

Aligning your Employee Value Proposition with the Future of Work

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CONTINUOUS, DISRUPTIVE, AND OVERLAPPING CHANGE



COMPETITIVE
LANDSCAPE



DIGITIZATION OF
EVERYTHING



IMPACTIVE
GENERATIONS



ON DEMAND
TALENT

Predicting the Future

... road building will not.

A NEW ELECTRICAL COMPANY.

The Edison General Electrical Company has been organized in New-Jersey and incorporated with a capital of \$12,000,000. The works will be situated in West Orange in the building recently erected by Thomas A. Edison. The new company will be a consolidation of the Edison Lamp Company, the Edison Machine Works, the Edison Electric Light Company, and Bergman & Co. It is proposed to do away with all the local companies and to operate plants in cities all over the country. Besides this, the separate business of each of the consolidated companies will be continued.

General Electric 5-year chart

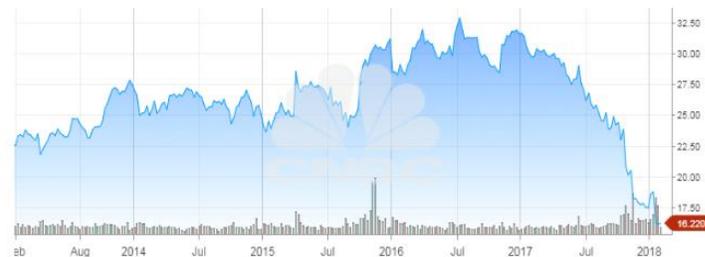
General Electric Co (GE:NYSE)

USD

Last | 9:48:40 AM EST

16.2123 +0.27 (1.69%)

5 Year



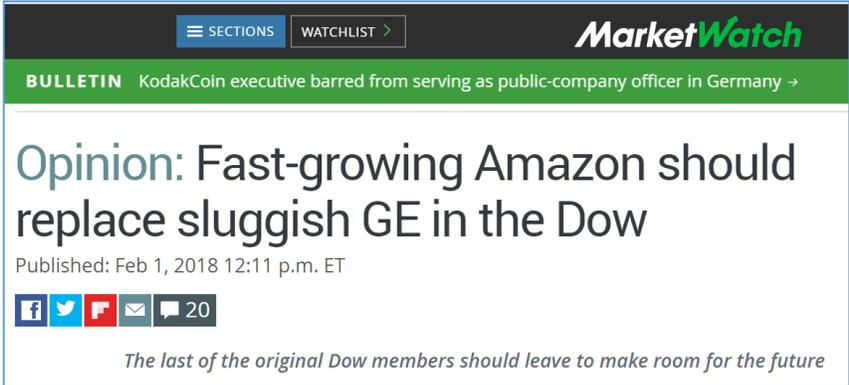
How quickly
one can fall



Bloomberg Businessweek

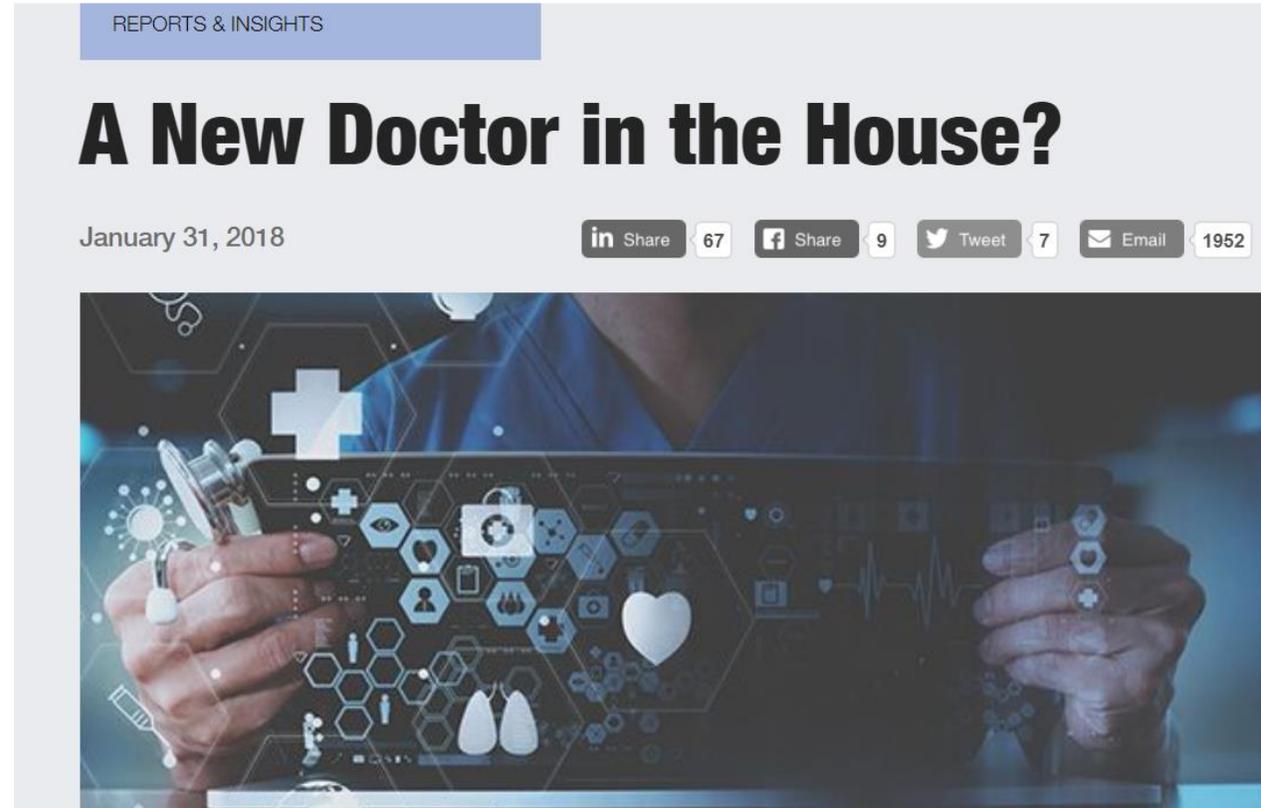
How GE Went From American Icon to Astonishing Mess

