



THE FUTURE OF WORK: IDENTIFYING THE TALENT TRENDS HIDING IN PLAIN SIGHT

Dr. Kelly Monahan
Senior Principal Talent Research Lead
April 9, 2019

**ACCENTURE RESEARCH
UNCOVERING INSIGHTS.
SHAPING TRENDS.**

COMPUTER AUTOMATION ARRIVED WHAT YEAR WAS THIS?

NOT ENOUGH PERSONAL CONTACT

Between workers and
their leaders

GROWING NEED FOR MANAGERS WHO ARE SKILLED IN HUMAN ATTITUDES.

Too much “old-fashion”
management that was
based on autocratic
methods and technical
skills.

FEAR OF UNEMPLOYMENT

And too much change at
once hinders change and
improvements in the
business.

SKILLED WORKERS ARE HARD TO FIND.

There are not enough
trained and skilled people
in new work techniques.



**FAST FORWARD...AND THE
NUMBER ONE CONCERN IS
STILL TALENT.**

**WHAT IS NEW
TODAY?**

**UNPACKING 5 TRENDS IN
THE FUTURE OF WORK**





1

DECLINING TECHNOLOGY COSTS LEAD TO A SKILLS- BIASED WORKFORCE

WITH MORE TECHNOLOGY COMES MORE SKILLS

- **Skill-Biased Technical Change** is a shift in the production **technology** that favors **skilled** over unskilled labor by increasing its relative productivity and, therefore, its relative demand.
- **30-50%** of the increase in demand for highly skilled workers can be directly attributed to the investment a company makes in technology.
- Since 1980, virtually all job growth has occurred in occupations which rely on **social skills**.
- Highest job growth seen in occupations that require **both** high cognitive and high social skills.
- Skills that are rated as highly valuable but hard to find: **teamwork**, **collaboration** and **communication skills**.

