

# THE FUTURE OF WORK REPORT

# 7 Drivers Shaping The Future Of Work

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Trends  
Solutions  
Tools



Partners:



Professional  
Partners:



# Introduction



**Przemek Berendt**

CEO and Cofounder,  
Talent Alpha.

## The Future of Work is happening now.

It's not as good as expected, but neither is it as bad. A few years ago, headlines such as "Five Million Jobs will be lost" or "AI could wipe out humanity" dominated the news. Although the long term future is still in question, currently the fact is that The Fourth Industrial Revolution **is creating more jobs (133 million) than destroying (75 million)**<sup>[1]</sup>. Up to **85% of the jobs that will exist in 2030 haven't even been invented** yet<sup>[2]</sup>. Technology is opening up new opportunities both for business and employees.

At the same time, we are undergoing a **revolution in the way people work**, think about their workplace and use technologies to change organizations and businesses. We are experiencing the rise of the gig economy. **Already, in the US, around 40% of the workforce are "gig workers"**<sup>[3]</sup> - serving their duties remotely, in the Human Cloud through a variety of different platforms. Globally, **the Tech Talent gap is Close to reaching 10 million**, forcing new management and recruitment strategies, new

processes, and intensive re-skilling and upskilling. Finally, the **legislative environment is changing** - although it's still not ready for many of the challenges connected with a highly mobile workforce, tax payers moving to an international cloud, the need for mass re-education, data security issues and much more.

According to Gartner, only 9% of Chief Human Resources Officers agree that their organization is prepared for the future of work. Is your company ready?<sup>[4]</sup> In this report you will find an overview of **7 Drivers that are Shaping the Future of Work**. As a fast growing, global organization working in a highly innovative field, we were able to invite a selection of **industry experts**, who, like us, are passionate about the newest trends, to comment on some of the most important trends and challenges and give advice. We hope you enjoy the report.

**Welcome to the Future of Work.**

### How fit for the future are you? Take our self-assessment

- Do you use modern teamwork solutions?
- Are you open to flexible and remote working?
- Do you have a strategy to secure the right skills for the future?

[Get your personalised score and valuable tips](#) ▶

<sup>[1]</sup> World Economic Forum, 2018, [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2018.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf)

<sup>[2]</sup> [https://www.delltechnologies.com/content/dam/delltechnologies/assets/perspectives/2030/pdf/SR1940\\_IFTforDellTechnologies\\_Human-Machine\\_070517\\_readerhigh-res.pdf](https://www.delltechnologies.com/content/dam/delltechnologies/assets/perspectives/2030/pdf/SR1940_IFTforDellTechnologies_Human-Machine_070517_readerhigh-res.pdf)

<sup>[3]</sup> US Bureau of Labor Statistics, 2017-2020

<sup>[4]</sup> Gartner, 2019

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# Enabling Technology

The 4<sup>th</sup> Industrial Revolution is Rapidly Changing the Way We Live and Work.

According to the [World Economic Forum](#), automation will displace 75 million jobs by 2022.

In Shanghai, JD.com's 40,000 sqm warehouse is operated by robots and just 5 people. Ericsson will open its **fully automated factory** next year and Tesla's goal is to run all factories without human help as soon as possible. On the flipside, **133 million new roles may emerge** due to new business opportunities all around the world. China is a leader in 5G and e-commerce, Kenya leads in mobile payments and India in digital and registration. So the 4<sup>th</sup> Industrial Revolution is boosting new roles in these countries.

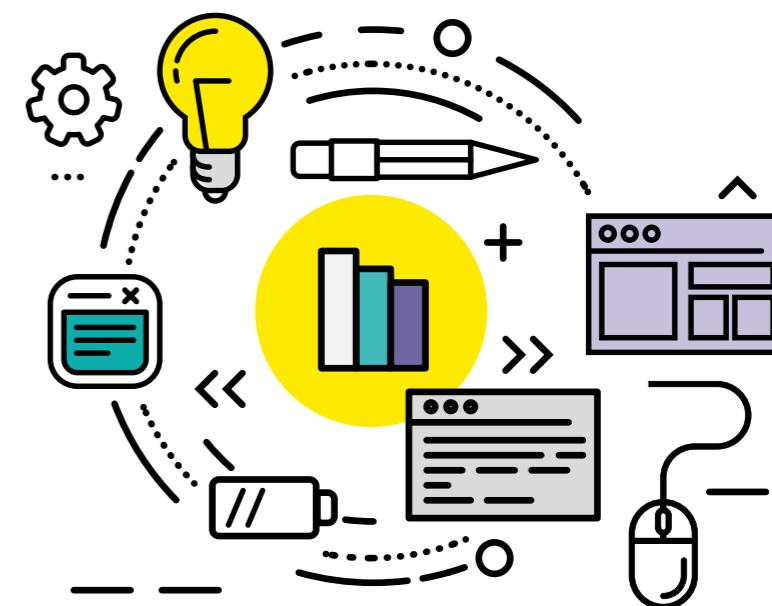
**Hyper-connectivity and cloud computing platforms** allow us to work and collaborate from anywhere in the world. The **variety of As-a-Service solutions** enable flexibility and free choice and support the development of the Gig Economy. **Voice and facial recognition, IoT, and wearables** help track our activity - supporting HR and recruitment processes. All of these raise questions about privacy, but they seem inevitable - in two years, nearly 20% of US citizens will use some kind of wearable or **activity tracker**.

All these trends are heavily shaping the future of work.

## Infographic

### Virtual Collaboration Enablers:

- Slack
- Office 365 and Microsoft Teams
- G Suite
- Asana
- GitHub
- Jira



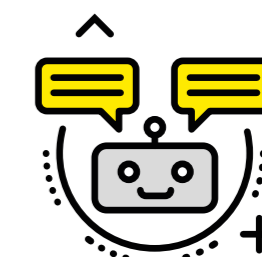
88% of Europe's current digital potential is still not used. In the US it's 82%<sup>[5]</sup>



We can expect **One Trillion** IoT devices by 2035<sup>[6]</sup>



20% of US citizens will use a wearable or other activity tracker in 2 years



80% of HR specialists are ready to implement chatbots to answer employees' queries<sup>[7]</sup>

### ML & AI Impacting Work:

- **HireVue**: analyzes videos of candidates
- **Arena**: gives predictions of a candidate's future performance
- **Ideal**: analyzes and gathers candidate information from different sources
- **Arya**: automates the sourcing process

<sup>[5]</sup> McKinsey, 2018  
<sup>[6]</sup> ARM/Softbank, 2017  
<sup>[7]</sup> HR.com, 2018

**Expert View**



**Piotr Wiśniewski**

Founder & Managing Director of DBR77 Consulting and inventor of **DBR77** - the World's first Robot-as-a-Service solution for factories.

**Automation of the company's production processes can increase profits by up to 20% and even today, more than 50% of technical activity performed by people could be done by robots of various types. But people do not believe it. They are afraid. So what should you do? Here are three things I always advise my clients:**



**1. Become aware of the necessity for change – adapt or die**

Those who do not change will be out of the race. You and your employees need to understand this.

**2. Implement employee development programs**

Check future competency needs and train your people where you see gaps.

**3. Be ahead of others**

The lack of competent staff, a long return-on-investment time frame, and the lack of consent for additional investment risk should be treated as challenges, not excuses.

**Keep An Eye On:**

**UIPath, Blue Prism, Automation Anywhere, EdgeVerve**

Robotic Process Automation software that informs, augments, supports and assists people in the automation of processes.

