



The future of **work**

Innovation challenge overview

The Future of Work is being driving by the confluence of technology and people-driven disruptors *and accelerated by COVID-19*

Technology-Driven



Technology is Everywhere

6.0 billion+ smartphones in the world by 2020¹



AI, Cognitive Computing, Robotics

\$500,000 in 2008
\$22,000 today



Tsunami of Data

9x more in last 2 years²
Major enabler of machine learning

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DISRUPTORS



Jobs Vulnerable to Automation

35% UK
47% US
77% China⁶



Explosion in Contingent Work

US Contingent workers **40%** by 2020⁷



Diversity and Generational Change

Millennials **50%**³
25% global pop in Africa by 2050⁵
Longevity Dividend- **50 year** careers⁴



Change In Nature Of A Career

2.5 – 5 years: Half-life of skills
4.5 years: Average tenure in a job⁸

People-Driven

1 <http://news.ihsmarkit.com/press-release/technology/more-six-billion-smartphones-2020-ih-s-markit-says>
2 <https://www-01.ibm.com/software/data/bigdata/what-is-big-data.html>
3 Annual Global Millennial Study, <https://www2.deloitte.com/uk/en/pages/about-Deloitte-uk/articles/millennial-survey.html>
4 <https://www.newscientist.com/article/mg23130810-800-the-100-year-life-how-should-we-fund-our-lengthening-lives/>
5 https://www2.deloitte.com/content/dam/Deloitte/il/Documents/human-capital/Thriving_in_times_of_digital_disruption.pdf

6 http://www.oxfordmartin.ox.ac.uk/downloads/reports/Citi_GPS_Technology_Work_2.pdf
7 Intuit 2020 Report: Twenty Trends that will Shape the next Decade https://http-download.intuit.com/http.intuit/CMO/intuit/futureofsmallbusiness/intuit_2020_report.pdf
8 <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dtl-hc-english-opentalenteconomy.pdf>

Deloitte is a leader in helping clients pivot to the future of work

Deloitte's future of work leadership has been recognized by clients and experts worldwide

Named the **#1 global leader** by **IDC MarketSpace** for capabilities within our **Digital Workspace Services**

Named the **global leader** by **ALM** across all regions for capabilities within **Talent and Workforce Consulting**