Famous for great management, General Electric is staring down a plunging share price, a federal investigation, and possible breakup.



A titanic alliance: Amazon, JPMorgan Chase and Berkshire Hathaway

Predicting
the Future



- So surprised was Wall Street that the stocks of established insurers and healthcare providers that might compete against the trio's new initiative got pummeled
- Stories immediately appeared about how the trio of firms can [“reshape the healthcare industry.”](#)

Is this the Future?



Would you let your boss track you?

Amazon has been awarded two patents for wristbands that allow an employer to carefully monitor a worker around a location, NPR reports. The device would allow the tracking of precise hand movements, for example, and emit a "guidance signal" to steer the employee's hands in a new direction. How would you feel about your employer using a wearable device to track your movements?

Top comments

< Previous Next >

It's Reportedly Becoming 'Normal' to See Whole Foods Employees Cry at Work

By Clint Rainey



Employees call it "collective confusion." Photo: Daniel Acker/Bloomberg via Getty Images

The "militaristic" new inventory system at Whole Foods is still making customers grumpy, but they can be happy that it's not their job to

Amazon reports nearly \$2 billion in profit, blowing past Wall Street expectations for holiday quarter

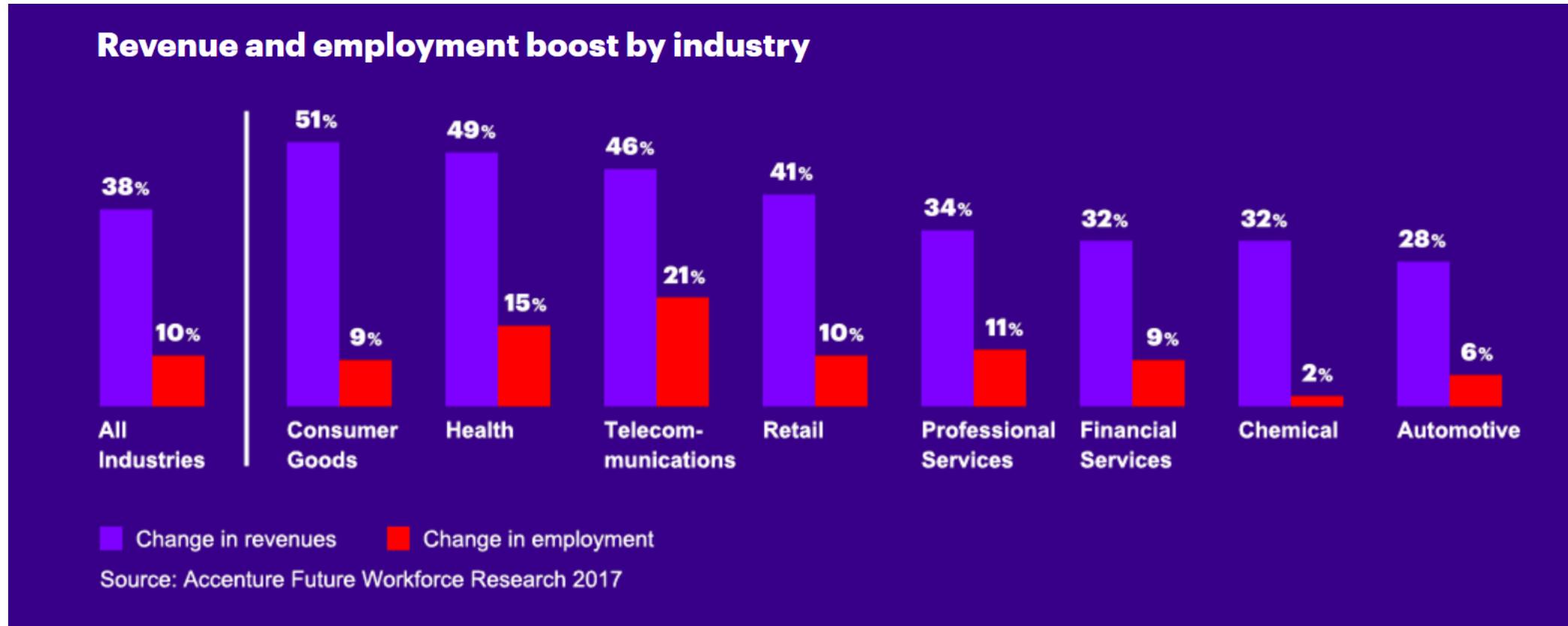
Posted yesterday by Katie Roof (@Katie_Roof)