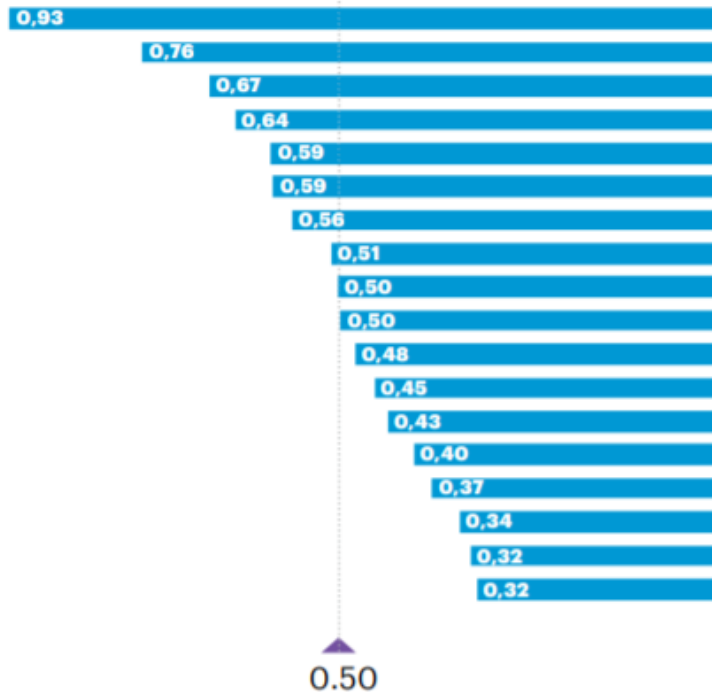


2

**THE RISING USE OF DATA
ANALYTICS IS CREATING
SURPRISING DISRUPTION**

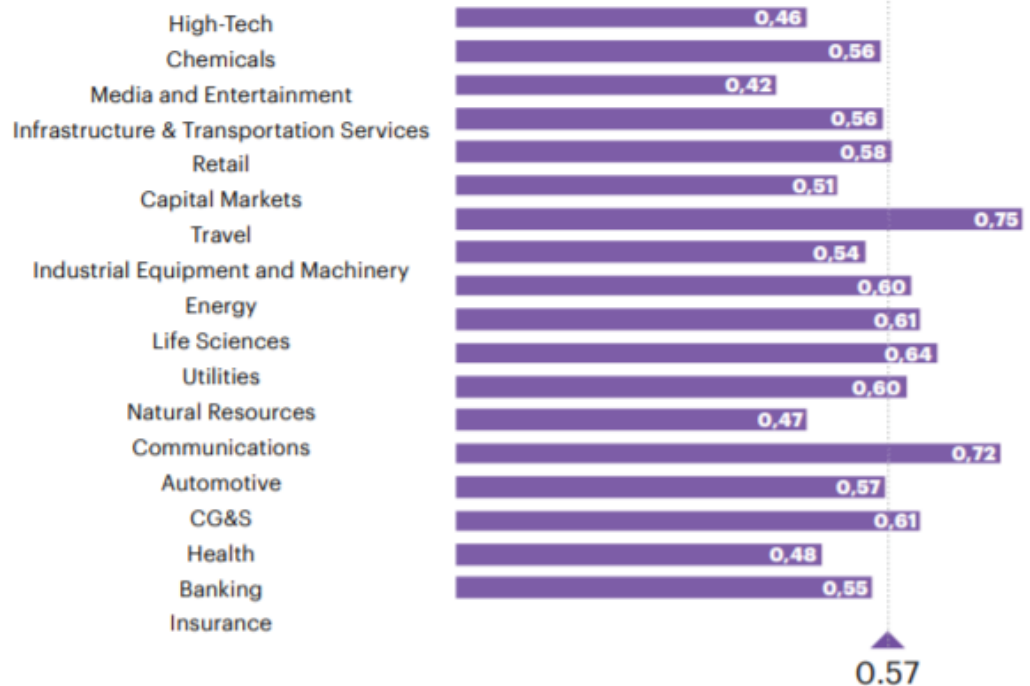
Today's highly disrupted industries...

Current level of disruption (Score 0-1)



...may not be tomorrow's

Susceptibility to future disruption (Score 0-1)



Source: Accenture Research Analysis

“We estimate that more than \$400 billion of enterprise value of Middle Eastern companies is at risk from both new competitors and established players that have learned to innovate and released trapped value in their industries”- Accenture Research

In the **Middle East**, a company that scores high on the **innovation index** can expect to increase revenue by **12.8% more** than peers and raise profits by **10% more** – Accenture Research



3 **TRANSLATING THE DATA INTO LEARNING IS THE ULTIMATE COMPETITIVE ADVANTAGE**



4

NEW FORMS OF EMPLOYMENT ARISING

ALTERNATIVE TALENT TRENDS

75%

Of the global workforce will be millennials who think a “work remotely” policy is important

77 million

Formally identified freelancers in the U.S., Europe and India

94%

Net new employment came from alternative work arrangements

20-50%

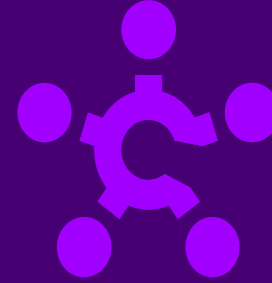
Of large organizations workforces are comprised of contract workers



5

TEAM WORK ON THE RISE

SOCIAL CAPITAL



**New currency required in the
future of work**

DISPELLING THE MYTHS FROM THE FACTS

Q1. By nature, people want to work.

Q2. Collective intelligence occurs when you bring together individual high performers.

Q3. Collaboration has gone up by more than 50% in our workplaces in the past twenty years.

WHICH BEST DESCRIBES YOUR RELATIONSHIPS AT WORK?

