

# Future of Work?

**Hertta Vuorenmaa**

**Aalto University School of Business**

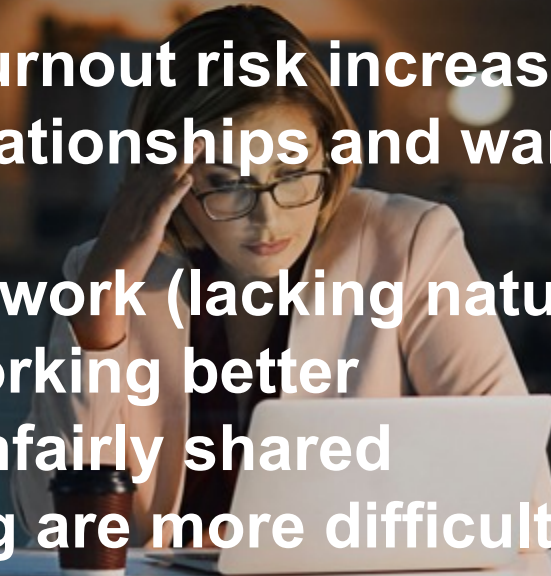
**University lecturer, Research Director, Future of Work**

**How are you guys doing?**

# Observations after 11 months of covid-crisis

## – risks are starting to materialize

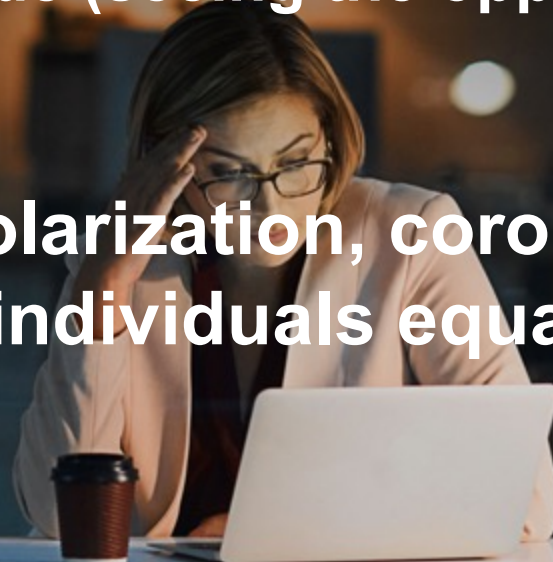
- Productivity gains (fighting mode) may turn to fatigue
- Projects take longer
- New innovation more difficult
- Commitment to organization may decrease, some people are not eager to return to the office
- Self-leadership is difficult -> burnout risk increases
- Part of people desire social relationships and want to get back to the office, part of people do not
- Organized virtual cafés do not work (lacking natural intimate connection) → ad hoc calls working better
- Perception that work load is unfairly shared
- Hiring, onboarding and training are more difficult



# Observations after 11 months of covid-crisis – but also some positive signs

- In many organizations employee satisfaction has increased
- In some organizations productivity continuous to be on higher level
- Dramatically less sick days
- In some organizations crisis mode (fighting for survival, fear) has changed to transformation mode (seeing the opportunity, motivation for change, even inspiration)

