

# The Future Of Work

## How to adapt the workplace to the new workforce?

*Denis Pennel*  
*Managing Director*



« **Work** »  
and the « **Workplace** »  
are facing a revolution

In **workplace loyalty**,  
everyone is  
a « free agent »

A new golden age of  
**entrepreneurship**  
is facing us

Talents  
are in the  
**Cloud**

**Added-value**  
of labour  
intermediation  
is being  
redefined



# We are facing a 3<sup>rd</sup> industrial revolution!



1800 - 1920

1930 - 1980

1990 – 20..

Technological innovations

Steam  
Telegraph  
Railroads

Electricity  
TV & radio  
Combustion engine

the Web  
Computers  
IT networks

Production models

Taylorism and  
Fordism,  
urbanisation

Office work,  
consumerism  
(mass production)

Fragmentation,  
individualisation  
(mass customisation)

Impact on workers

End of  
independant  
status

Wage earners,  
services  
oriented

Atomisation but  
repossession of  
production  
means

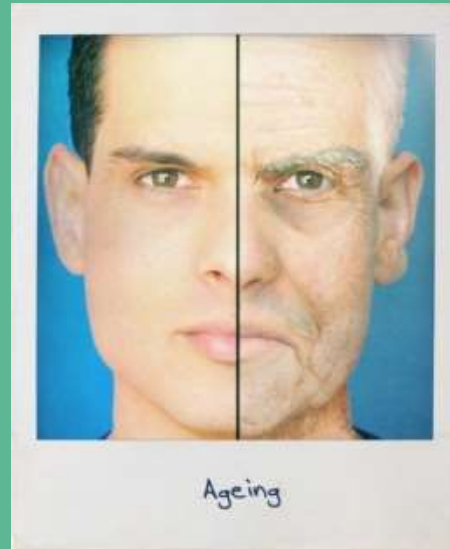
Protection schemes

Linked to work  
premises  
(paternalism)

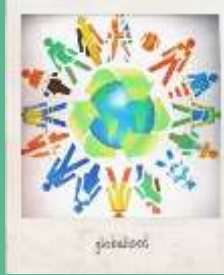
Linked to a  
status  
(permanent employee)

Linked to the  
individual  
(to be invented)

# The New Workforce



# The labour market has become a global village



Global  
working population  
in 1990



in 2010



in 2020



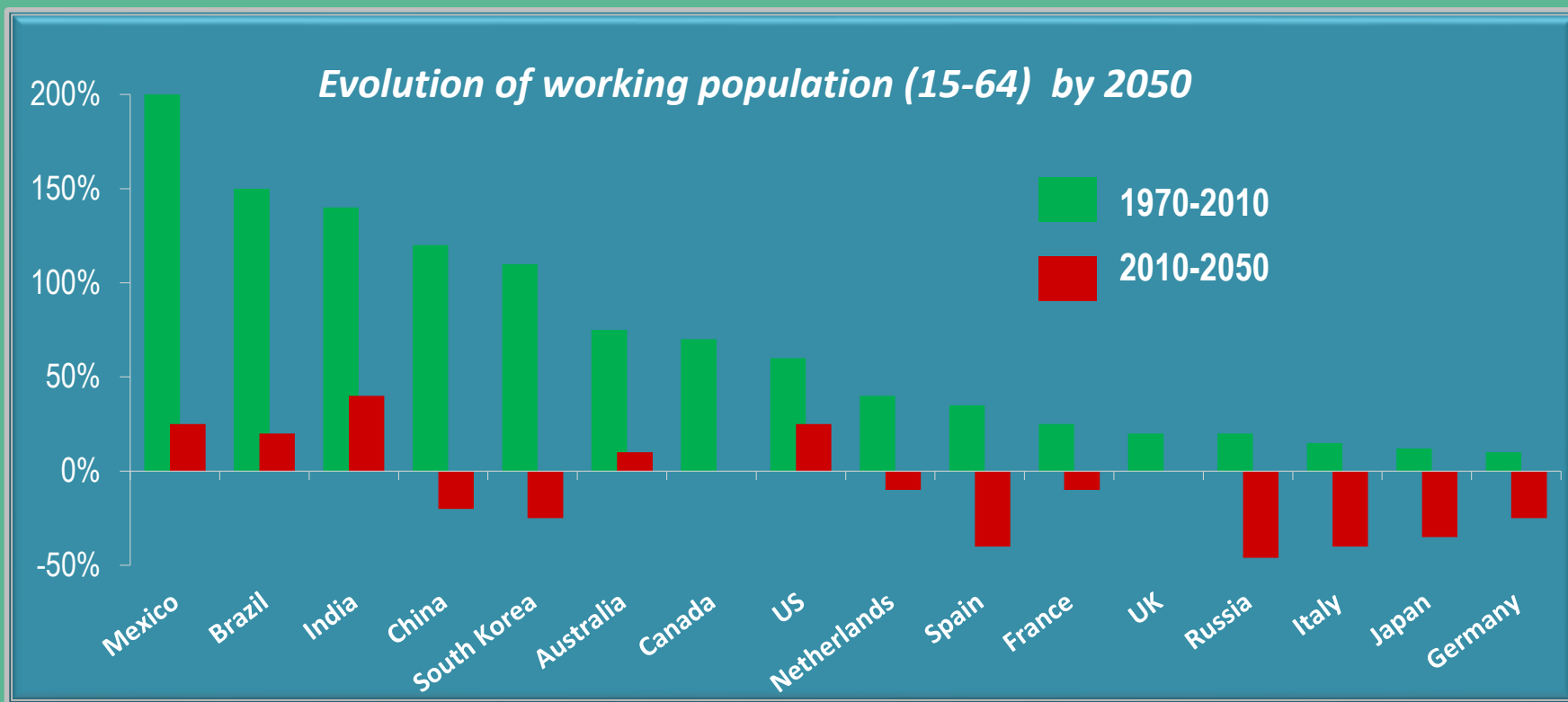
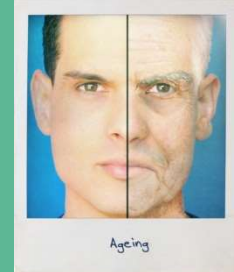
40% =  
China & India

Since 1989,  
global working  
population has  
increased by

**1.2** billion:

Fall out of USSR  
Opening of China

# But working population will shrink in many countries by 2050



Source: Deloitte Research/UN Population Division (<http://esa.un.org/unpp/>) It's 2008: "Do You Know Where Your Talent Is?"