[www.uipath.com](http://www.uipath.com), [www.blueprism.com](http://www.blueprism.com), [www.automationanywhere.com](http://www.automationanywhere.com), [www.edgeverve.com](http://www.edgeverve.com)

**DBR77**

The world's first Robot-as-a-Service company. You don't need to buy a robot - pay for results not for ownership.

[www.dbr77.com](http://www.dbr77.com)

**HireVue**

HireVue augments human decision-making in the hiring process. It combines video interviews with predictive, validated I-O science and artificial intelligence.

[www.hirevue.com](http://www.hirevue.com)

**Twenty Billion Neurons**

They're building the next generation of virtual assistants that are visually enabled and interactive.

[www.20bn.com](http://www.20bn.com)

**IBM Watson**

Revolution before our eyes.

AI supports all kinds of analysis, enables real time interactions with clients, and helps with data driven and bias-free decisions. It is changing the way we work.

[www.ibm.com/watson](http://www.ibm.com/watson)

**Humanoid Robots:**

**Sophia**

Designed to understand human: robot interactions.

[www.hansonrobotics.com](http://www.hansonrobotics.com)

**HRP-5P**

Capable of heavy labor.

<http://bit.ly/2krrW4h>

**Atlas**

The World's Most Dynamic Humanoid.

[www.bostondynamics.com/atlas](http://www.bostondynamics.com/atlas)

**Skybot F-850**

The first humanoid robot in space - by Russian Space Agency.

<https://fxn.ws/2lPstwV>

# Office Infrastructure



## Introduction

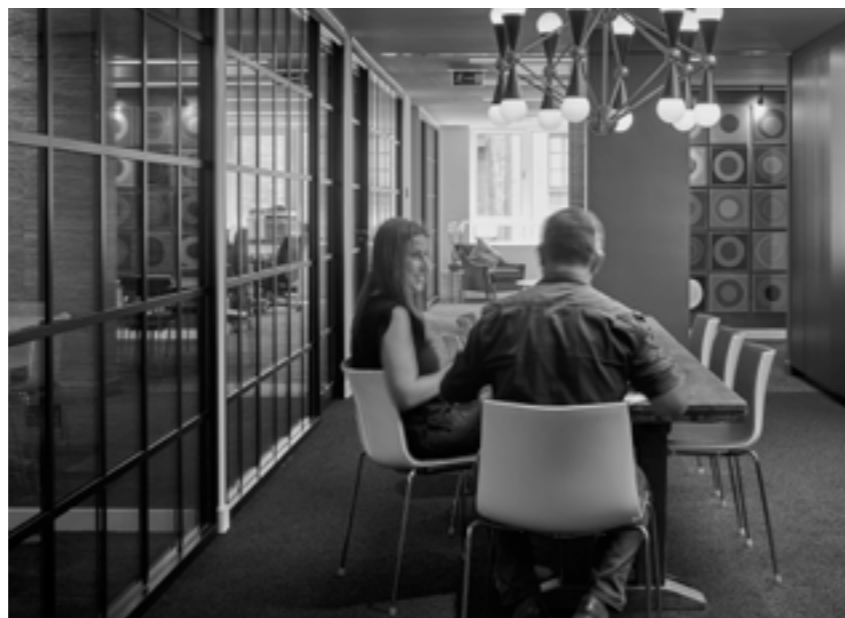
# Employee Satisfaction is Critical to Business Success

### Savills' What Workers Want

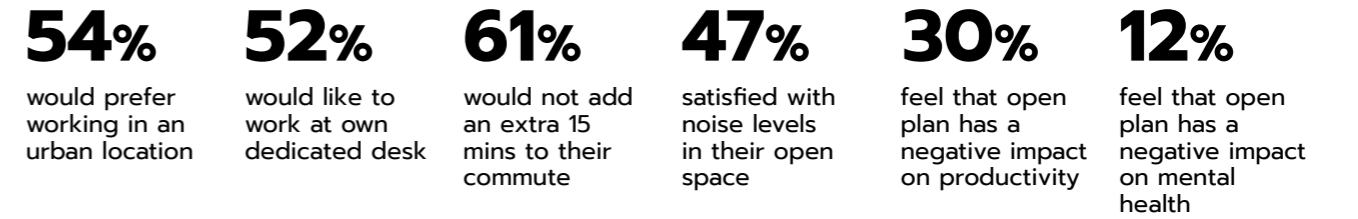
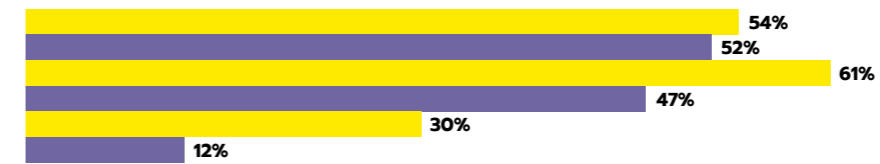
survey investigates the wants and needs from the workplace of over 11,000 European office workers, covering 11 of Savills European office markets - France, Germany, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden and the UK. The key trends demonstrated by the 2019 survey indicate that the most important factors that occupiers want in their ideal workplace are Choice & Control, Commute and Connectivity: choice and control over their workplace, length and cost of commuting, and provision of quality IT infrastructure.

Organisations must embrace change in order to survive daily issues, unanticipated events and constant challenges; so how can they best survive a crisis and get the most out of today's frequent and disruptive shifts? Engaged and satisfied employees are critical to business success; so what employees want in their workplace is fundamental to the effective realisation of business strategies.

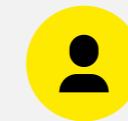
Researchers and experts have long been predicting the future-state debating millennial influences, multigenerational workforce and extensive technology transformation. Undoubtedly real estate and HR solutions will have to evolve to meet changing demands.



## Key findings:



## The Most Important Factors for your 'Ideal' Workplace



**86%**  
Length of Commute



**83%**  
Wi-Fi Technology



**82%**  
Places to Focus

## Most important workplace factors?

**82%**



Smell  
Security

**85%**



Noise  
Temperature

**86%**

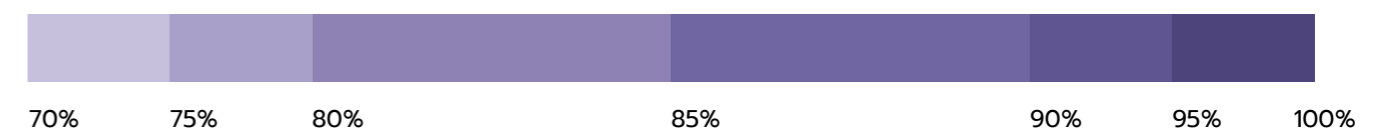


Lighting  
Air Quality

**88%**



Comfort  
Cleanliness



## Expert View



**Katrina Kostic Samen**

Director, Head of Workplace Strategy & Design, KKS Savills.

*"One thing is certain - the future workplace will be people-centric."*

## What We Can Expect in the Future Workplace

Numerous points of view exist on how the future of workplace will evolve; however one thing is certain - it will be people-centric with health and wellbeing front and centre. The traditional linear career path will be replaced by a journey full of twists and turns leading to, what could conceivably be a more exciting and fulfilling experience.

Advancing technology, economic challenges and a multigenerational workforce will drive change. Organisations will have to develop global and local approaches to developing and retaining their people. What the workforce wants will be at the heart of the debate and the ability of individuals to shape their careers will define the workplace of the future.

