Topics to Discuss

The Future of Work

• Introductions
• Key Issues for UPM
• Research Findings
• Implications for the HR Function
• Workforce of the Future Diagnostic Process

• Other topics:
  – Performance Management
  – Culture Change
  – Change Measurements & Analytics
The ‘Digital Age’ has arrived for all

- 2.5b People online
- 1.8b People on social media
- 7b People and more than 7 billion phones
- 6.5b Mobile subscriptions globally
- 1.4b Facebook users, FB@Work launched in 2015
- $5b Value of work performed via online labor platforms like Elance and Odesk by 2018
Advances in artificial intelligence and robotics will significantly change work and learning...

- **2002**
  - iRobot’s Roomba autonomously vacuums the floor while navigating and avoiding obstacles

- **2005**
  - Honda’s ASIMO robot, an artificially intelligent humanoid robot, is able to walk as fast as a human, delivering trays to customers in restaurant settings

- **2007**
  - Checkers is solved by a team of researchers at the University of Alberta

- **2009**
  - Google builds self driving car

- **2011**
  - IBM’s Watson computer defeated television game show Jeopardy champions Rutter and Jennings

- **2013**
  - Apple’s Siri and Google’s Google Now smartphone apps use natural language to answer questions, make recommendations and perform actions
  - Robot HRP-2 built by SCHAFT Inc wins DARPA’s Robotics Challenge Trials by performing eight disaster response tasks including driving a vehicle, walking over and removing debris, climbing a ladder, walking through doors, cutting through a wall, closing valves and connecting a hose
Our Workforce of the Future research comprises 3 themes

**How work is organized**
Digital breaks us free from traditional, rigidly defined jobs and the organization of work

**What work is performed**
Digital enriches and radically augments work

**Who performs the work and the employee experience**
Digital democratizes the workforce
Part 1: Digital Radically Disrupts the Organization of Work
The organization of work is being changed by technologies that...

- Carve up work into microtasks
- Enable us to do our jobs anywhere, anytime
- Dynamically access any talent inside or outside the organization
- Enable faster learning – to help people respond to change, take initiative, and change roles
- Align people around shared goals and expertise
- Dynamically update rapid changes in organizational structure, roles and accountabilities
- Better integrate data and standardize processes across boundaries
- Help people communicate across boundaries
- Blur the boundaries between disciplines

New Ways of Organizing Work
Digital is creating more agile organizational forms powered by seamless collaboration

Common features of new organizational thinking

- Flatter with small, global, and virtual collaborative teams
- Worker autonomy: decentralized with intelligence at the edges
- Emphasis on agility, open collaboration, and pull (not push)
- Networked - dissolution of firm, functional, and siloed boundaries
- Not over optimized for the past (“Innovator’s Dilemma”)
- Service-oriented/Customer-centric

Examples

- Blurred boundaries between traditional functions or disciplines
- Integrated business services designed around the customer need

Some emerging organizational forms

- Self-organizing
- Holocracy
- Agile squads
- Lattice organizations
- Dual organization
- Podularity
- Boundaryless
Digital is disrupting the traditional notion of the job

- becomes more complex, specialized, and performed in teams
- becomes more experimental and performed more autonomously by workers
- is changed by a volatile business environment
- is found inside and outside the organization, and moved to where it is needed most
- seeks unique work experiences, meaning, contribution, and fulfillment over formal titles
- blur across functional areas (e.g., design and development)
- shatter to include workers outside of the organization
# The Emerging Notion of the Job

<table>
<thead>
<tr>
<th></th>
<th><strong>Traditional</strong></th>
<th><strong>Emerging</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What work is</strong></td>
<td>A job</td>
<td>A role</td>
</tr>
<tr>
<td><strong>What you do</strong></td>
<td>Perform specific tasks with a specific function</td>
<td>Contribute to accomplishing outcomes in teams and projects</td>
</tr>
<tr>
<td><strong>How work is directed</strong></td>
<td>Ordered by your boss</td>
<td>Jointly and fluidly defined</td>
</tr>
<tr>
<td><strong>What work covers</strong></td>
<td>A function</td>
<td>A set of specialties or skills</td>
</tr>
<tr>
<td><strong>How work progresses</strong></td>
<td>Vertical career path in a function</td>
<td>Increased project experience and specialized expertise – often horizontal moves</td>
</tr>
<tr>
<td><strong>How success is defined</strong></td>
<td>Level, title, span of control</td>
<td>Results delivered and demand for your skills by peers</td>
</tr>
<tr>
<td><strong>Role of leaders</strong></td>
<td>Direct and hold people accountable</td>
<td>Build and orchestrate teams, contribute, coach, and inspire</td>
</tr>
<tr>
<td><strong>Tools</strong></td>
<td>Job descriptions, competency models, organization charts, top down directives</td>
<td>Skills assessments and databases, talent exchanges, knowledge sharing and social tools, capability models, shared values and goals</td>
</tr>
</tbody>
</table>
HR must also think about how to evolve its own operating model

Value can vary from basic alignment with the business to shaping the business strategy where HR takes a seat at the executive table and creates a “talent advantage” - all based on what is needed most by the business.

