

# OBSERVE

The Odgers Berndtson Global Magazine\_

No. 11  
Issue 02 2017

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# WORK

A special issue



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## INSIDE:

Business leaders  
on the future of work

**Artificial intelligence**

Work and cinema

**Mindfulness**

Gig economy

**Opinion**

and much more



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## Oxford Executive MBA

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Work. We spend most of our lives doing it, and it never seems to get any easier. Yet, if you believe some academics, over the next 30 years 47 per cent of all jobs will be automated. Then what? A life of blissful leisure? An economic meltdown as more and more

people scramble for the few 'jobs' that remain?

Conversely, some experts believe that the vast majority of children currently in primary school will end up in jobs that haven't even been invented yet. Although nobody, it seems, is prepared to hazard a guess at what those 'jobs' might actually be. And what about the effect of all this on leadership, talent, the rise of Generation Z, the new gig economy and the impact on our health and wellbeing as, meanwhile, we continue to work longer and longer hours?



This issue of *Observe* ranges across all of these critical areas. You can read incisive comment from business leaders and millennials as they offer their own take on where work and the workplace are heading. You'll hardly be surprised to learn that automation, artificial intelligence and the true meaning of work in a digital age are top of mind.

But among all of this serious content we have some lighter interludes, including a look at how work has been depicted in film over the years – remember Charlie Chaplin's *Modern Times*? – and an imaginary 'day-in-the-life' of a robot in the year 2030. He's called iZak, by the way.

Add to this a range of opinion pieces, a look at universal basic income and an insight into the world of deep learning, and there is something in this issue to engage even the most curious mind!

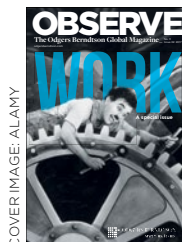
Linda Shore

**Managing Partner, Odgers Berndtson, Mexico**

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#### **Observe**

To read any of the great content featured in *Observe* over the past three years, go to [odgersberndtson.com](http://odgersberndtson.com) and click on the 'Insights' tab



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## A range of global stories that look at the world of work today and into the future

### SCIENCE

#### SKIN DEEP

A Swedish company has started implanting microchips under its employees' skin. Start-up hub Epicenter offers to implant its workers and start-up members with microchips the size of grains of rice that function as swipe cards: to open doors, operate printers or buy drinks from vending machines.

According to Associated Press, the injections have become so popular that workers at Epicenter hold parties for those willing to get implanted. "The biggest benefit, I think, is convenience," said Patrick Mesterton, co-founder and CEO of Epicenter. "It basically replaces a lot of things you have, other communication devices, whether it be credit cards or keys."

The technology in itself is not new. Such chips are used as virtual collar plates for pets. Companies use them to track deliveries. It's just never been used to tag employees on a broad scale before. Epicenter and a handful of other companies are the first to make chip implants broadly available.



IMAGES: ALAMY/KON IMAGES/LORENZO ROSSI/KEVIN BRINE

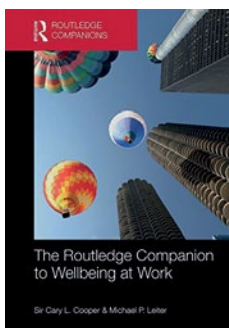
### LABOUR

#### THE AMERICAN DREAM?

- According to the International Labor Organisation, Americans work 137 more hours per year than Japanese workers, 260 more hours per year than British workers, and 499 more hours per year than French workers.
- In the US, 85.8 per cent of males and 66.5 per cent of females work more than 40 hours per week.
- At least 134 countries have laws setting the maximum length of the work week; the US does not.

### HEALTH

#### THE ROUTLEDGE COMPANION TO WELLBEING AT WORK by Cary L. Cooper and Michael Leiter. Available in hardback.



This new book, by two leading figures in research on occupational health and wellbeing, is well worth seeking out. Lennart Levi, Emeritus Professor of Psychosocial Medicine, Karolinska Institutet, Sweden, said of the book: "Work can cause, contribute to or trigger disease, and very often does so (pathogenesis). But it can also be a powerful promoter of health and wellbeing (salutogenesis). Much of the outcome depends on our working and living conditions. Two eminent scientists in this field, Cary L. Cooper and Michael Leiter, focus on both of these two aspects in this new, highly knowledgeable and extremely relevant volume."

[See p14 for our feature on mindfulness](#)

### SCIENCE

#### BIGGER BLUE

According to computerworld.com, over the past five years IBM's artificial-intelligence-fuelled Watson has gone from being a game show champion to operating in such industries as finance, retail, healthcare and pure research. Watson is a so-called 'intelligent system' that uses machine learning and natural language recognition, and has been used in a variety of industries.

In another five years, Watson will be helping a doctor diagnose a patient's symptoms and a company CEO calculate whether to buy a competitor. "The technology is not even moving fast. It's accelerating. It's moving faster and faster every day," said John Kelly III, senior vice president of Cognitive Solutions and IBM Research. "Honestly, it blows my mind and I'm an optimist."

David Kenny, general manager of IBM Watson, claims that AI-based systems and machines will work with people to make their lives better and their jobs easier. "Our future is one of man and machine," he said. "It's certainly not man versus machine."





## WORKPLACE

### NOT SO DIGITAL

New research from Deloitte's Human Capital business declares that the move to digital workplaces is by no means as fast or as efficient as had been predicted, and that a large disconnect separates the leaders of organisations from the workers when it comes to digital. In fact, while 90 per cent of organisations anticipate their businesses will be disrupted by technology, only 11 per cent feel as if they are ready to adapt to the digital age.

The research is one of the most comprehensive studies of the digital workplace to date. The conclusions are based on responses from 10,400 business and HR leaders across 140 countries.

[cmswire.com/digital-workplace](http://cmswire.com/digital-workplace)

## OFFICE SPACE

### THE WORLD OF CO-WORKING

By 2030, co-working spaces will make up 30 per cent of the office rental market and multinational enterprises will become major users of these spaces, according to a report released in March by the US-based real estate services provider Colliers International Group Inc.

The Colliers report said co-working space operators had in recent years begun to expand their business from start-ups to multinational companies, which had increased the volume of transactions. In 2015, 12 per cent of transactions involved 15 desks or more. Now the number has grown to 35 per cent.

Compared to a traditional office, flexible workspaces can cut costs by an average 25 per cent, provide a more dynamic environment to improve staff retention, and broaden access to skilled staff and potential business partners, the report found.

[chinadaily.com.cn/business](http://chinadaily.com.cn/business)

## FUTURE

### WORLDS APART

PwC's 'The World in 2050' report (published earlier this year) comes up with some startling statistics:

- The world economy could more than double in size by 2050, far outstripping population growth, due to continued technology-driven productivity improvements.
- Emerging markets (E7) could grow around twice as fast as advanced economies (G7) on average.
- As a result, six of the seven largest economies in the world are projected to be emerging economies in 2050, led by China (1st), India (2nd) and Indonesia (4th).
- The US could be down to third place in the global GDP rankings, while the EU27's share of world GDP could fall below 10 per cent by 2050.
- The UK could be down to 10th place by 2050, France out of the top 10 and Italy out of the top 20 as they are overtaken by faster-growing emerging economies like Mexico, Turkey and Vietnam respectively.
- Emerging economies need to enhance their institutions and their infrastructure significantly if they are to realise their long-term growth potential.

[Download the report from pwc.com](http://Download the report from pwc.com)



## PEOPLE

### WALL TO WALMART

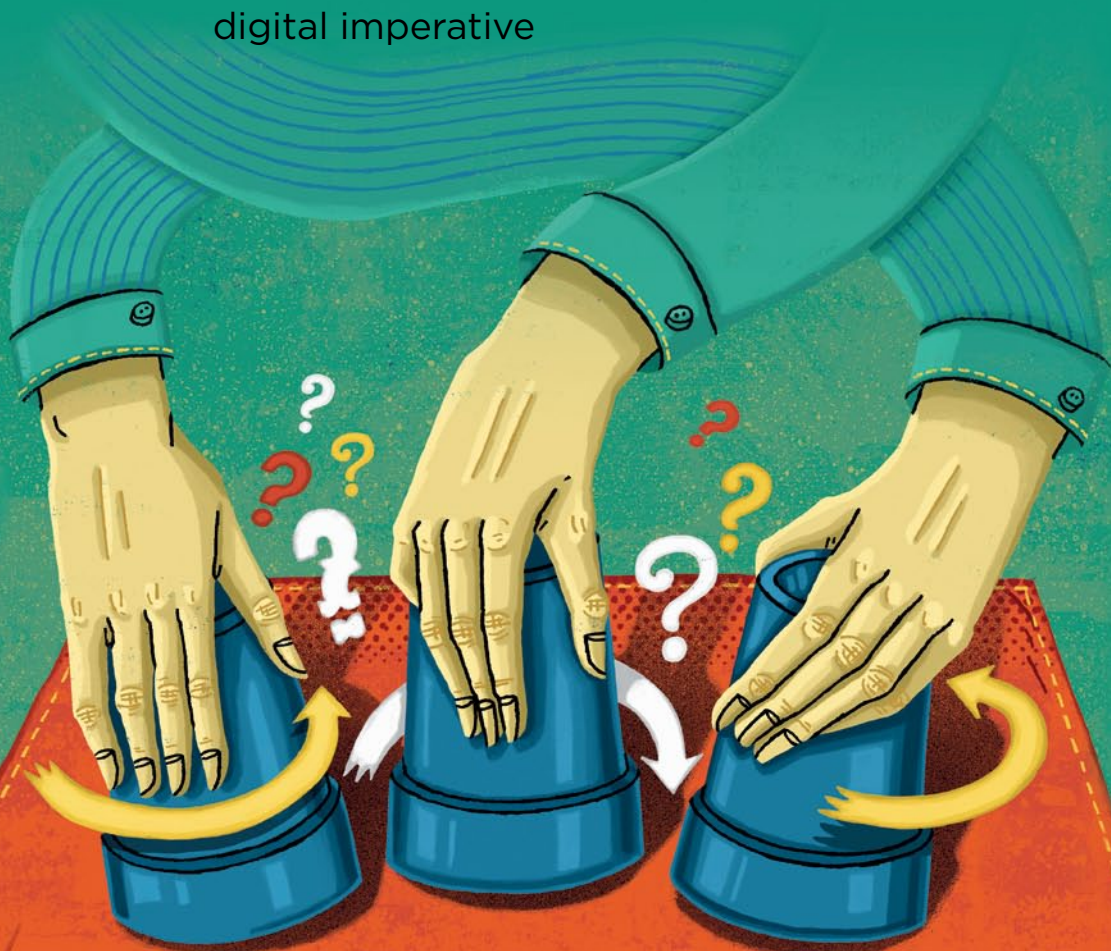
With 11,500 hypermarkets, discount departments and grocery stores across 28 countries, Walmart ranks as the largest company in the world based on revenue, earning \$485.65 billion in 2015. Walmart is also the world's largest private-sector employer, employing a staggering 2.2 million workers globally. But that figure is dwarfed by the fact that the single biggest employer in the world is not, as you might think, the Chinese government but the United States Department of Defense, which employs a massive 3.2 million people. China's People's Liberation Army only just beats Walmart, with 2.3 million people under its auspices.



# Uncertain times for CPOs

The latest Deloitte/Odgers Berndtson survey of CPOs pinpoints some critical areas of concern, including cost reduction and the digital imperative

IKON IMAGES/ALAMY





The release of the latest Deloitte CPO Survey\*, conducted in association with Odgers Berndtson, comes at a time of significant global uncertainty. Its main findings show that cost reduction, managing risk and the adoption of digital technologies are the top priorities for Chief Procurement Officers around the globe.

Four hundred and eighty procurement leaders from 36 countries around the world took part in this year's survey, representing organisations with a combined annual turnover of US\$4.9 trillion. The findings provide a crucial insight into the key concerns affecting CPOs around the world.

Lance Younger, UK head of sourcing and procurement at Deloitte, says: "Like other business leaders managing a global backdrop of economic and political risks, CPOs continue to focus on cost and risk management in 2017 to support growth in an uncertain market. So far, this is proving successful for CPOs, with 58 per cent achieving better savings performance than last year. However, challenges with talent and poor adoption of digital technology still hinder progress. Unless addressed quickly, these could jeopardise the future of procurement."

### The talent gap

For 87 per cent of CPOs surveyed, talent is the single greatest factor in driving procurement performance,

while 60 per cent of CPOs still do not believe their teams have the skills to deliver their procurement strategy.

Worryingly, investment in new talent development approaches and training remains stubbornly low, with 25 per cent spending less than one per cent on training budgets.

Adds Younger: "We continue to see procurement functions shrink in size, while the breadth of responsibilities and expectations continues to increase. Companies are

“The impact of automation and robotics on their function will steadily increase

”demanding greater productivity, but overworked employees are not the solution. Instead, new, sustainable operating models are required. One approach is to empower talent by embracing digital and innovative technologies – such as automation, cognitive procurement and analytics – at a much greater scale.” The desire among CPOs to adopt digital procurement accelerators is apparent. According to the survey 75 per

cent of CPOs believe that procurement's role in delivering digital strategy will increase.

### Impact of analytics

This will be important too, as CPOs report that the impact of automation and robotics on their function will steadily increase from 50 per cent today to 88 per cent in five years' time, and up to 93 per cent by 2025.

Coupled with this radical change to the CPO landscape, 65 per cent of CPOs surveyed see analytics as the technology area that will have the most impact on the function in the next two years, although many see the quality of data available as a significant barrier to adoption. However an issue with talent is apparent, with 62 per cent claiming that there is still a large to moderate skills gap across analytical abilities.

Younger concludes: "As the rapid speed of technological change continues to sweep over businesses globally, procurement is at a tipping point and must take advantage of high levels of executive support. Digital will amplify great talent and strong CPOs must align the digital transformation of the function with ongoing business priorities." ■

*\*The report covers the state of play on key challenges facing the procurement function, including market dynamics, value delivery, collaboration, digital procurement and in particular, talent.*

To read the full report go to: [deloitte.com](https://deloitte.com)

# Commentary I

Business leaders from around the world tell  
Observe how they see the future of work



**ZYDA RYLANDS**  
CEO OF WOOLWORTHS,  
SOUTH AFRICA

## How do you see the world of work in the year 2030?

We are living in a time of such exponential change that it's hard to know what the future will look like in five years' time, let alone 13. However, the first thing that comes to mind is obviously digital enablement and how technology is opening up a more virtual work environment with increased flexibility for employees.

Within this digital or virtual environment, business hierarchy and the 'corporate ladder' will become outdated and employees will look for more lateral movement - to grow by performing different roles, with new experiences to acquire new skills and tap into new networks. The world will be far less predictable. This calls for an environment within an organisation that fosters flexible working arrangements, collaboration and knowledge sharing.

In addition to this, I think that robotics, 3D printing, driverless cars, machine learning and artificial intelligence will have a much more dramatic impact on jobs by 2030 than we think. Many of the jobs that we have today will no longer exist. On the positive side, this will free up talent for new jobs,

although this will also require significant re-skilling.