**Big challenge is the huge polarization, corona pandemic does not treat organizations and individuals equally.**



# **Different challenges**

**Essential workers (service, blue collar)  
– how to secure safety?**

**Knowledge workers**

**– how to remain engaged and productive while  
working remotely?**

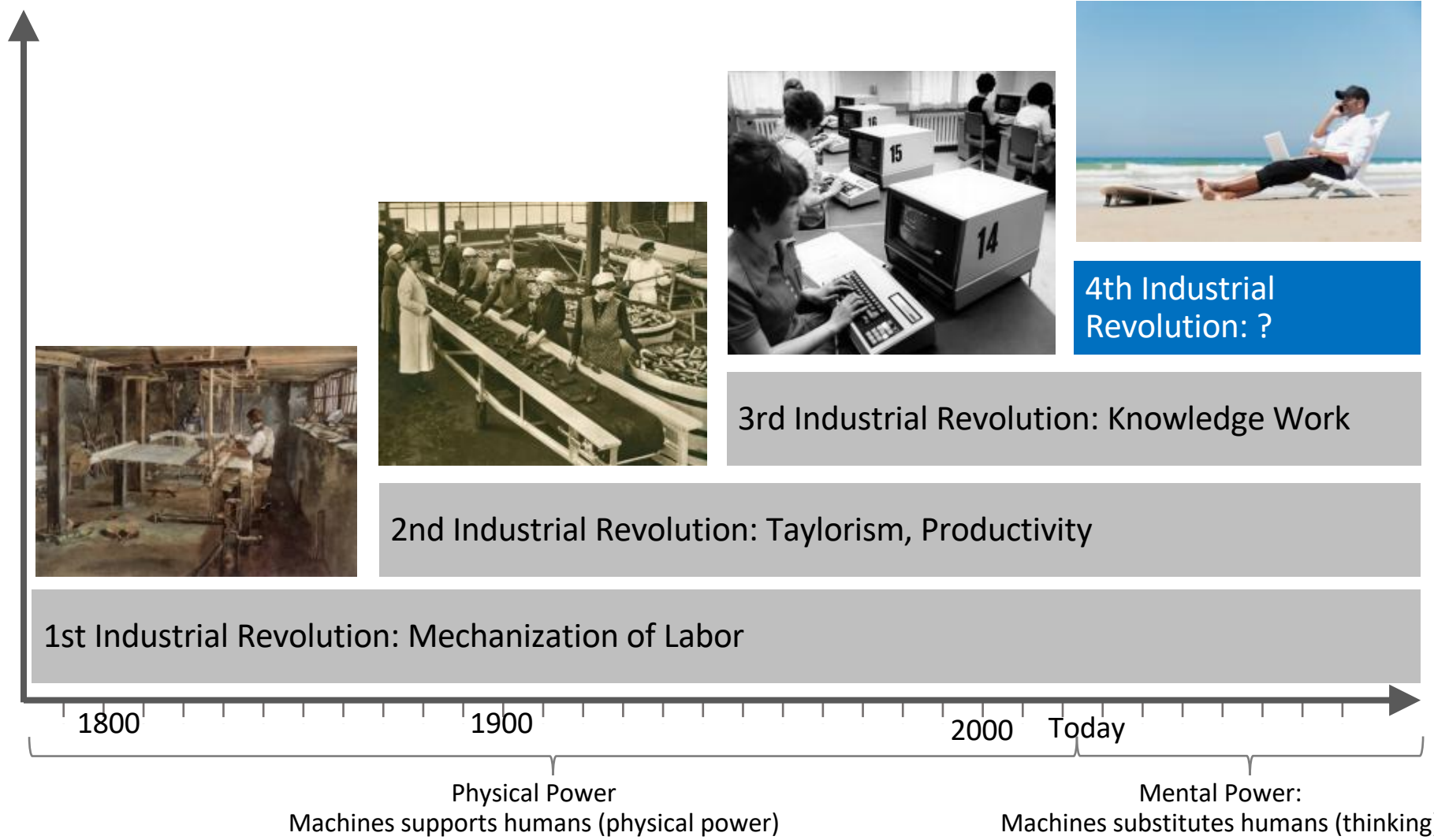




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4th Industrial Revolution: ?