Value to the Business

- Variable Based on the Unique Business
- Align with Business Strategy/ Drive Efficiency

Expertise

- Personnel Model
- Functional Expertise Model
- BP/COE Model
- “Partner”

“Demand Driven HR”

HR models are designed based on the unique needs of the business.

Next Gen HR Models

- The Industrial Age (Industrial Relations)
- The Knowledge Age (Human Resources)
- The Talent Age (Strategic Talent Management)
- The Digital Age

“Polite Administrator”

- HR likes to be nice to people and administrate practices, but does not impact the business

“Expert Police”

- HR reduces trouble by focusing on cost, compliance and consistency

“Partner”

- HR helps business partners be successful

HR is no longer one size fits all; instead, it fully responds to the specific needs of the business.
# New ways of organizing HR

## Primary Drivers for the HR Organization

<table>
<thead>
<tr>
<th></th>
<th>Commonly Accepted</th>
<th>Emerging</th>
<th>New Innovations through Digital</th>
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</thead>
<tbody>
<tr>
<td>Optimization</td>
<td>BP/COE Model</td>
<td>Lean HR Model</td>
<td></td>
</tr>
<tr>
<td>Customer Intimacy</td>
<td>Federated/Decentralized Model</td>
<td>Talent Segmented Model</td>
<td>Crowdsourced Model</td>
</tr>
<tr>
<td>Agility</td>
<td></td>
<td>Professional Services Model</td>
<td>Just-In-Time Model</td>
</tr>
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</table>
Employee Services delivers a more customer-centric service

The HR function is shifting to a new paradigm — from HR Services to Employee Services, leveraging the following three components:

1. **Segmentation of Services & Channels**
   - Identification of consumer need, or Moments that Matter, for the employee including the type and level of service to be delivered.

2. **Integrated Architecture**
   - End-to-end services delivered through integrated access, delivery, and escalation tools.
   - "Employee Moment" Management
   - Provider Strategies & Integration
   - HR, Fin, Prc, IT

3. **Outcomes-based Measures**
   - Revenue growth by improving engagement and retention and allowing employees to spend more time supporting customers.

Delighted Customer
Employee Services – “Shattering the Boundaries”

End-to-end services are delivered through integrated access, delivery, and escalation tools providing employees with enhanced experiences (e.g., mobile, workflow, integrated case management)

**Current Models:**
Today processes are transaction based; KPIs reflect single interactions with employees

**Future Employee Services Model:**
Tomorrow, single interactions will be transformed to end-to-end services

I am starting to work for the Company  
I need to onboard a new joiner

Service is triggered  
Personal Advocate  
End of service

End-to-End Services

**HR**
- New hire orientation
- Employee set up
- Benefits enrollment
- Payroll set up
- New hire training
- Sign-on bonus

**Finance**
- Cost center mapping
- Signing authority
- Expense management

**Procurement**
- Contingent labor vendor
- Corp credit card

**IT**
- Security profile/role
- Authority levels
- Personal computer
- System access
- Mobile phone
- Log-on details

**Facilities**
- Business access
- Security card
- Cube / Office
- Supplies
- Parking space
- Health and safety
Actions to consider

1. Consider HR operating models that might best fit your organization and try out a pilot

2. Determine where creating more seamless employee experiences can most benefit your organization and try out a pilot

3. Consider how you can turn your business into an open business model for accomplishing work and garnering customer input

4. Encourage managers to use talent in the cloud to augment their capabilities

5. Consider chunking up work and distributing it to workers or robots who can perform it while other workers are sleeping

6. Create your own talent market or tap into someone else’s to access talent inside and outside the company

7. Experiment with and pilot new job designs – like allowing workers to moonlight on other projects or redefining jobs with a focus on the business objectives that are to be achieved, rather than narrow directions on how to achieve them
Part 2: Digital Enriches and Radically Augments Work
Technologies are transforming work practices and therefore jobs and the skills needed in them