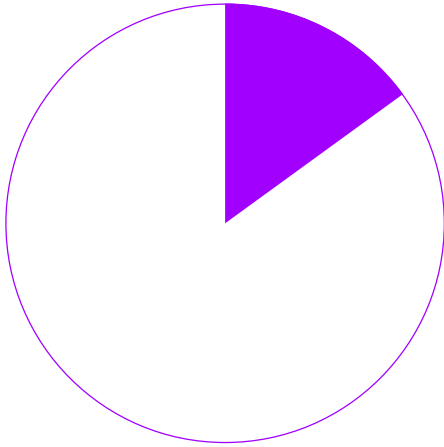


HOW DO YOU BUILD SOCIAL CAPITAL?

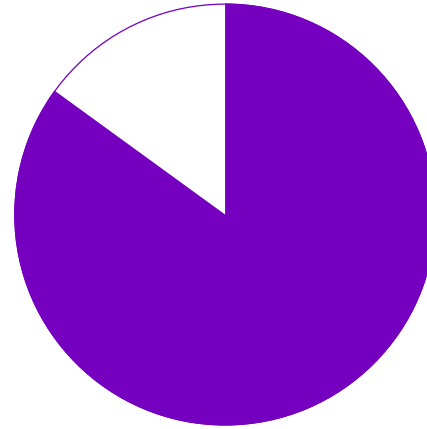
MAKING
RELATIONSHIPS
WORK



CONNECT INTO PURPOSE

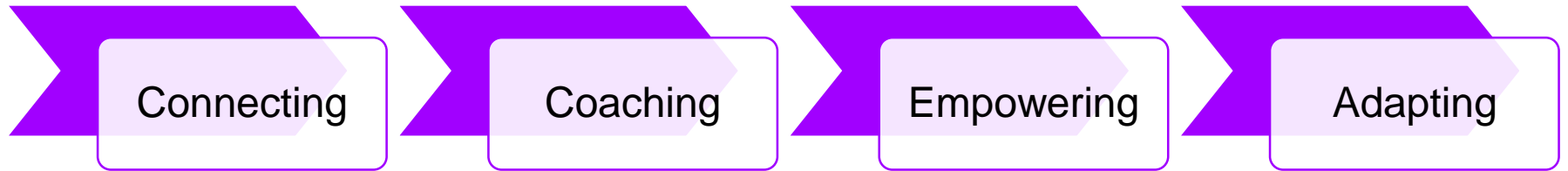


Extrinsic Motivation
(pay, rewards)



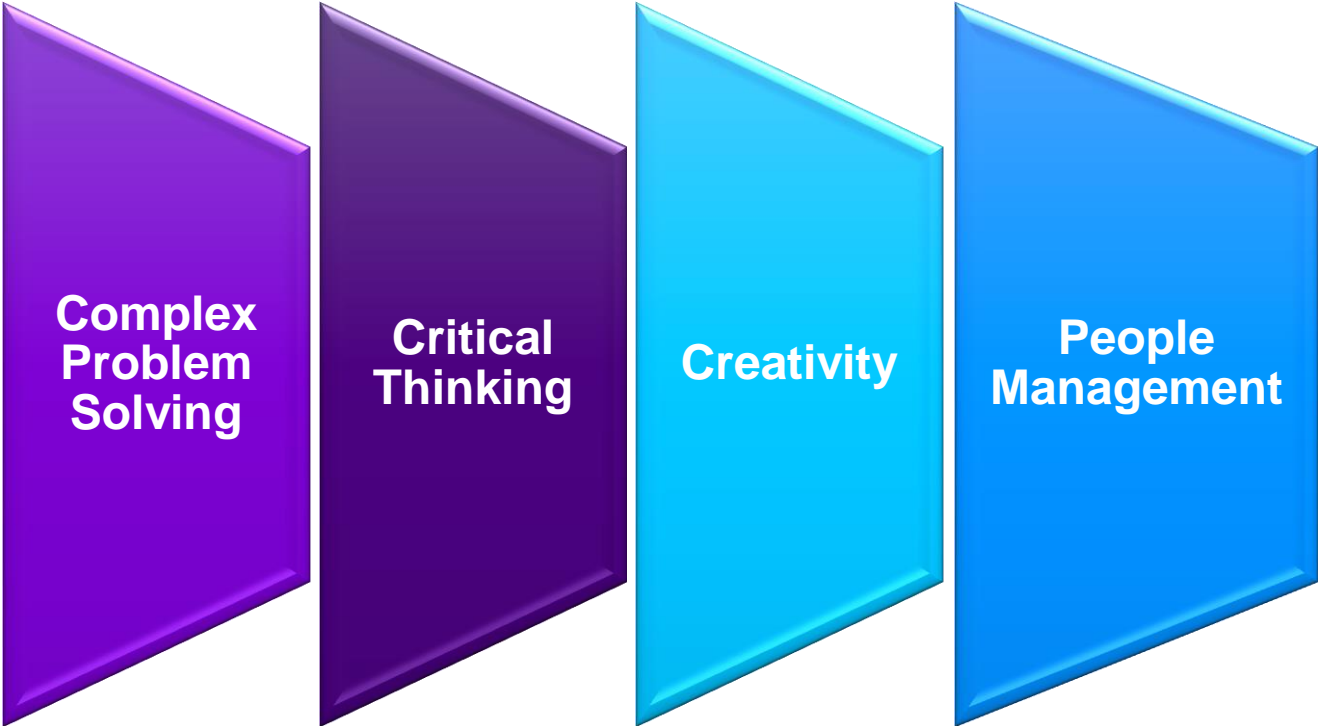
Intrinsic Motivation (what
we do makes a difference)