An advertisement for Wells Fargo. It features the Wells Fargo logo at the top left. The main text reads "BUILD BOLDLY WITH US." followed by "Tap into our tech banking expertise." and a "Learn how" button.

Ac

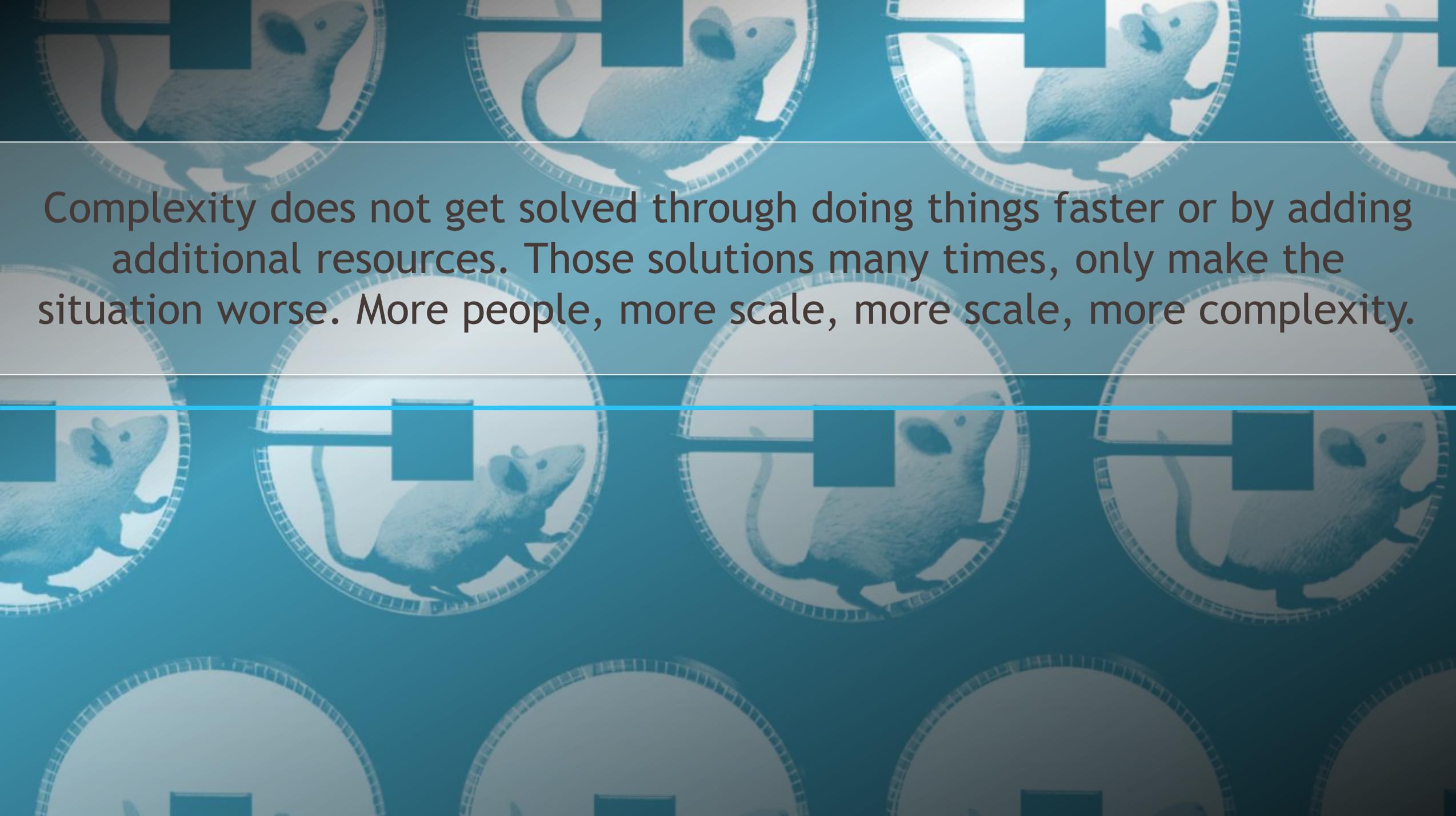
Revenue Boost estimated over the next 5 years for those fully committed to AI and investing in human-machine collaboration