### In the future there will be a greater focus on:

<b>Choice</b>	Empowered to choose and control where, when and how tasks are completed
<b>Enrichment</b>	Art, biophilia, variety, colour, activity, texture
<b>Experience</b>	Accessible, intuitive, adaptable and digitally connected
<b>Flexibility</b>	Physically and virtually, both in and out of the workplace
<b>Purpose</b>	Foster passion, creativity, positivity, community and desire to make a difference
<b>Wellness</b>	Mindful workspaces supporting both physical and mental health

## Keep An Eye On:

### Workplace as-a-Service:

**IWG** – provides a choice of professional, inspiring and collaborative workspaces, communities and services. [www.iwgplc.com](http://www.iwgplc.com)

**WeWork** - provides shared workspaces for technology startups and other companies. [www.wework.com](http://www.wework.com)

**Mindspace** - inspiring coworking space for teams of all sizes. [www.mindspace.me](http://www.mindspace.me)

### Technology for Your Office:

**OfficeRnD** - the world's leading coworking management software helping coworking and shared workspaces maximize productivity and improve members experience. [www.officernd.com](http://www.officernd.com)

**Slido** - a platform that complements a physical audience hosting space by providing a new way to crowd-source audience ideas and streamline Q&A sessions, among other customizable features. [www.sli.do](http://www.sli.do)

**Matterport** - 3D camera & building scanner: create virtual tours for real estate. [www.matterport.com](http://www.matterport.com)

**Azure Digital Twins** – IoT service that helps to create comprehensive models of physical environments. It creates spatial intelligence graphs to model the relationships and interactions between people, places and devices. [www.azure.microsoft.com/en-us/services/digital-twins](http://www.azure.microsoft.com/en-us/services/digital-twins)

**Luctra** – designer and office lamps, lighting options can be customized and personalized through an app, contribute to a person's circadian rhythm by simulating the natural course of daylight. [www.luctra.eu](http://www.luctra.eu)

**NeoTex** - creates sound optimization in the office, it's a new acoustic solution. It can be easily integrated into doors, roller blinds etc. [www.cka.de/innovationen/neotex.html](http://www.cka.de/innovationen/neotex.html)

**Knowledge3** - allows large end-users of real estate to import vast stores of property-related documents and convert the collected data into dynamic visualizations. <http://bit.ly/342vZoF>

**Office App** - Revolutionising the way office environments are utilised, improved, experienced and built. Bringing a happy office life to your employees and tenants. [www.getofficeapp.com](http://www.getofficeapp.com)

Selected by Talent Alpha

# Process

## Introduction

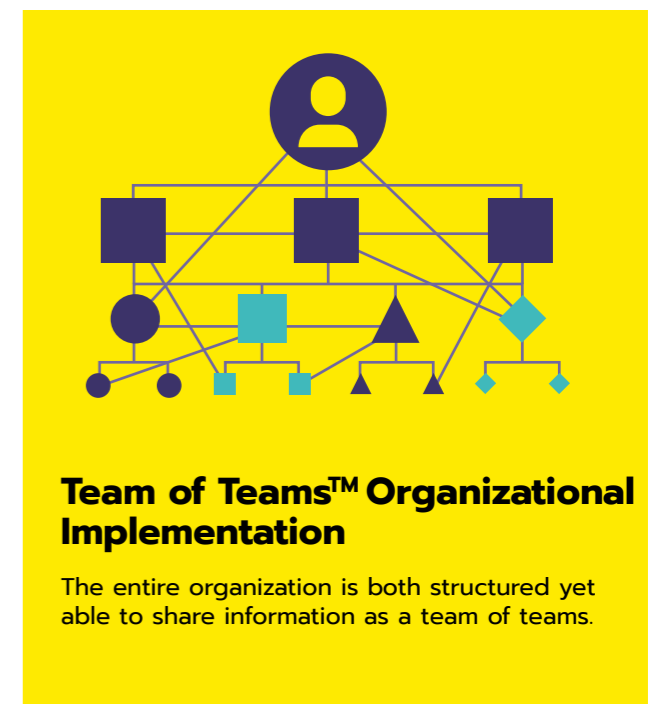
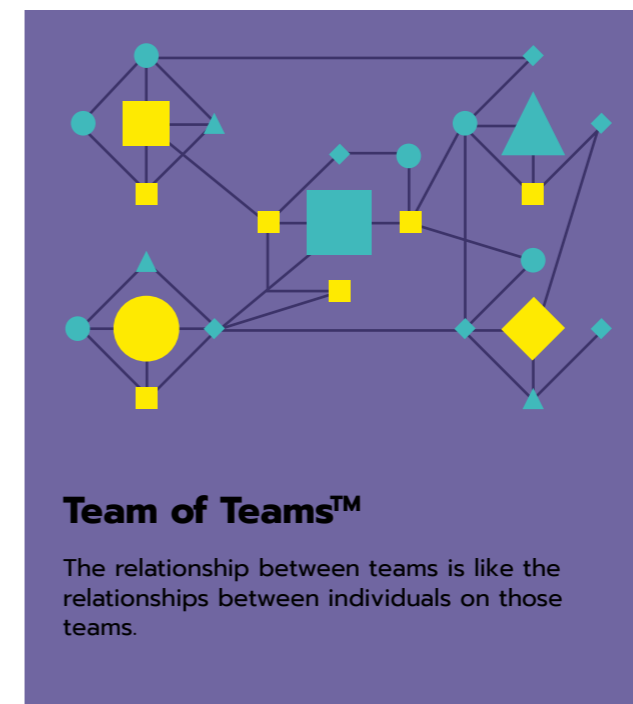
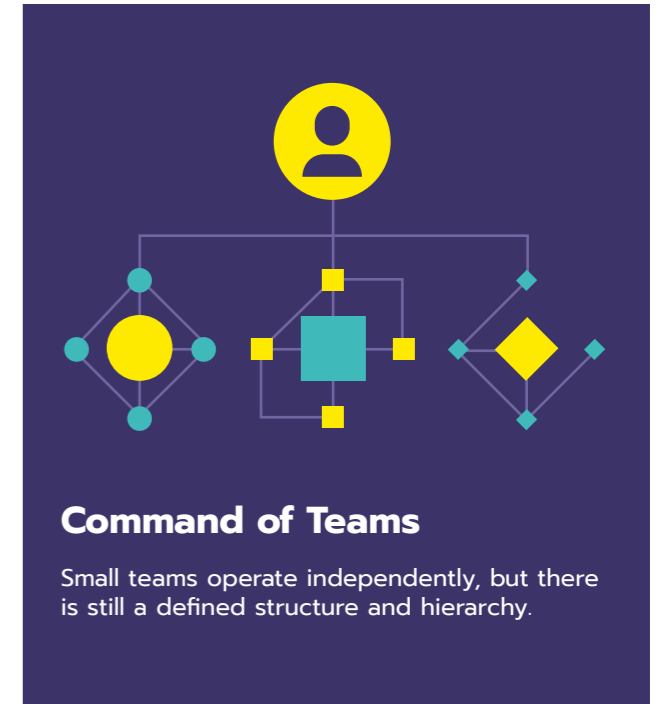
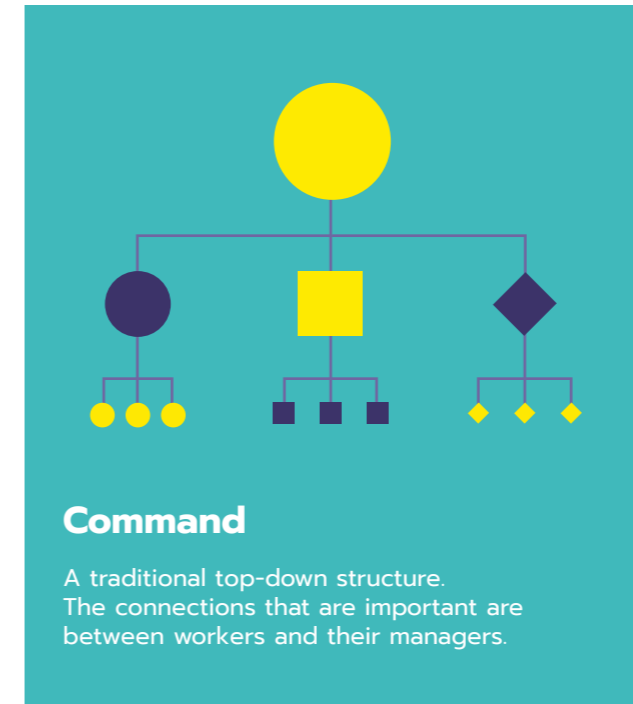
# Agile, Network-focused, Data-driven

