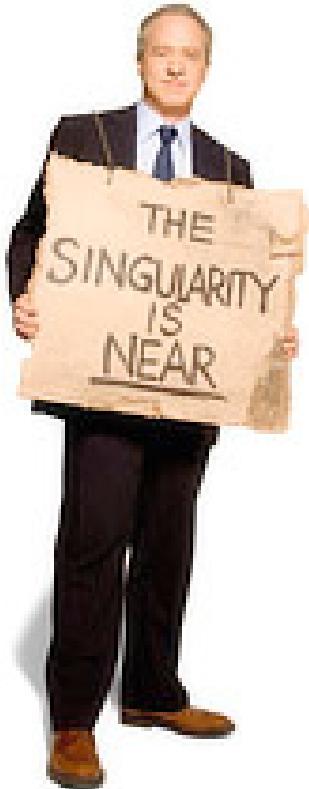
Transformation of Work

Values Shifts

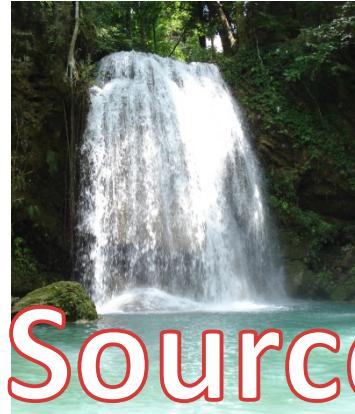


Tech Shifts -> Singularity

The Law of Accelerating Returns is a formula Kurzweil developed to explain progress – he states that not only is change exponential, but the rate of change itself is exponential.



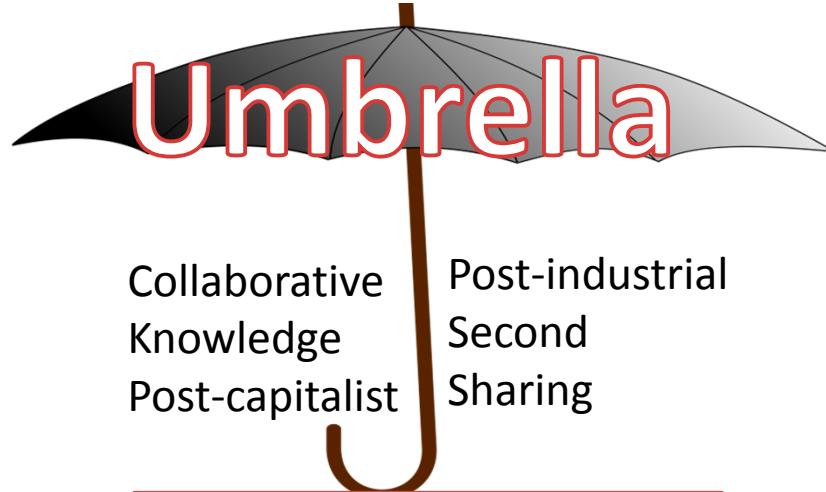
By the time of the Singularity, there won't be a distinction between humans and technology.



Sources

Artisan
Attention
Betterness
Experience

Leisure
Metaspace
Relationship



New Economy Concepts



Automation
Blockchain
Co-creation
Frugal (peer-to-peer)

Gig
Open source
Slack
Zero Marginal Cost



Circular
Conscious
Eco-
Green
Local
Post-growth
Purpose

Regenerative
Resilient
Soft Path
Steady-state
Sustainable
Wisdom

Implications

How might we be impacted by challenges to three key assumptions about the role of work:

- (1) work is central to individual's identity
- (2) work structures daily life
- (3) work is the primary source of income.

How do we deal with the more direct challenge of the greater use of contractors, temps, networks and project-based work?



Technology, lifestyle choices, and emerging work models are shifting toward a distributed, networked approach to work....whenever, and wherever.

**Work is a thing
you do, not a
place you go**

Enabled by On-Demand & Just-in-time



Demands for just-in-time are driving innovations in life and work, from apps to on-demand, mobile retail, same-day delivery, etc. place



Integration of Virtual and Real



The distinctions
between virtual and
“real” are
disappearing



A screenshot of an Adobe Connect meeting interface. The main window shows a presentation slide with the text "MAY THE FORCE BE WITH YOU" in large, bold, black letters. The source of the slide is cited as "Source: http://www.fbcprinceton.net/may-the-force-be-with-you/". On the right side, there is a sidebar titled "Attendees" which lists "Hosts (1)" with a user named "houston", and sections for "Presenters" and "Participants". Below the attendees is a "Chat" section with messages from users like "Mina McB:", "Tim Morgan:", and "Daniel Riveor". The top of the interface shows various meeting controls like "Meeting", "Layouts", "Pods", "Audio", and "Video".

Even Manufacturing is Decentralizing



3D printing is moving it from a design and prototyping tool to a method for producing finished goods.



<https://www.youtube.com/watch?v=SObz^IdvDTBc>

Implications

- How do we distinguish between work and non-work?
- How do we track and measure performance when people “aren’t there?”



The need to customize and personalize to attract talent will make across-the-board, same-for-everyone types of policies increasingly untenable. The high premium on getting the right talent shifts the bargaining power to them, and they will use it.

Fairness becomes impossible

Future of Knowledge Work

Personalized Professions (Transformation)

Socially-Centric Work (New Equilibrium)

Digitization and social networks create new collaboration opportunities, new roles and relationships, as insiders, freelancers, and even customers routinely work together.