BUILD TRUST



The **new management paradigm**: Moving beyond the activities of planning, controlling, organizing and leading resources.

HIRE, TRAIN AND DEVELOP PEOPLE SKILLS



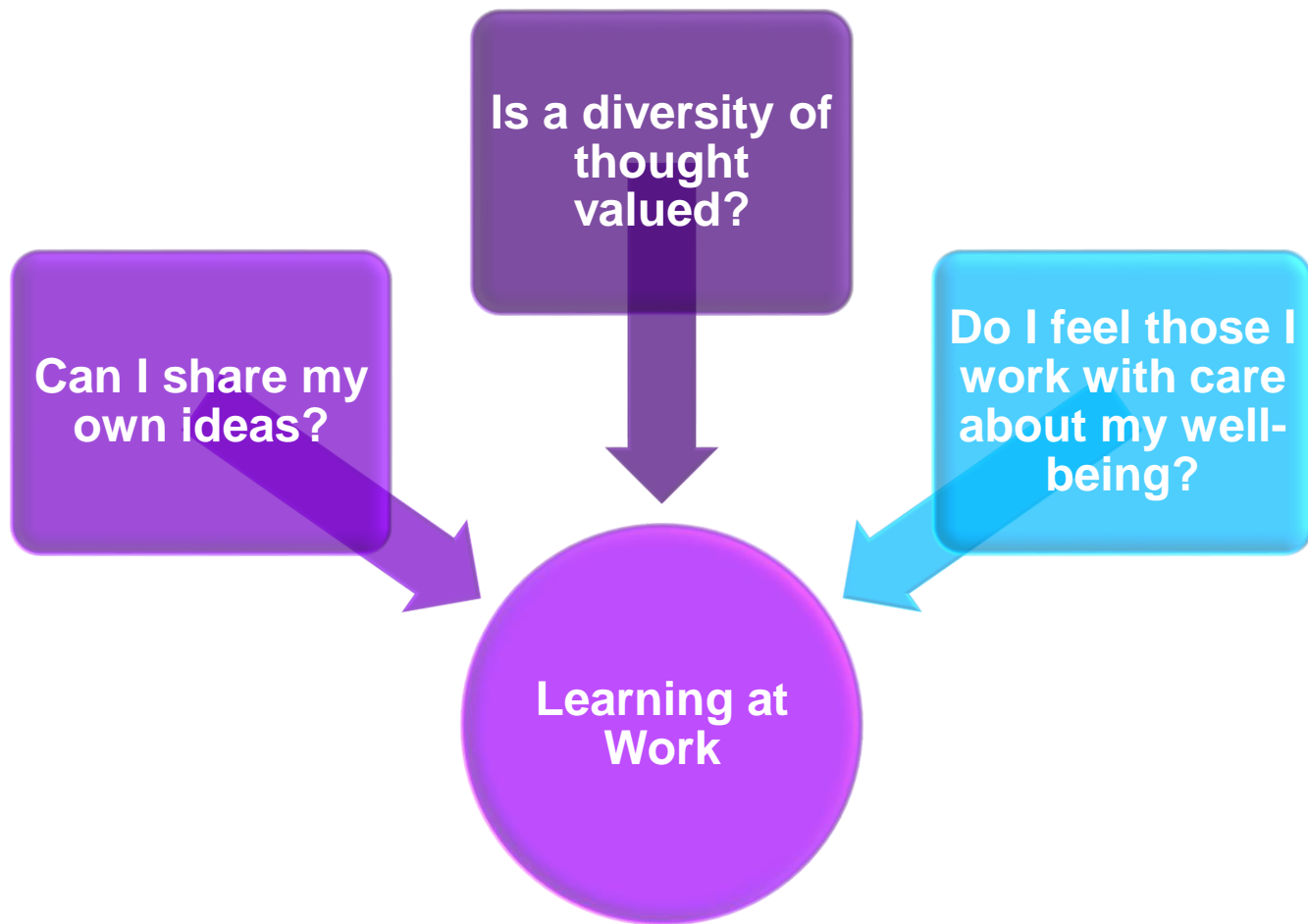
**Complex
Problem
Solving**

**Critical
Thinking**

Creativity