Why do 70% of Digital Transformation projects fail? Because digital transformation means change and organizations underestimate how complex that is when people, processes and even culture are involved. Gone are fixed processes that can be developed, implemented and then rarely updated. Businesses have to create processes that are agile, knowledge-intensive, and data-driven as work is characterized by rapidly changing teams, tasks, and goals that are carried out anytime, anyplace.

Organizations are also increasingly defined as 'network orchestrators', meaning access to skills and resources through activities like crowdsourcing becomes more important than the skills and resources they own. Approx 40% of global CEOs expect the majority of innovation in the future to be co-developed with partners outside the organisation.

This intense speed of change demands new, flexible models of managing processes, projects and people e.g. The Team of Teams approach piloted by The US Army's General McChrystal - operates as a network with a shared consciousness where every member is empowered to execute; building genuine relationships and trust.

## Infographic



Source: [www.mcchrystalgroup.com](http://www.mcchrystalgroup.com)

Instead of maintaining a traditional structure in which people work in hierarchies based on a function or a formal business unit, an organization operates as a constellation of teams that come together around specific goals. For a team of teams structure to operate efficiently, the organization must have a 'shared consciousness' - a systematic understanding - whereby people at all levels of the organization understand the big picture and how their role fits into the overall objective, allowing them to work independently to one another, while understanding how their work is contributing to the greater goal.

**Expert View**



**Tony Saldanha**

President of **Transformant**, former VP Procter & Gamble.

**There is absolutely no doubt that for an organization to survive the 4th Industrial Revolution and succeed in the future of work, they need to radically transform their processes.**

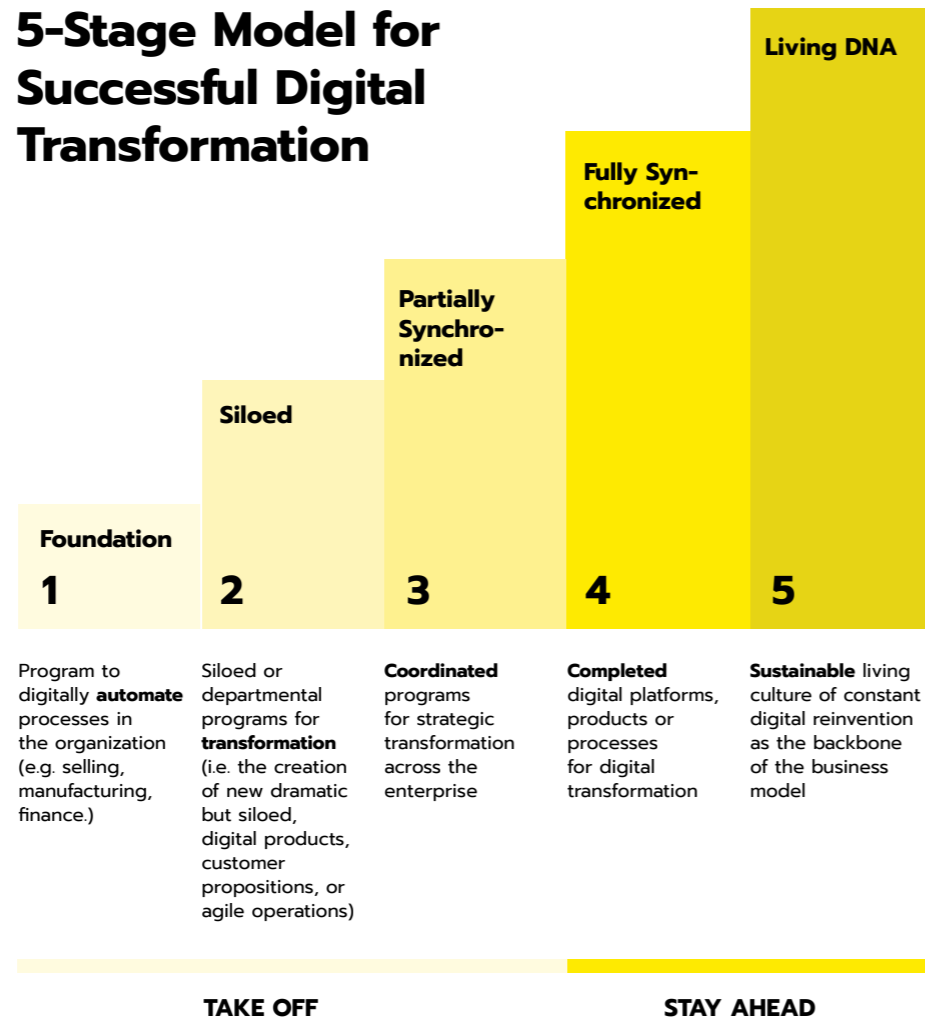
This means not only completely rewiring their business by streamlining, automating and digitizing their processes, but completely rethinking the way their organization operates and consequently their entire business culture.

The most complex stage of transformation is the transformation of the business culture. For this to occur, business leaders must recognise the changing need for talent. In essence, this needs an HR strategy that recognizes the need to source talent differently. Leaders must also ensure that everyone in the organization understands the importance and necessity for employee-driven continuous learning and have the requisite processes in place to encourage and allow for that. The future organization needs a mix of employees that continuously learn and a source of talent with specific skills, that's available on demand.

Find out where you are and how to move up the 5-Stage Transformation Model

Download the Checklist

**5-Stage Model for Successful Digital Transformation**



**Keep An Eye On:**

Business process management (BPM) tools have an end goal of improving corporate performance. They provide a systematic approach to managing and optimizing a company's business processes. BPM tools usually facilitate designing, modeling, implementing, and measuring workflows and business rules, thus helping companies to refine and optimize processes that involve human interaction or multiple business applications. The goal might be to reduce inefficiencies, human error, or miscommunications...

**KissFlow**

**Business process management & workflow.** A cloud-based business process management and workflow management tool designed to enable users to create an unlimited number of automated business applications with a simple user interface.

[www.KissFlow.com](http://www.KissFlow.com)

**LastPass**

**Centralize and manage passwords.** An award-winning password manager, it saves passwords and gives secure access from any computer or mobile device.