Public Companies have a 1 in 3 chance of being de-listed in the next 5 years, whether because of bankruptcy, liquidation, M&A or other causes. That is 6 times the de-listing rate of companies 40 years ago. And the rise in mortality applies regardless of size, age, or sector. Neither scale or experience guards against demise.

Harvard Business Review, *The Biology of Corporate Survival*, Jan – Feb 2016

The background of the slide features a repeating pattern of mice. Each mouse is depicted in a circular frame, carrying a square weight on its back. The mice are shown in various poses, some facing left and some facing right. The overall color scheme is a gradient of blue and teal.

Complexity does not get solved through doing things faster or by adding additional resources. Those solutions many times, only make the situation worse. More people, more scale, more scale, more complexity.

HR is under tremendous pressure to deliver Strategic Value to the Business



The Shift from the Industrial Age to the Digital Age (2005)

Is your Organization making the turn?

Are you starting to make the turn?

What about your Customers?



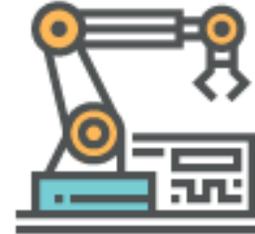
1st Industrial Revolution WATER & STEAM

Steam and water power
replace human and animal power
with machines.



2nd Industrial Revolution ELECTRICITY

Electricity, internal combustion
engines, airplanes, telephones,
cars, radio, and mass production.



3rd Industrial Revolution AUTOMATION

Electronics, the internet and IT
used to further the automation
of mass production.



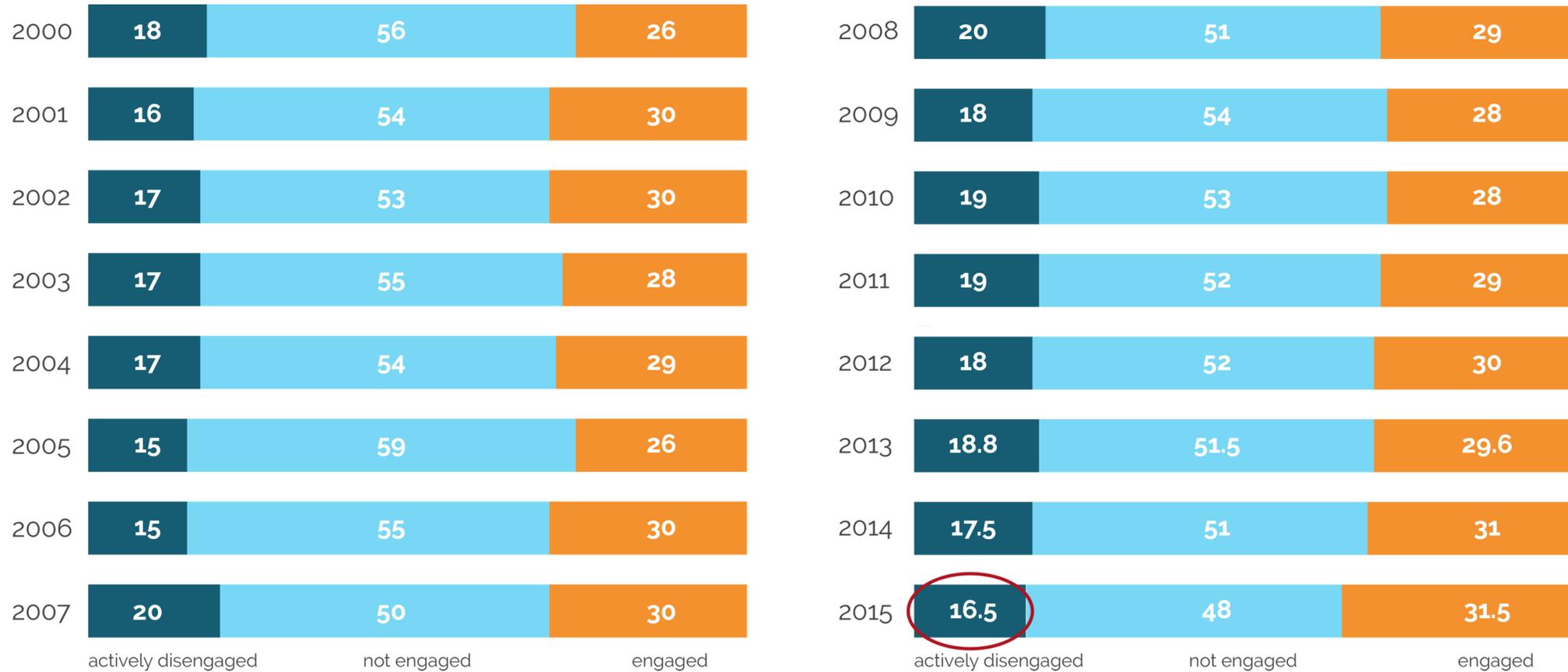
4th Industrial Revolution CYBER-PHYSICAL SYSTEMS