**People
Management**

CREATE LEARNING CULTURES



INCENTIVIZE TEAMWORK

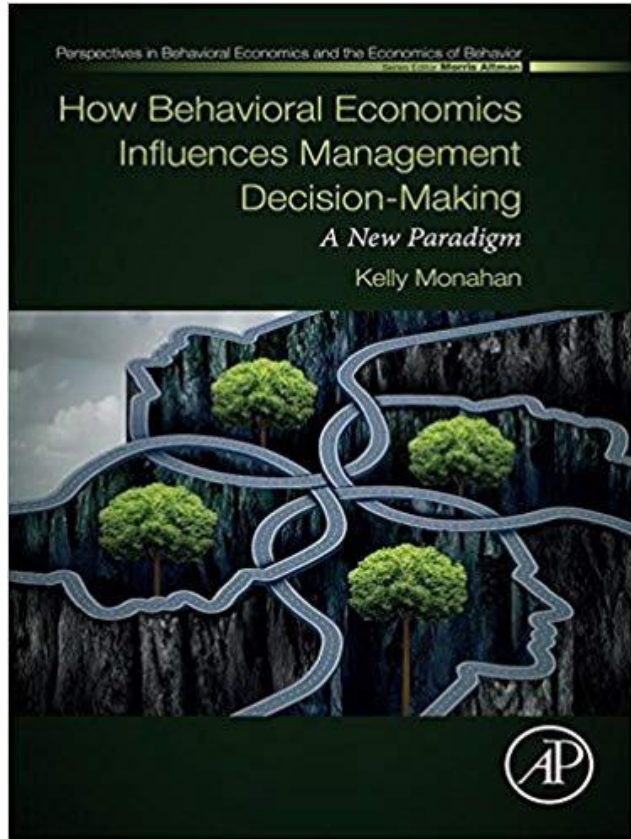


WHAT YOU NEED TO KNOW?

**THE FUTURE OF WORK IS
HIGHLY RELATIONAL.
DEVELOP YOUR PEOPLE
SKILLS.
EMBRACE DIVERSITY.
REMAIN CURIOUS.**



WANT TO LEARN MORE?



 @Monahank



 @Accenture_ME