**78 years:** average life expectancy  
in developed countries

**1 out of 2** girl born today  
will reach 100 years old





# Work has been invaded with connectivity!



MORE THAN  
**3 of 4** (77%)  
EMPLOYEES

HAVE MULTIPLE DEVICES, SUCH AS A LAPTOP AND A SMARTPHONE OR MULTIPLE PHONES AND COMPUTERS



**57%**

OF EMPLOYEES

CAN SEAMLESSLY CONNECT TO THEIR CORPORATE NETWORK FROM REMOTE LOCATIONS

**68%**  
(more than 2 of 3)  
OF EMPLOYEES

BELIEVE THEIR COMPANIES SHOULD ALLOW THEM TO ACCESS SOCIAL MEDIA AND PERSONAL SITES WITH THEIR WORK-ISSUED DEVICES

Source: Cisco Connected World Technology 2013

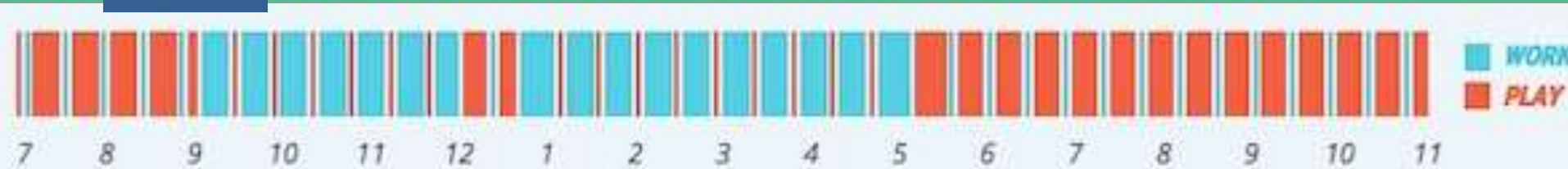
# Multitasking, blurring, bleisure & micro-leisure: the 9-to5 is dead!



## YESTERDAY



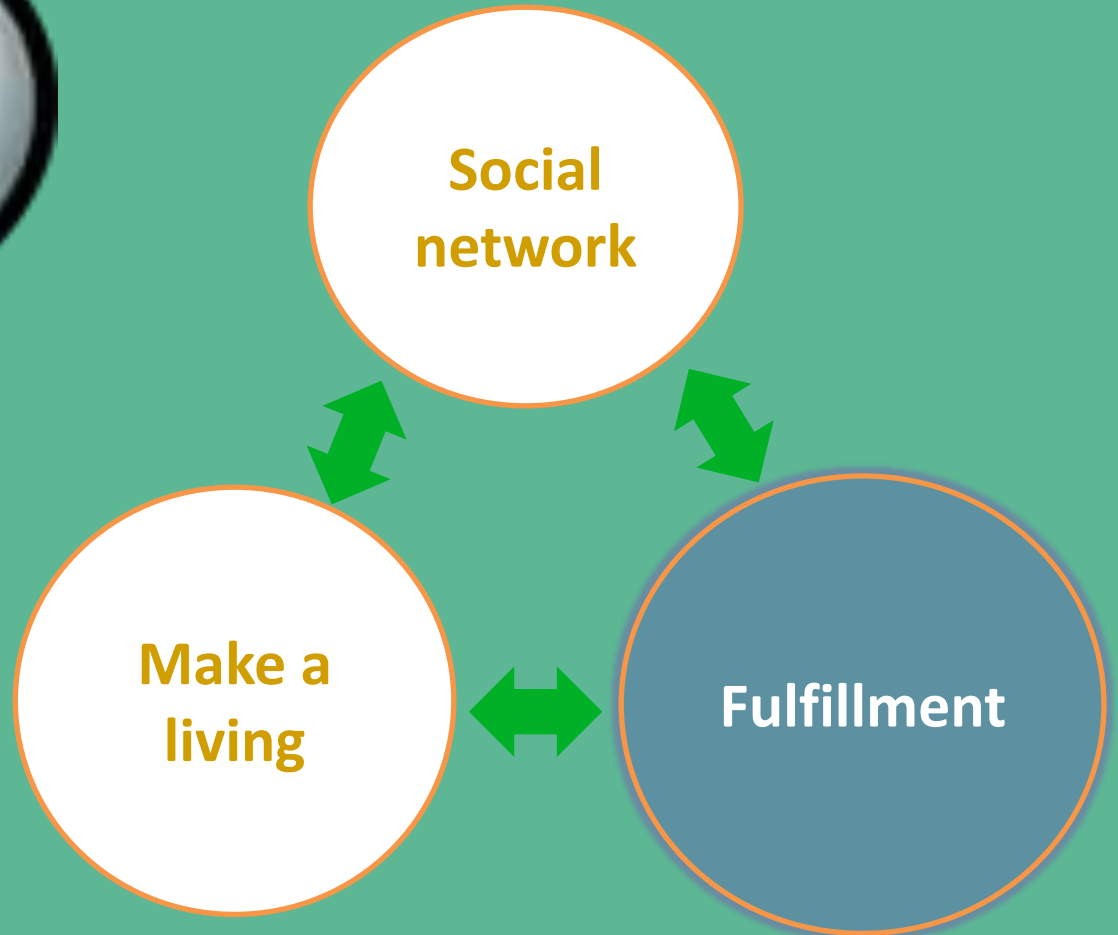
## TODAY



Source: MRY, The New Micro-Leisure



# The fullfilment component of work is more and more essential

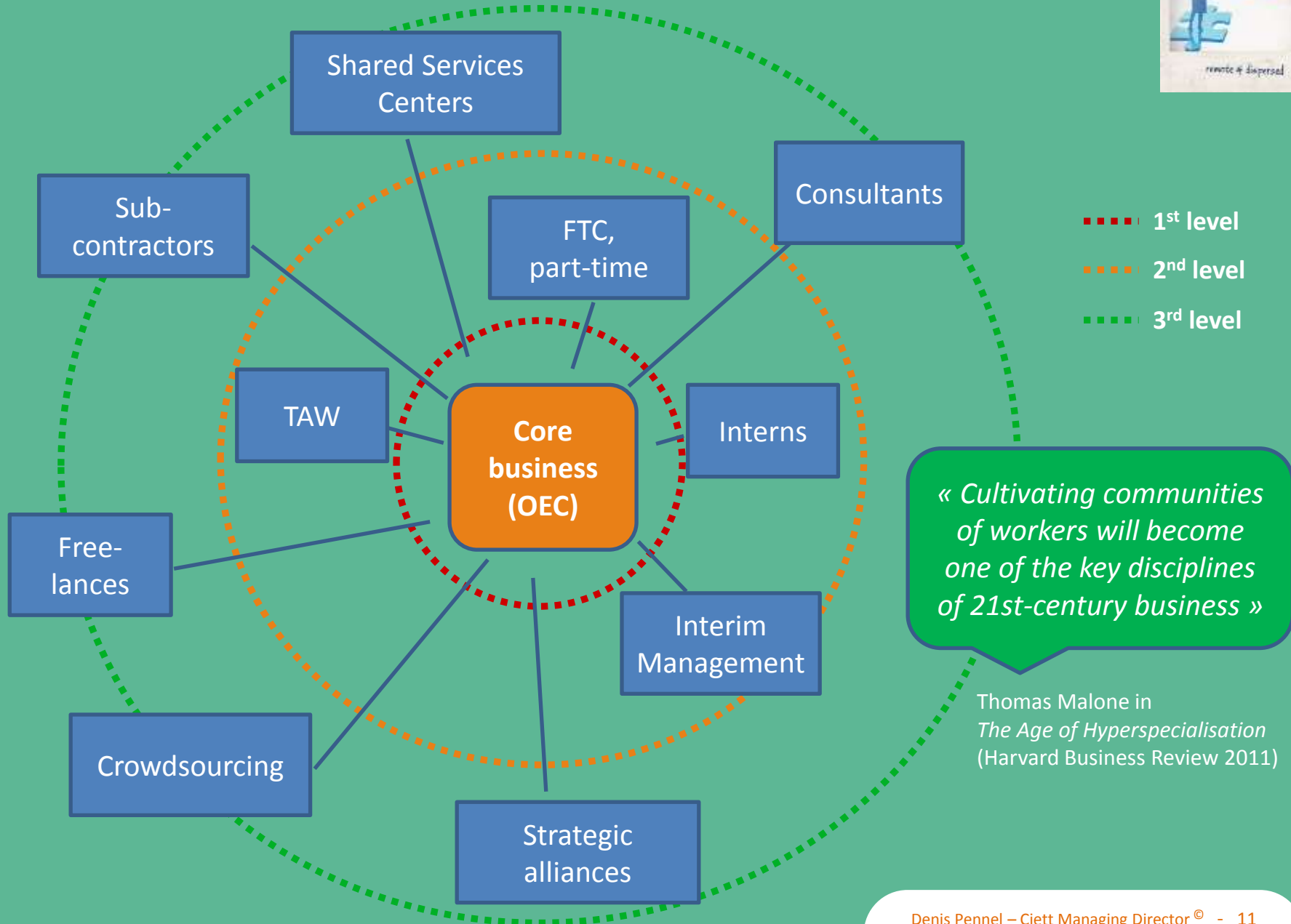
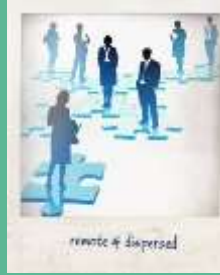