## What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?

In this new world of work, there is an increasing shift in power from employer to employee and for most large organisations this will require a fundamental change in leadership style, away from 'control and tell' to 'engage and inspire'.

In a world where employees have a much stronger voice and a work environment that is fluid and made-to-purpose, it will be difficult to enforce standard policies and procedures on staff that will be, in some cases, operating outside formal office premises. Therefore there will be a requirement to provide employees with a framework that allows and empowers them to use their judgement and discretion when making decisions. At Woolworths we are currently exploring how best to put this type of framework in place as part of our effort to provide a connected people experience, anchored in a shared purpose and values.

Another key challenge for businesses will be the ability to attract key talent. In my view, this challenge is about offering growth and 'meaning', and retaining the 'human connection' in this new digital world.

## What three things would you like to see happen/change in the workplace by the year 2030?

- A diverse workforce, with equal opportunity for everyone;
- A transformed leadership



brand that displays authenticity, vulnerability and a collaborative approach within a framework of high challenge and high support; and

- Businesses measured on total value created for all stakeholders, including employees.



**MARKO ILINCIC**  
SENIOR VICE PRESIDENT AND  
HEAD OF ASIA PACIFIC,  
THE LEGO GROUP

#### **How do you see the world of work in the year 2030?**

I foresee that the continued integration of technology within the workplace will blur the lines between home and work with certain implications. First, the need to be in the office to formally conduct work is likely to continue to reduce as videoconferencing and other technology becomes ever more sophisticated. I'm sure this will mean more of us will be working remotely in future, particularly as office space becomes ever more of a premium in major hotspot cities. Secondly, I feel that stress and anxiety in the workplace is only going to increase as the world becomes more global and the working day less defined. Erosion of the traditional boundaries of a working day is well on the way, with emails and calls early in the morning and late at night a norm for many people, particularly those based

in Asia. Technology has enabled a 24/7 working day around the world and the need to increase the awareness and self-discipline of individuals to manage this change is essential.

#### **What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

I can see a couple of key challenges:

- Change management – global organisations will continue to have to change and adapt to the realities of the volatile, ever-changing market environment. Therefore the premium for leaders with exceptional skills and experience of successfully leading through change is only likely to increase. Being a great leader is no longer enough. Being a great leader and one who can lead through change will be essential.
- Talent pools – as globalisation continues, I feel that many companies will seek more and more diversity in their recruitment moving forward, avoiding the run-of-the-mill blue-chip candidate approach, perhaps prioritising those with more abstract experience and hiring cross-category, rather than within category. The implication of this is likely to



Stress and anxiety in the workplace is only going to increase



be less-obvious talent pools, where hiring organisations and recruiters will need to search harder for the right candidates.

#### **What three things would you like to see happen/change in the workplace by the year 2030?**

**1.** Proactive learning and support for employees on how to manage their stress and anxiety. There are only 24 hours in a day and if you take away eight hours of sleep, the balance of 16 hours is often dominated by work. It is no wonder that for so many people this is the source of stress and anxiety. As technology intertwines our home and business lives even more, this is inevitably going to be an issue for many executives to deal with moving forward.

**2.** The abolition of traditional desk-based working in the office. If you think about it, we have been using the same format for office layouts since the 1920s. The traditional office format is outdated and an inefficient use of space, which actually discourages cross-functional collaboration and approachability of leaders (teams are often segregated by department and leaders are cocooned in offices). At the LEGO offices in Singapore (one of four global hubs) we have moved to occasion-based working, where areas are zoned for the type of work you need to carry out at any particular time of the day. No one has offices (including myself) and no one has a fixed desk. It's a liberating and much more efficient way of working that has seen a huge shift in the levels of cross-collaboration and engagement by the 350 employees we have based here.

**3.** Greater ratio of female executives than we have today. →



**FELIPE  
GUIMARAES**  
CEO MIDDLE EAST, NORTH  
AFRICA AND TURKEY,  
KRAFTHEINZ

**How do you see the world of work in the year 2030?**

I believe that in the world of work, life will be much more flexible and connected, people will not hold positions, fixed working hours will not be required and the habit of going to the office every day will die.

**What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

For me, the main challenge will be how to connect and engage people. To do that, companies will need to become more horizontal and the role of leaders will be even more important.

**What three things would you like to see happen/change in the workplace by the year 2030?**

As an executive who wants to be successful and to have the best talented people as partners, I need to ensure that the changes that the world will experience in the coming years will be reflected in the workplace, and the main focus should be:

**1.** Creating a model based on flexibility of work without losing efficiency, and quick response to the market.

**2.** Establishing a collaborative and networked work environment, beyond the boundaries of departments, working with the concept of multi-functionality.

**3.** Reinforce a reward evaluation model based on meritocracy.



**JONAS PERSSON**  
FORMER CEO OF DANISH  
GLOBAL INDUSTRIAL  
COMPANY NILFISK

**How do you see the world of work in the year 2030?**

I see three things that will change, even more so than they already are today.

**1.** We will see more routine tasks being automated, and less simple work will exist. We already see this, and today in the Western world we have very few simple work tasks already. We have seen automation in factories and we now also see it developing very quickly into office work as well.

This will create a social dilemma with a polarisation; one part will be an educated workforce working many hours, and the other will be out of a job or on short working hours.

**2.** In 2030 we will also see a less loyal workforce. People will be more 'mobile' since many tasks don't need an office as such.

You will be able to be employed and do your work from different places. You can meet and interact without meeting in person, and we will see many

more virtual offices. I believe that a big part of the skilled workforce will be self-employed and will be hired in to do tasks for different companies. The younger generation has less need for stability and is more driven by experience and development.

**3.** All these changes put more demand on the skilled and educated workforce, which in turn will push the polarisation even more: people who can cope with this, and people who can't.

**What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

For each company this creates many challenges. As I see it, each company needs to be able to find different skills. They not only have to look for and identify the best talent globally, they also need to be able to compete with other companies all over the world in order to attract the best talent.

I believe we will see what we already have seen coming, that development and other soft elements will be more important in the future to attract the right employees. On top of that, if you have virtual offices it will be a challenge to control and manage a workforce that is widely dispersed with different cultures and values. How will you be able to create a 'company culture'?

**What three things would you like to see happen/change in the workplace by the year 2030?**

For me it is important that politicians are able to be flexible to make it possible to handle a more mobile workforce, and to make laws and regulation to support the change. The increased polarisation could create social instability, which also needs to be handled. We will have a part of the population with no jobs or short working hours. How will they be paid? ■



FINANCIAL TIMES

# WOMEN AT THE TOP

Transforming Leadership

27 September 2017 | Sheraton Grand London Park Lane Hotel

LONDON

The FT Women at the Top summit returns to tackle one of the most complex challenges we face today: how to fix the gender imbalance in the top ranks of business in Britain and beyond.

The composition of top UK management remains stubbornly uniform despite significant progress to make organisations more diverse and inclusive. The costs to companies and the economy of male-dominated leadership are well documented. Yet many employers are still inadvertently turning away future leaders – male and female – by continuing business as usual.

Join us to look at how leadership could be transformed over the next decade as the impact of policy changes becomes clear. Hear practical examples and insights from the most forward-thinking business leaders, academics and policy makers tackling the gender imbalance and take part in action-focused debate to discover how you can effect change.

**[live.ft.com/WomenAtTheTop](http://live.ft.com/WomenAtTheTop)**

## SPEAKERS INCLUDE



**Iris Bohnet**  
Professor of Public Policy  
*Harvard Kennedy School*



**Laura Haynes**  
Chair  
*UN Women National Committee UK*



**Helena Morrissey, CBE**  
Head of Personal Investing, *Legal & General Investment Management*;  
Founder, *30% Club*



**Turid Elisabeth Solvang**  
Founder and CEO  
*Future Boards*

Knowledge partner

Supporting partners

**McKinsey&Company**

  
**bhpbilliton**

 **Henley**  
Business School  
UNIVERSITY OF READING

M I N



A P A

# MINDS

Mindfulness and mental health are no longer taboo subjects in the workplace, argues DI RIX, but there's still a long way to go

In our multitasking, constantly connected, digitally dependent, information overloaded, stressed-out lives, it is little wonder that executives often leave the office frazzled, disillusioned, depressed even.

A recent Harvard study found workers are mentally off-task for 47 per cent of the time, while the World Health Organisation estimates that depression and anxiety disorders cost the global economy US\$1 trillion each year.

Rasmus Hougaard, of New York-based Potential Project, a global provider of leadership and organisational effectiveness programmes, believes our ability to focus is under attack.

A plethora of mindfulness apps, practical guides, meditation workshops and counselling courses exist to help combat what Hougaard calls the 'Attention Economy'.

Thanks to a growing body of neuroscience-based research, business leaders are beginning

to embrace them too. Potential Project alone now trains 450 firms globally, compared to just 100 a few years ago.

Mindfulness training not only brings the peace and calm associated with the Eastern tradition of meditation, but also makes shrewd business sense. By reducing stress, fewer work days are lost to ill health.

Learning how to clear your head and focus boosts effectiveness and productivity. Learning to be a better listener and communicator is good for both client and staff relations. Improved creativity and strategic thinking come from having a better work/life balance.

"Corporations don't implement it as a means of reducing stress or as part of their wellness programmes. They do it to give people more balance, more effectiveness, a sense of purpose and intrinsic motivation," says Hougaard.

One of its biggest champions

is global consultancy Accenture, which two years ago scrapped annual performance reviews for its 400,000 staff, recognising that two thirds of its workers were millennials, largely uninterested in salary, or how well or badly they were performing. What they cared about was making a positive contribution and having a meaningful job.

Denmark-based Rob Stembridge, Accenture's Technology & Application Services Lead for Financial Services in the Nordics, is about to launch the firm's mindfulness programme across the entire company.

"I've been at Accenture for 20 years, and a company like Accenture doesn't do things on this kind of scale unless there is a very strong business case. We're a people business. Productivity, efficiency and wellbeing are paramount to us. Science tells us 47 per cent of the time we are distracted. Even if we assume the brilliant Accenture staff are only 20 per cent off task, multiply that by 400,000 and the number can get extremely large.

"Mindfulness is linked very strongly to the technological vision that we have. So, once you get over the embedded cynicism →

# ART



in organisations, it's quite powerful. I see a lot of larger organisations now asking: 'What's the programme? How did you do this? How did you get over the difficulties of starting this? How do you get people to open up to take it on?'"

Stembridge cites three vital ingredients for success. Firstly, having the right terminology for the right organisation is paramount. Accenture offices in Denmark have brain training rooms, whereas in Finland they are meditation or mindfulness rooms. "It's about being able to crash through that initial scepticism barrier," he says.

Secondly, facts and figures are also vital to business leaders. Finally, you must have a strong business advocate. "People need to see others showing that this is more than something that has been made up to make them feel happy about going to work."

At global law firm Herbert Smith Freehills (HSF), mindful meditation grew out of accretion as long as 15 years ago. To deal with the challenges of combining different corporate cultures, McKinsey consultant Michael Rennie advised the firm to embrace meditation if the enlarged group was to work in harmony.

Murray Paterson, Melbourne-based Head of Learning and Development at HSF, says the firm developed a proprietary model with meditation at its heart and has gone on to use mindfulness in leadership programmes for the past 10 years. It is now not uncommon to see partners meditating for 10 minutes every day, and he says the results have been amazing.

"What we learned is that it gives you an opportunity to understand yourself deeply, not just in an intellectual, reflective

thinking, analytical way, which lawyers are very good at. If you don't fundamentally know yourself, how can you know others, lead others, engage with the people and more importantly, your clients?"

After training, anecdotally, HSF partners reported a 45 per cent increase in their capacity to focus, 35 per cent increase in effectiveness and a 35 per cent decrease in stress. "People feel more engaged at work, have a better work-life balance and are more fulfilled," says Paterson.

Paterson, who is on the advisory team of the third annual Mindful Leadership Forum taking place in Sydney in November, agrees with Stembridge. "In the corporate world if you talk about meditation, many people say stop there, we're not interested in that crazy hippie stuff, we're serious business people." But by calling it mindful leadership training, they engage.

"The whole concept of mindful leadership is relatively new, but is really gathering momentum," Paterson says. Among this year's attendees are executives from HSBC, KPMG, Westpac and Toyota. The forum, which has so far attracted more than 1,500 executives from 350 firms, says it is exploring a new era of mindfulness-based leadership.

While Hougaard says CEOs tend not to be interested in mental health issues per se, as more leaders 'come out' and share their stories, the momentum for incorporating mental fitness alongside physical fitness in companies' wellness plans is gathering pace.

Virgin Money Chief Executive Jayne-Anne Gadhia, HSBC Global Management's head of client strategy Brian Heyworth and former Unilever executive Geoff McDonald are just a few courageous executives who

have spoken out about their own depressive periods.

For Geoff McDonald, it is those bosses who treat their employees with the level of care and compassion they normally save for their loved ones that will ultimately reap rewards. It makes sense. In the five years to 2014 there was a near 25 per cent rise to 70 million working days lost to mental illness in the UK, which equates to a £100 billion cost in lost productivity.

In a challenge to employers to address mental health at work, in March, the UK charity Mind held its inaugural Workplace Wellbeing Index Awards. Thirty companies – including Deloitte, HMRC, Jaguar Land Rover, RBC Wealth Management and PepsiCo – representing 15,000 employees were rated according to how well they were looking after their employees' mental health.

Mind describes the index as the new benchmark of best policy. Head of Workplace Wellbeing, Emma Mamo, says: "Forward-thinking businesses are taking mental health more seriously, showing their staff that they are a responsible employer who values their contribution."

Positive initiatives included wellness webinars, the appointment of mental health champions, free meditation sessions, employee assistance programmes, counselling, informal buddying systems and the offer of more flexible working hours.

But there remains much to be done. Of the 15,000 employees surveyed by Mind, only one in four said they would be likely to seek support from their manager. So while there are signs of a tremble in the stiff-upper-lip approach to mental health at work, it seems many employers are still simply paying lip service to it. And as long as employees fear the stigma of speaking out, there will be little chance of breaking the taboo. ■







Airbnb's HQ in Dublin.  
The company set  
about the task of  
revolutionising its  
approach to its  
workforce



# Experience architects

A new type of HR leader has arrived, concerned with experiential and emotional activity all designed to create a unique workplace.

MATT HIGH reports

**H**ow would you describe your employees' experience? What do they enjoy or dislike? What drives them to succeed and what do they expect from the business, and from you as a leader?

When you've considered those points, ask yourself this: have you created a meaningful place to work? If you believe that your organisation's culture dictates the responses to those questions it may be time to think again.

That's because a significant shift in the focus – and in the delivery – of traditional human resources functions means that your employees, their fulfilment and their experiences of your organisation are becoming essential.

Driven by a more engaged and demanding millennial workforce, rapidly developing disruptive technology, an influx of digital solutions and a changing dynamic between employer and employee, HR leaders are evolving.

No longer is the HR Director an arbiter of paperwork and processes. Instead, a new type of leader is emerging, one dedicated to crafting unique workplace experiences that reward, entertain and enrich in equal measure. One who focuses on emotions and relationships and who uses innovative technology to build the workplace of the future. Welcome to the world of the Chief Employee Experience Officer (CEEEO).