Radical Augmentation of Human Capabilities

**Analytics for ubiquitous data**
- The internet of things
- Connected remote sensors
- Big data analytics and ubiquitous data streams

**Physical and cognitive augmentation**
- Robots
- Autonomous machines, avatars, vehicles, drones (e.g., self-driving cars)
- Wearable devices like smart glasses
- Powered exoskeletons (i.e., machines that workers wear to boost their strength and endurance)
- Cognitive assistants (e.g., Siri, Cortona)

**Gamification**
- Gaming technologies that transforms work practices into games

**Simulations, Modelling & 3D Printing**
- 3D interfaces/virtual reality
- 3D printers and rapid production/prototyping

**Enhanced Collaboration**
- Live streaming/HD video conferencing tools
- Social networking and collaboration technologies
- Real-time pulse surveys and feedback
Digital is leading to more humanized work practices and jobs

<table>
<thead>
<tr>
<th>FROM:</th>
<th>TO:</th>
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<tbody>
<tr>
<td>Technology making us dumber</td>
<td>Technology making us smarter</td>
</tr>
<tr>
<td>Pre-determined practices and procedures</td>
<td>More experimentation and iteration</td>
</tr>
<tr>
<td>Lots of mundane tasks</td>
<td>Fewer mundane tasks</td>
</tr>
<tr>
<td>Chores</td>
<td>Fun and games</td>
</tr>
<tr>
<td>Coordination</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Decision making by a few at the top of the organization</td>
<td>Decision making by all at the edges of the organization</td>
</tr>
<tr>
<td>Jobs and skills focused on a wide variety of capabilities</td>
<td>Jobs and skills focused on uniquely human capabilities</td>
</tr>
</tbody>
</table>
## Jobs most and least at risk of computerization

### MOST AT RISK

<table>
<thead>
<tr>
<th>Job</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telemarketers</td>
<td>.99</td>
</tr>
<tr>
<td>Insurance underwriters</td>
<td>.98</td>
</tr>
<tr>
<td>Clerks (e.g., brokerage, insurance, procurement, bookkeeping)</td>
<td>.98</td>
</tr>
<tr>
<td>Loan officers, bank tellers</td>
<td>.98</td>
</tr>
<tr>
<td>Cashiers</td>
<td>.97</td>
</tr>
<tr>
<td>Locomotive engineers</td>
<td>.96</td>
</tr>
<tr>
<td>Administrative assistants</td>
<td>.96</td>
</tr>
<tr>
<td>Electronic equipment assemblers</td>
<td>.95</td>
</tr>
<tr>
<td>Operating engineers, construction equipment operators</td>
<td>.95</td>
</tr>
<tr>
<td>Service unit operators</td>
<td>.93</td>
</tr>
<tr>
<td>Production workers</td>
<td>.92</td>
</tr>
<tr>
<td>Technical writers</td>
<td>.89</td>
</tr>
<tr>
<td>Construction laborers, machinery maintenance</td>
<td>.88</td>
</tr>
<tr>
<td>Real estate sales agents</td>
<td>.86</td>
</tr>
</tbody>
</table>

### PARTIAL RISK

<table>
<thead>
<tr>
<th>Job</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health technologists</td>
<td>.4</td>
</tr>
<tr>
<td>Economists</td>
<td>.43</td>
</tr>
<tr>
<td>Physical scientists, other</td>
<td>.47</td>
</tr>
<tr>
<td>Compensation, benefits, and job analysis specialists</td>
<td>.47</td>
</tr>
<tr>
<td>Computer programmers</td>
<td>.48</td>
</tr>
<tr>
<td>Aerospace engineering and operations technicians</td>
<td>.48</td>
</tr>
<tr>
<td>Agricultural Engineers</td>
<td>.49</td>
</tr>
<tr>
<td>Customer service representatives</td>
<td>.55</td>
</tr>
<tr>
<td>Commercial pilots</td>
<td>.55</td>
</tr>
<tr>
<td>Personal financial advisors</td>
<td>.58</td>
</tr>
<tr>
<td>Market research analysts</td>
<td>.61</td>
</tr>
<tr>
<td>Maintenance repair workers</td>
<td>.64</td>
</tr>
<tr>
<td>Machinists</td>
<td>.65</td>
</tr>
<tr>
<td>Light truck or delivery service drivers</td>
<td>.69</td>
</tr>
<tr>
<td>Maids and housekeeping</td>
<td>.69</td>
</tr>
<tr>
<td>Health technologists</td>
<td>.4</td>
</tr>
<tr>
<td>Economists</td>
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<td>Physical scientists, other</td>
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</tr>
<tr>
<td>Compensation, benefits, and job analysis specialists</td>
<td>.47</td>
</tr>
<tr>
<td>Computer programmers</td>
<td>.48</td>
</tr>
</tbody>
</table>