WORK



Value



Outcomes



Tasks / Process

WORKFORCE



Talent Options



Skills



Jobs



Human Capabilities

WORKPLACE



Culture



Technology



Digital Collaboration



Physical Design



Geographic Location

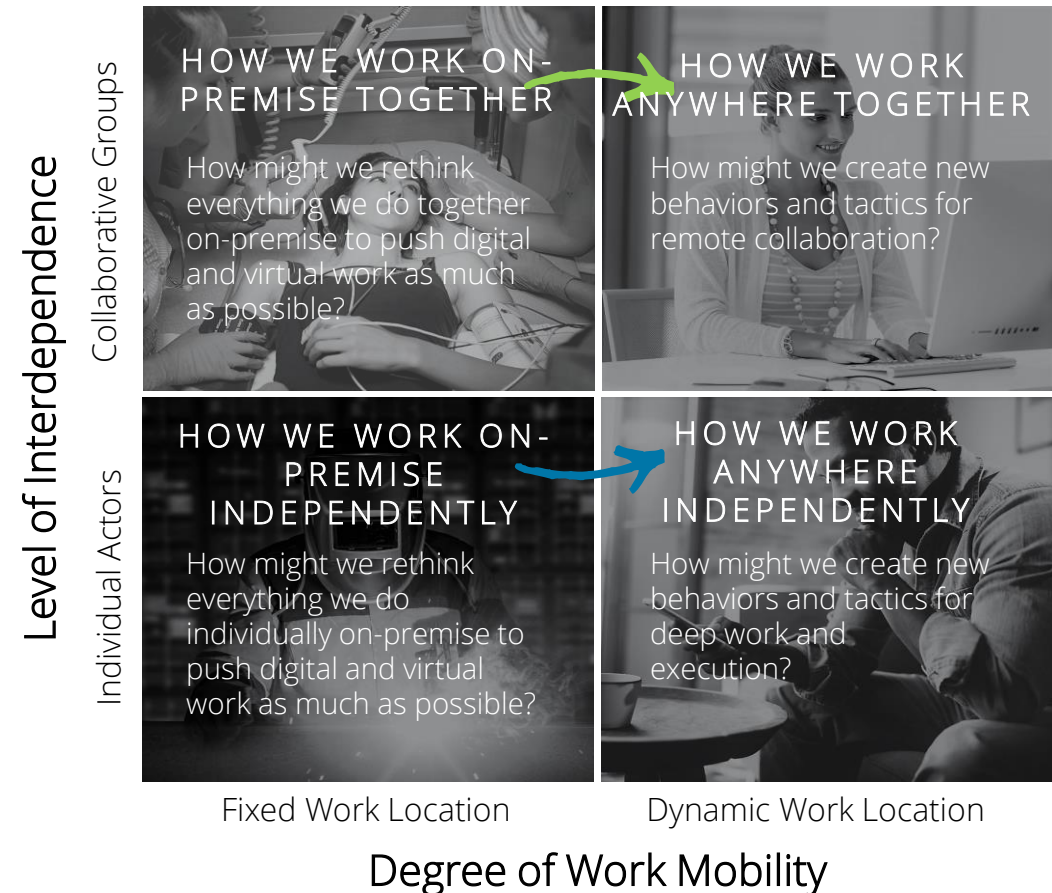
Leading enterprises make work portable across time and space...

Digitize work to create dynamic, work-from-anywhere experiences.



...by moving as much work as possible from left to right

How do we shift as much work as possible from **fixed work** to **dynamic work locations** to create strategic flexibility and new employee experiences?





MAKE THE INVISIBLE, VISIBLE

We need to proactively and explicitly make our work and feelings visible to each other. Make tacit knowledge explicit. Get knowledge and conversation into centralized, virtual locations.



ASYNCHRONOUS FIRST

We need to consistently collaborate outside of meetings, ideally in a persistent, technology-enabled way. Use meetings for purpose, not as a default.



LEADING WITHOUT SEEING

We need to develop a new set of management behaviors to guide teams that are working remote. Focus on outcomes versus effort. Give people flexibility to deliver.

Guiding principles for remote work



REMOTE PRODUCTIVITY

We must deliberately shift the way we operate and behave to enhance the productivity and value of our remote workers.



TECH FIRST

We need to make sure that remote workers have the right mix of digital platforms and technologies that enable and accelerate individuals and teams to connect, collaborate, and deliver value.



A ROOM WITH A VIEW

We need to make sure that our physical space enhances our productivity, well-being, and is fit for purpose, including things like lighting, ergonomics, seating, bandwidth.

21st century companies understand that...

Work is now...

networked,
remote,
team / project based,
enhanced with technology,
collaborative,
delegated,
real-time,
and fluid.

The way we work,
the way we manage,
where we work,
how we organize,
the products we use,
and how we communicate

is changing...

This new normal requires organizations to rethink
how they work to recover and thrive

21st century enterprises make work better for people and people better at work



CULTURAL NORMS & PRACTICES

The set of core attributes, skills, and characteristics that define how enterprises organize, operate and behave



PHYSICAL PROXIMITY

The physical location(s) where the collective meets to achieve shared outcomes and create new value



VIRTUAL SPACE

The digital platforms and technologies that enable and accelerate people to connect, collaborate, and deliver value



MEASURING SUCCESS

As the number of remote workers increases, companies face problems on how to measure their effectiveness, efficiency (productivity), and engagement.

ENHANCING REMOTE COLLABORATION AND CONNECTIVITY

Virtual teaming presents a higher risk of misalignment and a reduced level of collaboration. Companies must shift the way they operate to maintain informal connections as well. This can be enhanced by the adoption of technologies that are optimized for virtual experiences, such as how to remotely onboard new workers at scale.