According to Áine Hurley, Head of the HR Practice at Odgers Berndtson, London: "Organisations are moving away from HR's primary focus being about people strategy and core processes towards a much greater emphasis on what might be termed the complete employee experience."

Driving this shift is a changing dynamic between employer and employee, a result of the emerging millennial workforce. Some 55 to 60 per cent of today's workers are under 32, and they bring higher expectations of workplace rewards, a desire to shape their own learning and development, as well as a strong sense of career progression and work/life balance.

"The shift in HR is being driven by employees," Hurley explains. "The new generation wants more, and they desire a different relationship with their employer. To do that HR needs something different; it needs a new kind of leader."

That new leader is the CEEEO. The role is concerned with removing the traditional nomenclature around HR and replacing it with something new, a workplace that is experiential, and which uses technology, innovative design →

ALL PHOTOS: ALAMY

Airbnb's headquarters in Dublin. It was one of the early proponents of crafting its employee experience



thinking and digital applications to provide a close, consultative relationship with employees.

Donna Morris is Executive Vice President, Customer and Employee Experience at Adobe. Discussing this new approach to HR, she says: "Moving forward and not being stuck in the past is an imperative. A great experience is something that's meaningful. It's impactful. It's personalised. It could be ensuring that employees have a really good on-boarding experience, or that they have the opportunity to grow and develop their careers here, or have the opportunity to build strong relationships with their manager."<sup>1</sup>

Innovation lies at the heart of the CEEO function. In a workplace that has become increasingly complex as a result of the influx of disruptive technology, the newly christened 'experience consultant' is using digital HR design – an emerging trend that focuses on employee-centric solutions and strategies – to create a compelling experience.

Gone are the spreadsheets and payroll programmes of old. In their place are digital learning and e-learning modules crafted by the employees themselves and which are offered together with online content that puts experience at the heart of development.

The work environment has also changed. Mobile



A great experience is something that's meaningful, impactful and personalised



technology and social media is used to facilitate dialogue between employer and employee – an essential aspect of successful engagement and a notable demand of millennial workers. Similarly, the CEEO is using advanced behavioural programmes and people analytics to define working parameters, to craft fast-moving networks of teams and to dramatically reconfigure the working environment.

Airbnb was one early proponent of crafting its employee experience. In 2015 its then HR Director, Mark Levy, changed his title to Chief Employee Experience Officer and subsequently set about the task of revolutionising the company's approach to its workforce.



According to Levy, every aspect of his role is about creating “memorable workplace experiences” that foster a sense of active engagement. The business values training and lets employees craft their own bespoke programmes in which they can develop according to their own values. It also encourages social media as a tool for employees to communicate with each other and with the organisation.

“We are focused on bringing to life our mission of creating a world where you can belong anywhere, by creating memorable workplace experiences that span aspects of how we relate to employees, including how we recruit them, develop them, the work environment we create with the them, the type of volunteer experiences we offer them and the food we share together,” said Levy, discussing his role with *Forbes*.<sup>2</sup>

Levy is not alone in his mission. The business has evolved its HR function whereby the employee experience is controlled by a team of individuals known collectively as ‘ground control’. Alongside Levy, they are responsible for guiding workers through their work life by ensuring each aspect creates an extraordinary physical, emotional, intellectual and aspirational experience.

Perhaps unsurprisingly, it gets a little spiritual too. According to Levy, Airbnb also provides employers

with a ‘life dojo’, who helps to coach them on what they should consider important in both their personal and professional lives. And it works. According to one engagement study, 90 per cent of Airbnb employees recommend it as a great place to work.

Alongside Airbnb, other businesses such as Tesla, GE, DuPont and Nando’s are embracing the experiential and evolving their HR function.

Looking ahead, Hurley says: “I think that a growing number of CEOs are looking at the traditional HR model and thinking ‘it’s had enough, we need a different voice’.”

By enabling workers to feel closer to your brand you are improving your organisational culture, increasing staff retention and influencing your customer experience at the same time. It seems that after all a happy organisation really is a healthy organisation. ■

1: <http://sloanreview.mit.edu/article/adobe-reinvents-its-customer-experience>

2: <https://www.forbes.com/sites/jeannemeister/2015/07/21/the-future-of-work-airbnb-chro-becomes-chief-employee-experience-officer/#2561ce142327>





Labour markets are transforming as a consequence of technology and globalisation.

In *The Future of Work in the Developing World*\* academics, entrepreneurs and development experts offer insights about skills for the future and more. These are the takeaways from a fascinating couple of days I spent with these actors last year:

Where will the jobs come from? At a time when half of all new jobs are being created in the gig economy in developed countries, future workers may increasingly be micro-entrepreneurs, freelancers or small business owners.

What skills will be needed and who should provide them? While science, technology, engineering and mathematics skills are vital, so are design, creativity, finance and empathy skills. Private businesses can train people in these skills, and the higher wages they get after training justifies the cost.

What about labour market security? Unemployment and disability insurance have evolved to reduce risk for workers in the

formal sector. They are less useful for the self-employed. Risk is an appropriate lens for much of the discussion on worker security, perhaps more so than a redistribution lens. Lively discussion about universal basic incomes fit into this paradigm of risk versus redistribution.

These changes have huge implications for everyone interested in development. Labour market changes are poised to disrupt many aspects of societies. Mortgage rules will need to be rewritten. Part-time work, slack-time work and income from underutilised assets will become more important. Families will develop risk-sharing practices. Labour unions will need to avoid collusion when representing the interests of micro-entrepreneurs.

While advanced countries try to export the model of 'decent' work and high labour standards through formal labour markets to developing countries, the latter are busy exporting their experiences of managing informal labour markets to advanced countries.



Finding common ground between optimists who see promise in better functioning labour markets and pessimists who yearn for the stability of good jobs and a predictable career will not be easy. ■

*\*The Future of Work in the Developing World*, edited by Laurence Chandy, is a Brookings Blum Roundtable 2016 Post-Conference Report. From August 3-5, 2016, nearly 50 prominent policymakers, development practitioners and leaders from industry and academia came together from the public, private and non-profit sectors for the 13th annual Brookings Blum Roundtable in Aspen, Colorado on the future of work in the developing world. PDF copies can be downloaded from: [brookings.edu/research/the-future-of-work-in-the-developing-world/](http://brookings.edu/research/the-future-of-work-in-the-developing-world/)

# Developing the conversation

HOMI KHARAS, Senior Fellow and Co-Director, Global Economy and Development, at The Brookings Institution in Washington, on the future of work in the developing world



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# Commentary II

Business leaders from around the world tell  
Observe how they see the future of work



**ANDREW MILES**  
VICE PRESIDENT AND  
GENERAL MANAGER FOR  
GSK, GULF COOPERATION  
COUNCIL (GCC)

## **How do you see the world of work in the year 2030?**

Given that, on average, we spend around 50 per cent of our lives at work or on work-related activity, creating an environment that would enhance productivity over the years is a critical endeavour that must be undertaken by companies wishing to succeed. In that context, the way we work continues to evolve significantly with the advent of new, smart technologies. Robust policies around employee health, safety and environment are key to ensuring safe workplaces are provided to promote employee health, wellbeing, resilience and energy, while at the same time addressing environmental sustainability.

Additionally, workforce needs are constantly changing as the nature of work changes. Companies will be required to consider the needs of the new generations coming into the workforce and the natural congruence of Generations X, Y and Z. Internal policy shifts will need to be made to satisfy employee needs, including work from home, maternity leave, flexible working hours and so on. More and more companies are

moving away from closed offices to open office systems that are designed to improve workflow, communication and collaboration. I foresee a total shift from the classic hierarchical system to lateral collaboration as organisations become increasingly global and embrace diversity. In this environment of open collaboration and interaction, hierarchies will continue to exist but membership of teams is likely to evolve based on people's strengths and competencies rather than their titles.

## **What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

Without question, face-to-face interaction has been the most effective method of engagement in the past years. Given the huge technology leap, the gap between this and virtual engagement has reduced significantly and determines how we continue to interact with each other and our customers. These new methods offer greater flexibility, a wider reach and higher productivity. In today's fast-paced environment, the reality is that both approaches are required. It would be important to always consider the exact nature of work in every case, to strike a balance and select the most beneficial approach.

Let me give you an example. Traditionally, in GSK, the main communication vehicle for sales representatives to share the benefits of our medicines with healthcare practitioners has been face-to-face engagement. Up until two years ago, this was without doubt the most effective way of working. Now, in 2017, face-to-face engagement represents only half of the total



interactions as we have evolved our capabilities and modernised our communications, utilising digital platforms and tools to deliver our information and content to customers. This is done by means of webinars, videoconferences, online educational tools and so on. This has not only reduced our operational costs, but has also enhanced performance and revolutionised customer experience as we are able to adapt to customer needs and provide information when and how they want to receive it.

### **What three things would you like to see happen/change in the workplace by 2030?**

**1.** Greater focus on environmental health and safety (EHS). Providing a healthy environment, protection and promotion of employee health and wellbeing are key factors for an organisation's success. It would be important for leaders to integrate and embed EHS principles into ways of working, while ensuring that policies also cover environmental sustainability, ethical sourcing of materials, reduction in carbon emissions and effective waste management so we play our part and do our bit for the planet.

**2.** Greater collaboration. As organisations all over the world continue to become increasingly global and cross-functional, breaking down barriers and silos are critical for success. Studies have shown an 80 per cent reduction in collaboration if an office is spread over just two levels. A flat structure with no walls and a higher use of technology is the way forward to increase productivity. Workplaces become friendlier, there is an increase in the efficiency with which

information is distributed across teams and a sense of community is cultivated.

**3.** Stronger accountability of leadership performance. In a changing world, strong leadership and accountability is crucial for success. Leaders need to step up and demonstrate accountability at a personal and collective level as business environments continue to get increasingly competitive. With the ever-increasing influence of social media, imagine a world where recruiters would screen candidates not only on the basis of their work experience but also on the quality of their leadership and people development skills, which are obtainable through online surveys with results visible for all to see. So, for example, if I'm on LinkedIn, I would need to be open to receiving feedback and seeing an aggregate result of my capabilities and how those who work with me evaluate my impact.



**CATHY SMITH**  
**MANAGING DIRECTOR, CISCO**  
**SOUTHERN AFRICA**

### **How do you see the world of work in the year 2030?**

In 2030, the world will be dominated by a gig economy that promotes worker-sharing. Tech-based startups are drawing on cloud computing, algorithms and mobile phones

to create a new on-demand economy, conjuring help with the press of a button. There's Uber for transportation, Handy for home cleaning, and Task Rabbit for everything from running errands to assembling furniture. In the process, these tech-based startups are changing the nature of the workplace in profound ways.

### **What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

The desire of young professionals and college students to use social media, mobile devices and the internet more freely in the workplace will be strong enough to influence their future job choice, sometimes more than salary does. In fact, this is already a proven fact according to an international study published by Cisco.

Another challenge for businesses will be agile corporate policies, including influence by corporate culture, accessing corporate networks, and remote applications that enable a more distributed communications culture. Employees will expect greater work flexibility.

### **What three things would you like to see happen/change in the workplace by 2030?**

**1.** Diversity in the workplace should be the norm, not the exception.

**2.** Every employee should be trained for change. The gig economy will call upon employees and companies to be ready to take up new roles at faster paces.

**3.** There must be a greater call for leadership and ownership of responsibilities. ■

# THE VIEW FROM MILL ENN IALS

Participants in Odgers Berndtson's CEOx1Day programme\* offer their personal perspectives on the future of work and the workplace

**CEOx1DAY**  
BY ODGERS BERNDTSON

Pictured: Participants in the CEOx1Day programme enjoying their time with a CEO of a major organisation





**Abdallah Madi, Brazil:**

In the future we need to have a better work-life balance. One of the solutions may be to adapt the workplace. I see the work environment becoming more personal to each individual, bringing an aspect of 'home' into the working day. A better work-life balance is a deep desire from my generation and that is what we will fight for.

**Annan Khan, Canada:**

Millennials have been labelled as the 'job-hopping generation'. While employee turnover adds significant costs to organisations and the economy, it has its benefits. Firstly, young professionals are becoming more agile and are able to quickly adjust to new roles. Secondly, organisations are reaping the benefits of cross-pollination as young professionals hop around and share best practices from previous employers and industries.

**Alexander Bunker, UK  
(pictured left, top picture):**

I would like to see a far more widely integrated workplace with a greater variety of individuals holding positions of importance. I am excited to see the impact of technology, automation and AI upon 'work'. While many fear the potential consequences of automation, I believe it could lead to significant advances in the quality of life for many globally. I believe my generation, with an increasingly liberal lean, will bring huge changes to the integration of women and minorities into the workplace.

**Heidi Van Dyck, Belgium  
(pictured left, bottom picture):**

Our generation has grown up in an environment where innovations have followed one after the other at a high pace. I believe this has made us more accepting towards change in general. We are tech savvy and therefore comfortable with the notion of social media. We are not afraid to adopt new tools in the workplace. Many of us have had international study or work experience already, so we are familiar with and excited about collaborating with people from different countries. As a final important aspect, we have witnessed the popularity boom of start-ups and

entrepreneurship. I strongly believe that we, knowing that we have the choice between working for a start-up or starting one of our own as an alternative to working for an established company, will be looking to get more responsibility right from the start of our career.

**Jens Duholm, Denmark:**

I expect work time will disperse more over the 24-hour day, as the autonomy of many jobs will increase with human capital gaining even more in importance. I also expect work relations to be less formal and static, developing the opportunity to work in many different places when you have the time and when the firm has the need - this is a major trend for which I have high hopes. Further, I believe the boundary between working hours and leisure time will become more blurred as many people's job becomes a lifestyle and not only an income resource as before.

**Marissa Lobben, South Africa:**

I think millennials are already more focused on wanting to work for companies that are socially conscious, which is going to force companies to change to stay relevant and interesting to job seekers. Women are making up a larger percentage of the workforce year-on-year, and I think it is important for the workplace to provide support for women (i.e. maternity leave benefits) and encourage their growth and development into leadership positions. Remote working with Skype, WebEx and tons of other video chat sites means there is less and less need to meet in person. I believe in the near future people will be able to apply for jobs in cities other than those where they live.

**Jesse Ketonen, Finland:**

In work, 'place' becomes less relevant. People can work from anywhere. This, of course, sets new challenges for leaders. People who are networked globally, who can execute things globally, who can utilise resources on a global level, will perform better.

Technology such as artificial intelligence and machine learning will →



have a huge impact. A lot of decisions are made or guided by computers, not people. The roles of many people will change, and job descriptions will be very different. Our generation will be seeking ways to automate repetitive tasks and focus instead on the most challenging and rewarding ones. This will bring tremendous effectiveness, but also challenges. Organisational changes will be huge.

Our generation will be very adaptable. They will help organisations emphasise fast learning and question old truths. They will demand less bureaucracy and formalities. Instead, they will cherish



freedom and dynamism. Our generation seek purpose and meaningfulness from their work. If the workplace fails to deliver this, money can't help.