Virtual Teams Collaborating (Continuation)

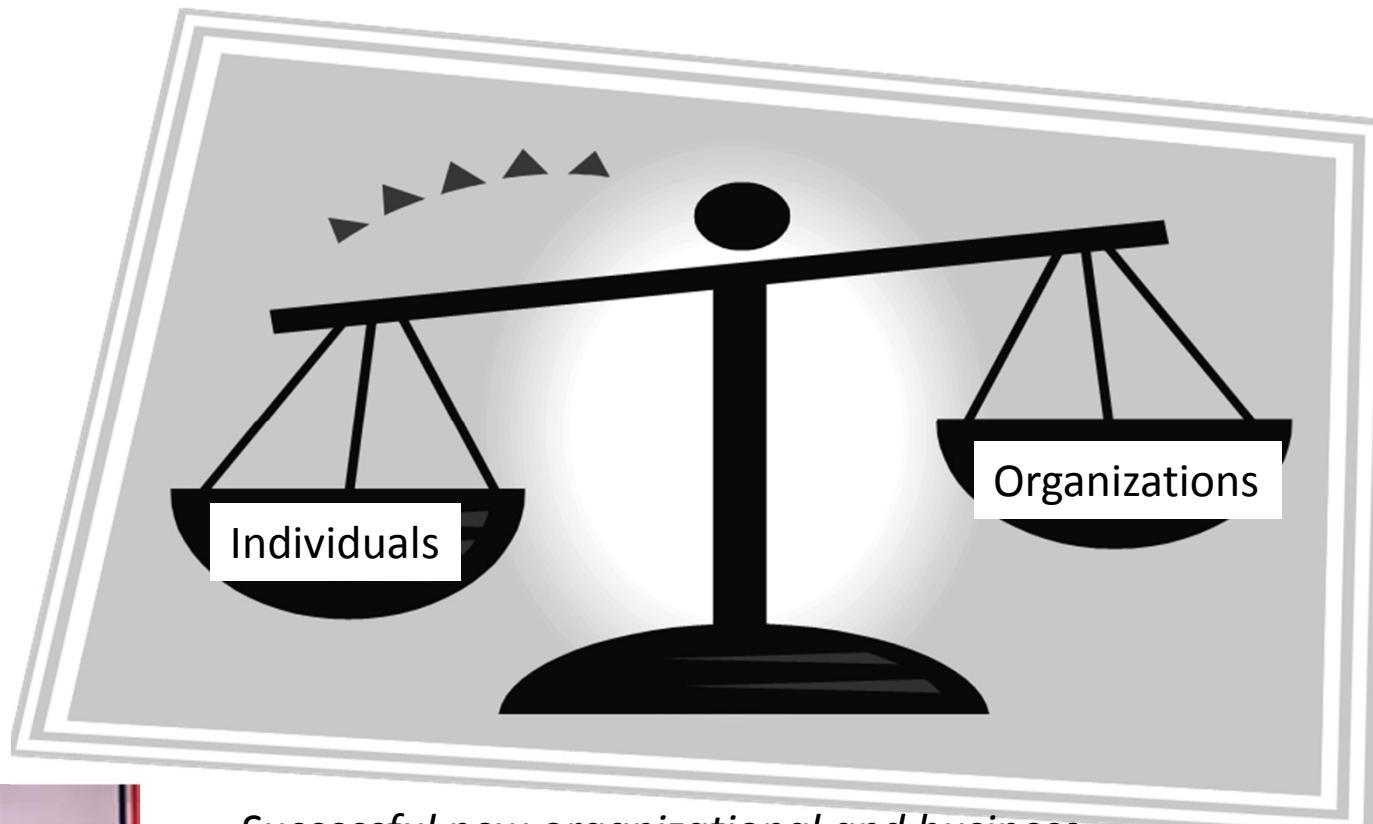
Work is increasingly virtual, but progress is evolutionary rather than revolutionary. Work in 2020 is far more decentralized and different in many respects, but the transition is manageable..

Successful new organizational and business models emerge around knowledge work that frees workers to personalize their contributions. Work is largely driven by personal interest. All workers are knowledge workers.

The most likely future, barring collapse, is moving toward a transformation of work, with the major question being one of timing

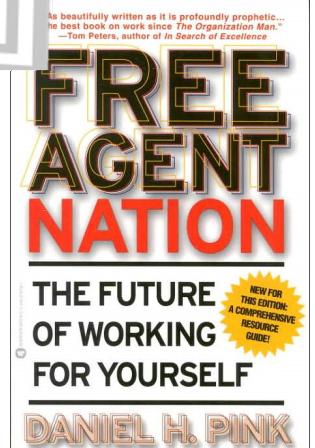
Hines, A., & Carbone, C. (2013, Spring). The future of knowledge work. *Employment Relations Today*, 1-17.

Personalized Professions: Talent Rules



Successful new organizational and business models emerge around knowledge work that frees workers to personalize their contributions. Work is largely driven by personal interest. All workers are knowledge workers.

Hinesight
For foresight, use Hinesight



Fairness Is Impossible



BRIGHT BIKE
KICKSTARTER
SCALE THIS PROJECT UP!

The need to customize/personalize to attract talent will make across-the-board, same-for-everybody types of policies increasingly untenable



Implications

- Will we need to provide an increasingly diverse menu of benefits that employees can choose from?
- How might “fairness” be redefined? Or will it be abandoned? If so, how might standards of accountability evolve?

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