Driverless cars, smart robotics,
materials that are lighter and
tougher, and a manufacturing
process built around 3D printing.

Efficiency/Predictability

Innovation/Agility

15 years of Employee Engagement Survey Results..... at approximately \$1B+ a year spend in the U.S.



Emotional Hijack



Harvard Business School professor: Half of American colleges will be bankrupt in 10 to 15 years

The Disruption of Higher Education



Leading to
faster, more
agile, and
creative
learning



26 Week Bootcamps

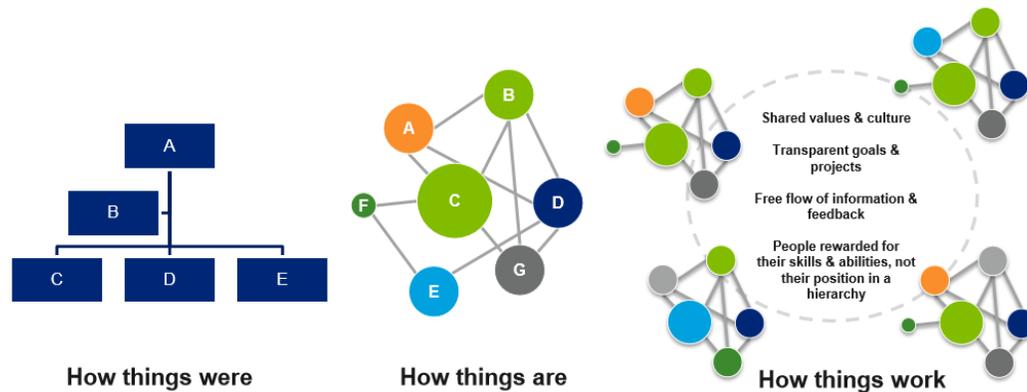


Apprenticeships

Predictions for 2017

Everything Is Becoming Digital

Figure 1: Network of Teams



Source: Bersin by Deloitte, 2016.

Prediction 1: Organizational Design Will Be Challenged Everywhere

The first prediction for 2017 is one I seem to talk about with every company—we need to rethink the way our organizations are designed. For more than 100 years, companies have been set up for scalable efficiency. We build functional teams that run product design, engineering, manufacturing, sales, marketing, finance—all with a focus on scale. How can we ship more products per dollar, gain more leads per advertisement, and achieve more sales per salesperson?

Today, in the world of rapidly changing markets, and digital products and services, the traditional concept of “scale” and “efficiency” no longer applies. Thanks to the cloud and the Internet, barriers to entry have been lowered. You cannot “keep your market” just because you are big or efficient—someone else will likely reinvent it before your eyes, and then his / her company may disrupt yours in only a few years.

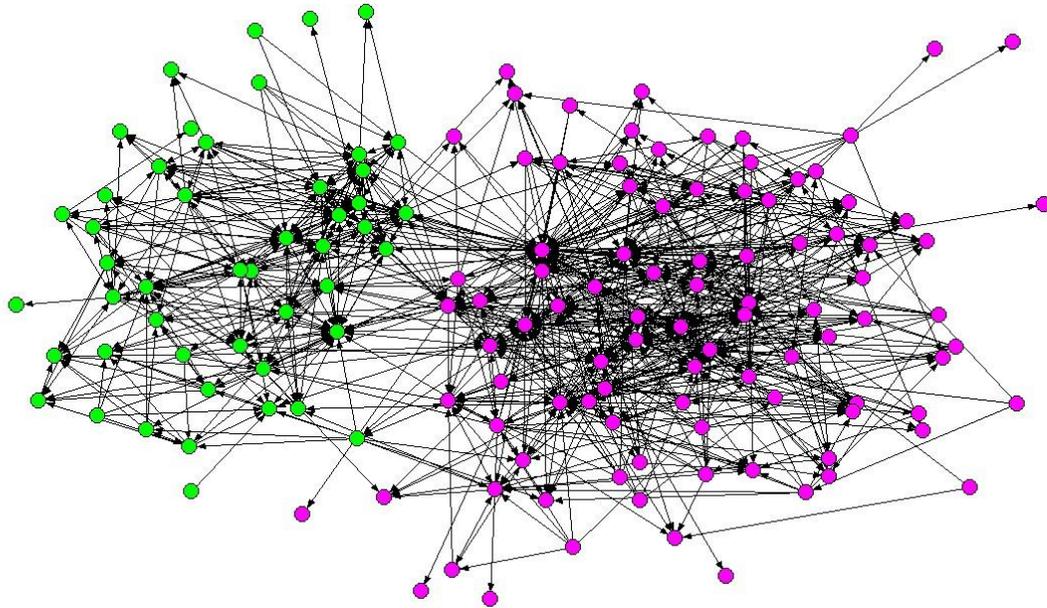
As John Hagel, director of Deloitte LLP’s Center for the Edge in Deloitte stated,