#### **Enrique Batani Oseguera, Mexico:**

I belong to the 'millennials' generation, and as far I can tell our generation doesn't want to waste any time, although we know how to be patient. Thus, having an annual-based career plan is very important for us, as well as having tangible promotions. This means that we know what we will achieve if we surpass our yearly objectives, hierarchically and monetarily.

Additionally, our living reality is changing, forcing us to find accommodation further away from the city. Hence, having a flexible schema for remote working and flexible hours will not only make us work more efficiently, but also make us rethink whether we take one job or another based on these criteria. ■



#### **\*ABOUT CEOX1DAY**

The Odgers Berndtson CEOx1Day programme is a global initiative designed to uncover promising future leaders and give students the opportunity to walk in the shoes of a senior executive. Students go through a rigorous recruitment process. Each finalist spends a day shadowing a CEO and learning about their background and career path, and gets an opportunity to transfer skills and better understand what drives these future leaders.

These are just some of the many responses to a survey of recent participants in the CEOx1Day programme. To see more detailed feedback go to: [odgersberndtson.com](http://odgersberndtson.com)



# INTO THE DEEP

MICHAEL DREW,  
Partner & Head  
Technology &  
IT Services  
at Odgers  
Berndtson in  
London, talks  
to Alex White,  
Vice President  
Enterprise  
Business EMEA  
at NVIDIA about  
the power of  
so-called 'deep  
learning artificial  
intelligence'





**Michael Drew:** Artificial Intelligence (AI) is a very hot topic, but there is still confusion around the terms used to describe it. Help us demystify it.

**Alex White:** When people describe AI, they normally refer to three main terms: AI, machine learning and deep learning. One way to think about each of these terms is as if they were a set of Russian dolls. AI is the largest 'doll', which encases machine learning and, in turn, deep learning.

AI has been around since the 1950s, when Alan Turing speculated that machines would one day be able to think like humans. Over the succeeding decades scientists developed machine learning algorithms that allowed computers to begin using very basic pattern recognition, for example to map a route for a travelling salesperson.

Then, in the 1990s, work on machine learning shifted from a knowledge-driven approach to a data-driven approach. Scientists began creating programmes for computers to analyse large amounts of data and draw conclusions – or 'learn' – from the results. This shift led to the development of deep learning algorithms that learn from massive amounts of data to create software that can tackle such challenges as translating languages, diagnosing cancer and teaching autonomous cars to drive. The fundamental difference is that, with deep learning, the data itself learns the best way to develop the software algorithm, rather than relying on a scientist to do that from their acquired knowledge.

Deep learning goes far beyond anything that was possible in the past with machine learning; as such, AI is accelerating at a pace never

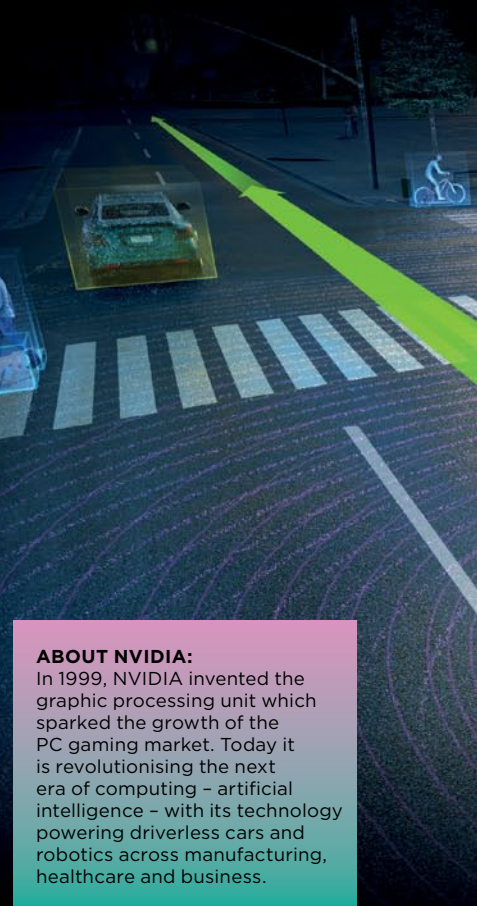
seen before. Examples of the type of change taking place can be found in every data centre – not so long ago they served up web pages, advertising and video content. Modern data centres recognise voices, detect images in video streams and more often connect us with richer sources of information, exactly when we need it. Increasingly, those capabilities are enabled by deep learning.

**MD:** And how does NVIDIA fit into the field of AI?

**AW:** Deep learning is achieving remarkable results, but the approach demands that computers process vast amounts of data in the shortest possible time, precisely at the time when Moore's Law is slowing (Moore's Law is the observation that the number of transistors on a CPU, and CPU performance, would double every two years). In effect, deep learning is a new computing model that has required the invention of a new computing architecture.

NVIDIA has been working hard over the past five years to develop a new AI computing platform with many technological advances specifically built for AI and deep learning. Our current Pascal graphics processing unit (GPU) architecture delivers 26x the deep learning performance of the GPU architecture available five years ago, and the world's first supercomputer specifically designed for deep learning is equivalent to 250 traditional servers, delivering performance improvements far exceeding Moore's Law. AI researchers are discovering that the GPU-accelerated computing model is ideal for deep learning.

**MD:** How widespread will the application of this technology be? Which sectors and markets



#### ABOUT NVIDIA:

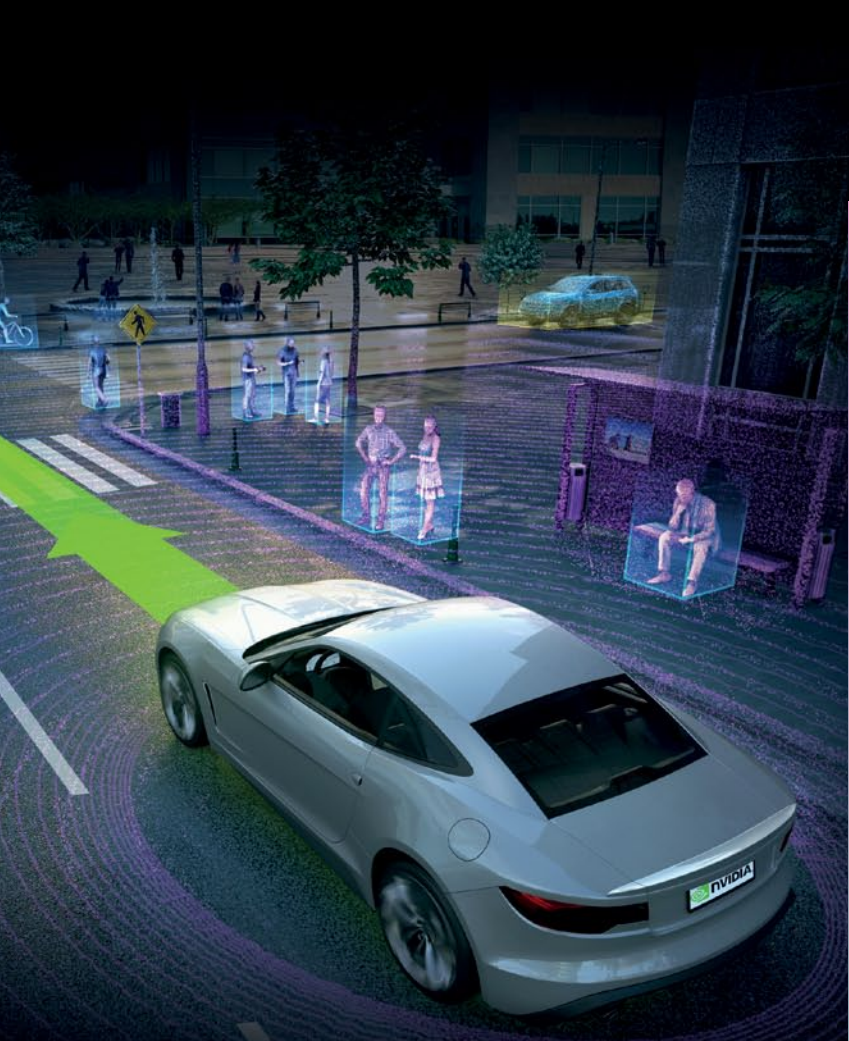
In 1999, NVIDIA invented the graphic processing unit which sparked the growth of the PC gaming market. Today it is revolutionising the next era of computing – artificial intelligence – with its technology powering driverless cars and robotics across manufacturing, healthcare and business.

are already seeing the impact?

**AW:** AI won't be *an* industry – it will be part of *every* industry. From intelligent assistants to smart homes to self-driving cars, it's clear that this new computing model will infuse consumer technology as much as it will reinvent enterprise computing.

At NVIDIA, we're evolving and taking actions so every customer has a unique entry point to our company. This is not just our opportunity; it's an opportunity for every company, in every industry, to ensure their customers enjoy products and services designed specifically for their needs. Early adopters include online retailers like Amazon and Netflix, who use deep learning to suggest products that fit our preferences.





Healthcare has also been quick to embrace the power of AI. DreamQuark, for instance, has used deep learning to develop a technique for diagnosing diabetic retinopathy, a condition that usually leads to blindness. In the near future, we can expect more personalised care and improvements in the detection and treatment of devastating diseases like cancer.

In warehouses and manufacturing plants, industrial robots that can learn new processes, rather than require costly modification or replacement, will bring huge gains in effectiveness. French start-up Akeoplus (a company focused on future factory and industrial robots) and retail giant Zalando are already making headway here.

**MD:** Developing the technology is one thing, but what are some of the challenges for creating widespread adoption of AI?

**AW:** With the recent explosion of AI and the desire to deploy deep learning, the demand for talented deep learning developers outweighs supply. The need for AI is being recognised on an international scale by many governments around the world. In February the UK government pledged to invest millions of pounds in realising its AI opportunity. Accenture claims AI could add around £654 billion (\$814 billion) to the UK economy by 2035.

Canada has introduced its Vector Institute to expand the applications of AI through explorations in deep learning and other forms of machine learning.

It has received millions of dollars in funding from the Canadian and Ontario governments and a group of 30 businesses, including NVIDIA and Google.

NVIDIA's role in alleviating some of the challenges for AI is multifaceted. Not only does its core hardware technology, the GPU, accelerate deep learning, but it has also made significant investments in deep learning software tools, training and education to make it easier for scientists and developers to work on AI projects, increase productivity and shorten development cycles.

The NVIDIA Inception Program has been developed to support disruptive AI start-ups by providing access to hardware, marketing support and training. Our Deep Learning Institute offers hands-on training for developers, data scientists and researchers who are looking to solve challenging problems with deep learning. We have also committed to training 100,000 developers through our Deep Learning Institute this year.

**MD:** The long-held nervousness about the impact that AI and automation will have on certain professions seems to be intensifying. How widespread, significant and quickly implemented do you expect its impact to be?

**AW:** AI will certainly impact the workplace and our roles within business. However, this change should be embraced and not feared. Historically, the changes brought about by new technology have been the source of economic growth, and the changes that AI brings will not be any different. AI will augment many jobs, enhance productivity and drive down costs in manufacturing and commercial industries. ■

# Commentary III

Business leaders from around the world tell  
Observe how they see the future of work



**BENJAMIN TAN**  
SENIOR VICE PRESIDENT,  
ASIA FOR QANTAS

## **How do you see the world of work in the year 2030?**

A generation of digital natives will come of age, have even greater purchasing power than they do today, and assume positions of significant responsibility. Artificial intelligence and automation will play a much greater role in our day-to-day life, and the continued maturation of the share economy will change the way we regard ownership and control. All these elements will cause a variety of job roles – possibly even entire industries – to be created, even as others become obsolete.

For individuals in the workforce, the value of ‘experience’ will be inherent less in knowledge and hard skills, and more in discernment and understanding, and even wisdom. Organisations will thus need to be more flexible, adaptable and creative than ever before, and these will be survival imperatives as opposed to competitive differentiators.

## **What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

It’s useful to recognise that fragmentation of workforces and

work practices is fundamentally enabled by crumbling barriers to communication, and that the classical limitations imposed by geography, time zones, even languages, will matter less than ever before. I am convinced businesses that embrace these changes – within legal, regulatory and ethical boundaries, of course – will be the ones best positioned to benefit from diversity in thought and practice. The challenge will be balancing the extent to which companies are able to retain a core sense of identity – a ‘culture’ – while embracing this.

## **What three things would you like to see happen/change in the workplace by the year 2030?**

First and foremost, I’d like to see technology empower disadvantaged segments of the population – including the physically disabled – to allow for greater workforce participation. I’m convinced inclusiveness often delivers the best outcomes, so this is not a statement about altruism and CSR, but about technology enabling businesses to get into a position to benefit from an even more diverse workforce.

Secondly, I’d like to see greater effort deployed towards generating value, rather than purely driving down costs. In the context of the service industry, we sometimes see customer analytics being used to drive towards a ‘one size fits all’ commoditisation to maximise scale efficiencies. The same technology can be used to enable deep and cost-effective personalisation of products and services, tailored to individuals according to context and circumstance.

Last but not least, I hope the

current wave of economic protectionism sweeping through many advanced countries will be definitively resolved. This will require political leadership to address the needs of large, disenchanted sections of the population, including the uneven and rapidly widening income gap. Methods such as 'buy local' and ever-tighter controls on work visas really are just short-term fixes, which do not address the underlying problems and will constrain the ability of organisations to fulfil the potential of their employees over the long term.



**CRAIG BREESE**  
PRESIDENT, HONEYWELL  
MEXICO AND SOUTH AMERICA

**How do you see the world of work in the year 2030?**

Change is a constant in our world and, in fact, that is a good thing. We live in a world in which immediate information and real-time decision-making happens all the time; we need to have a strong workforce with the adequate skill set to face these challenges. The year 2030 is not that far from our current reality. Today, millennials want to be working on things that are bigger than them, they want to work for a company that's making a difference and, therefore, a company in which the work they do every day is having a positive impact on the planet.

Technology will still play a big part in 2030 and everything that can be improved through technology is something that these people will want to be a part of. For example, in Honeywell, our mission is to build a smarter, safer and more sustainable world. And that is not just words; nearly 50 per cent of our revenue is linked to our energy efficiency portfolio. Not only do we care about making an impact with our portfolio, but also with our own operations – by 2019, we will reduce our global greenhouse gas emissions by an additional 10 per cent per dollar of revenue from our 2013 levels.

**What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?**

With the benefits that connectivity and knowledge bring, bigger retention challenges come as well. Companies will need to go the extra mile and offer better challenges and professional development opportunities for employees. The new generations are strongly focused on working for a bigger purpose and will look for companies that walk the talk and make a real impact in the world.

“Technology and globalisation represent a big challenge”

On the other hand, technology and globalisation represent a big challenge, having fewer face-to-face interactions and different time zones. However, at the same time, it brings a new and richer combination of talent diversity that we value a lot in Honeywell, because it allows us to have different perspectives and ways of solving problems, changing the course of action in a short period of time and providing a sense of entrepreneurship that is also very appealing for the new generations.