SUPPORT DIVERSITY AND INCLUSION

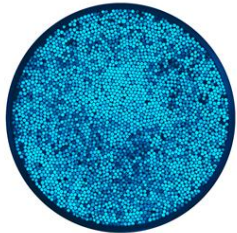
As remote teams work globally and bring more of their personal lives to their professional lives on camera, the nature of relationships can change and bonds within teams can strengthen. Leaders must adapt to encourage workers to bring their authentic selves to work and create space to celebrate uniqueness.

MEASURING SUCCESS

Sensing and improving how work is done in a virtual world

In a digital, distributed work environment, how do we make sure that individuals and teams are engaged, connected, and high performing? Deloitte developed the Adaptable Organization Network Analysis offering to gain data driven insights around collaboration, productivity, and well being.

Collaboration



Visualize clusters of collaboration and similarly see those groups or individuals most isolated by the way work is getting done.

Identify where previous ways of working were 'cut off' or severed and show the closest path to connecting those severed ties.

Allow leaders to create intentional collaboration opportunities to the most insulated parts of the virtual organization.

Productivity



See where organizational effort and energy is flowing.

Pinpoint areas of the organization that is either accelerating or slowing work.

Allow leaders to intentionally architect teams to maximize productivity without burning out talent.

Well Being



Measure the strength of relationships between individuals including the volume and frequency of interactions and levels of trust.

It can see the most isolated teams and individuals from an engagement perspective.

Allow leaders to take action to engage, retain, and lift up parts of the organization and individuals across the enterprise, tailoring programs and services to their unique needs.

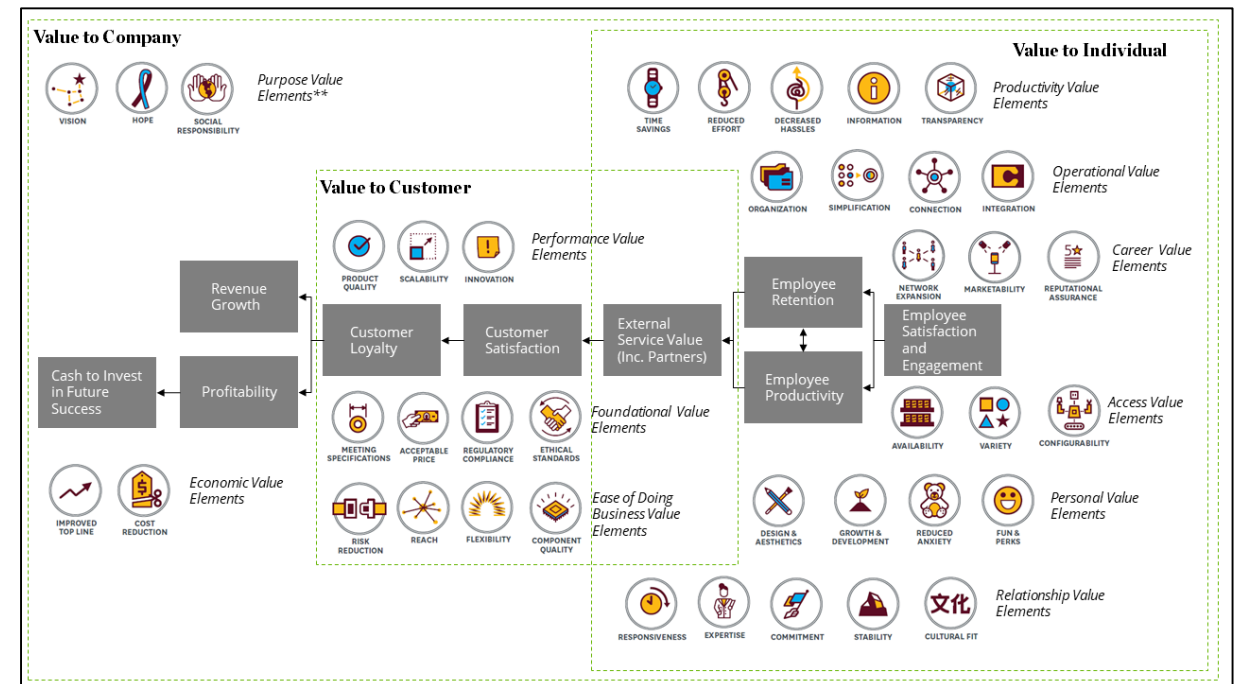
1. Using ONA to Combat Isolation and Help Ensure Wellbeing During the Coronavirus Pandemic. Polinade, Pitts 2020.