# Generation Y at work

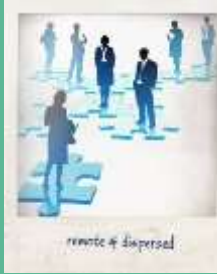


- ❖ Ambitious but self-centered
- ❖ Born without illusion and used to chaos
- ❖ Open, direct and informal
- ❖ Difficult with authority
- ❖ Collaborative, no need for micro-management
- ❖ Use computer as social machine
- ❖ Flexible and mobile
- ❖ High sense of social responsibility

# The rise of a dispersed and remote workforce



# The multiplication of worker types



Settled

Moving

On-site



Deskworker



Road warriors

Off-site



Teleworker



Human Cloud

# Happy@Work?

Only 13% of world's workers say that they are engaged



**Workplace toxicity**

**Downsizing**

**Job disenchantment**

**New family role**

**Employer high demand**



Source: Gallup – State of the global workforce 2013

# From business-to-salaried-employee relationship to business-to-autonomous-worker one?



upwork



ebay

airbnb  
Travel like a human.



UBER

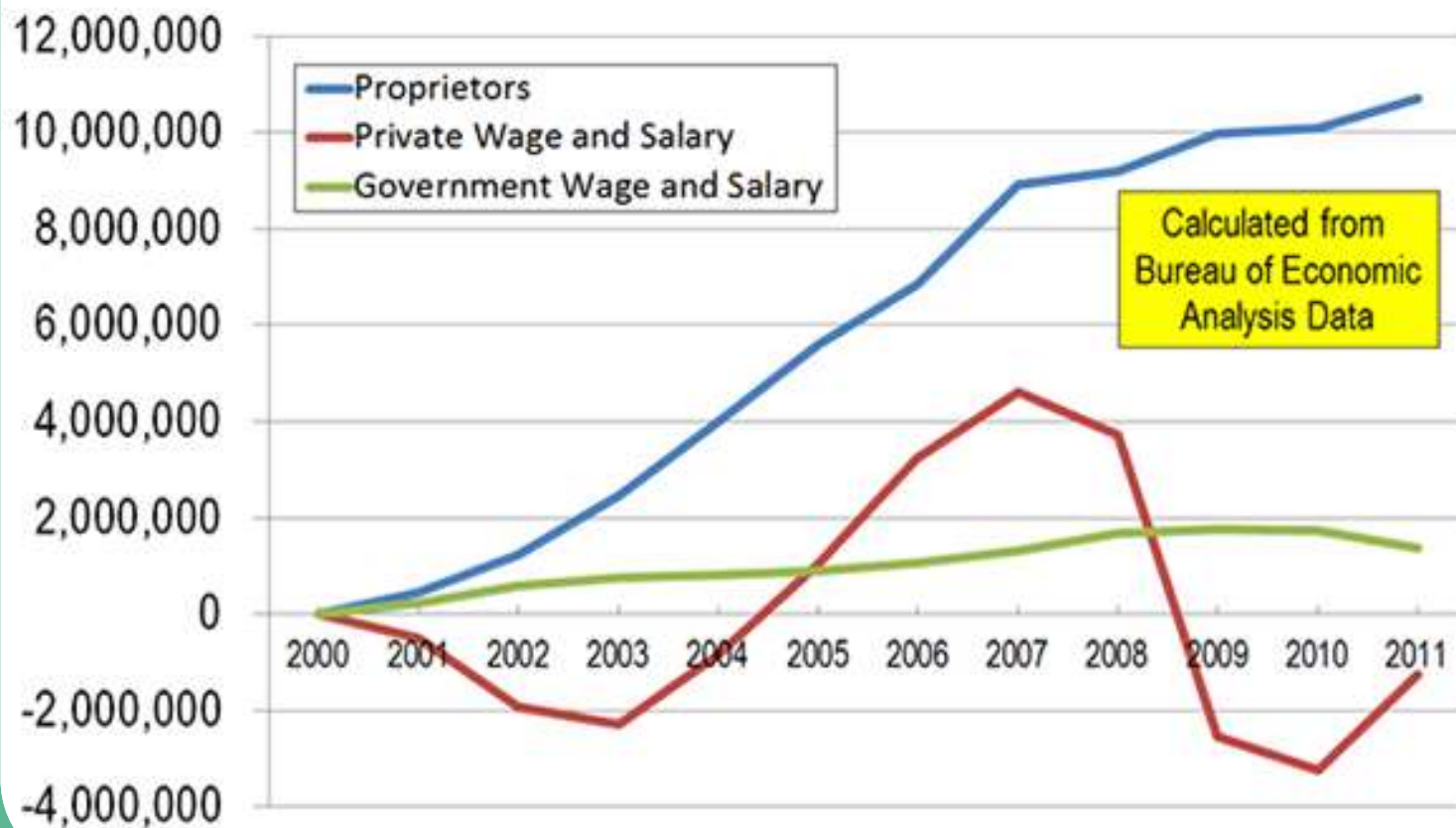
OnForce



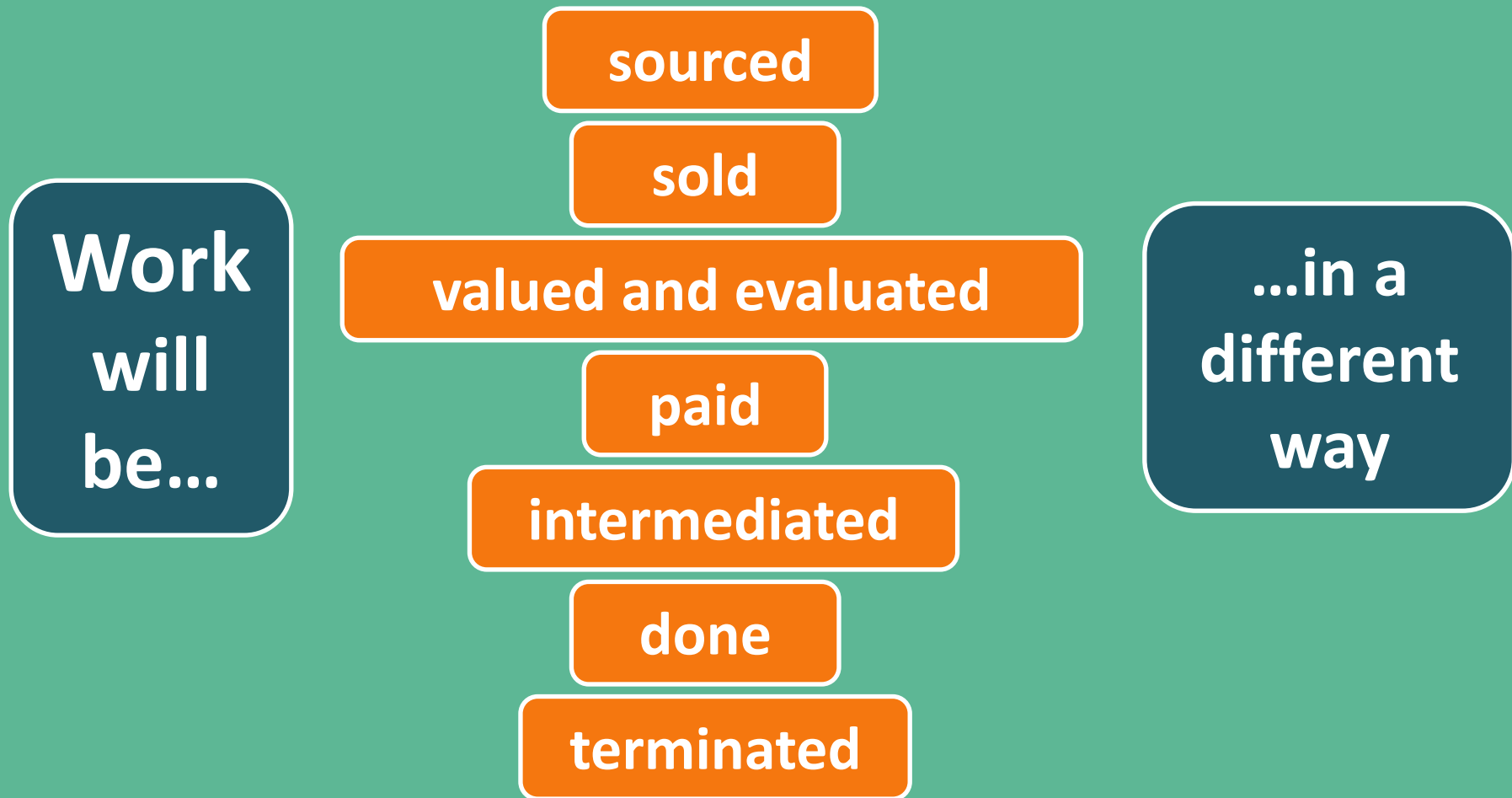
# Going it alone: The rise of the selfie in the USA