### LEAST AT RISK

<table>
<thead>
<tr>
<th>Job</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-line supervisors of mechanics, installers, repairers</td>
<td>.003</td>
</tr>
<tr>
<td>First-line supervisors of fire fighters and prevention workers</td>
<td>.0036</td>
</tr>
<tr>
<td>Sales engineers</td>
<td>.0041</td>
</tr>
<tr>
<td>Physicians and surgeons</td>
<td>.0042</td>
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<tr>
<td>Medial scientists</td>
<td>.0045</td>
</tr>
<tr>
<td>Human resources managers</td>
<td>.0055</td>
</tr>
<tr>
<td>Training and development managers</td>
<td>.0063</td>
</tr>
<tr>
<td>Computer systems analysts</td>
<td>.0065</td>
</tr>
<tr>
<td>Logisticians</td>
<td>.012</td>
</tr>
<tr>
<td>Sales managers</td>
<td>.013</td>
</tr>
<tr>
<td>Marketing managers</td>
<td>.014</td>
</tr>
<tr>
<td>Engineers</td>
<td>.014</td>
</tr>
<tr>
<td>Computer scientists</td>
<td>.015</td>
</tr>
<tr>
<td>Managers, all other</td>
<td>.25</td>
</tr>
</tbody>
</table>

*Source: “The Future of Employment: How Susceptible are Jobs to Computerization?” Oxford University, 2013*
The fear of technology destroying jobs is not new

“Historically, technology has created more jobs than it destroys and there is no reason to think otherwise in this case. Someone has to make and service all these advanced devices.”

Vint Cerf, vice president and chief Internet evangelist for Google
New jobs will likely be created

- Chief Experience Officer
- Drone Driver
- Digital Reputation Consultant
- Augmented Reality Architect
- Narrowcaster
- Telesurgeon
- Digital Archeologist
- Personal Bot Mechanic
All jobs will emphasize more human-oriented skills

Automation will result in people doing more human and more meaningful work. As machines grow smarter, it will require us to grow smarter. Work will demand far more of us.

Task requiring:
- Routine manual tasks (e.g., assembly line workers)
- Routine cognitive tasks (e.g., travel agents)
- Standard Customer Service queries

Tasks requiring:
- autonomous mobility (e.g., self-driving cars)
- fine motor control and non-routine manual tasks (e.g., remote surgery)
- language and complex communication (e.g., writing simple news stories, Siri)
- pattern recognition (e.g., medical diagnoses, facial recognition)
- Solving unstructured problems (e.g., winning at Jeopardy)

Tasks requiring:
- Creativity and ideation (e.g., scientific theories, design, new business models)
- Social intelligence tasks (e.g., negotiating, counseling, persuading, coaching)
- Complex communication tasks (e.g., writing complex articles)
- Large-frame pattern recognition (e.g., competitive analysis)
- Sensorimotor skills (e.g., hair dressers, gardeners, dentists)
HR implication: Digital transformation requires workers to develop new skills

- Advanced problem solving
- Digital literacy
- Analytics and computational thinking
- Ability to learn
- Design and presentation
- Creativity and novel thinking
- Trans-disciplinary
- Virtual collaboration
- Cross-cultural competencies
- Communication
- Social intelligence
- Flexibility and adaptability
- Sense-making
- Judgment
- Communication
HR will need to develop learning strategies to help employees learn new skills required for the digital age.

Learning any time, any place just-in-time

- **Classroom of the future**
  Digitally enabled and networked;
  On-line learning circles extend the learning process before and after formal training.

- **Multiple channels**
  Developing learning content that is **simultaneously deployed to multiple devices** including mobile.

- **Course Availability Alerts**
  Learners receive proactive text / email notifications of courses.

- **Blurring of learner and expert**
  Networked and “socially-endorsed” experts augment credentialed faculty.

- **Use of wearable and other mobile devices**
  Integrated, real-time performance support; learning through self-feedback.

- **Social and gaming functionality**
  Enable people to share learning informally, make learning more fun, and use gaming to provide a safe place to experiment.