3rd Industrial Revolution: Knowledge Work

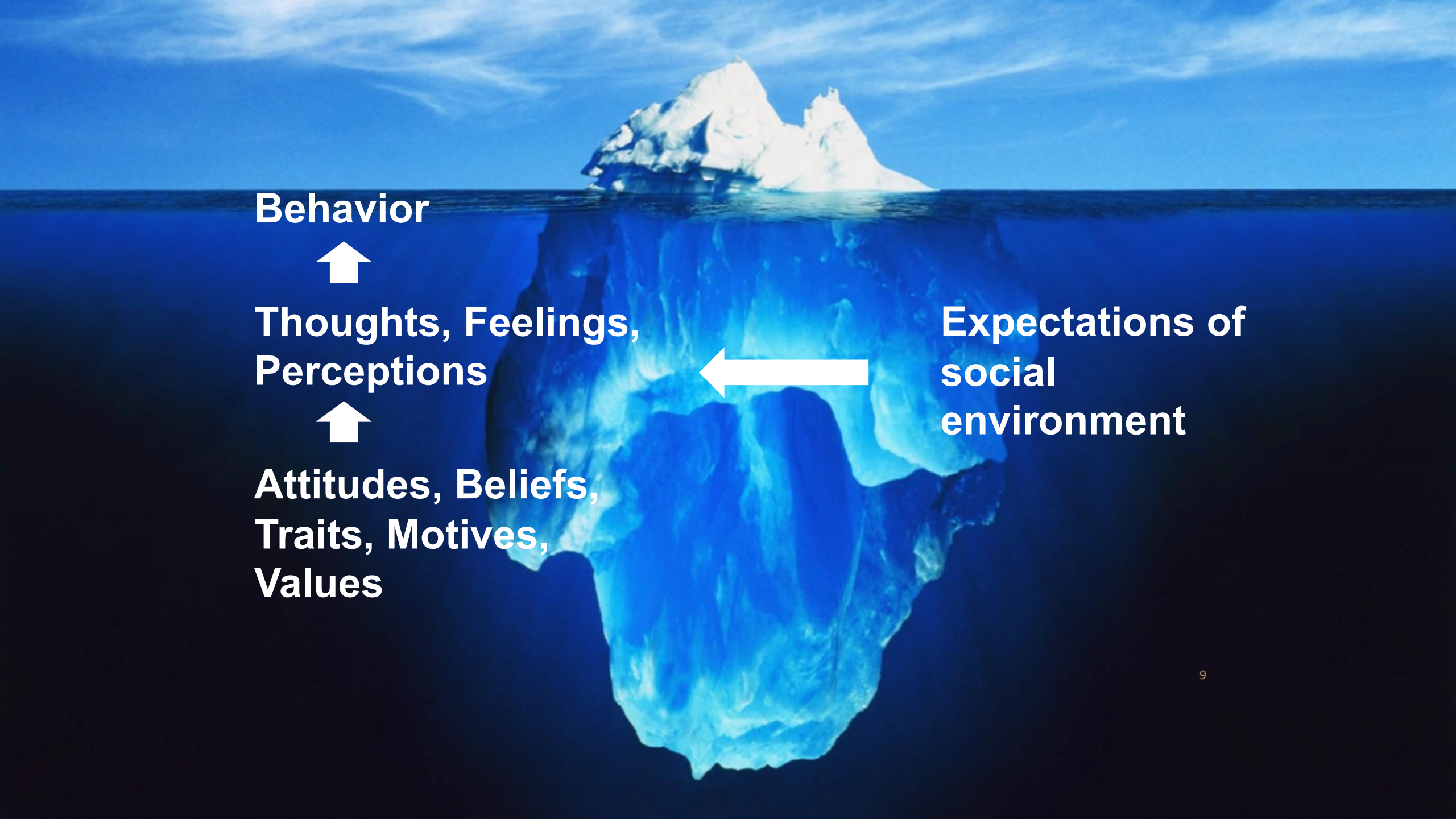
2nd Industrial Revolution: Taylorism, Productivity

1st Industrial Revolution: Mechanization of Labor

A person wearing a red jacket and a dark beanie is sitting on a rocky ledge, looking out over a vast valley. The sun is setting in the distance, creating a warm, golden glow over the mountains and the valley below. The person is seen from behind, and the text "Basics of psychology has not changed" is overlaid on the right side of the image.