[www.Lastpass.com](http://www.Lastpass.com)

**Asana**

**Workflow and communication.** Project management tool. Easily organize and plan workflows, projects and more, to keep your team's work on schedule.

[www.Asana.com](http://www.Asana.com)

**Basecamp**

**Workflow and creative production.** Basecamp is a total project management app that helps organize every aspect of how teams manage projects.

[www.Basecamp.com](http://www.Basecamp.com)

**Buffer**

**Social media.** Helps build your audience and grow your brand on social media. Plan, collaborate and publish thumb-stopping content that drives meaningful engagement.

[www.Buffer.com](http://www.Buffer.com)

**Tallyfy**

**Workflow and process management.** Tallyfy is a business process workflow management tool which automates, improves, documents and tracks recurring processes. Tallyfy makes decision-making easy and helps deliver consistently better outcomes.

[www.Tallyfy.com](http://www.Tallyfy.com)

**Zapier**

**Process automation.** Take out the irrelevant grunt work and let the software handle it instead. Zapier is THE most popular automation tool out there. It helps integrate different third-party apps & automates any workflow that needs coordination between different tools.

[www.Zapier.com](http://www.Zapier.com)

**Newton**

**Supercharge email.** Email app for iOS, Android, Mac & Windows with space-age features for modern-day business communication. Emailtracking, scheduling, undo send & more for all accounts.

[www.Newtonhq.com](http://www.Newtonhq.com)



## Introduction

***“I came to see, in my time at IBM, that culture isn’t just one aspect of the game, it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value.”***

Louis Gerstner, IBM

In a study of over 1,400 North American CEOs and CFOs, more than 90% said that culture was important at their firms, yet only 15% said their firm’s corporate culture was where it needed to be. But why is having a positive company culture so important? For one, it delivers a competitive advantage, with a range of studies showing anything from a 75% increase in stock values just for being named a Best Place to Work, to an average revenue increase of 682% in companies with a strong culture vs 166% in those without a strong culture .

What then does a positive company culture look like in the future of work? With the increase in remote working, a more flexible approach to working is more essential than ever. So too is a policy of continuous improvement; to reflect the increased speed of change brought about by new technologies. And finally, a strong recruitment strategy, to ensure the right talent is identified and brought into the organization with the best possible blend of both hard and (increasingly important) soft skills.



## Expert View

**We have observed a growing awareness of the importance of organizational culture by both employers and employees.**



**Sandra Henke**

Group Head of People & Culture, Hays.

Skill shortages, demographic changes, diversity and inclusion programmes, technological advancement and a growing number of data-driven processes are all having both an immediate and a long-term impact on culture. In fact, our research shows the main reasons for changing jobs are unattractive pay, lack of flexible work opportunities and insufficient development opportunities.

The skills gap places employers under increasing pressure and forces them to widen their search for talent in new regions and demographic groups, meaning organizational cultures of the future will have to focus on diversity and inclusion. The trend of company culture as a key consideration for candidates when choosing their next workplace is set to continue.

**Would you like to know how to create a culture of the future?**

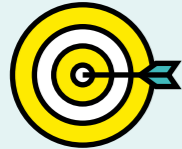
[Download the guide](#) ▶

<sup>1</sup>Deloitte’s 2016 Global Human Capital Trends survey

<sup>2</sup>Corporate Culture and Performance, by John P. Kotter and James I Heskett

## Infographic

# How to Create and Keep a Good Organizational Culture



## 1. Make it mean something

Meaning and purpose are more important than ever. Most employees crave meaning and purpose in their work. Create a mission statement and core values and bake these into initiatives and into your culture.



## 2. Ask employees

Develop a culture where employees' input and feedback are actively sought, welcomed and acted on - conduct a survey and ask them to them to determine the kind of company they want to work in - then action it!

## 3. Lead by example

Senior management need to understand and fully endorse company culture. This means participation in company initiatives and highlighting these aspects in communication. The management should demonstrate an interest in the individual needs of employees and listen to ideas. Employees must know that their opinion counts and feel part of a team. The first step may be to create a platform that allows employees to share their ideas and comments. This will encourage inclusivity and promote organizational culture as an asset that is important at every level of the business.



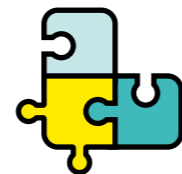
## 4. Keep improving

Company culture is not a task that can be accomplished or a document that explains how employees should behave. Continuously collect feedback from staff - ask for their opinion and encourage them to suggest how company culture could be improved. It could be a survey addressed to all employees once a quarter, focus group meeting or the result of individual conversations with employees.



## 5. Be open to change

Implement regular improvements and adapt to new developments. It is worth considering establishing a project team that will monitor emerging ideas, collect opinions and verify the possibility of their implementation.



## 6. Get everyone involved

HR is not the only team responsible for company culture. A good organizational culture needs to be built by the people it affects i.e. everyone. Again, a project group carrying out tasks specifically focused on culture is a good idea.

## Keep An Eye On:

### Citrix

Delivers people-centric solutions that power a better way to work by offering secure apps and data on any device, network or digital workspace.

[www.citrix.com](http://www.citrix.com)

### Pes

Exceptional internal communications, employee benefits, HR support and wellbeing in one place.

[www.wearepes.co.uk](http://www.wearepes.co.uk)

### Isaak

AI that gives real-time people analytics to help companies drive organizational change.

[www.statustoday.com](http://www.statustoday.com)

### Peakon

Peakon is the world's leading platform for measuring and improving Employee Engagement.

[www.peakon.com](http://www.peakon.com)

### Donut

Donut encourages trust, collaboration and good will across your team with cross-team coffee meetings or lunch lotteries.

[www.donut.com](http://www.donut.com)

### Limeade

A software company that elevates the employee experience and helps build great places to work. Focus on the whole person and the whole company, with tools and programs to support both.

[www.limeade.com](http://www.limeade.com)

Selected by Talent Alpha

# New Business Models



**Przemek Berendt**

CEO and Founder of Talent Alpha.

## Introduction

**It seems that everything is now available 'as-a-Service' - from real-estate, where in one click, companies can rent a new office charged by the hour via IWG to cars and travel by Uber.**

Meanwhile, Google's planned subscription-based product, Stadia, will give players the ability to stream games on virtually any device, including TVs and phones, removing the need for gamers to invest in new games or consoles.

It's clear that digital transformation is not only changing business processes, it is fundamentally revolutionising entire business models which in turn impacts how these businesses operate and how they source talent.

According to Accenture, in the next five years, on-demand labor platforms will emerge as a primary driver of economic growth, whilst a Staffing Industry Analysts report revealed that global Human Cloud spend in 2018 reached \$126.3 billion. Most B2B human cloud companies, while clearly internet-based technology companies, are not only talent suppliers, but they bring many additional services and values.

For example, at Talent Alpha we provide a Human Cloud platform that uses Talent Science to precisely match tech teams with enterprise clients. We are addressing the global tech talent gap head-on by giving access to 700,000 battle-tested IT specialists working in 25,000 small and medium-sized IT Services Companies across Central & Eastern Europe. But our platform offers much, much more. By capturing and visualizing over 500 data points about the precise technical skills and cognitive abilities of each IT specialist on our platform, we are able to provide advanced, tailor-made team matches for each and every client and project.