Today, the key to organizational success is not “scalable efficiency,” but “scalable learning.” You, as an organization, must be able to experiment, put prototype products in front of customers, rapidly learn from your competitors, and stay ahead of your marketplace, industry, and technology trends. This means your whole organization has to focus on customer-centric learning, experimentation, and time to market.⁶

Bersin/Deloitte, 2017

Organizational Network Analysis: A tool to help you manage the informal network

WHAT IS IT?: ONA provides an x-ray into the inner workings of an organization. It is a powerful means of making invisible patterns of information flow and collaboration visible in strategically important groups.



- Provides analytics behind critical soft skills like trust, collaboration, energy, and relationships.
- Provides leaders with **Leading Indicators** versus **Lagging Indicators** - a much better way to prioritize issues, make decisions, and assess talent/fit.

A typical ONA Report (names have been blocked out)

Name	# Incoming Ties	Detailed Function	% Energizing Ties	% Problem Solving Ties	% Cross Function Ties
46	Software Solutions Division-Engineering	33%	46%	67%	
47	Sales-Chief Architect	60%	57%	43%	
38	Sales-Systems Engineer	58%	58%	45%	
40	Sales-Other	50%	60%	58%	
46	Other	35%	54%	98%	
38	Marketing	26%	53%	92%	
36	Sales-Chief Architect	33%	58%	33%	
28	Sales-Other	36%	43%	43%	
26	Sales-Systems Engineer	42%	46%	38%	
33	Platform Systems Division-PLM	45%	48%	55%	
35	Sales-Other	26%	40%	37%	
27	Platform Systems Division-Engineering	56%	70%	52%	
41	Platform Systems Division-Engineering	44%	29%	66%	
22	Sales-Key Account Leader	59%	41%	41%	
22	Sales-Chief Architect	55%	73%	27%	
29	Sales-Key Account Leader	38%	41%	55%	
22	Sales-Systems Engineer	41%	59%	59%	
24	Sales-Other	46%	50%	54%	
29	Platform Systems Division-Engineering	52%	76%	59%	
31	Platform Systems Division-Engineering	48%	74%	65%	

Connectors

Name	# of Energizing Ties	Detailed Function	% Problem Solving Ties	% Cross Function Ties
28	Sales-Chief Architect	57%	43%	
22	Sales-Systems Engineer	55%	45%	
22	Platform Systems Division-Engineering	52%	60%	
20	Sales-Other	60%	58%	
18	Platform Systems Division-Engineering	29%	66%	
16	Other	54%	98%	
15	Software Solutions Division-Engineering	46%	67%	
15	Platform Systems Division-Engineering	70%	52%	
15	Platform Systems Division-Engineering	76%	59%	
15	Platform Systems Division-Engineering	74%	65%	
15	Platform Systems Division-PLM	48%	55%	
13	Sales-Key Account Leader	42%	43%	
12	Sales-Chief Architect	73%	27%	
11	Marketing	43%	92%	
12	Sales-Chief Architect	62%	52%	
12	Sales-Key Account Leader	71%	24%	
11	Sales-Other	57%	43%	
12	Sales-Chief Architect	58%	33%	
11	Sales-Chief Architect	62%	38%	
11	Sales-Other	50%	34%	