## US Employment Growth: 2000-2011 SELF EMPLOYED, PRIVATE & GOVERNMENT



# The end of work as we knew it!



# *Creating new challenges for companies*



complexity



talent shortage



disloyal workforce



new work relationships



human cloud



uberisation



On demand work

# Labour markets are becoming increasingly complex



Greater  
global  
competition

Greater  
speed of  
reaction

Reducing  
product  
lifecycles

Youngsters  
have  
difficulty  
with  
authority

Greater  
diversity  
every-  
where

Higher  
demands  
vis-à-vis  
work

Talent  
shortages

End of  
unity of  
work in  
time and  
space

Changing job  
and career  
concepts

Calls for  
gender  
parity

Calls for  
more  
authenticity  
at work

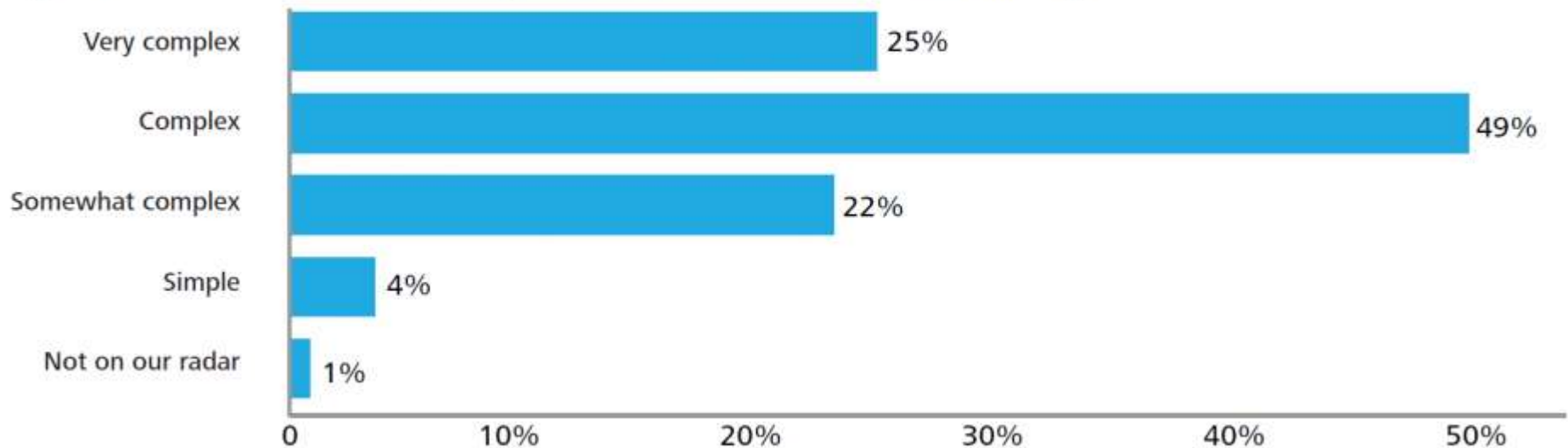
More  
collaborative  
work



# This complexity is fully recognised by companies



**Figure 9. Current state of complexity of the work environment and business practices**



Graphic: Deloitte University Press | DUPress.com

# Recruitment does not come that easy...



**At World level**

**61%**

of companies experience **difficulty** recruiting staff

Main reasons

**87%**

Shortages of **skilled staff**

**49%**

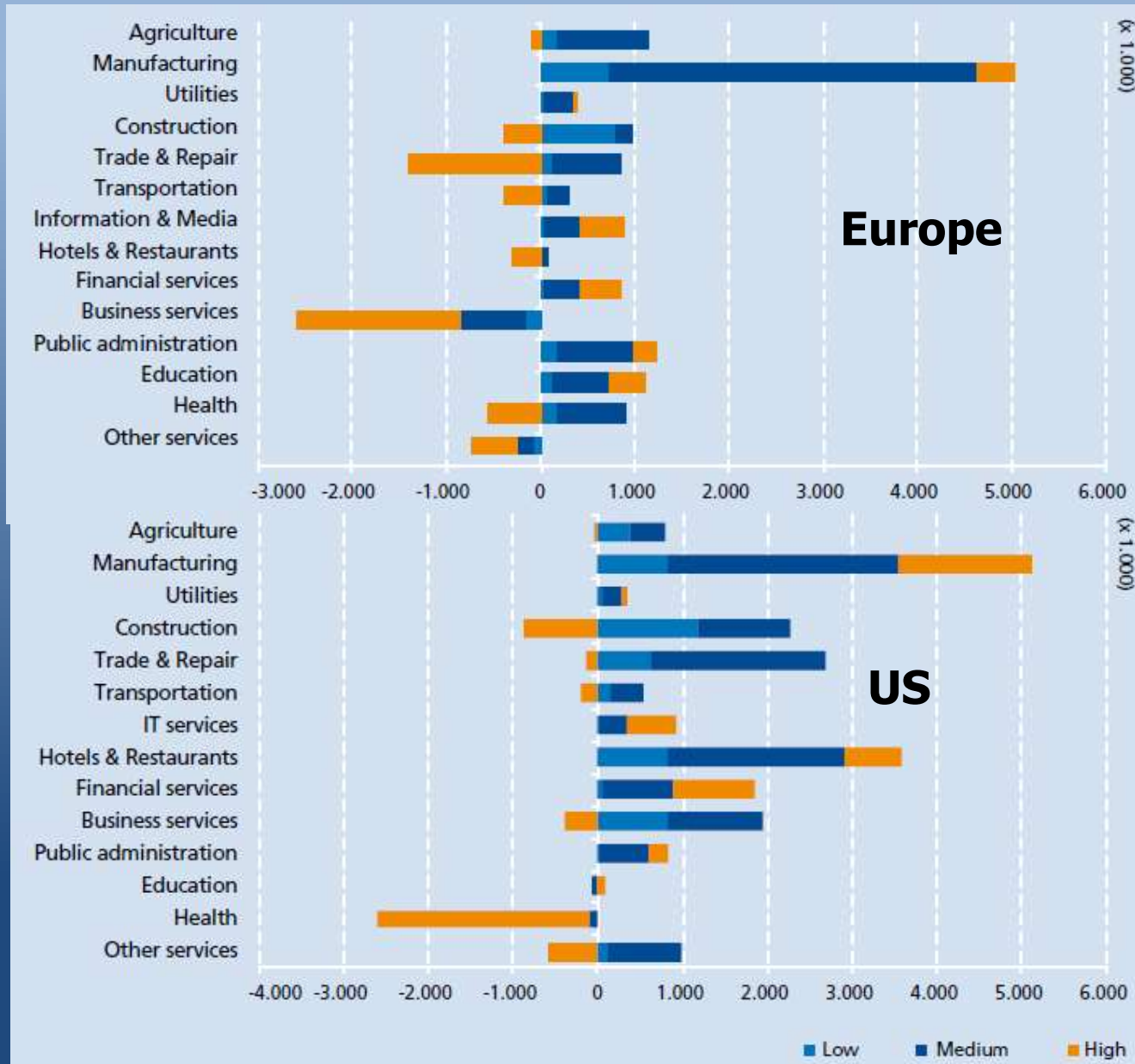
**Salary** uncompetitive

**30%**

**Location** undesirable



# Skills shortages by 2030 will affect many sectors

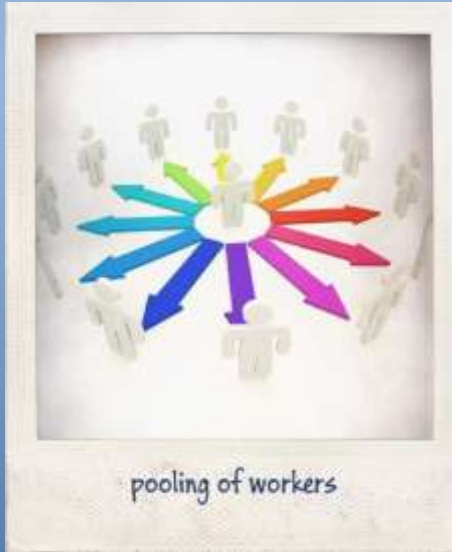


# Workforce loyalty: everyone is becoming a free agent!



- **31%** of people **have quit a job within the first 6 months**
  - The top reasons people leave are related to changing expectations about the job
- **25%** of Fortune 500 managers **change jobs each year**
- **46%** of new employees **washout in the first 18 month**
- The **cost of losing an employee** in the first year is estimated to be at least three times the salary

# The co-existence of new forms of work



# The Human Cloud: Towards an « uberisation » of the labour market?



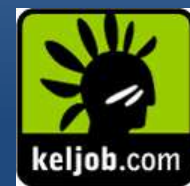
Websites giving  
access to  
jobseekers

Candidates  
databases



Job Boards

Pure  
matching



Platforms bringing  
together freelancers  
and companies  
(labour relationships)

Market  
places






Platforms  
distributing  
microtasks

Crowdsourcing



# Firms from the new economy do not create many « standard » jobs



	Number of employees	Number of contributors
	4,000	160,000
	1,600	1,200,000
	200	20,000,000
	10,000	More than 1 billion

# Towards a casualisation of work ?



Does the employment relationship tend to shorten?