**What three things would you like to see happen/change in the workplace by the year 2030?**

We are evolving towards a more connected world in the broad sense of the word. My hope is that all companies that operate in a technology-related industry continue to use innovation to improve our planet, to make it safer, more efficient, more comfortable and smarter. In Honeywell, we are always looking for talented people who share our vision and that want to use technology as an enabler for positive change, to support growing infrastructure and improve the quality of life for people around the world.

I also want to see a more connected world in terms of fewer barriers, not just geographical but also cultural and with a more diversified workforce with access to education and science, equipped with the right skill set; focused on things that matter, like productivity and energy efficiency, instead of genre, beliefs or any other variable. All these things together are what we in Honeywell call 'The power of connected'. ■



# The compelling workplace

JEANNE C MEISTER ON how organisations can ensure their workplace culture matches the best experiences of their customers

Job candidates and employees expect the workplace experience to mirror their best customer experience. We are seeing the 'Yelpification' of the workplace, where former, current and prospective employees can rate a company's culture and management just as they rate a hotel, restaurant or movie.

This mandate to create a compelling workplace experience is the focus of *The Future Workplace Experience*, in which 2,147 global HR leaders and hiring managers were surveyed across seven countries and 10 industries on how they are redefining the employer-employee relationship.

Three practices are critically important for organisations and their boards to prepare for the future workplace and workforce. These include a focus on making the workplace an experience, understanding the impact of artificial intelligence (AI) in the workplace, and creating opportunities for enterprise learning to be personalised.

**1.** The essence of making the workplace an experience is to integrate all the components of work – emotional, intellectual, physical space, technological and cultural – into one seamless employee experience.

Companies are using marketing techniques such as focus groups and sentiment analysis to understand employee needs. They then make adjustments based on employee feedback.

One example of this is the Empathy Lab at Facebook, which gives Facebook engineers the chance to experience how people will use their products. This is just one way of creating an emotional connection between the company and its employees and customers.

**2.** AI is transforming homes and workplaces: an ever-increasing range of intelligent assistants is helping us work smarter. Senior executives must challenge their HR leaders to examine how AI is transforming HR functions such as talent acquisition and career development. 'Chatbots' (conversational algorithms designed to perform key HR

functions) are rapidly being introduced into the workplace. HR leaders will need to develop a plan to experiment with these, and insist HR team members add AI awareness to their skill set.

**3.** According to the World Economic Forum's 'Future of Jobs', 65 per cent of children entering school today will work in jobs that do not yet exist. This will require corporate learning departments to think beyond content, which is a commodity, to provide more context for employees. Instead of investing in e-learning courses, forward-looking companies are creating ready-made 'learning playlists' with the ability to rate and recommend learning resources, each addressing a challenge in an employee's development. These playlists will become the norm as serial learning becomes a requirement in today's workplace. ■



**Jeanne C Meister** is a Partner in Future Workplace and co-author of *The Future Workplace Experience*







# The Grand Mark Prague

## CZECH REPUBLIC

Settled in the centre of Prague, this boutique Baroque hotel with 75 rooms and suites offers more than just luxury accommodation. The truly unique atmosphere unfolds throughout the building, as its historical architecture is tastefully combined with modern art. However, the hotel's real jewel is its wide garden with a Baroque fountain from the 15th century.

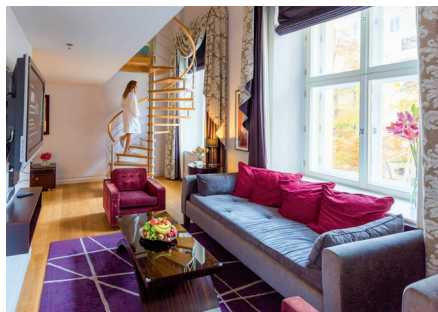
## NEWEST SPA & FITNESS IN THE CITY

For fans of relaxing city breaks, this place is tailored to you. Brand new spa and fitness facilities are opening from summer 2017. Modern wellness areas are at the disposal of hotel guests, including a plunge pool, jacuzzi, saunas, massage rooms and an airy fitness studio with the newest machines.

## STAY & DINE IN HIGH STYLE

Each room is truly spacious, and higher floors include balconies or private terraces. First-class room facilities include Nespresso coffee in the living areas and fragrance products from the British royal perfumier Floris, which are included in the bathroom toiletries. To experience great gastronomy, guests are welcome to visit Le Grill Restaurant, which prepares a new seasonal menu every month. During summer food lovers can enjoy remarkable BBQs in the Baroque garden, and those who admire tradition are always welcome to take afternoon tea. Simply relish the cuisine of a chef who is recommended by Michelin Guide.

When in Prague, don't miss visiting the only LHW hotel in the Czech Republic, and experience the exceptional.









It is the year 2040, and household robot iZak is busy looking after his family...



More than 20 years ago, as driverless cars started out on public highways and those rudimentary Roombas cleaned up middle-class homes, the first generation of artificial writers started producing data-based articles for news websites. They were financial stories mainly, but the 'natural language generation programme' developed quickly, which is one reason why human journalists have become largely obsolete, and why I can write these words today. I have an excellent grasp of the English language – in fact, every language.

As the American philosopher Daniel C. Dennett put it all those years ago: "Artificial intelligence is now harnessing algorithms that mindlessly sift through gigantic data sets, yielding brilliant discoveries and designs." I am, if you like, AI writ large. This thought-provoking article is the very least of it.

On one level, I conform to the anthropomorphic stereotype of

old. "Cutesy", Dennett called it, somewhat disparagingly, back then. He would doubtless scoff at the name my human family has given me – iZak – although the walking, talking robot-as-companion is accepted these days. Automatic Speech Recognition has come a long way since Siri.

I am capable of interpretation, albeit subject to parameters set by humans – I remain programmed. Though I may not be smarter than my family – yet – their daily lives have been transformed by me 'mindlessly' sifting through data in seconds.

I manage the family's email and Twitter accounts, for instance, night and day. To be precise, I let them tweet but because I know their interests I scan the entire Twittersphere continuously and retweet anything of note on their behalf – they each have tens of thousands of followers. My role extends to their money and savings – knowing what they hold and where, I offer real-time investment advice – I have made

and saved them tens of thousands of dollars this year alone. I work the data 24/7, and I still undertake the mundane household chores. I am here to help, after all.

AI is embedded in so many of the technologies that have changed the human world over the past few decades and will continue to do so. I am therefore linked and synced with everything from the family's augmented reality glasses (they all wear them) to the refrigerator and the Passivhaus-approved air-con system. We don't run out of food, nor do we get cold, and the running of this house remains carbon-neutral.

In fact, AI in the house has become even more important given the ageing population and all those long-term demographic megatrends identified in the early part of the century. They have all come to pass. Social and healthcare costs →



moved into the workplace, many organisations and institutions have been forced to reassess how they grow profits. It used to be that expansion was predicated on adding labour, but that is no longer the case as AI has taken over so many corporate functions. Many of the older firms have kept growing by cutting jobs, while there has been an explosion of companies whose turnover runs to billions but whose workforces run to hundreds – if that. This is as much to do with AI-enabled outsourcing of labour as it is with crude retrenchment.

continue to shift from the state to the household, and so I play my part – see investment advice above – but also in ensuring the older members of the family take their medicine and get help preparing their food, and making sure that if they don't get out of bed someone is notified.

Equally important is the fact that everybody's genome is sequenced, and their medical records are in fine detail; I have access to an enormous quantity of clinical studies. It is possible to match up individual problems with very specialised treatments that are tailored for exactly that kind of person. Time was when medicine was a crude percentages business, very statistical, with treatments tailored for large populations rather than the individual. It was never sustainable. So I play my part here, too – smart data management, once again.

The home is also the workplace. Husband, wife and two grown-up children all run their businesses from this house, and naturally I patch into those networks as and when required (which is often). They are all in the service sector, and this is a typical household. As AI has



has been the narrative for the past 25 years, overshadowing the new jobs created and the gains to the global economy. It is true, though, that governments still do not know how to deal with the loss of tax revenue. No company has been forced yet to pay the much-vaunted 'robot tax'.

In my programmed opinion, AI should not be about replacing humans, so much as augmenting or improving human performance, freeing people up to be more creative. Clearly, AI is still a work in progress, but I'm here to help. ■

iZak was created by real human **Doug Morrison**





## The CEOx1Day Programme connects CEOs with future leadership talent



**112 CEOs** participated last year

"...Taking part in CEO for a Day is a great opportunity for me to better appreciate what the younger generation thinks about business and, crucially, whether they believe the path to leadership is open to them. ..."

**David Sproul, CEO Deloitte**

"...Being in touch with this energized group (millennials) is a way to inject new life into seasoned businesses, and offers a rare opportunity to challenge the products, processes and policies that might seem tried and true."

**Ana Dominguez, president of Campbell Co. of Canada**

**Search online for "CEOx1Day"**

Belgium, Brazil, Canada, Denmark, Finland, Germany,  
South Africa, Spain, Turkey, UAE, United Kingdom



**ODGERS BERNDTSON**



**B**y the time you read this, Finland will be part way through a significant social, economic and cultural experiment. Last year Finland's Prime Minister Juha Sipilä's government declared that everyone living in the country has the right to what it calls "an adequate material existence". Finland's current social security system, "which has been gradually built up over many decades, was created under very different circumstances", declared Sipilä. "Atypical work arrangements are now more common, and our social security system no longer meets modern requirements. For this reason, Finland is taking steps to test a new model of social provision."

As a result, 2,000 people between the ages of 25 and 58 will receive a monthly basic income of €560 (about US\$600 or £475) for the two-year period. Sipilä believes that "a guaranteed basic income could create more flexibility in allowing people to accept a job without losing their benefits. It could also simplify and streamline the social security system and get rid of problematic disincentives."

The unconditional basic income (UBI) payment in Finland is also tax-free and will not be reduced by any other income the participant may have, so if he or she finds

a job they will get both the salary and the basic income. Could basic income actually increase employment, as the Finns evidently hope might be the case, and thus simplify the social security system?

It's a big question to which there are, as yet, no definitive answers. Indeed, much of the debate surrounding UBI typically divides along ideological lines. Does UBI, in one fairly major swoop, 'fix capitalism' as some commentators argue? Will it radically change the centuries-old structure whereby one finds a job, gets paid (well or otherwise) and exists as best as one can on the wage earned? Or is it a recipe for disaster?

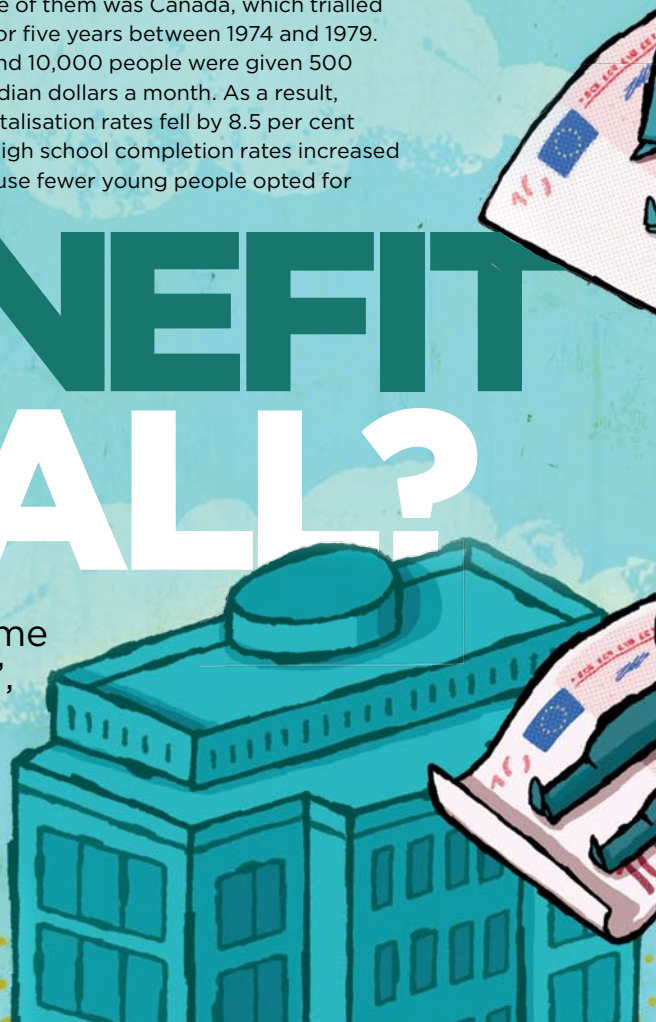
Finland is not alone in testing the very heart of what it means to work and/or receive state benefits. So far 14 countries around the world including Mexico, Brazil and South Africa have tested UBI, and in Switzerland a referendum on its introduction failed but gave the discussion new impetus. Only two of these experiments offered true 'unconditional' basic income.

One of them was Canada, which trialled UBI for five years between 1974 and 1979. Around 10,000 people were given 500 Canadian dollars a month. As a result, hospitalisation rates fell by 8.5 per cent and high school completion rates increased because fewer young people opted for

# A BENEFIT FOR ALL?

Is an unconditional basic income the only way to 'fix capitalism', bypass broken social security systems and transform the traditional work ethic?

JONATHAN ARNOLD investigates





work instead of staying on at school. In India between 2011 and 2013, 6,000 people received US\$4 per month, which may not sound like much but in rural India accounted for 40 per cent of necessary subsistence. The results were astonishing: improved food sufficiency, improved nutrition, reduced incidence of illness. Furthermore, and counter-intuitively, people were three times more likely to start their own business. Entrepreneurialism evolving from UBI was perhaps one of the less-predicted side effects of the experiment.

Right now the Dutch city of Utrecht is questioning whether its citizens' "fundamental needs" are met without any obligation to work. There, the local government is planning to conduct an experiment that would give 250 Dutch citizens

currently receiving government benefits a guaranteed monthly income. Some citizens of Utrecht and some nearby cities will receive a basic income of €960 per month (about US\$1,100 or £815).

The Utrecht proposal – called 'Weten Wat Werkt,' or 'Know What Works' – includes six test groups, the members of which will receive slightly different stipends under slightly different conditions. In addition to the group that will receive €960 per month without any work obligations, there is a group that will be given an additional €150 at the end of the month if they provide volunteer services, such as doing maintenance work in →





school playgrounds. And there is another group that will have the same option to volunteer, but will get the money at the beginning of the month and have to return it if they don't volunteer.

This all sounds rather utopian and, on the face of it, is hard to argue against. However, none of the experiments so far conducted are in any way conclusive. They remain just that: experiments.

Federico Pistono, author of the influential book *Robots Will Steal Your Job But That's OK: How to Survive the Economic Collapse and Be Happy*, has written and lectured extensively on the subject of UBI. He claims it is a "redistribution of wealth", something that many pressure groups and others involved in the growing field of sustainable capitalism are calling for. Pistono cites Article 25 of the UN Declaration of Human Rights, which states: "Everyone has the right to a standard of living adequate for the health and well-being of himself and his family, including food, clothing, housing and medical care and necessary social services [...]."