Brokers

Name	# of Effective Source of Information Ties	Detailed Function	% Energizing Ties	% Problem Solving Ties	% Cross Function Ties
33	Platform Systems Division-Engineering	44%	52%	60%	
31	Software Solutions Division-Engineering	33%	46%	67%	
30	Sales-Chief Architect	60%	57%	43%	
29	Platform Systems Division-Engineering	44%	29%	66%	
27	Other	35%	54%	98%	
26	Sales-Systems Engineer	58%	58%	45%	
25	Marketing	26%	53%	92%	
24	Sales-Other	50%	60%	58%	
23	Platform Systems Division-PLM	45%	48%	55%	
21	Platform Systems Division-Engineering	56%	70%	52%	
21	Platform Systems Division-Engineering	52%	76%	59%	
21	Sales-Chief Architect	33%	58%	33%	
20	Platform Systems Division-Engineering	48%	74%	65%	
20	Marketing	40%	60%	84%	
19	Sales-Other	26%	40%	37%	
18	Sales-Key Account Leader	38%	41%	55%	
17	Sales-Key Account Leader	59%	41%	41%	
16	Platform Systems Division-Engineering	48%	76%	59%	
16	Sales-Chief Architect	39%	50%	17%	
16	Platform Systems Division-PLM	27%	50%	55%	

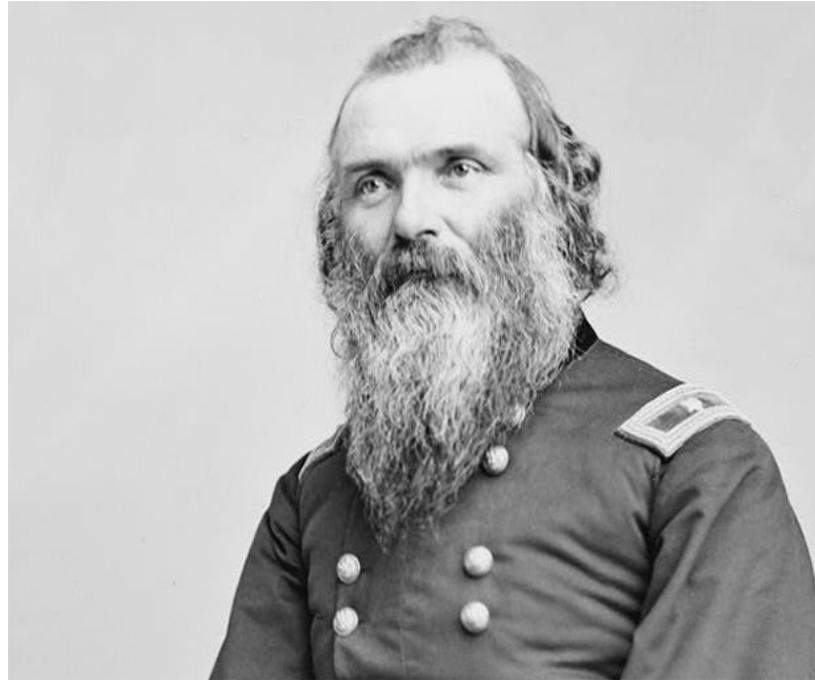
Experts

Name	Hierarchy	Function	Incoming Ties	Interaction Frequency		
Executive	Platform Systems Division-Engineering	50	8	15	20	22
Vice President	Sales-Chief Architect	47	0	7	14	26
Vice President	Software Solutions Division-Engineering	46	0	5	18	21
Vice President	Other	46	0	3	15	25
Executive	Platform Systems Division-Engineering	41	0	7	15	15
Vice President	Sales-Other	40	0	9	11	19
Vice President	Sales-Systems Engineer	38	0	6	16	16
Executive	Marketing	38	1	14	9	14
Senior Director	Sales-Chief Architect	36	1	7	11	17
Senior Director	Sales-Other	35	0	10	11	12
Vice President	Platform Systems Division-PLM	33	0	7	10	14
Senior Director	Platform Systems Division-Engineering	31	0	5	7	17
Director	Sales-Key Account Leader	29	1	3	7	18
Vice President	Platform Systems Division-Engineering	29	0	7	7	13
Vice President	Sales-Other	28	0	7	5	16
Vice President	Platform Systems Division-Engineering	27	4	7	6	10
Vice President	Software Solutions Division-Operations	27	0	3	9	13
Vice President	Sales-Systems Engineer	26	0	3	6	13
Vice President	Platform Systems Division-PLM	26	1	3	6	14
Senior Director	Marketing	25	0	4	6	13