Context

As the number of remote workers increases, companies face problems on how to measure their effectiveness, efficiency (productivity), and engagement.

The Challenge

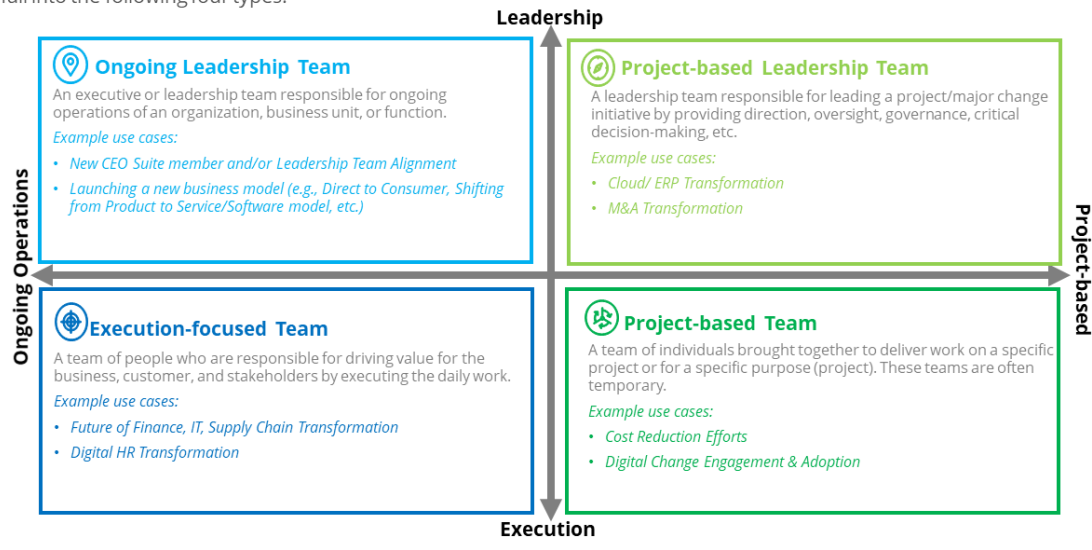
Empower executives and managers with effective tools to set objectives, track workers' productivity with Key Performance indicators (KPIs), and provide teams with easy ways to obtain immediate visibility of their current progress against business targets – both at the individual and team level.



ENHANCING REMOTE COLLABORATION AND CONNECTIVITY

Team effectiveness offerings adapts to different types of teams

We design solutions tailored to the type of work client teams perform. Our research indicates that team structures tend to fall into the following four types.



Context

Virtual teaming presents a higher risk of misalignment and a reduced level of collaboration. Companies must shift the way they operate to maintain informal connections as well. This can be enhanced by the adoption of technologies that are optimized for virtual experiences, such as how to remotely onboard new workers at scale.

The Challenge

Proactively and explicitly make teams visible to each other in real-time by getting knowledge and conversation into centralized and virtual locations, enabling workers an easy way to communicate with their teams from anywhere and with any device.