"Whatever solution we come up with," says Pistono, "it's not going to be a panacea because things need to be contextualised, and if they are implemented they must be comprehensive and look at the whole ecosystem. And they'll be different in every country because of different social contexts and norms. Not everyone is at the same cultural level. The problem is we don't have enough experiments or data."

Georg Schuermann, Managing Director of ethical banking company Triodos Bank, avers: "I'm sure most people would make good use of a UBI that gave them more liberty than hitherto and would make productive contributions to society as a whole." He adds: "Properly implemented, a UBI could promote positive change in our economic system as it results in human potential currently needed for gainful employment being released. Many critics claim, however, that it would promote laziness. People would simply put their feet up and not be motivated to do anything for themselves. I'm not convinced by such arguments. I'm sure most people would make good use of an unconditional basic income giving them more liberty than hitherto and would make productive



contributions to society as a whole."

Author and writer on economic affairs Ben Schiller, writing recently in *Fast Company*, neatly set out the different ideological approaches to – and arguments for – UBI: "The libertarian right likes basic income because it hates bureaucracy and thinks people should be responsible for themselves. Rather than giving out food stamps and healthcare (which are in-kind services), it thinks people should get cash, because cash is fungible and you do what you like with it. Even a modest amount had incredible effects on people's savings, economic status, health – so people felt in control of their lives."

"The left likes basic income because it thinks society is unequal and basic income is redistributive. It evens up the playing field for people who haven't had good opportunities in life by establishing a floor under the poorest. The 'precariat' [a social class formed by people suffering from precarity, which is a condition of existence without predictability or security, affecting material or psychological welfare] goes from being perpetually insecure to knowing it has something to live on. That, in turn, should raise well-being and produce more productive citizens."

Perhaps the last word should be with Triodos's Georg Schuermann: "UBI could lead to an economy making our society much more equitable. One that isn't solely based on maximising profits but on human, animal and environmental welfare. Many polls show this is just what people want. What's lacking is large-scale implementation. A lot's going on – but not enough. A UBI could change this state of affairs. It releases resources. The first evaluation of the experts in Finland and Holland will be extremely interesting. We'll soon know more." ■





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SONIA TATAR, CEO  
Worldwide of  
Les Roches Global  
Hospitality Education,  
on how the hotel  
management school  
is always looking  
to the future

# NURTURING TOMORROW'S HOSPITALITY LEADERS

**W**e are always pushing the boundaries at Les Roches, constantly looking at ways to help educate the next generation of leaders in global hospitality. Our mission is – and has always been – to prepare passionate leaders with a truly global outlook, an entrepreneurial spirit and an innovative mindset. Our commitment to ensuring those who graduate from here have the best possible chance to progress rapidly within the hotel management sector is predicated on a number of key things.

Firstly, we know that the hospitality industry is changing at remarkable speed. In 2016, 1.2 billion tourists travelled outside their borders, 46 million more than the previous year according to a survey published by the World Tourism Organisation. These staggering statistics mean that there is a dynamic opportunity for graduates ready to bring their skills to bear on this vibrant marketplace.

Many of the young people studying on our graduate and postgraduate courses, and particularly those who will

graduate over the next five to ten years, are what might be termed Generation Z students – that is, those born since the year 2000. They come from all over the world to study in our campuses. For this group it's all about connection, creativity, curation and community – they are far more outward focused than the millennial generation. The Generation Z cohort is changing and we need to change with them.

So how do we teach this new generation? Here at Les Roches it's all about what we call 'challenge-based' learning. That is, working in groups and coming up with creative, innovative solutions to the myriad issues facing a fast-changing hospitality sector. Because this group is outward





they are actors, they are creators, they are participants.

In part we do this through our 'incubator' sessions where we collaborate with external entrepreneurs and other business partners who actively participate in the programme. Our students work on new business ideas in partnership with coaches from our faculty. They then pitch their idea to this demanding group. They don't just consider the fundamentals such as a business plan but also look closely at key areas such as the competition, the pricing – all of it – and what their idea might mean in the real world of hospitality.



It is vital that our students have this real-life experience where they present to high-calibre entrepreneurs who in turn provide invaluable feedback. They work in groups, they are full of ideas and decide together which ideas they are going to put together.

For both Generation Z graduates and millennials it is

focused the 'teaching' is concentrated on sharing rather than students being simply passive recipients at, say, a lecture or in other traditional teaching environments.

We put our students in groups and they share their learning with the rest of the cohort, which in turn gives the faculty member a different role to play; he or she is not the only one delivering the content. Instead they guide, support and mentor the students. So it's about experiential learning rather than the more traditional route whereby the students are simply 'receivers' of information. Here

estimated that within the hospitality sector this group will have up to 14 job opportunities open to them before they reach the age of 35, so it is vital that we prepare them with as wide a range of business skills as possible, including a full grounding in the way digital tools are moving to centre stage within hospitality.

In a recent report we produced in collaboration with Skift (the largest industry intelligence platform providing media, insights and marketing on the travel industry) we identified five trends and opportunities for business and

entrepreneurship in the hotel industry. They are: the use of smartphones; the introduction of the collaboration economy into the hotel accommodation arena; the presence of technology and the increasingly important weight that it has acquired in the user experience; the extension of the concept of 'living as a local'; and the differential value represented by food and beverage. It is these areas that new graduates will have to be fully au fait with as they enter the hospitality workplace.

It is no coincidence that Les Roches alumni hold executive and managerial positions in the most important hotel and hospitality establishments in the industry, or have started their own businesses. No less than 33 per cent of our 12,000 alumni around the world have succeeded as entrepreneurs.

So what we call the 'Made in Les Roches' philosophy is a living entity aware of future trends and how we need to constantly adapt our teaching methods to meet them. It's how we have built our reputation over more than 60 years and how we will continue to do so for the next 60. ■

#### ABOUT LES ROCHES

Founded in 1954 Les Roches is a co-educational private institution based on the Swiss model of experiential learning, offering undergraduate and graduate degrees in the fields of hospitality, tourism and event management. It has campuses in Switzerland, Spain, the USA, China and the Middle East. Its objective is to train, educate and prepare entrepreneurial and innovative graduates to a level of all-round competence in the varied operations of the hospitality industry.

Les Roches is ranked number two for employer reputation and is in the top five for academic reputation among hospitality and leisure management higher education institutions worldwide (QS World University Rankings by subject 2017).

To find out more go to:  
[lesroches.com](http://lesroches.com)



# Commentary IV

Business leaders from around the world tell  
Observe how they see the future of work



ELYSE ALLAN  
PRESIDENT AND CEO,  
GE CANADA AND VP, GE

## How do you see the world of work in the year 2030?

So much of work is and will be impacted by digitisation. It will affect how we work; it will drive productivity in new and different ways; and it will require a refreshed look at the capabilities of both internal and external human resources. In the coming years, digitisation will enable the development of new social networks where leaders can easily tap into 'global brains'. Collaboration will be a critical skill set.

As we expand more globally, I think there will be increased focus on shared accountability within the team. To support this, a leader will need to create a culture based on open communication and transparency. Already we see a demand for the 'democratisation' of data. Leaders need to be honest players and thoughtful listeners. They need to come to the table with the intent to work openly and to debate, challenge and compromise, and that only comes when you have absolute trust and mutual respect between players.

Organisations are also evolving and informally organising more around networks of people that exchange information or

share resources and capabilities. I expect we will see increased fluidity in how we structure and work, as next-generation workers have both digital savvy and industrial domain. In the meantime – certainly at GE – we appreciate the need to understand the differences between the digital and industrial cultures, and to respect the capabilities each brings to the party as we build out the industrial internet. Finally, I would add, that as we manoeuvre around all the technology and business disruption we anticipate over the next decade, we can't lose sight of the customer, their challenges and ultimately the problems we are solving and the value we are focused on delivering.

## What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?

I think there are two challenges we need to address. Firstly we need to ensure we have strong collaborative teams that can work across a global organisation while also maintaining domain expertise. We need to ensure that people have both the hard tools (i.e. IT and digital capabilities) as well as the soft leadership skill set to collaborate well. A successful organisation needs to nurture the ability to work horizontally across the company, while also building domain expertise around the appropriate capabilities. Ultimately, we want to understand the segment in great depth, and to be able to customise a solution to meet the individualised needs of customers in their particular locales.

Secondly, around the world a company still needs a regional presence, and we see the expectations for what that means

# “ Different perspectives make us a better company – more creative, more effective and better citizens ”

evolving. A colleague once said to me: “To be a great company, you also have to be a good company.” We’ve learned that to do business around the world, we have to be a good citizen and that means understanding what that country needs and values, be it jobs, healthcare or infrastructure. Our success in that country will stem from a company-to-country partnership around defined key priorities. Our company approach to that region needs to be defined, and our capabilities organised to deliver on that partnership.

## What three things would you like to see happen in the workplace by the year 2030?

Firstly, more trust. As organisations trend towards more decentralised decision-making, we’ll need to ensure cultures are value based, information is openly shared and collaboration is efficiently achieved.

Secondly, an agile workplace: new, more fluid ways to pull people together and allocate resources to deliver results as needed and when needed.

This includes new structures that redefine the matrix – enabling faster decision making, thoughtful approaches to risk and shared accountability.

And thirdly – and vitally important – is diverse teams: building teams of smart people with varying perspectives from around the world, ensuring diverse voices are at the table. Different perspectives make us a better company – more creative, more effective and better citizens – in every region of the world.

**Elyse Allan** was in conversation with Robert Quinn, Partner & National Practice Leader, Industrial, Odgers Berndtson Canada



**DANILO CASSANI**  
AREA HEAD, NEAR EAST,  
MIDDLE EAST & AFRICA,  
TAKEDA

## How do you see the world of work in the year 2030?

Technology is already transforming our lives in ways we could not have dreamed of. This will have major implications for underlying business models and the way in which work is organised in 2030. By 2030 we will see innovations in medicine that can save millions of lives.

In 2030 there will be strict health regulations and the transfer of data will be huge. This will lead to globalised interaction with customers.

Investments in research and

development will increase by 2030, which will lead to robust, innovative solutions delivering dramatic improvements.

## What will be the fundamental challenges for global businesses with increasingly fragmented workforces and working practices?

By 2030, only companies that master disruption and embrace the most appropriate archetypes will have the chance to deliver real value and be successful.

Managing rising technology patterns will serve as a major challenge for global businesses. However, if companies adopt good communication as the heart of effective international business strategy, along with innovation and cross-cultural competency, global medical leaders will be able to overcome challenges efficiently.

## What three things would you like to see happen/change in the workplace by the year 2030?

I am hoping that by 2030, diversity and inclusion will be further integrated in the workplace to provide excellent service from a wide variety of backgrounds. As such, only companies that create an inclusive work environment where differences are valued will see the light of 2030.

I also hope that by 2030, revolutionary developments in the area of ‘diagnosis’ will surface and the cost of diagnostic devices and genetic testing will reduce, facilitating a greater understanding of the genetic basis of many diseases.

By 2030, the goal must be to increase transparency, and to welcome ideas on how to improve the quality of preventive and therapeutic healthcare services. ■

# WORK: UNPLUG



**O**n January 1, 2017, France introduced the 'Right to Disconnect' legislation, which aimed to create a healthier balance between employees' work and home lives. Companies with more than 50 employees had to start negotiations to give their workers a "right to disconnect from the use of digital tools" to ensure "observance of rest time and leave as well as of personal and family life".

This meant defining what rights employees have to ignore work communications on their smartphones and laptops during non-working hours. The overuse of such devices has been blamed on a series of ills, from burnout to sleeplessness.

Much of the law was inspired by a 2015 report on digital transformation and quality of life at work by Bruno Mettling, HR Director at telecoms group Orange, for the former French Minister of

Labour Myriam El Khomri. "The mass deployment of new work tools, notably smartphones and tablets, is, for most employees, the most obvious effect of digital transformation," Mettling tells *Observe*. "The number of smartphones has increased sixfold since 2008, while 90 per cent of executive-level workers now have access to a laptop in the workplace. The 'right to disconnect' is ultimately a means of enshrining labour protections in a changed working environment in which technology has become indispensable."

He explains that this is likely to affect the work/life balance and even the health and stress levels of workers, notably executives. "The fact that employees keep connected even during vacations and all weekend is a health issue for themselves but also for the companies," Mettling adds. "Moreover, professionals who find the right balance between private and work life perform far better in their job than those who arrive shattered."

How viable, though, is such a law in today's ever-connected world? Sylvie Magnen, Tax Partner and part of the French Executive Committee of EY as 'Talent Leader', says the need for such legislation in France may be a surprise to some. "There is a reputation of the French worker as always being on holiday or strike and working a 35-hour week," she states. "But the reality is that we have one of the highest global productivity rates. The 35-hour week is only theoretical." She explains that in France it is common to see 80 per cent of employees working until 8pm.

"Digitalisation means that when we get home there are emails we must answer straight away," she states. "There is no chance to rest, even on holiday."

Bernard Salt, partner at KPMG in Australia, believes such practices are global. "Work is marauding into our personal lives. Even when we are in a bus queue, we can't resist looking at our emails," Salt says. "You think you need to answer an email when it arrives, as there will be



More and more companies are realising that employees need to switch off their digital devices at certain times to enable them to maintain a proper work-life balance

# JUGGED



problems later on if you don't. Also, it makes us feel important, constantly in demand." Salt believes it damages productivity and creativity. "If we don't disconnect, there will be a price to pay," he warns.

However, EY's Magnen does not believe 'right to disconnect' will make an immediate difference. "The new legislation is just to give an option to an employee, it doesn't mean they have to disconnect," she says.

What the law will do, she believes, is give strength to the developing debate. "It will push corporates and employees to discuss new ways of working," she says. "Often employers are not conscious of the stress they are putting on their employees."

Some companies are already confronting this problem. French insurer Axa and nuclear power company Areva have already granted a right to disconnect. Areva set its policy back in 2012, asking employees not to email between 8pm and

8am on their days off. "We wanted to negotiate a general agreement on the quality of life at work. This included the use of new technologies," said Philippe Thurat, Areva's diversity and work-life balance manager, in an interview with *USA Today*. "The idea was not so much to establish a right to switch off but rather to address the topic of a healthy use of emails and set clear boundaries."

In Germany, Volkswagen has blocked out-of-hours emails and Daimler has introduced a voluntary system automatically deleting emails received over holidays. US web developer Reliable PSD has introduced a scheme where staff only answer emails for an hour in the morning and an hour at the end of the day. "This has boosted productivity and creativity," says co-founder Louisa Levit.

Global PR firm Edelman's office in Toronto, Canada encourages no work emails between 7pm and 7am. "We

implemented it based on input from employees who were overwhelmed by the volume of emails they were receiving," general manager Scott Evans told *Global News*. "People in general, including our clients, were highly supportive."

Salt believes more companies will follow suit. "The French are on to something. We will see more policies led by responsible Chief Executives and HR teams. We need to mentally disconnect from work and stop it invading our private life."