**Basics of  
psychology has  
not changed**





**Behavior**

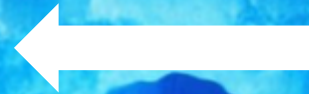


**Thoughts, Feelings,  
Perceptions**



**Attitudes, Beliefs,  
Traits, Motives,  
Values**

**Expectations of  
social  
environment**





**Aalto University**  
School of Business

**”If you want  
engagement you  
have to think  
about inclusion.”**

**Please note that none of this is new,  
just gaining unprecedented speed now  
due to technological development.**

**Please also note that it matters greatly  
what type of work we are discussing,  
white collar knowledge work or blue  
collar factory work.**

# Future of Work trends, summary



- 1. Work is more complex, creative, collective and digital.**
- 2. Organization models focus more on innovation, agility and customer centricity i.e. less on efficiency.**
  - Self-organized agile teams and shared leadership
- 3. Employees expect autonomy, meaning and social responsibility.**
- 4. Self-organized agile teams require motivated, competent and self-organized team players.**
- 5. After Covid-19 crisis share of remote work will be higher than before crisis.**

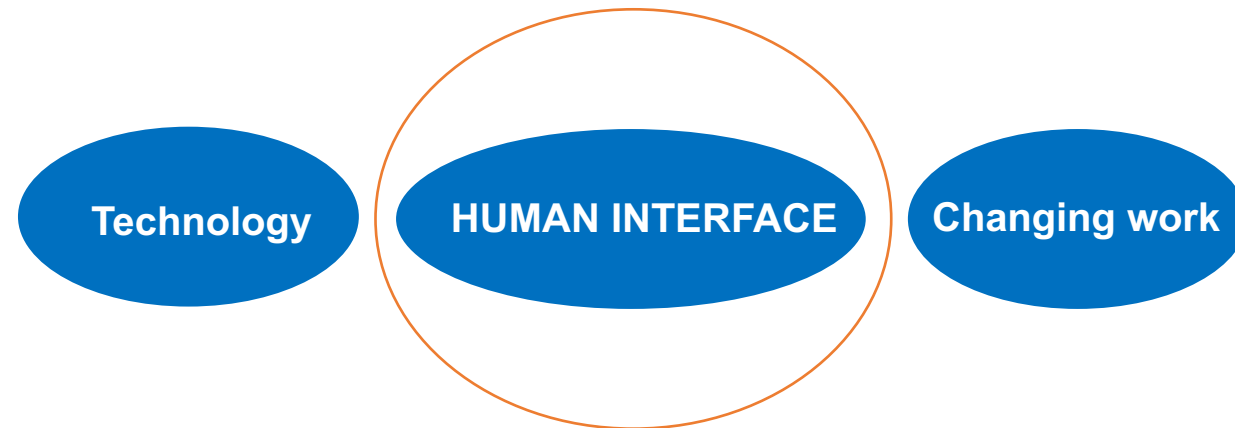
# WHAT IS CHANGING AND WHAT ISN'T?

- Work is not going away. It will always persist – just changing form.
- Management needs to follow suit – change & facilitate
- Technology, e.g. robots should be seen as tools and used proactively and problematized: what tasks should and could we share with them? Whose ethics do they entail?

People are better than robots in:

- Empathy and social skills
- Ability to learn, to think creatively, to give meanings
- Ability to think flexibly and understand connections between things.

