Future of Work: Trends That Will Impact Your Digital Workplace

Matt Cain

Vision 2025

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Nearly eight in ten CIOs and business leaders agree:

"In 10 years, the skills and knowledge in our organization will bear little resemblance to those we have today."

Source: 77% of participants agree in the Gartner survey, "What the Best of the Best Do Differently," 2Q16, n = 149
"Survey Analysis: What Leading Enterprises Do Differently With Talent and Organization" (G00313901)

#GartnerSYM
Why should IT leaders care about the future of work?

- **Personal:** We crave insight into how trends will impact our jobs (and how the next generation will work)

- **Professional:** IT leaders need visibility into how work will change to better:
  - Plan technology strategies
  - Understand what IT skills are needed
  - Create alliances that improve ability to execute
  - Broaden overall influence over business strategies
  - Ensure technology is a valued part of the employee experience
Agenda: The Bets We Are Placing …

1. AI Predominates
2. Internal/External Gig Economy Thrives
3. Worker Digital Dexterity Becomes Critical
Timing Assumption:

All of the Trends Are Underway —

They Will Reach the Mainstream in 2022-2026
Section 1: AI Predominates

In 2020, AI becomes a positive net job motivator, creating 2.3 million jobs while only eliminating 1.8 million jobs.
AI Predominates — Derivative Impacts

- Robobosses become common
- Physical workplaces become smart
- Virtual Personal Assistants are common work partners
- Jobs and duties continuously changing/eliminated
AI and IoT: Robobosses Become Common

Where Do You Put Your Pin?

Today

Future

Few Robobosses

Robobosses Become Common

Many Robobosses
AI: Robobosses Become Common

Recommendations

- Identify patterns that suggest supervision automation possibilities
- Work with HR to pilot, deploy and tweak algorithm-based workforce management systems
AI: Physical Workplaces Become Smart

Dumb

Today

Where Do You Put Your Pin?

Physical Workplaces Become Smart

Future

Very Smart
AI: Physical Workplaces Become Smart

Recommendations

- Partner with facilities management to make smart workspaces part of an overall digital workplace initiative
AI: VPAs Are Common Work Partners

Uncommon  Today  Where Do You Put Your Pin?  Future  Common

VPAs Are Common Work Partners
AI: VPAs Are Common Work Partners

Recommendations

- Build a significant IT competency in the deployment, management, security and compliance of VPAs
AI: Jobs and Duties Continuously Changing/Eliminated

Relatively Static | Today | Where Do You Put Your Pin? | Future | Continuous Change

Jobs and Duties Continuously Changing/Eliminated
AI: Jobs and Duties Continuously Changing/Eliminated

Recommendations

- Participate in a multidisciplinary team to determine depth, speed and consequences of employee-facing AI investments
Section 2: The Internal and External Gig Economy Thrive

As of 2017, 36% of USA workers are freelancers.

EU freelancers grew to 9.6 million in 2015, up 24% from 2008.

Around 32% of the Australian workforce has done freelance work.

"Freelancing in America: 2017" Freelancers Union and Upwork
"Independent professionals driving Europe’s employment revolution" European Forum of Independent Professionals (EFIP)
"Australia’s Freelance Economy Grows to 4.1 Million Workers, Study Finds," news.com.au
"Setting up as a freelancer in the UAE" Virtuzone
Internal and External Gig Economy Thrives — Derivative Impacts

- Employees get work on employment marketplaces.
- Jobs are deconstructed. Workers have portfolios.
- Employees have own tools and workspaces.
- Work is done through networks.
Gig Economy: Employees Get Work on Employment Marketplaces

Where Do You Put Your Pin?

Sometimes

Today

Employees Get Work on Employment Marketplaces

Where Do You Put Your Pin?

Future

Most of the time
Gig Economy: Employees Get Work on Employment Marketplaces

**Recommendations**

- Build and buy rich data graphs that match talent supply with demand
- Build a leading edge fraud detection infrastructure
Gig Economy: Jobs Are Deconstructed — Workers Have Portfolios

Jobs Are Deconstructed. Workers Have Portfolios.

Today

Where Do You Put Your Pin?