Deloitte has curated a suite of technology solutions to re-architect work for greater productivity

ECOSYSTEM OF TECHNOLOGY SOLUTIONS

Deloitte has relationships with key vendors in the areas of Analytics, Agility, and Automation for rapid and cohesive deployment



AGILITY

Ability of organizations to embrace ongoing disruption to restructure work to be **rapid, seamless, cohesive and productive**

ANALYTICS

Leverage business intelligence and data insights to restructure work to be **more responsive, fast, flexible, and adaptable**.

AUTOMATION

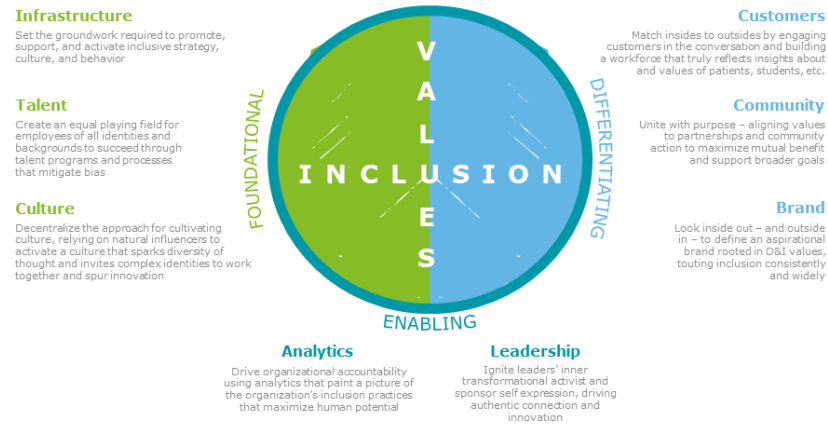
Establish a process using a suite of technology to **ensure timely, repeatable and consistent results while minimizing costs**

	Communications & Collaboration	Tools and platforms that enable the delivery of content to users, support collaboration and ideation and can collect feedback via polling, surveys or other rating mechanisms. Some of these technologies are designed primarily for real-time interactions. Other technologies are optimized for persistent, ongoing communication and collaboration within a workgroup. The leading workgroup platforms are designed to support integrations with other applications so that workflow and content can be executed from within the same environment.
	Content & Knowledge Management	Tools that enable authoring, publishing, maintenance and curation of Content / Knowledge that is supported by search.
	File Sharing & Storage	Technology platforms that enable workgroups to store, maintain, send and receive files efficiently inside and outside of the enterprise.
	Data Analytics & Visualization	Data analytics and visualization tools that support the development of reports, prescriptive and predictive analytics metrics, dimensions, and models.
	Data Sensing, Integration, & Storage	Technologies designed to collect (e.g. EIoT, Wearables), integrate and store structured and unstructured data (e.g. Data Warehouse, Data Lake). Conforming dimensions used to develop insights for the business (e.g. customer, financial, product, facility, machine, employee data).
	Workflow & Task Management	Technologies that help manage the execution of rules-based workflows, including transaction processing, notifications, action item reminders and approvals. These technologies often have the ability to assign tasks to individuals, schedule reminders and track cycle times.
	Robotics & Cognitive	Includes tools that mimic human actions using rules-based actions in existing applications, tools that mimic human judgement using natural language recognition and machine learning for information extraction, and tools that augment human intelligence through simulating human thought processes with predictive decision making.

SUPPORT DIVERSITY AND INCLUSION

A Framework for Unleashing Human Potential

Deloitte's model leverages a **values-centered approach** to improving workforce diversity and capturing value, offering strategic guidance across **eight activators** and the talent lifecycle – all core to realizing the business benefits of D&I



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Context

As remote teams work globally and bring more of their personal lives to their professional lives on camera, the nature of relationships can change and bonds within teams can strengthen. Leaders must adapt to encourage workers to bring their authentic selves to work and create space to celebrate uniqueness.

The Challenge

Empower executives and managers with tools for remote teams to promote inclusion, celebrate diversity, enhance well-being, and foster a positive team culture.

Ways to rethink wellness supporting fixed location work



Source: Deloitte: Anchoring In Organizational Values to Cultivate Organizational Resilience (May, 2020)

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