# HOW DO WE MANAGE AND LEAD THE HUMAN INTERFACE?



**Short break – whatever you need – and STRETCH!**

# Change at two levels

- **Micro-level behavioral changes**

Disconnection of (cognitive) work and time, place, and employment relationship

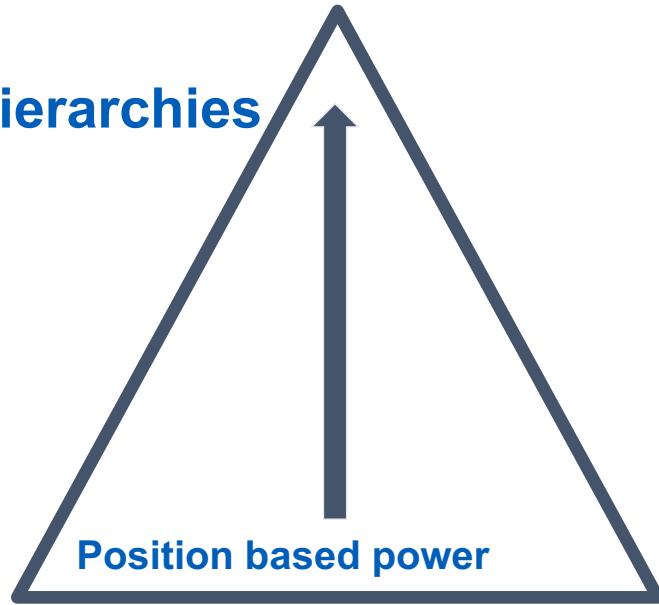
- **Macro-level structural changes**

Artificial intelligence, automatization/robotization, and virtual technologies gradually changing division of labor



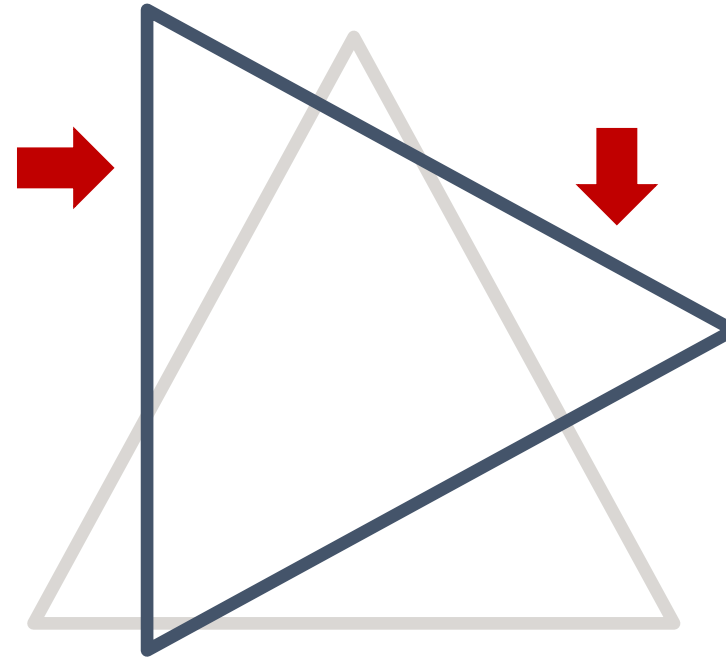


**Hierarchies**

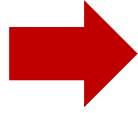


**Position based power**

**Managing in the “old world”**



**Future organizations?**



WORK = IDENTITY  
WORK = PURPOSE



Global talents  
Personal (skill based)  
power



**Future organizations? Growing inequalities, how to manage/lead? How to balance out?**

# Raising questions in terms of the macro level effects?

Unpacking traditional hierarchies, skill based power, flexibility? A societal possibility?

Vs.

Unpacking traditional hierarchies, who protects the employee, the unschooled temp worker? Precariat, a societal threat?



- How much regulation and protection is enough? Too much?
- How do you regulate? On what level? EU, national, each organization to their own?
- Where do you find purpose and identity for those without work?
- Who coaches people to work with robots?
- What will work be like in the future?
- How do we create sustainable working conditions and work?