Future

Few Workers

Most Workers

Where Do You Put Your Pin?
Gig Economy: Jobs Are Deconstructed — Workers Have Portfolios

**Recommendations**

- Invest in algorithms that identify worker skills and competencies
- Modify worker profile tools to display portfolios of work rather than job titles
Gig Economy: Employees Have Own Tools and Workspaces

Where Do You Put Your Pin?

Today
Rarely

Employees Have Own Tools and Workspaces

Future
Frequently
Gig Economy: Employees Have Own Tools and Workspaces

**Recommendations**

- Build a clear strategy and set of policies for BYO applications, devices and work styles
- Ensure the IT infrastructure can accommodate a massively heterogeneous mix of endpoints in a secure and stable fashion
Gig Economy: Work Is Done Through Networks
Gig Economy: Work Is Done Through Networks

Recommendations

- Ensure digital workplace graph and collaboration technologies are in place to optimize employee interactions
## Section 3: Worker Digital Dexterity Becomes Critical

### Top Five Digital Talent Initiatives CEOs Want Their CHROs to Spend More Time Supporting

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Support Percentage</th>
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<tbody>
<tr>
<td>Recruit More from Nontraditional Talent Pools</td>
<td>93%</td>
</tr>
<tr>
<td>Improve the Employee Digital Experience</td>
<td>92%</td>
</tr>
<tr>
<td>Reassess Processes and Decision Making</td>
<td>85%</td>
</tr>
<tr>
<td>Change Roles and Competency Models</td>
<td>82%</td>
</tr>
<tr>
<td>Focus Talent Acquisition Strategy on Digital Skills</td>
<td>80%</td>
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Digital Dexterity: Pace of Technology Adoption Accelerates

- Accelerate the scan, pilot and adoption cycle for new technology.
- Expand the IT charter to include helping employees rapidly embrace new technology.
- Make ease-of-learning and ease-of-use core technology evaluation criteria.
Closely collect digital tool metrics and blend them with business and HR metrics to better align technology investments with business and workforce outcomes.
Digital Dexterity: Learning Is Continuous

- Exploit progressive disclosure, A/B testing, guided navigation and design thinking to boost continuous learning.
- Make "return on learning" a key performance indicator to grow a culture of digital dexterity.
Digital Dexterity: HR and IT Closely Coordinate Actions

- Work with HR to make social and behavioral science mechanisms part of technology execution strategies.
- Make technology a key element of the employee experience.
Preparing for the Future of Work

✓ Participate in a multidisciplinary team to determine depth, speed and consequences of employee-facing AI investments.

✓ Build and buy rich data graphs that match talent supply with demand.

✓ Invest in algorithms that identify worker skills and competencies.

✓ Expand the IT charter to include helping employees rapidly embrace new technology.

✓ Work with HR to make social and behavioral science mechanisms part of technology execution strategies.
Future of Work: Action Plan

Monday Morning:
- Identify other leaders that share a common interest in how work evolves.
- Examine any digital business plans and consider how they might be impacted by work trends.

Next 90 Days:
- Understand and utilize existing workforce planning services such as future-state capability models and strategic workforce planning.
- Compose a presentation for C-suite consumption about the links between IT investments and the future of work.
- Begin the process of making workforce digital dexterity a top business priority.

Next 12 Months:
- Partner with the HR organization to jointly plan for exploiting future work trends.
- Initiate a digital workplace program to act as the execution model for exploiting changes in how work gets done.
- Ensure that IT planning addresses near-term (1-3 years out) and long-term planning (4-6 years out).
Recommended Gartner Research

- **Predicts 2018: AI and the Future of Work**
  Helen Poitevin, Svetlana Sicurc, John-David Lovelock and Others (G00342326)

- **How We Will Work in 2027**
  Diane Morello and Mark Coleman (G00327754)

- **Maverick* Research: When We Are All Freelancers Without a Boss**
  Helen Poitevin (G00306255)

- **Maverick* Research: To Avoid Working for Robots, Make Robots Work for Your Organization**
  Craig Roth (G00305757)

- **Rethinking Human Capital Management Technologies to Support Emerging Talent Operating Principles**
  Helen Poitevin and Mark Coleman (G00327305)

- **Deliver Digital Business Results by Boosting Workforce Digital Dexterity**
  Matthew W. Cain and Jack Santos (G00281847)
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