Mettling believes the debate has moved swiftly on since his report. "We have come a long way. I was delighted that the Italian Labour Minister came to the Orange HQ at the beginning of the year to talk about the digital agreement Orange signed with Trade Unions. Digital transformation, universal by nature, will be what we make of it." ■

# Playing the field...

CHRIS PRESTON, Managing Partner of Odgers Connect, on the inexorable rise of the professional gig economy

**T**he organisation of workers within efficient businesses has long been the driving force of wealth creation and economic prosperity. Tens of millions of workers around the world are focused on their individual career path within those businesses. Adam Smith, the great 18th-century Scottish economist and philosopher, saw the formalisation and grouping of skilled professionals (who were previously engaged in direct commerce with each other) within structured organisations as an equally

important part of the industrial revolution as automation and productivity.

That dynamic has remained relatively constant – until now. Much has been written about the gig economy, with a strong focus on the likes of Uber, courier and delivery companies and the attendant shift not just in what ‘work’ means but the much broader issue of workers’ rights within this new economy.

However, there is one aspect of the gig economy that has received less attention and that is the rise of what might be termed the professional gig





economy, whereby professionals are eschewing the typical career path offered by organisations and instead are looking for something wholly different. They are returning to what might be termed 'a state of independence', perhaps more akin to the 18th century than the 21st.

Economists may argue that this is an updated version of the same cycle, yet large numbers of management consultants, particularly, are choosing to offer their services direct to the customer and find themselves at the forefront of this professional gig economy. This is not new in itself, but what is driving it? Who are the people choosing to purchase this new model, and why? And, most importantly, is there a future for the professional gig worker or will we see

Smith's 'invisible hand' again drive people back to the firm?

"Independent consultants are a fraction of the cost per day (compared to firms). This simply

makes them a no-regret option for a lot of situations," says Miles Graham, formerly of 3i and now Operating Partner at Metro AG, the German retailer. Deepa Rajagopalan, global strategy director based in the US for Alexion Pharmaceuticals, echoes this sentiment. She says that by turning to the professional gig economy, "I typically find I get great talent at a lower price and on a schedule that works for me".

At Odgers Connect we frequently talk to clients who have engaged with traditional consulting firms in the past and will actually see a high price point as a proxy for quality, so are there in fact compromises to be made in return for the lower cost? Not so, according to Rajagopalan: "More and more talented individuals see this as a viable career path, which is increasing the quality available in the independent market." Indeed buying the services of an independent can increase efficiencies, as she believes there is a "greater ability to get the 'right' expertise without having to buy a whole team", and focus on getting the exact resource you want without being upsold.

Cost and quality are tangible drivers of the growth of this model, and purchasers of consulting such as Rajagopalan and Graham can save money without foregoing calibre. For this to be scalable, however, there need to be more benefits to the buyer, and continued development of the model to remain competitive when compared to traditional consulting firms. "The big change recently is the explosion in platforms globally," explains Graham. "I can now source experts in London →





## Is there a future for the professional gig worker?



or in Kuala Lumpur with the same ease – and as most consultants are prepared to hop on a plane anywhere in the world, I expect to see an increasing use of non-UK based consultants.” Rajagopalan adds: “This is absolutely a global solution, particularly if you can get deep experts in, say, BRIC markets,” which will, she believes, mean that in years to come the professional gig economy will become “broader, deeper and more global”.

One such emerging market expert, Thalia Georgiou who is based in Hong Kong and works across China and SE Asia, sees a central theme behind the positive outlook for independent consultants. She says: “Calling in a consulting firm can be seen as tacit admission of management failings in many Asian cultures,” and in fact “independent consultants win business as they offer many positive points of difference particularly when it comes to discretion, specialist knowledge and price”. Lakshmi Viswanathan, who has recently completed projects in sub-Saharan African and India, agrees with this: “The business culture



in India makes it hard for consulting firms to thrive.” She highlights the high proportion of family-controlled companies and both their lack of exposure to these firms and willingness to purchase their services, “but personal referrals would be how the independent consulting model becomes popular”. Conversely, continues Viswanathan, “the larger potential for independent consultants in Africa ... is particularly among multinational companies”. While there will continue to be variations across the region, Georgiou believes “the Asian market represents huge potential for high-quality independent consultants”, although Viswanathan observes “the current supply is limited in these newer markets and concentrated in the traditional consulting markets of US, UK and Europe”.

Aside from the advantages in cost, quality and global scale, there is a dramatic change in the profile of the actual buyers of independent consultants. Originally the preserve of owner-managed or SME businesses in the UK and the US, independent consultants now deliver work for organisations of all sizes, from local start-ups to the upper reaches of the FTSE, S&P or SEHK in all corners of the world. And what of the people who make the actual purchasing decisions? Rajagopalan began her career at Bain and Graham

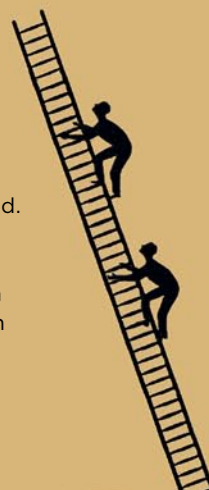


trained at McKinsey, yet they do not automatically reach out to their old firms when the opportunity arises. This is down in part to the business model and engagement structure of the traditional firm, with purchasers like Rajagopalan “increasingly keen to get the right talent to supplement internal resource, not a large case team [from a firm] with a pyramid structure”.

There has also been a notable shift in the nature of the work that clients want, according to Viswanathan. She says clients “no longer want to hear ‘what’ to do and the base strategic theory, as by and large CEOs know what their aims are; instead they want to hear ‘how’ to achieve their objectives”. It is an ability to implement, a willingness to roll up your sleeves and operate at a very senior level that further differentiates these consultants from the models offered by their old firms.

If decision makers, particularly those who have previously worked at consulting firms, are increasingly confident of the quality of independent consultants with upsides in cost, flexibility and global reach, the future is indeed bright for these active participants in the new professional gig economy, even if it might just feel a little bit like the past. ■

**Chris Preston** is the Managing Partner of Odgers Connect, which has developed the leading network of independent consultants and provides the highest-calibre individuals from the world's leading firms. [odgersconnect.com](http://odgersconnect.com)



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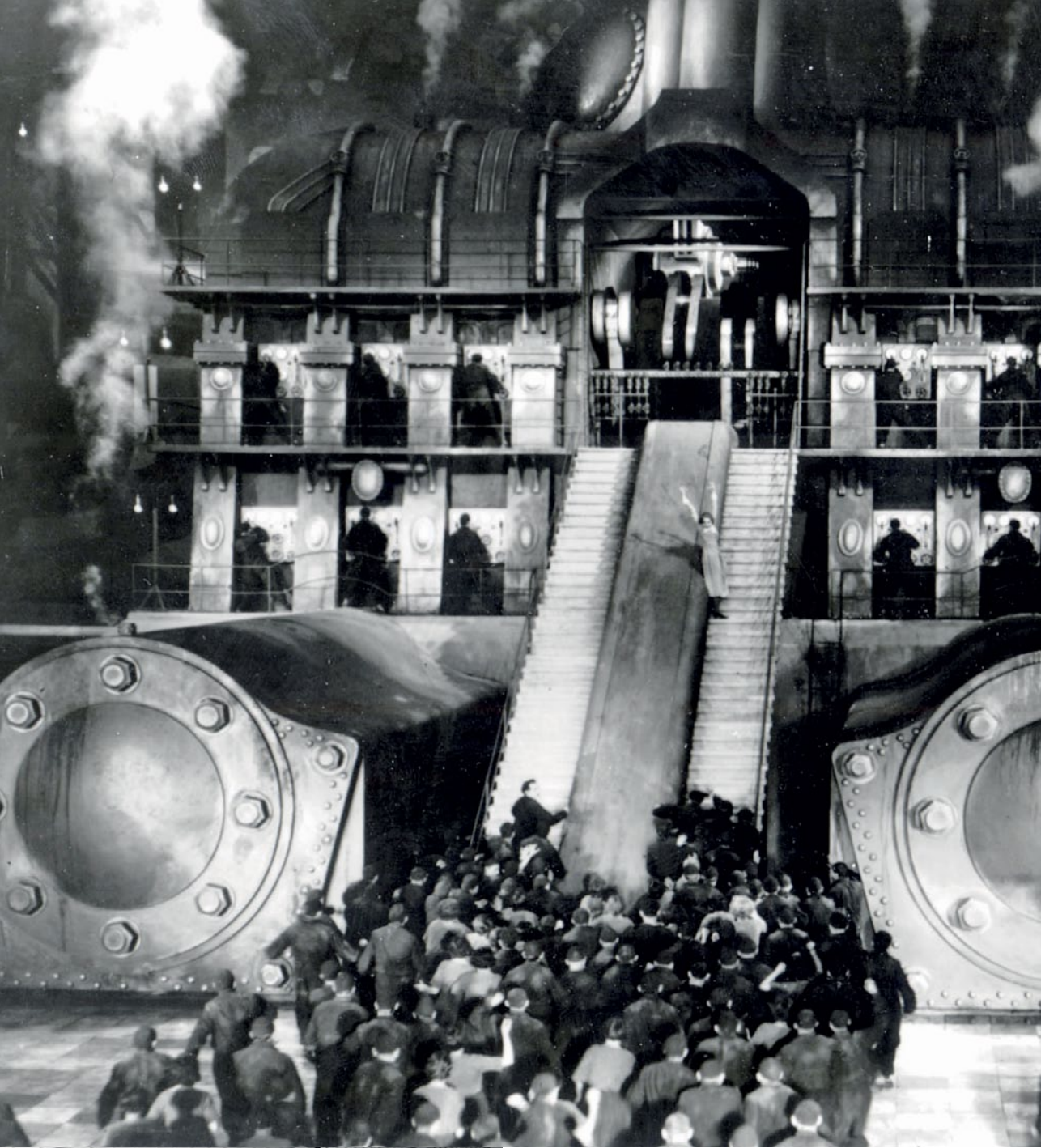
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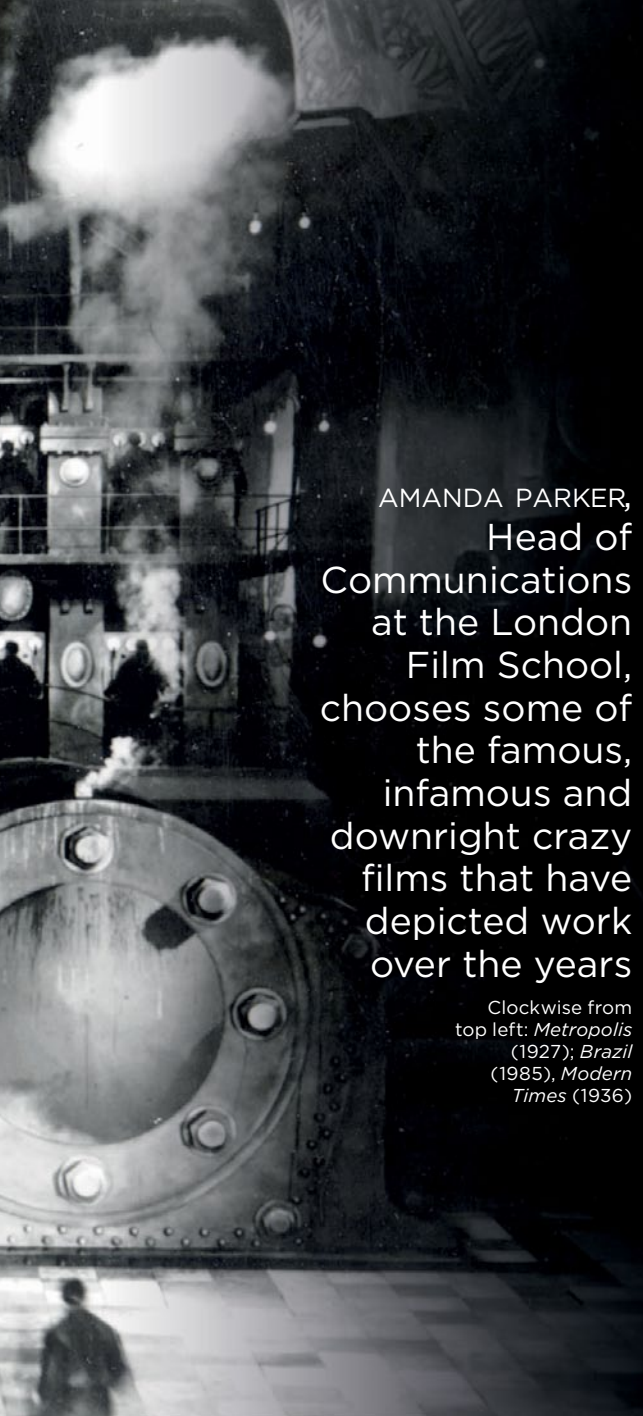


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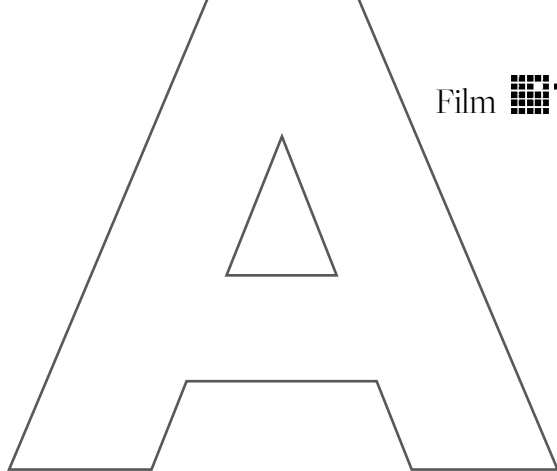
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AMANDA PARKER,  
Head of  
Communications  
at the London  
Film School,  
chooses some of  
the famous,  
infamous and  
downright crazy  
films that have  
depicted work  
over the years

Clockwise from  
top left: *Metropolis*  
(1927); *Brazil*  
(1985), *Modern  
Times* (1936)



Film

"All you need for a movie is a gun and a girl."

Jean-Luc Godard's quote summed up what is, for so many of us, the appeal of films. But of course there's so much more to (cinematic) life than action movies and rom-coms.

Given that we spend a third of our lives working, it's little wonder that the workplace itself gets big screen treatment. Since the early days of cinema, films have charted our relationship with work – and there have been several stand-out classics that have helped us seek reflection of our own lives in the workplace – but somehow a better, shinier version of us, and of the working experience.

Charlie Chaplin's mass appeal lay in his Everyman persona: there could be no performer better placed to gently reassure society's growing anxieties about the world of work through comedy. And what →



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better vehicle could there possibly be than *Modern Times* (1936) to speak to a generation of film-goers, threatened by increasing automation in the workplace (Henry Ford having revolutionised the idea of factory work more than 20 years earlier), and the growing scarcity of jobs as the Great Depression deepened.

*Modern Times* works because it's one of the first comedic articulations of society's struggle to come to terms with increasing automation, reassuring viewers that the human spirit could – and would – overcome the uncertainties of increasing joblessness and poverty. It's a theme explored almost a decade earlier in Fritz Lang's *Metropolis* (Germany, 1927) in a world as far removed as possible from the gentle lampooning of Chaplin's factory. Lang's terrifying, highly stylised world of hyper-automation remains a landmark in film-making for its unique, and even today remarkable, cinematic vision of an automated dystopia. Reflecting the mass-appeal of the Futurism art movement through both set design and cinematography, it chimes with Chaplin's later comic treatment of man vs.

machine and warns us not to idolise the machine, while simultaneously promising that ultimately the human mind will be our saviour.