Energizers

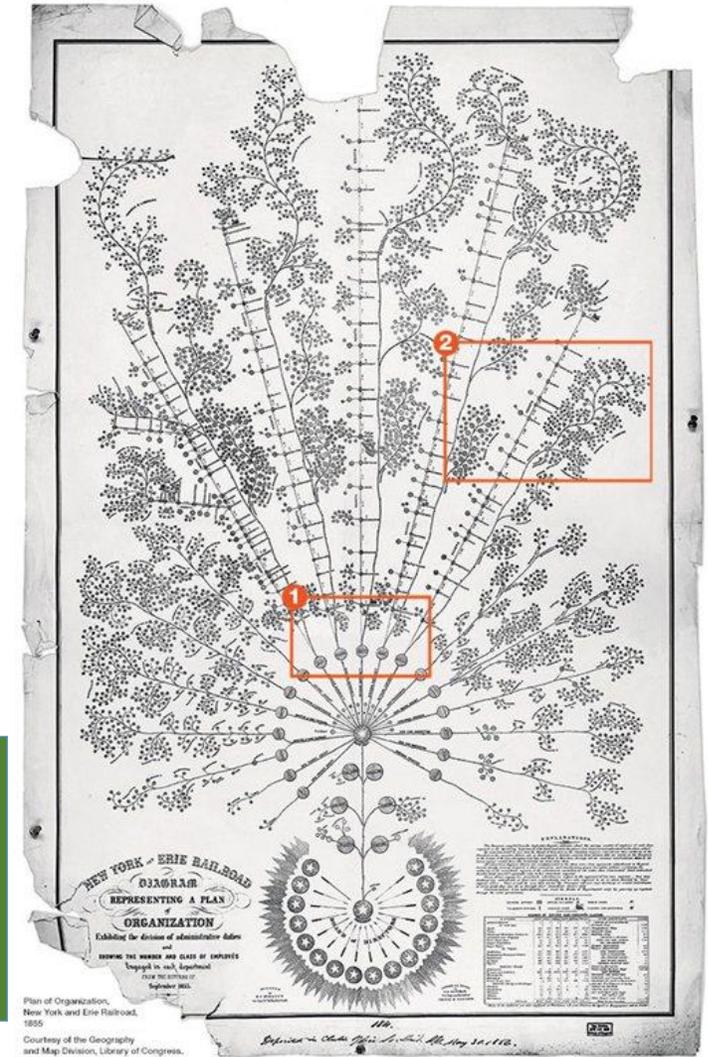
■ Daily
■ Weekly
■ Monthly
■ Less Often

Daniel McCallum, 1854
New York and Erie Railroad



92% of companies said their orgs are not designed to succeed
and only 14% said they knew how to redesign them.

Bersin/Deloitte 2017



By 2020, 40%+ of the U.S. workforce will be working in an On Demand Capacity: they will become the majority by 2027

Leveraging
the On
Demand
Workforce

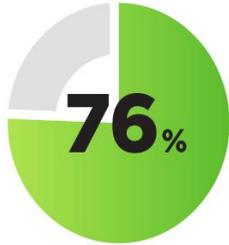


Workforce Planning is rapidly shifting



COMPANIES NEED TALENT

76% of hiring managers say their success depends on getting access to top talent.



POSITIONS ARE OPEN

Average days position has been open, by role/skillset.



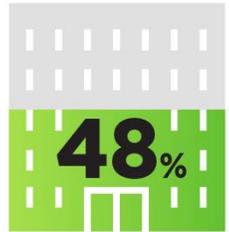
HIRING WAS HARD IN 2016

Hiring managers were 3x more likely to say hiring got harder in 2016 than easier.



COMPANIES USE A RANGE OF TALENT

Nearly half of companies utilize flexible workers (freelancers, temp and agency workers).



TEAMS EMBRACE REMOTE WORK

63% of departments have someone on their team who works a significant portion of their time remotely.



LOCATION DOESN'T MATTER

Importance to a new hire's success:



COMPANIES FAVOR QUALITY

Companies are 6x more likely to hire freelancers based on quality over cost.



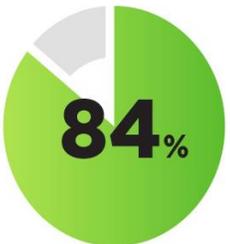
HIRING MANAGERS LOVE FREELANCERS

9 in 10 hiring managers are more satisfied with the skills of freelancers than their most recent full-time hire.



FREELANCERS GET MORE WORK DONE

If unable to hire a freelancer: 84% of companies would delay, cancel or extend project workloads.



How much time do you spend on Bureaucratic Chores at work (for example, preparing reports, attending non-essential meetings, securing sign offs, or *interacting with staff functions such as HR?*)

Potential Causes of this perspective?

2%	8%	19%	28%	43%
None of their time	said less than 10% of their time	said more than 10%-20% of their time	said more than 20%-30% of their time	said more than 30% of their time



VIRTUAL REALITY will have huge implications
for our organizations

While 94% of companies report that “agility and collaboration” are critical to their success, just 6% say they are highly agile today.

(Deloitte)

Intra and Inter Organizational Networks = Freelance Nation

From Workforce Planning to Work Planning

In 2016 employee turnover Hit a new high of 20.3% in the US and, it is much higher in the most attractive sectors.

(HBR)

46% of Businesses have said that traditional job descriptions have become obsolete.

(Accenture)



Thank you for joining our Future of Work session within IMA's Innovations Insights Summit.

We are honored to have be included in such an incredible conference!

If you have any questions or would like to follow up, please contact Anne at:

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