## Keep An Eye On:

### Finance & Insurance:

**Brex** - a corporate card for technology companies. They help startups of all sizes to instantly get a card that has 20x higher limits, completely automates expense management and kills receipt tracking. [www.brex.com](http://www.brex.com)

**Robinhood** - their mission is to democratize our financial system. It's a pioneer in commission-free investing, giving access to investing and more ways to make your money work harder. [www.robinhood.com](http://www.robinhood.com)

**Bundil** - allows you to invest your spare change into crypto and other assets. Their roundup plans allow you to invest intelligently. [www.enjoybundil.com](http://www.enjoybundil.com)

### Human Cloud:

**Upwork, Toptal** - top quality freelancers available on-line. [www.upwork.com](http://www.upwork.com), [www.toptal.com](http://www.toptal.com)

**Talent Alpha** - B2B Human Cloud Platform that uses Talent Science to precisely match Tech Teams with global projects. Gives access to 700,000 battle-tested IT specialists working in 25,000 small & medium-sized IT Services Companies. [www.talent-alpha.com](http://www.talent-alpha.com)

**TaskRabbit** - online marketplace that matches freelance labor with local demand, allowing consumers to find immediate help with everyday tasks, including cleaning, moving, delivery and handyman work. [www.taskrabbit.com](http://www.taskrabbit.com)

### Society:

**Patreon** - powers membership businesses for creators by giving them the tools to acquire and manage their paying patrons. Fans pay their favorite creators a monthly amount of their choice in exchange for exclusive opportunities. [www.patreon.com](http://www.patreon.com)

**Peloton Interactive** - creating a cutting edge fitness experience that makes working out at home a viable, exciting option. [www.onepeloton.com](http://www.onepeloton.com)

**Quilt** - is a membership platform that connects professional women in need of community and a co-working space. Users can reserve a spot to work in another member's home. [www.wearequilt.com](http://www.wearequilt.com)

### Transport, Mobility, Supply Chain:

**Prime Air Delivery** - future delivery system from Amazon designed to get packages safely to customers in 30 minutes or less using drones. [www.amazon.com/Amazon-Prime-Air/b?ie=UTF8&node=8037720011](http://www.amazon.com/Amazon-Prime-Air/b?ie=UTF8&node=8037720011)

**BIMproQr** - creates a new type of construction delivery and procurement method that runs on Blockchain, Cloud & On-premise servers with BIM integration with global sourcing system for manufacturers through government channels and country-specific trade offices. [www.linkedin.com/company/bimproqr/about](http://www.linkedin.com/company/bimproqr/about)

**Cabin** - changes the way we travel with unbelievably comfortable overnight vehicles that maximize every waking and sleeping moment. [www.ridecabin.com](http://www.ridecabin.com)

**Expert View**



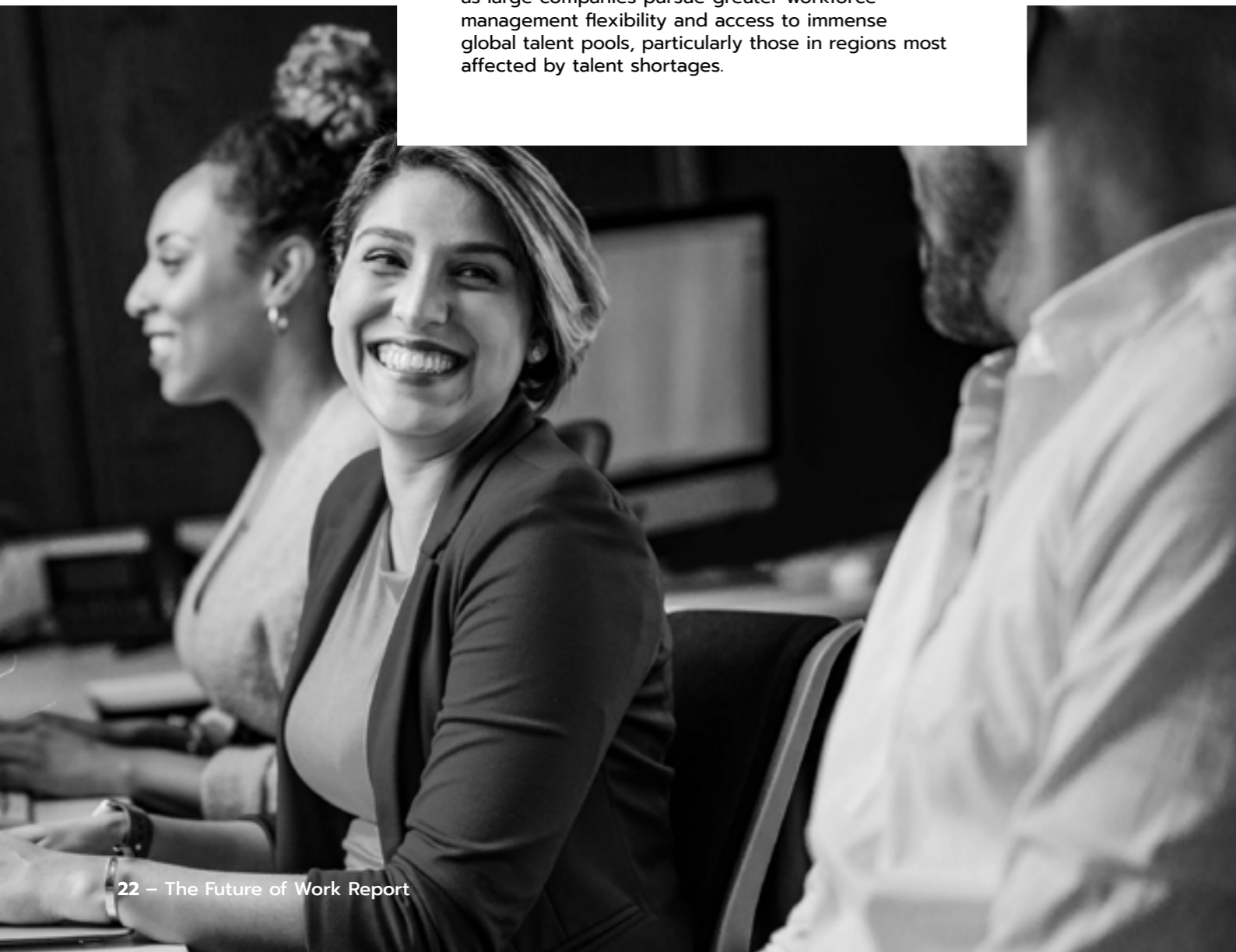
**Brian Wallins**

Research Manager at SIA. Staffing Industry Analysts (SIA) is the global advisor on staffing and workforce solutions.

**The Human Cloud is an Emerging Segment of the Gig Economy.**

Enablers such as shifting demographics (e.g. generations more accustomed to online platforms and independent, remote work), global internet adoption, and technological advancements (e.g. AI and predictive analytics) have led to the emergence of the human cloud.

Small-to-medium sized businesses were early adopters of the human cloud, as these organizations continue to benefit with access to skill sets that would otherwise be financially unattainable via full-time hires. However, we now see the human cloud rapidly expanding upmarket into enterprises, as large companies pursue greater workforce management flexibility and access to immense global talent pools, particularly those in regions most affected by talent shortages.



**Infographic**

**New Business Models in the Workforce Solutions Ecosystem**

The challenges connected with the growing talent gap naturally lead to innovations in gaining new candidates and skills. According to Staffing Industry Analysts, “candidate discovery technology is arguably where most innovation and transformation is happening in the talent acquisition technology ecosystem today. Advances in technology, big data methodologies and growing skills shortages have intensified the need for innovative solutions.”