*Nature of employment relationship*

**Contractualisation**

**Length**

**Place of the relation**

Job for life

Open ended contract

Decades

Intra enterprises

Employability

Diversity of labour contracts

Years

Inter enterprises

Freelance

Self employed

Months/Days

Projects

On demand expertise

Contract for services

Hours/Minutes

Real time market places



# Many HR systems have to be revised drastically



sourcing



recruitment



engagement



HR analytics



e reputation

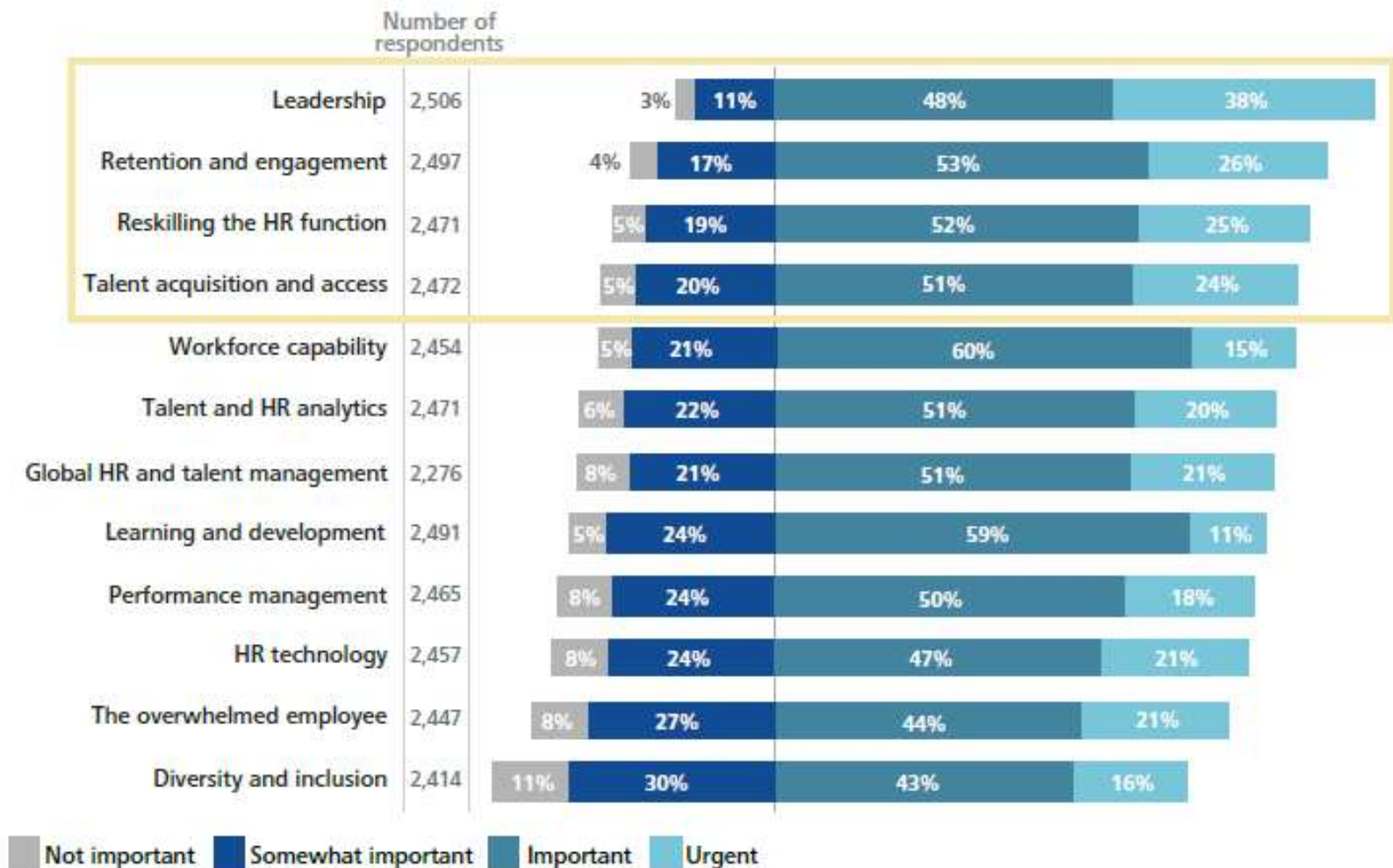


employer's brand

# Sourcing talent is on top of HR priorities



Figure 1. Perceived urgency of 12 global trends



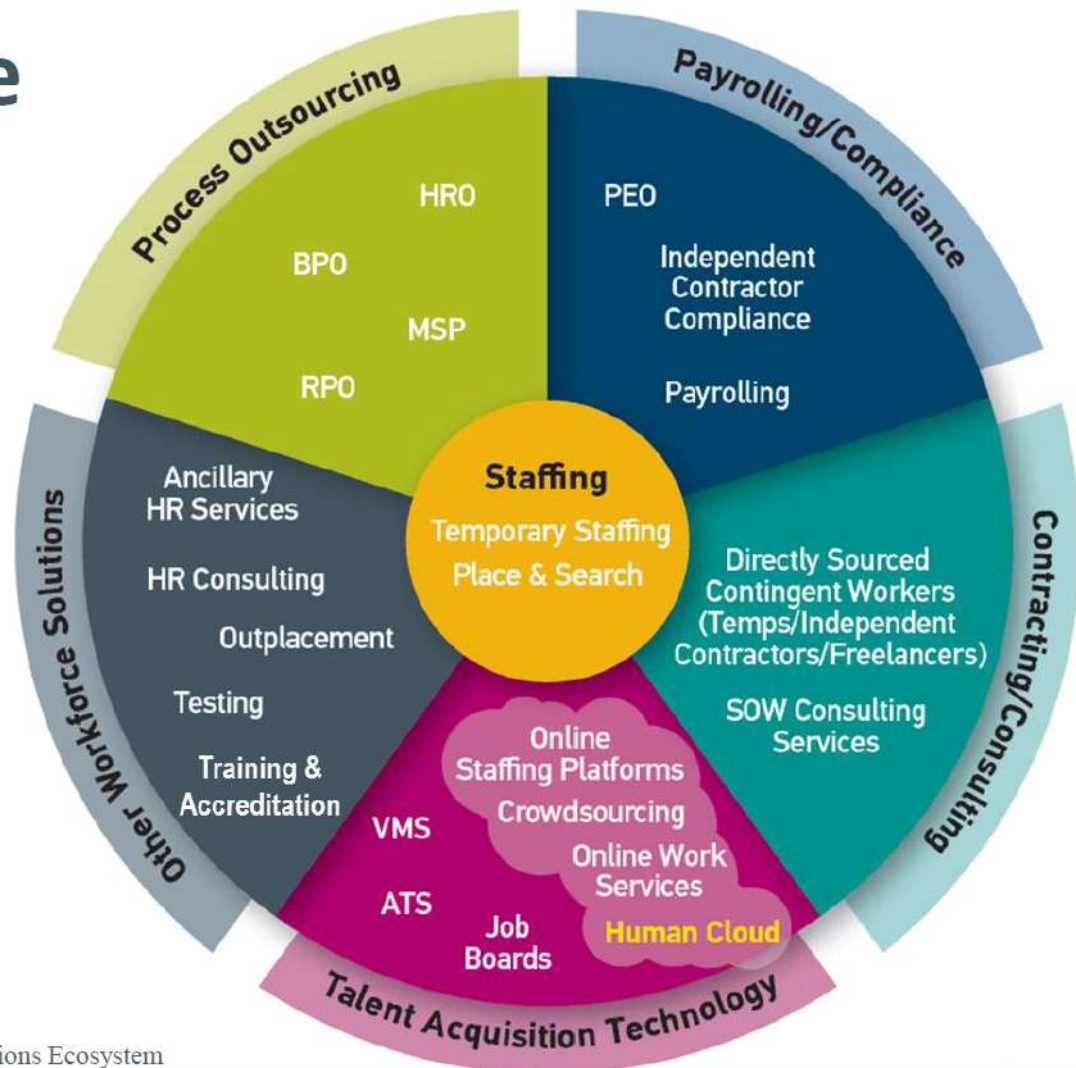
Graphic: Deloitte University Press | DUPress.com

Source: Global Human Capital Trends 2014 by Deloitte

# Companies now face a full range of workforce solutions



## The Workforce Solutions Ecosystem



# External help is very much looked after for sourcing



FIGURE 9:

Plan to increase use of outside recruitment firms to recruit anticipated hires in next 12 months?