Adaptive, customized, networked learning – dynamic solutions that morph content to what they need to learn

- Wikis
- Apps
- Video
- Podcasting
- Ask the Community
- Blogs
- Coaching & Mentoring
- Job Shadowing & Pairing
- Simulations & Serious Games
- Job Aids Performance Support
- eLearning & V-classroom
- Instructional Training
- Action Learning Network Forums/Communities
- KM System
- Accreditation
Predictions regarding the future of learning

1. Credentials, badges, nanodegrees, and other forms of skill verification will significantly displace degrees

2. The “unbundling of education” will continue and open source, open access, life-long education becomes the norm

3. The line will blur between educational and industry learning offerings

4. Learning becomes collective experimentation; maker cultures and hackathons proliferate

5. Content development shifts to learning design and curation

6. Auto-analytics and smart bots will help employees learn from themselves

7. Nanobots in your bloodstream will deliver information to your brain
Will ability to learn be more important than education, experience, and even specific skills?

What is Google really looking for in candidates? Ability to learn.

Based on data analysis of high performers:

**Google place priority on:**
- Learning ability and general cognitive capability
- Emergent leadership
- Humility
- Ability to take ownership
- How people learn from failure

**Lowest priority?**
- Education
- GPA
- Experience
- Specific skills (except for coders)
**Actions to consider**

1. Identify which emerging technologies could be “quick hit” applications that boost the performance of your critical operations or workforces – and pilot one within six months to create initial momentum and awareness.

2. Do a diagnostic regarding where you can best apply the industrial internet in your operations.

3. Identify practices ripe for automation and reinvention (e.g., ux ex cx).

4. Consider which workers and work practices could benefit from existing artificial intelligence to boost their cognitive power – and try out a pilot.

5. Design a game around a behavior you want them to adopt and try it out with a team.

6. Identify jobs – or portions of jobs – that are most likely to be automated in the future and build your findings into your human capital planning initiatives.

7. Develop a plan to help your workers build the skills they will need the future and gain serial mastery – and work with educational institutions to help build a future workforce.
Part 3: Digital Democratizes the Employee Experience
Technologies are changing the employment experience

- Employee wearables and other devices that quantify and augment the employees’ capabilities
- Ubiquitous learning technologies
- Advanced analytics
- Digital talent exchanges and candidate profiling
- Crowdsourcing technologies
- Open market platforms (e.g., to determine pay, schedules, projects)
- Real-time pulse surveys and feedback
- Social and other co-creation technologies
- Consumer applications that find a home in the enterprise (e.g., Linkedin)

Fundamental rethink of what it means to be an employee
Digital is leading to more humanized and democratized employment experiences

<table>
<thead>
<tr>
<th>FROM:</th>
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<tbody>
<tr>
<td>Opportunities limited to few</td>
<td>Opportunities expanded for all</td>
</tr>
<tr>
<td>People processes are centrally defined, standardized, and pushed out to all</td>
<td>People processes are more democratically “co-created” and customized</td>
</tr>
<tr>
<td>Fragmented employee services organized by department</td>
<td>Seamless, end-to-end employee services organized around employee needs</td>
</tr>
<tr>
<td>Forced fit between talent and task</td>
<td>Custom fit between talent and task</td>
</tr>
<tr>
<td>Sporadic learning for some</td>
<td>Ubiquitous learning for all</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>Work-life integration</td>
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</table>
Digital drives a globally connected, highly diverse, and liquid workforce

Skills are fluidly sourced from anywhere within or outside of the enterprise to create dynamic teams and open opportunities for all

Meet Maria: Working from home in Pakistan
Works remotely as a virtual assistant through Samasource, as she resides in a Taliban-occupied region of rural Pakistan that prefers women remain at home.

Meet Angelique: Her passions match her projects
IDEO’s The Tube helps match her to projects based on her passions, expertise and experience - rather than proximity or prior knowledge.

Meet Johan: Older German works for the duration of a project
A 70 year old medical researcher uses YourEncore to match him to projects instead of taking on a job.

Meet Mike: Senior systems engineer with no college degree
People with no degrees can be found through digital profiles and databases of searchable certifications, MOCC results, skills tests, and third party credentials for project work.

Meet Anusha: An Indian woman with autism
Hired by SAP as an IT worker as part of their plan to spur innovation at the edges by targeting having people with autism represent 1% of the company’s work force by 2020.