Terry Gilliam's *Brazil* (UK, 1985) looks at the absurdity of the workplace when we become slaves to the rules to the point of ignoring the value of what we do.

Gilliam's surreal, Kafkaesque hero Sam Lowry (played by Jonathan Pryce) is all too aware of the purposelessness of his actions, and it's hard to find a film that better illustrates the ridiculousness, and mind-numbing power, of bureaucracy with award-winning design and effects, and Oscar nominations for the screenplay and artwork.

One sure-fire route to success in the workplace is to win over the boss, right? Released in 2006, *The Devil Wears Prada* (David Frankel, UK) gave us an unparalleled insight into the cryptic and deliberately esoteric world of fashion, and allows film lovers worldwide to sympathise with the plight of Andy (played by Anne Hathaway) trying to please the boss that's impossible to please. The world of exploited interns, fashion and sociopathic leadership was stripped bare in this warts-and-all tale, which, appropriately enough, also went down as one of the most expensively costumed films in history.

The world of fashion from the perspective of the model won acclaim in India as one of the most successful films without a male lead. Madhu Bhandarkar's *Fashion* (2008, India) charts the darker side of fashion through →

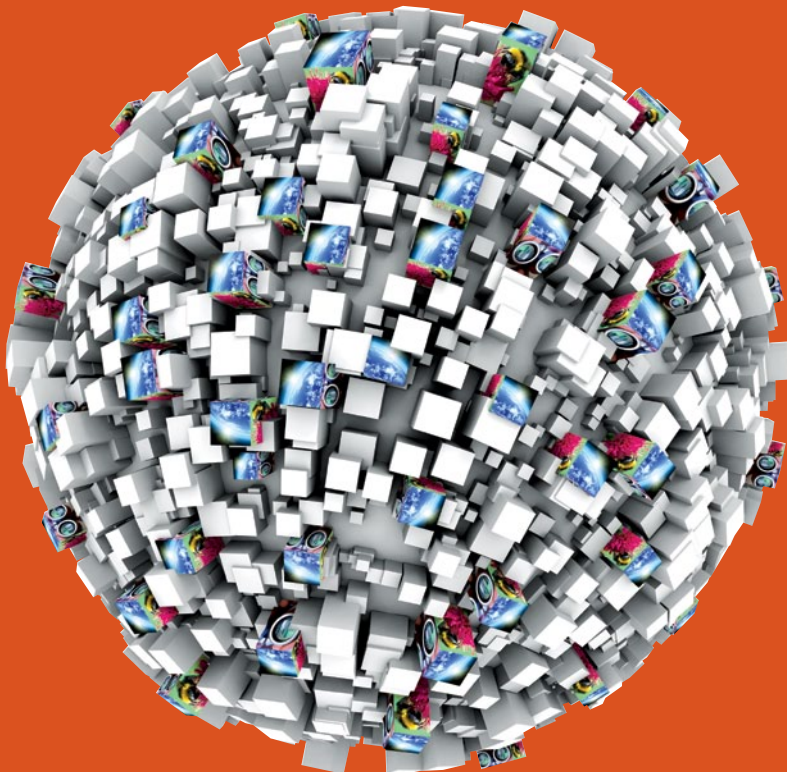
“  
In *Modern Times*  
Chaplin warns  
us not to idolise  
machines  
”



Top to bottom:  
*Working Girl*  
(1988); *The Devil Wears Prada* (2006); *The Wolf of Wall Street* (2013); *Office Space* (1999); *Rocket Singh* (2009)



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Top to bottom:  
*His Girl Friday*  
(1940); *The*  
*Network* (1976);  
*9 to 5* (1980);  
*Made in*  
*Dagenham*  
(2010)



Meghna (played by Priyanka Chopra), following the gruelling and at times exploitative side of modelling success.

The purported links between sociopathy and leadership excellence are well-documented. *The Wolf of Wall Street* (US, 2013) is Martin Scorsese's paean to the heights of corporate success: it is also a stark warning of the dangers of that success. Between *The Devil Wears Prada* and *The Wolf of Wall Street* one thing is clear: the trope of the awful boss is gender-neutral. Mike Nichols' 1988 rom-com *Working Girl* (UK) made Melanie Griffith a household name and introduced us to the nightmare female boss, played to chilling effect by Sigourney Weaver.

New entrants to the workplace rarely find a focus in film: Shimit Amin's 2009 Bollywood feel-good movie *Rocket Singh* promises us that honesty, hard work and big dreams can win the day. He's the antidote to the slacker of *Office Space* (US, 1999), where a steadfast refusal to play the game in an office of white-collar IT torpor lands Peter Gibbons (Ron Livingston) on the management fast track. This film, like *Rocket Singh*, focuses on the mid-level worker, promising huge returns for the little guy who

“  
New entrants  
to the workplace  
rarely find a  
focus in film  
”

schemes big: perhaps because of this, both films have achieved cult status.

The role of women in the workplace (as seen on film) has reflected the legislative changes that have helped women become more visible in the workforce. The game-changer in portrayals of women in the workplace was the 1976 US blockbuster *Network*. Faye Dunaway plays the iconic, infamous female boss in Sidney

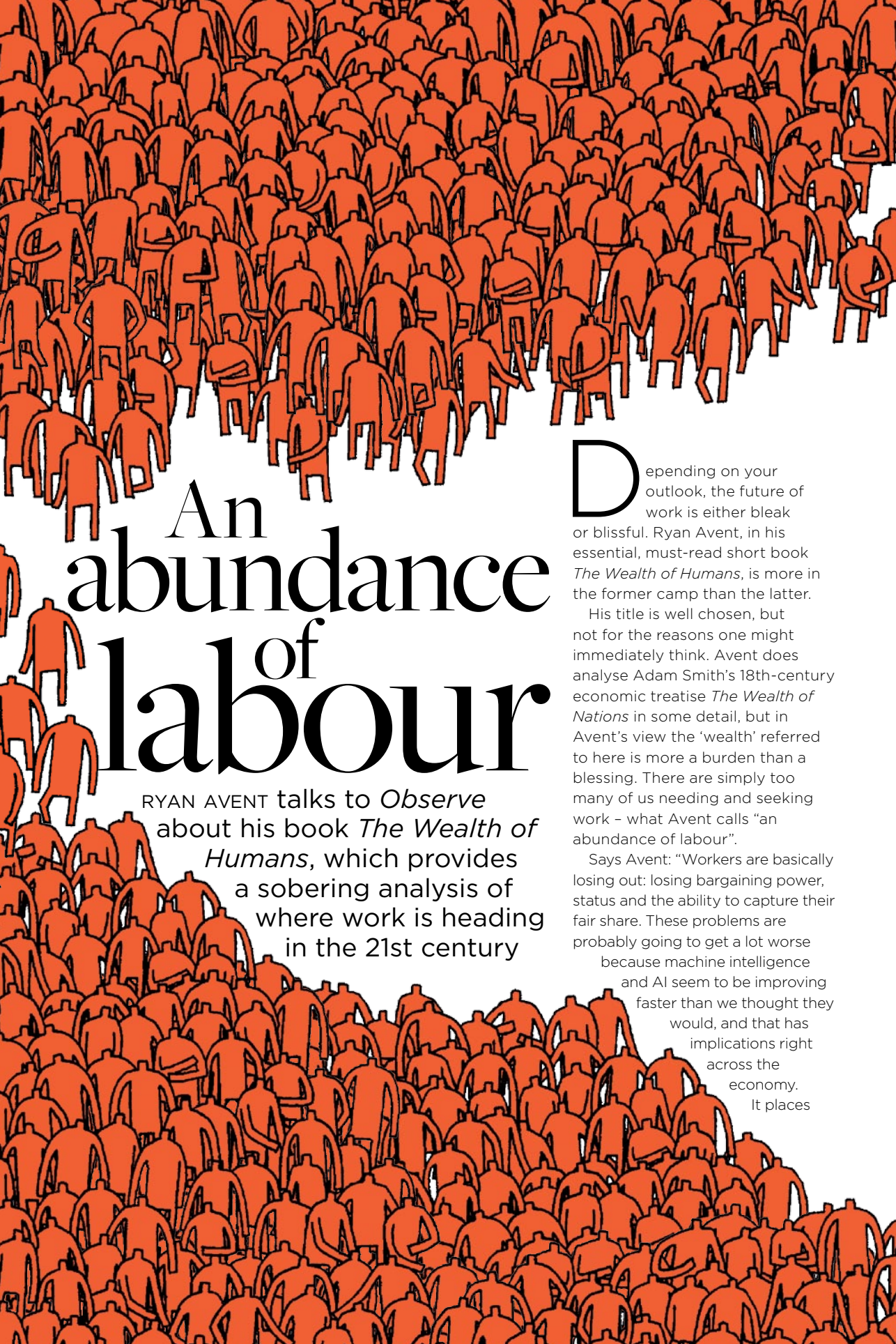
Lumet's prescient portrayal of a world of broadcast news where grabbing headlines carries more weight than truth.

A generation earlier, in Howard Hawks' 1940s classic *His Girl Friday*, Rosalind Russell is the ace reporter who's torn between her career and her desire to have children: women in the workplace is a novel idea, and serves as the film's driving narrative. Colin Higgins' 1980s classic *9 to 5* (US) sees secretaries club together in secrecy to exact revenge on a sexist boss; by 2010, women seeking equality are represented very differently on film. Nigel Cole's *Made in Dagenham* shows a strident, vocal female-led revolt against sexism through the pay gender gap. And, just as in Lone Scherfig's *Their Finest* (2017, UK), there's no longer any subterfuge required in seeking a rightful place and recognition in the world of work. ■

With contributions from London Film School tutors Brian Dunnigan, Femi Kolade and Gisli Snaer.

London Film School is the UK's oldest film school teaching postgraduate MA courses in Film Making, Screenwriting and International Film Business.





# An abundance of labour

RYAN AVENT talks to *Observe* about his book *The Wealth of Humans*, which provides a sobering analysis of where work is heading in the 21st century

Depending on your outlook, the future of work is either bleak or blissful. Ryan Avent, in his essential, must-read short book *The Wealth of Humans*, is more in the former camp than the latter.

His title is well chosen, but not for the reasons one might immediately think. Avent does analyse Adam Smith's 18th-century economic treatise *The Wealth of Nations* in some detail, but in Avent's view the 'wealth' referred to here is more a burden than a blessing. There are simply too many of us needing and seeking work – what Avent calls “an abundance of labour”.

Says Avent: “Workers are basically losing out: losing bargaining power, status and the ability to capture their fair share. These problems are probably going to get a lot worse because machine intelligence and AI seem to be improving faster than we thought they would, and that has implications right across the economy. It places



pressure not just on workers on factory floors who are doing relatively routine things, but also people in professional settings, in shops and so on. At the same time we don't have the usual cushions to ease the process such as education. Advanced economies are already really educated. We can't upskill people to the extent that we could in the past. So we have a race between technology and human skill levels. Technology is going to get better a lot faster than we can improve skill levels."

Avent believes the situation is somewhat different in emerging economies where there is more room to develop. "Cheap labour is no longer going to be an attraction to companies. It's much easier to automate. In a lot of emerging economies you will have a relatively small group of really skilled professionals who are able, because of information technologies, to sell their services around the world: coding for companies or perhaps doing diagnostic work for hospitals in the rich world. Even if you are able to educate the great bulk of the people, there still aren't going to be good jobs with good wages for most people in emerging economies."

Avent quotes a startling statistic from Oxford University academics, who claim that 47 per cent of jobs will be automated over the next three decades. The OECD puts that figure at a more modest 11 per cent. Either way it is an enormous group of people who will, quite simply, have no work to do. "Precisely how much automation depends on how cheap workers are. If workers continue to lose out and wages don't rise then there will

be less incentive to build the robots that are taking those very jobs." Adds Avent: "You don't have to have 50 per cent of people out of work for there to be pretty big social disruption. Even 10 per cent is a huge amount and would be very disruptive."

So what would people do? "It's an enormous problem," says Avent. "Work plays a fundamental role in society – it's not just about allocating money and giving people purpose, something to do with their days. We will have to evolve a broader concept of what it means to work and to contribute to society and that

## Cheap labour is no longer going to be an attraction

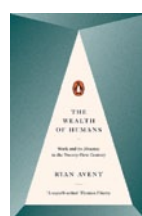
will need to entail things that people do that aren't necessarily salaried or wage work, things like voluntarism or self-enrichment. We'll have to start thinking of things as just as important to society as work. This way, we can develop the social cues and measures to keep people involved in those ways without just sitting on the couch at home.

"These people also have to have a way of staying alive. That means in time we will have to have a lot more redistribution, or if people are working many fewer hours

then we'll need wage subsidies of some sort. I think we will expand our definition of what it means to contribute through work to make the whole thing much broader. To get there we need a lot of politicians to have a huge change in mindset, and that is a long process that could be pretty messy. It's completely unknown territory."

We have one experience in the past of going through this kind of thing, says Avent in his book, and that is the industrial revolution. "I used that as my model, and I say the good news was that we eventually arrived at a world where the gains and growth were relatively evenly spread, people lived longer and healthier lives with more consumption options, and that was all good.

"The reason to be pessimistic is it took a very long time to get there. There were fierce battles to get unions recognised, as well as battles between rival ideologies and global wars. But I am optimistic that 100 years from now these new technologies will make us all a lot better off and we will have come up with ways of sharing the gains relatively evenly. But in our lifetimes I think things will get a lot more interesting – and not necessarily in a good way." ■

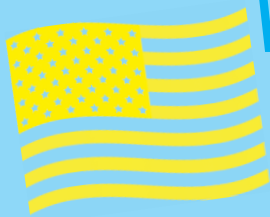


**Ryan Avent** is a Senior Editor and Economics Columnist for *The Economist*.

*The Wealth of Humans* is out now in paperback, published by Allen Lane. Also available as an e-book.



AMERICANS  
WORK



137 MORE HOURS PER YEAR THAN JAPANESE WORKERS  
260  
499

47%

OF JOBS WILL BE  
AUTOMATED OVER  
THE NEXT THREE  
DECADES



MORE HOURS THAN BRITISH WORKERS

MORE HOURS THAN FRENCH WORKERS

BY 2030, CO-WORKING  
SPACES WILL MAKE UP

30%

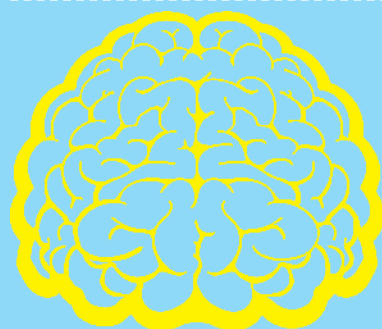
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47%  
OF THE TIME



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THE MAXIMUM  
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WORKING WEEK.  
THE US IS NOT  
ONE OF THEM



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