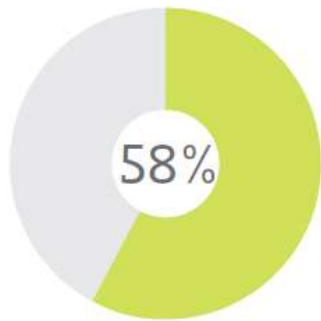
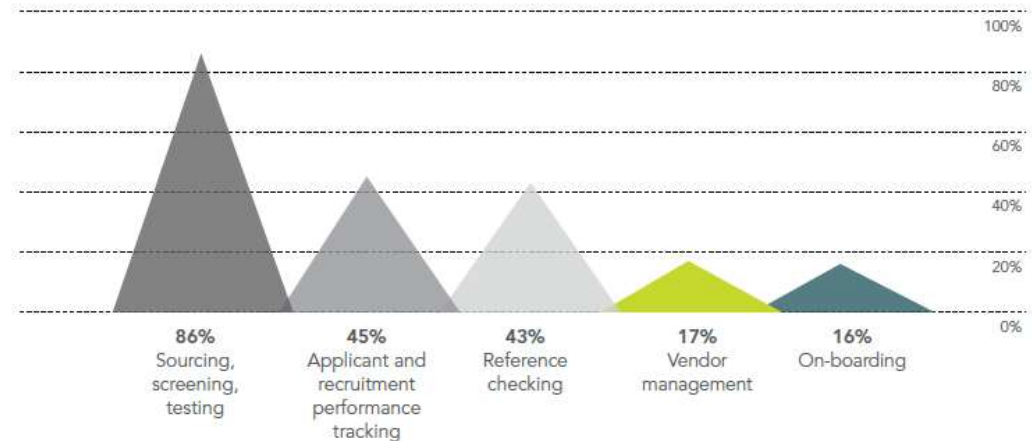


FIGURE 10:

How will you use an outsourced recruiting firm for hiring in next 12 months?



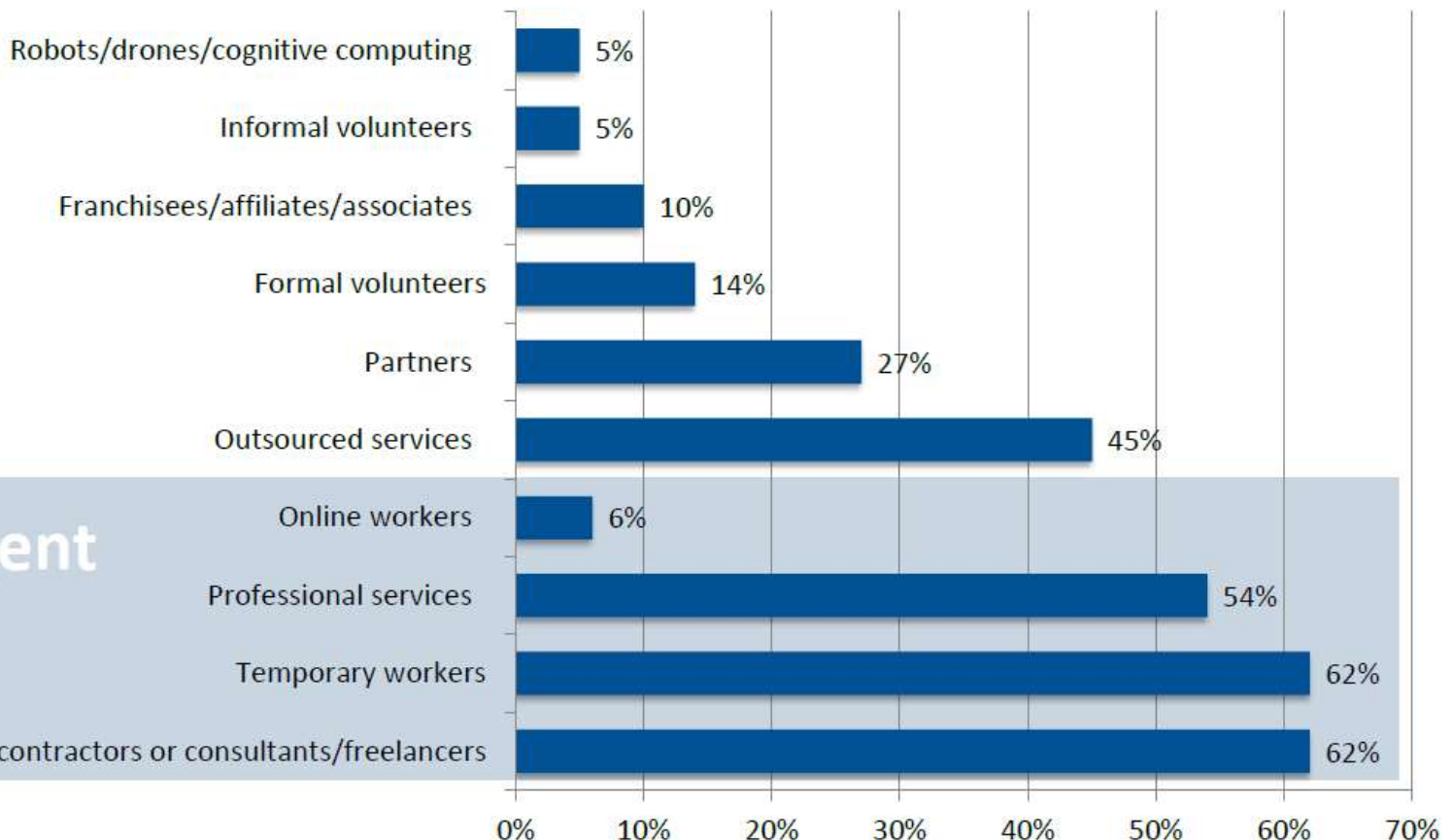
Source: Kelly OCG – Global trends in RPO & Recruitment, 2014



# Companies already use a wide variety of workforce solutions



Based on what you know, which of the following types of 'workers' did work on behalf of your company/organization during 2014?

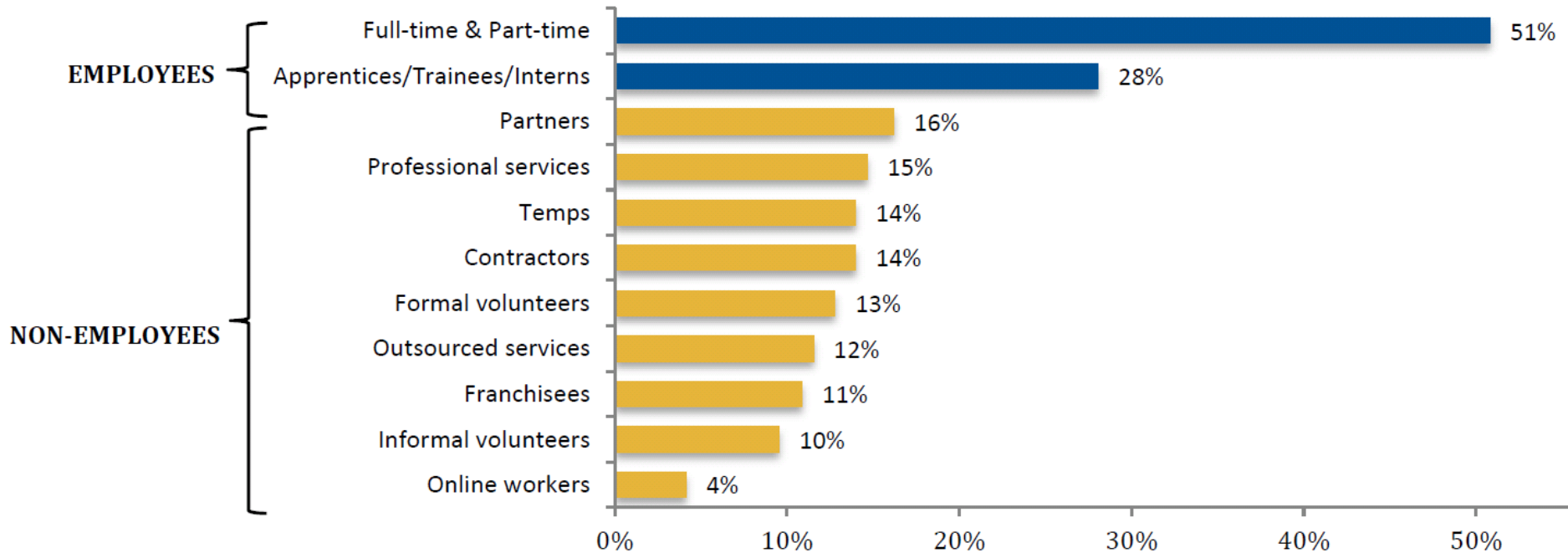


Contingent

# Engagement policy must be extended to non-employees



*Figure 13. Percentage of organizations making very big or big effort to motivate and/or engage workers, by type*