Meet Brad: An available consultant between projects
Uses Accenture’s Digital Talent Broker platform that matches available people to temporary projects.
If The World Were 100 People

Link to YouTube
Digital is changing the way we match talent to task

**Can Facebook posts reveal your personality?**
Management professors can determine statistically valid personality profiles from Facebook that can be used to determine cultural fit.

**Can an algorithm judge the quality of your work?**
Facebook and Amazon use Gild, which uses algorithms to scour the Internet to determine if someone’s code is well-regarded by others and how they communicate.

**Can a simulation or video game identify future leaders?**
Royal Dutch Shell uses Knack video games that calculate a worker’s potential as a leader or innovator. Tests against current workforce reveals it works.

**Will virtual work trials or competitions be the new interview?**
A SaaS company has potential hires participate in at least two virtual “code reviews” to see what kinds of contributors, collaborators and critics they might be.

**Will job postings be eliminated in favor of social networks?**
Zappos eliminated job postings; candidates join their social network instead.

**Can analytics predict your career moves—before you make them?**
Bloomberg Beta can identify entrepreneurs before they’ve even decided to ever start a company.
The democratization of the employee experience can infuse all talent processes

**Recruiting and hiring**
- Onboarding

**Employee surveys**

**Learning**

**Performance management**

**Career development**

**Leadership development**

**Rewards and recognition**

**Job definitions**

**Succession planning**

**Employee communications**

Employees can now use social media – like posting videos explaining their jobs and the company culture to others – to onboard new colleagues themselves.

Employees can use social media to advise career counselors how best to counsel them, instead of having HR provide this advice.

New leaders or successors can be selected in part through opinion polling on social platforms. Potential leaders can be identified through analysis of social sites regarding how they influence others.
The Employee Experience mimics the Customer Experience

Customer Insights and analytics
Personalized and customized for the customer
Seamless customer experience
Co-creation of value with the customer
On demand services for the customer that anticipate and meet a need – before it occurs

Employee insights and analytics
Personalized and customized for the employee
Seamless employee experience
Co-creation of value with the employee
On demand services for the employee that anticipate and meet a need – before it occurs
Human Capital Analytics

- What are the skills in demand and where?
- Which skills have a higher demand supply gap?

- What are the current trends in critical workforces?
- Why do people leave a particular workforce?

- How do I engage some of my best talent?
- What actions could be taken to keep people engaged?

- Why do people join an organization?
- What does a high performer look like?
- Which skills take more resources to hire?

- Are people completing the right training?
- Are we investing in the right skills?

- What are the critical drivers of high performance?
- Do the specialized incentive programs for high performers drive engagement and retention?
The emergence of the quantified employee

Auto analytics transforms the work experience by enabling workers to coach themselves, helping them improve creativity, manage their time, improve their energy, or determine if they have bandwidth for a new project.

The Outside View employees are required to download a variety of smartphone apps that help them track everything from the amount of time they sleep, the distance they walk or run, what they eat, how much time they spend sitting at their desk and even their ‘happiness’ levels. According to the founder, if employees “didn’t want to do it, [they] were out.”

Quantifying employees can transform organizational practices that lead to happier employees.

**Bank of America** had its call center workers wear sensor-rich ID badges equipped with two microphones, a location sensor and an accelerometer to monitor the communications behavior of individuals — tone of voice, posture and body language, as well as who spoke to whom for how long, and where in the office employees tend to move and/or congregate.

Call center managers were surprised to discover that workers who took breaks at the same time as others are happier and completed calls 23% more quickly than workers who took breaks in staggered shifts. The result was a 75% reduction in call centers’ burn rate. The bank saved $15 million in call center costs by changing how it scheduled breaks.
Actions to consider

1. Develop a holistic workforce strategy that includes the extended workforce

2. Use digital to radically redraw the talent map – including tapping into a global pool of talent in the cloud and accessing underutilized talent pools

3. Become an expert talent broker – use new ways to identify and match internal or external talent to task so that talent can be fluidly deployed on a just-in-time basis

4. Develop an employee value proposition and strategy that includes customization

5. Determine which talent practice could benefit most from applying analytics, and try it out

6. Consider ways to quantify your employees to boost engagement and productivity
These themes have many implications on the future of the HR function

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New Publications from Accenture Strategy

**Future of Work**

- Workforce of the Future: Humanizing Work through Digital
- Navigating the Crude Cycle: Agility is Key to Workforce Advantage
- Change or be Changed: Shaping the IT Workforce of the Future

**Future of HR**

- A New Blueprint for HR
- Shattering the Boundaries of HR
- Digital Radically Disrupts HR
Thank you

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