**Candidate Discovery:**

- ▼ **Human Cloud**
  - Online Work Services
  - Online Staffing
  - Crowdsourcing
- ▶ **Online Job Advertising**
- ▶ **Sourcing Automation**
- ▶ **Employee Referrals**
- ▶ **Recruitment Aggregators**

**Staffing Industry Analysts' Workforce Solutions Ecosystem**



www.staffingindustry.com | © Crain Communications Inc

# Skills for the Future



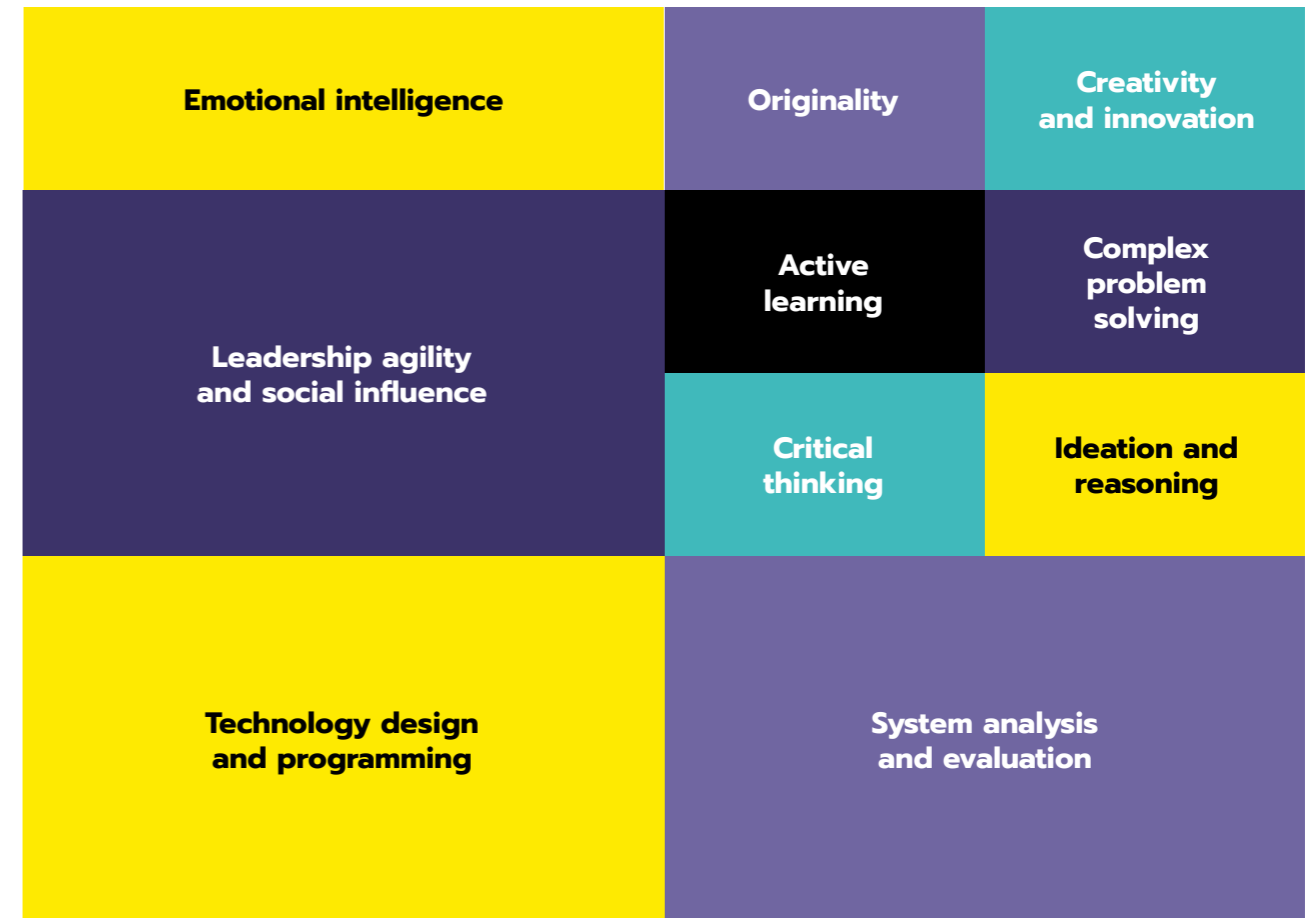
## Introduction

**It's said that by 2030, the global talent shortage could reach more than 85 million people.**

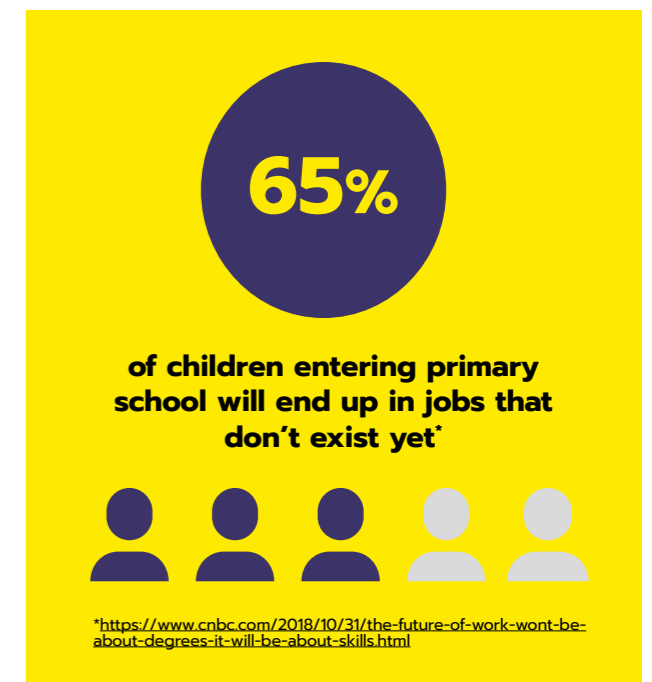
The issue is not a shortage of workers – but a shortage of workers with the right skills. So in the context of a workplace where AI (and increasingly Intelligent AI) will carry out repetitive and analytical duties, what skills should we humans focus on to ensure we are productive, happy and valued?

Instead of perceiving AI as a threat, we should recognize the opportunity that technology presents us with the chance to engage in developing higher value skills that require creativity, empathy, creativity and leadership.

## Skill Most Wanted\*



\* Center for the new economy and society (2018). The Future of Jobs report, World Economic Forum.



**Expert View****Ade McCormack**

Advisor to Fortune 500 companies, Founder of the **Digital Readiness Institute**. Parkour enthusiast.

For every single one of us, the 4th industrial revolution represents a period of **hyper uncertainty**.

**The notion of a job for life is already dead** but the Gig Economy increasingly means not just multiple jobs that constantly morph and shift over our life time, but **having multiple jobs at any one time!**

We need to change the way we view work. **Instead of seeing work as a series of individual tasks**, we need to take active ownership, make decisions and take the lead; because it's our ability to think on our feet, be agile and street smart that really differentiates us from our digital counterparts.

So the valuable skills we need to develop are those that a robot or algorithm can not - essentially, our **uniquely human skills - our cognitive capacity for courage, creativity and sociality**.