# Change at two levels

- **Micro-level behavioural changes**  
Disconnections of (cognitive) work and time, place, and employment relationship
- **Macro-level structural changes**  
Artificial intelligence, automatization/robotization, and virtual technologies gradually changing division of labor





**Disconnection between Work and Time**

# **New People Management Challenges**

- **Individualization of working arrangements**
- **Blurring boundaries of “work” and “life”**
- **Growing importance of self-management and well-being**
- **Increasing need for real-time and any-time people practices**



**Disconnection between Work and Place**

## **New People Management Challenges**

- **Shift from company office(s) to more diverse and individualized places – new challenges for supervision, collaboration, performance management**
- **Nurturing a common culture – generational differences**
- **Decreasing importance of location for talent management**



**Disconnection between Work and Employment**

## **New People Management Challenges**

- **Shift from hierarchical career ladders towards individualized portfolios?**
  - **How to manage increasing mobility and commitment of experts?**
- **Increasing focus in continuous learning – role of people management?**
- **Increasing differences between skill levels – potential equality and fairness issues?**

# Raising questions in terms of the micro level effects?



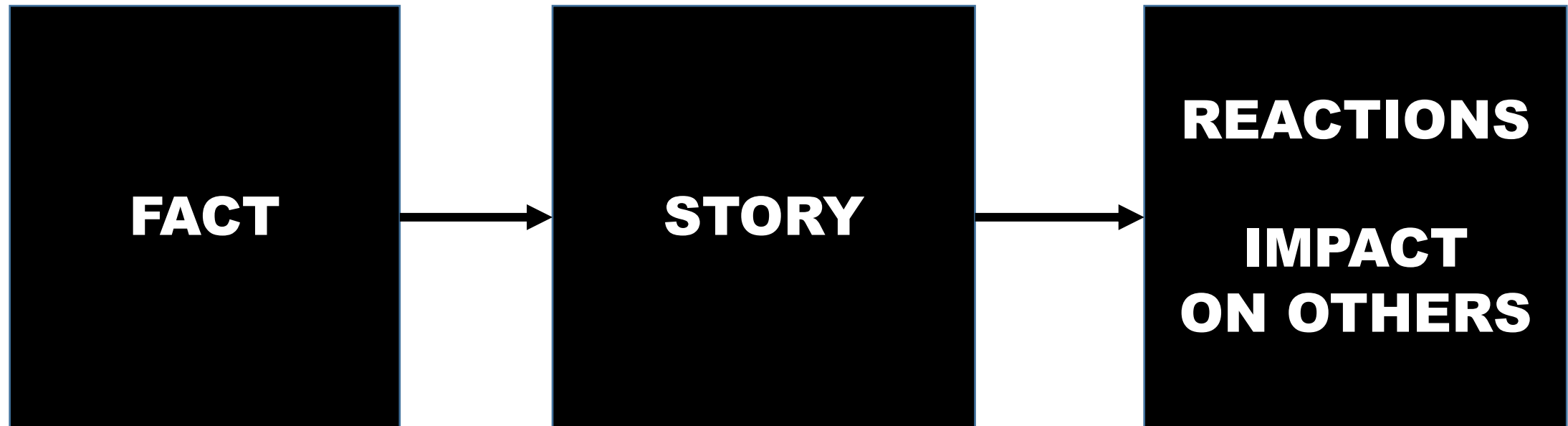


**Where does this all leave us?**

**FACTS**

**vs. STORIES**

# EXAMINE YOUR STORIES





**Responsibility is and should be shared**

**Individual – life long learning - how?**

**Organisation – changing power relations and facilitating change?**

**Society – changing structures and supporting organizations?**

**Wrap up and Q & A – ask anything?**

# A?

**Aalto University**

**Creating a world-leading research & practitioner concentration: focus on new forms of work.**

**Pulling together multidisciplinary projects and researchers across Aalto and in cooperation with top universities and research institutes.**

**Producing world class research and serving the Finnish society and economy.**

# FUTURE OF WORK

*'Time and space are modes  
by which we think and not a  
condition in which we live.'*

Albert Einstein