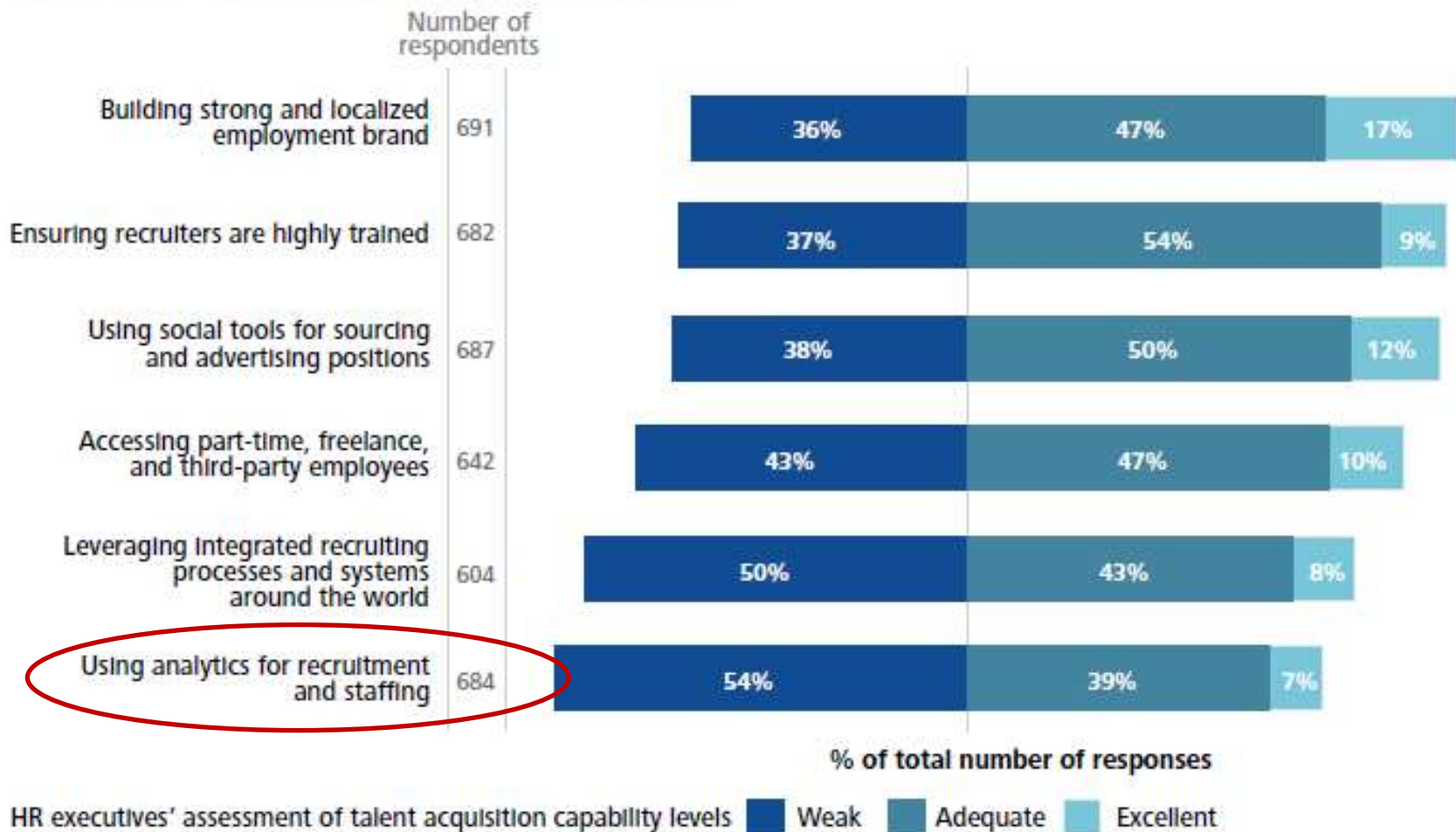
Source: SIA – Total Management Management Report 2015



# HR analytics: companies are lagging behind



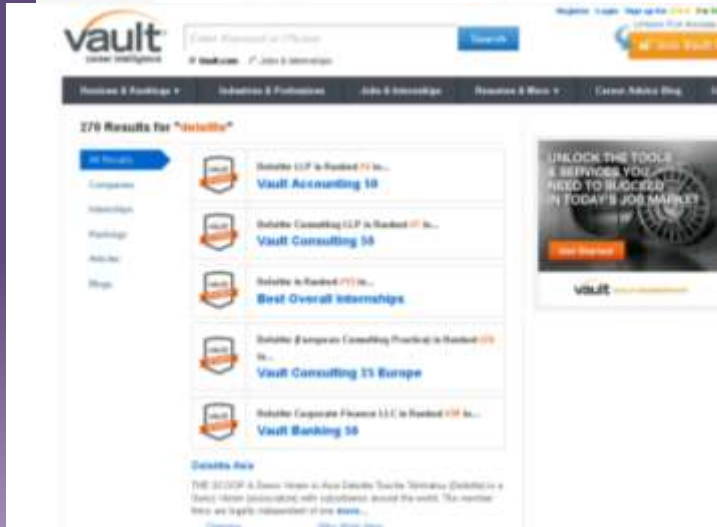
Figure 3: Mixed levels of talent acquisition capabilities



Source: Global Human Capital Trends 2014 by Deloitte

Graphic: Deloitte University Press | DUPress.com

# Companies have to cope with labour markets that have never been so transparent



# The New Work Contract: Redefine the contractual arrangement terms



## DEAR LEADER:

Life is just too damn precious!

It's no longer acceptable that there's work and there's life and it's up to us to balance the two. We deserve a better return on the time and energy we invest in your company.

*« We are  
business  
units of  
one »*

*« People  
want to be  
themselves  
at work »*

**Trust  
Truth  
Collaboration**

# Conclusion:

## Towards an integrated total talent management



Build a strong talent brand

Create a talent community

Appoint an Officer of extended workforce management

Extend your performance management and analytics efforts to on-demand talents

Encourage use of social media tools that allow employees to enable workplace performance and support life interests

Put in place integrated management and risks control across the business, procurement and HR teams



# Thank you!



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New Reality  
of Work



La nouvelle  
réalité du  
travail