**Be leaders not managers', 'bring our humanity to work' and 'avoid putting all our career eggs in one basket'**

[Download the interview with Ade](#) ▶

**Keep An Eye On:****Digital Readiness Institute**

(DRI) is an organisation set up to address the challenges associated with societies, organisations and individuals being ill-prepared for the post-industrial world.

[www.dri.guide](http://www.dri.guide)

**Pymetrics**

Pymetrics combines behavioral data from neuroscience exercises with machine learning algorithms to match candidates with jobs.

[www.pymetrics.com/employers](http://www.pymetrics.com/employers)

**Talent Alpha**

Talent Alpha gathers data on both hard and soft skills; allowing them to perfectly match IT specialists with enterprise client projects.

[www.talent-alpha.com](http://www.talent-alpha.com)

**Talent LMS**

A super-easy, cloud LMS software to train employees, partners and customers by using a learning platform.

[www.talentlms.com](http://www.talentlms.com)

**Catalyte**

Catalyte uses AI to hire and train software engineers – targeting people with skills e.g. artists.

[www.catalyte.io](http://www.catalyte.io)

**PyTorch**

An open source machine learning framework that accelerates the path from research prototyping to production deployment.

[www.pytorch.org](http://www.pytorch.org)

Selected by Talent Alpha

# Policy

## Introduction

## Protection or prevention?

It's not just gig workers who need protection – as technology transforms all areas of business, the need for guidelines and policies to protect an individual's identity, privacy and human rights is paramount whether an employee, a job seeker or a gig-worker.

Policy makers must consider questions such as how they can protect workers at a time when mobility and reskilling is crucial, how technology can enable democracy instead of giving power to the minority and what the limits are for monitoring and social scoring.

One example of new policy born directly from the increased use of AI in the recruitment process is the state of Illinois who have just passed a bill that could set standards for the use of AI in hiring and other HR activities. Its aim is to protect candidates who are required to submit a video interview which will be evaluated by AI.

<https://www.shrm.org/resourcesandtools/legal-and-compliance/state-and-local-updates/pages/illinois-ai-video-interviews.aspx>



## Are Uber drivers independent contractors or employees?

**1,000,000+** gig-economy workers in California are set to be impacted by new legislation. Assembly Bill 5 was signed on Wed 18th Sept by Governor Gavin Newsom and will take effect Jan 1st. Gov Newsom said, "Tech companies and other employers are eroding workers' basic protections like minimum wage, paid sick days, and health insurance benefits."

Wall Street analysts are perhaps the most worried as Barclays estimated that the re-classification alone, and the **\$290 million** in associated costs, could bankrupt the companies. "We think an adverse ruling on the contract workforce issue would potentially bankrupt both Uber and Lyft".

Uber's top lawyer announced in a news conference however, that Uber will not treat its drivers, who are independent contractors, as employees under the newly passed California bill. Tony West, Uber chief legal officer, pledged that its drivers will remain independent contractors. Mr. West said Uber's business is not providing rides but "serving as a technology platform for several different types of digital marketplaces." He added that the company was "no stranger to legal battles."

The debate continues.

## Monitoring - convenience or violation?

47% of companies surveyed by GetApp monitor employee conversations on a daily or weekly basis on the premise that they believe it's necessary to protect their company or to ensure productivity. Whether monitoring employee communication is legal or not is a complex matter as demonstrated in the landmark case of *Bărbulescu v. Romania*.

Take monitoring one step further and in the UK, The Sunday Telegraph discovered that British companies are planning to microchip their employees in order to boost security and stop staff from accessing sensitive areas of the business. Biohax, a Swedish tech firm, disclosed it is in talks with a number of UK legal and financial services firms to implant workers with human chip devices. Swedish startup Epicenter offers to implant its workers and startup members with microchips the size of grains of rice that function as swipe cards: to open doors, operate printers, or buy smoothies with a wave of the hand. It's the ultimate in convenience - "There's no losing it, there's no dropping it, there's no forgetting it." In Sweden, around 4,000 citizens are chipped, including 85 of the 500 employees at travel operator Tui.

Even though employers see potential in monitoring employees, some are holding back, fearing employee backlash and mishandling data. According to a recent survey by Accenture, even though 62% of executives said their companies are using new technologies to collect data on people – from the quality of work to safety and well-being – fewer than a third said they feel confident they are using data responsibly.

## Parental leave for contingency workforces?

2019, the era of the "shadow workforce...Google now has more temporary or contract workers than actual employees, but they have fewer rights. So when companies such as Microsoft take the law into their own hands and announce they require staffing agencies (e.g. cafeteria and cleaning staff) to provide new parents with paid family leave, it sends a clear signal to other large organizations to follow suit.

**Expert View****Marek Benio**

Vice President of Labour Mobility Initiative Association, PhD in Economics.

**Keep An Eye On:****Smart Circle**

A new initiative covering all subjects and themes regarding smart, technological solutions such as Mobility, Health, Data, Technology, City, Lighting and Renewables.

The Smart Circle's mission is to bring together a diversity of international stakeholders regarding smart technologies. [www.smart-circle.org](http://www.smart-circle.org)

**Beyond 2020**

BEYOND 2020 embraces a global perspective that reaches across academia as well as private and public sectors. These solutions incorporate research, policy, finance, education, and innovative thinking, in order to create resilient and sustainable environments of tomorrow. [www.beyond2020.se](http://www.beyond2020.se)

**EMAS**

EMAS is a premium management instrument developed by the European Commission for companies and other organisations to evaluate, report, and improve their environmental performance. It's open to every type of organisation eager to improve its environmental performance.

[www.ec.europa.eu/environment/emas/index\\_en.htm](http://www.ec.europa.eu/environment/emas/index_en.htm)

**GovTech Catalyst**

Catalyst challenges help public sector bodies take advantage of new and emerging technology. Businesses and academic institutions are not eligible to submit challenges to the GovTech Catalyst. They can however pitch solutions to challenge competitions.

[www.gov.uk/guidance/the-govtech-catalyst-challenge-process](http://www.gov.uk/guidance/the-govtech-catalyst-challenge-process)

**Cal Poly Digital Transformation Hub**

An innovation engine solving challenges in the public sector, e.g. example creating more efficient methods for storing and using police body camera data. [www.dxhub.calpoly.edu](http://www.dxhub.calpoly.edu)

**The second decade of the 21st Century has been dominated by discussion about the digitalization and automation of work. The next ten years will focus on labour mobility.**

The world is shrinking, flights are getting cheaper, language barriers are disappearing, and new regulations are making it easier to confirm workers' competencies abroad. On the other hand, companies increasingly need skills that are unevenly distributed across the global economy. Many of these competencies cannot be transmitted over the internet. This is why we have seen the rapid rise in the temporary mobility of specialists. Like many other megatrends, national states and their respective legal systems were not ready for this rapid rise in employee mobility. European concepts linking employee salaries and working conditions with the place where the work is done, are obsolete and unfair. They perpetuate inequality and limit the freedom of labour mobility. It is absolutely necessary to detach employees from their physical place of work. With this said, what then should determine employees' rights if not their place of work? This is one of the most difficult questions moving forward. Perhaps the origins of the capital behind the employer should determine the working conditions and pay? Perhaps we need a Pan-European system of salaries and working conditions for mobile workers? The most probable scenario is to redefine the minimum global standards for work.

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THE FUTURE OF WORK REPORT

# 7 Drivers Shaping The Future Of Work

By:  talent  
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Together with:

Partners:



Professional  
Partners:

