

Bristol Distinguished Address Series

Future of work and organisations

Bristol Business School
UWE

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1 February 2017

Forces shaping the future of work

Globalisation

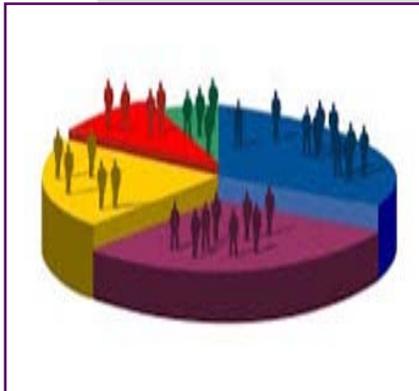


**Political & Economic
Uncertainty**



**The Changing
Context of Work,
Workforce &
Workplace**

**Social & Demographic
change**

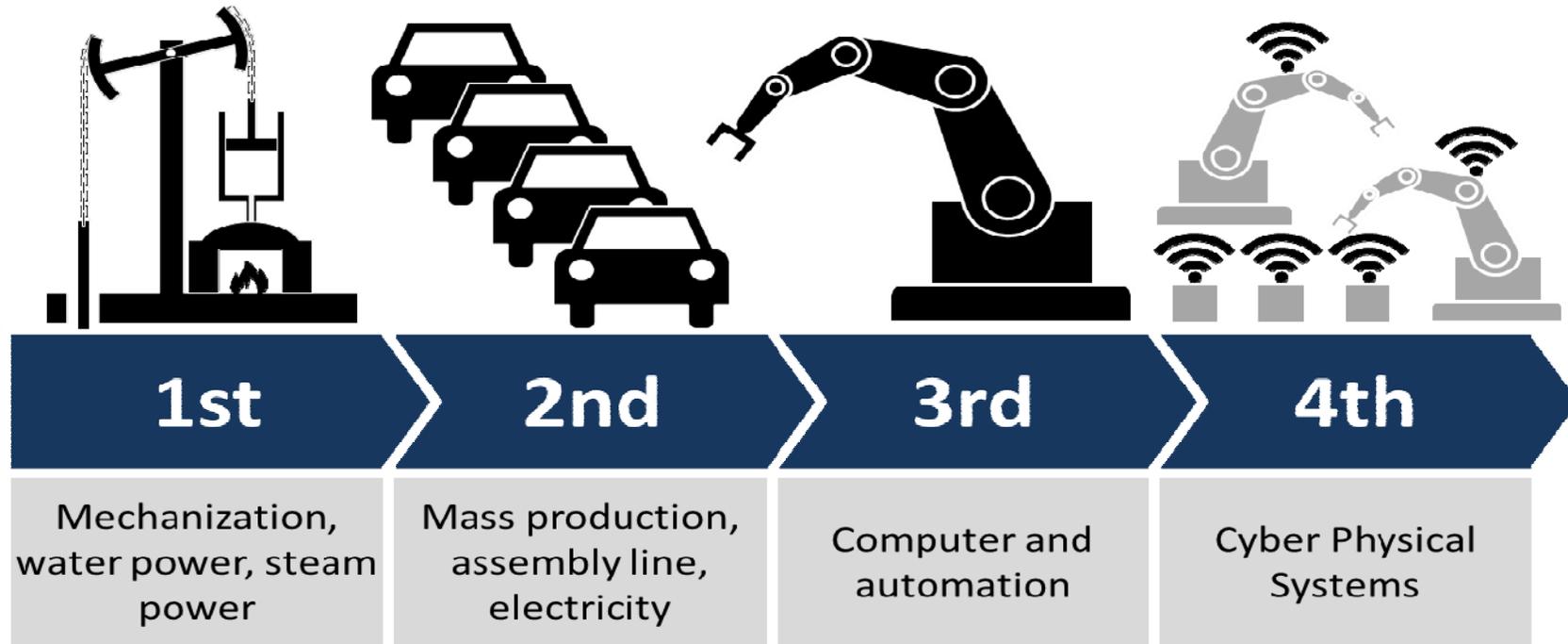


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**Technological
change**



Creating a human centric future...



Klaus Schwab – The Fourth Industrial Revolution

“together shape a future that works for all by putting people first, empowering them and constantly reminding ourselves that all of these new technologies are first and foremost tools made by people for people.”

The changing nature of jobs - #FOBO

- ‘Computerisation could replace up to 47% of jobs in the US’

Probability of computerisation	Occupation
99%	Maths technicians
99%	Insurance underwriters
98%	Loan officers

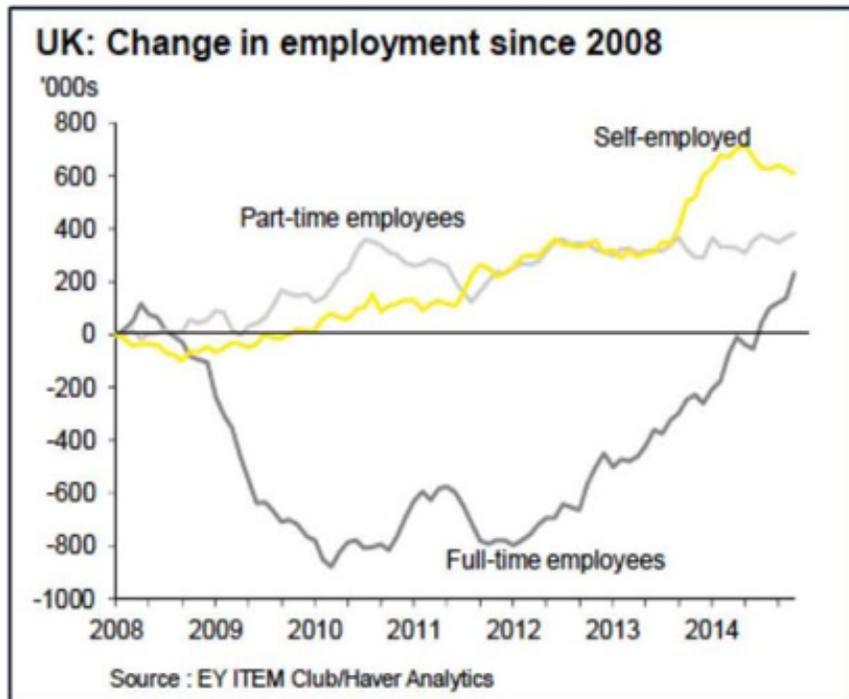
- *Less than a quarter (23%) of employers have devised and implemented a formal strategy to address the potential impact of new technologies on their workforce*

Economist Intelligence Unit

- 15m jobs to be replaced by robots in the next 20 years (BofE)

93%	Tax examiners & collectors, & revenue agents
86%	Real estate sales agents
65%	Librarians
61%	Market research analysts & marketing specialists
58%	Personal financial advisors

Workforce trends since the GFC



- Most increase in employment thru 'non-standard' jobs
- 30%+ now working self-employed or in micro-enterprises.
- 90% of the increase in the workforce is the 50+ segment, or 1.12m people.
- High skill jobs (managerial, professional etc.) account for 70% of employment rise.
- 10% decline in average earnings in real terms

New org models – sharing economy, gig economy, peer-to-peer, holocracies



A crisis of trust?



FINANCIAL TIMES

WORLD UK COMPANIES MARKETS OPINION WORK & CAREERS LIFE & ARTS

UK banks + Add to myFT

Banks need a generation to change culture, report says

Messages from top management are failing to reach the frontline, study finds



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American hedge funder Martin Shkreli increases price of Aids-related drug by 5,000pc

Mr Shkreli bought Daraprim which is used to treat a parasite infection that can cause life-threatening problems for those with weakened immune systems

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the guardian

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Volkswagen (VW) US finds evidence Volkswagen acted criminally in emissions scandal - report

Prosecutors said to be considering whether company, which agreed to a multibillion-dollar settlement this summer, should face criminal charges



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Gender pay gap to remain until 2069, report says

24 September 2016 | UK

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The gender pay gap in salary progression, res



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Top sponsors call for FIFA president Sepp Blatter to resign immediately

by Daniel Berridge @dberridge OCTOBER 2, 2015, 3:44 PM EDT



The 'people' agenda...



- Diversity and inclusion
- Stress, wellbeing
- Productivity
- Work-life balance
- Equality and opportunity
- Utilisation of skills and talents
- Meaning and purpose
- Engagement

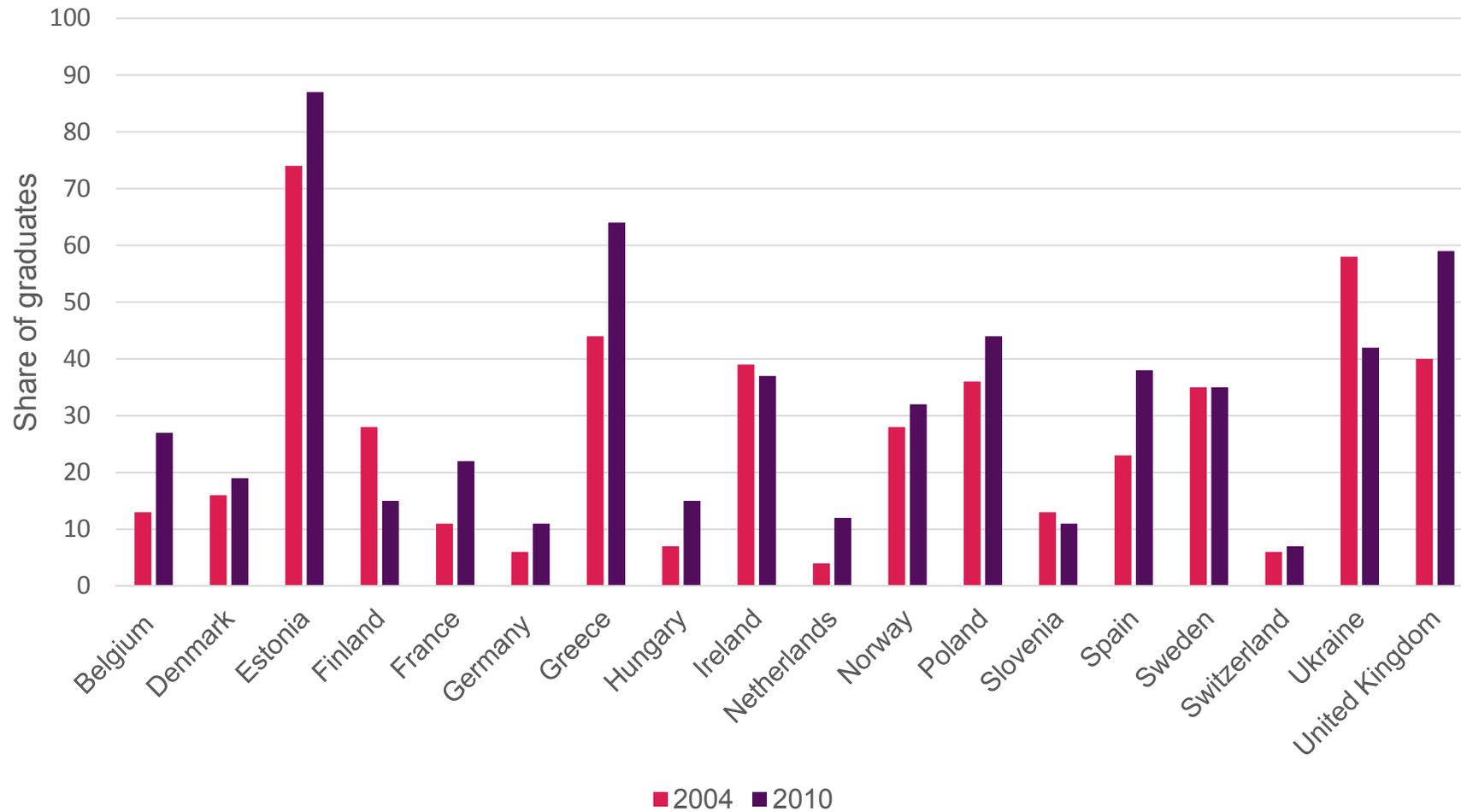
Engagement and wellbeing – critical business issues

- Mental health costs the UK £70bn per year, equivalent to 4.5% of GDP
- Mental ill-health costs each employer £1,035 per employee, per year
- 15.2m sick days per year due to stress, anxiety or depression
- Failure to unlock discretionary effort costs UK business £6bn
- Only 2 in 5 employees working at peak performance

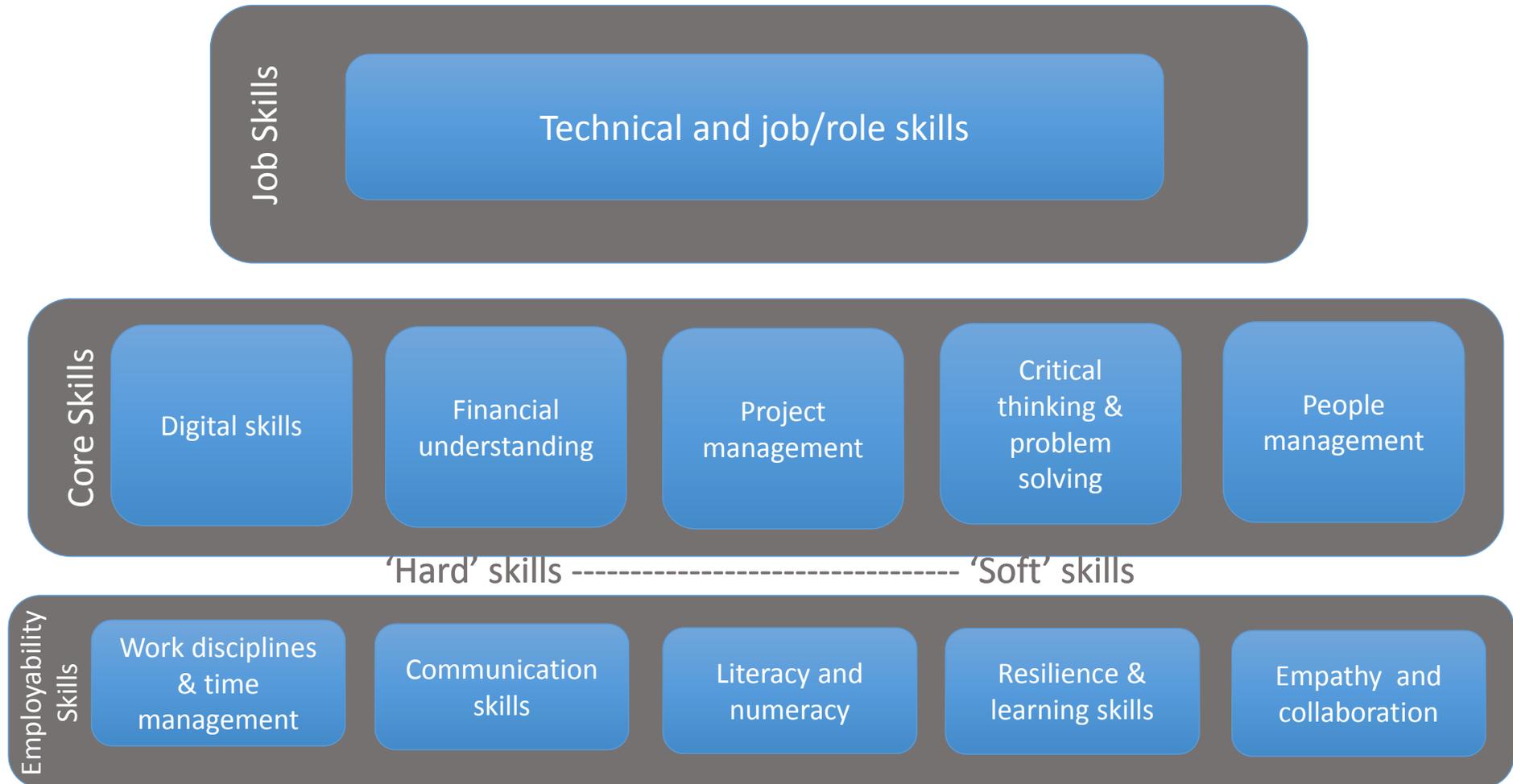


Addressing the growing skills mismatches

Graduates in non-graduate jobs



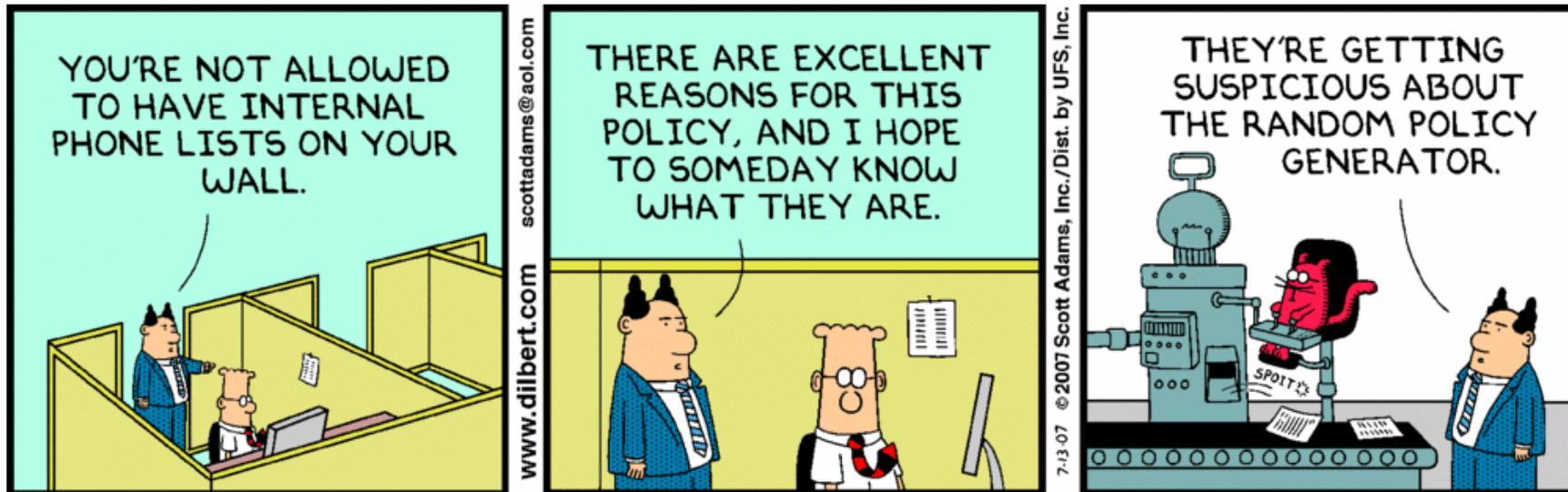
Skills landscape – who's responsible?



Sourcing, attracting and retaining talent



Shifting cultures and behaviour



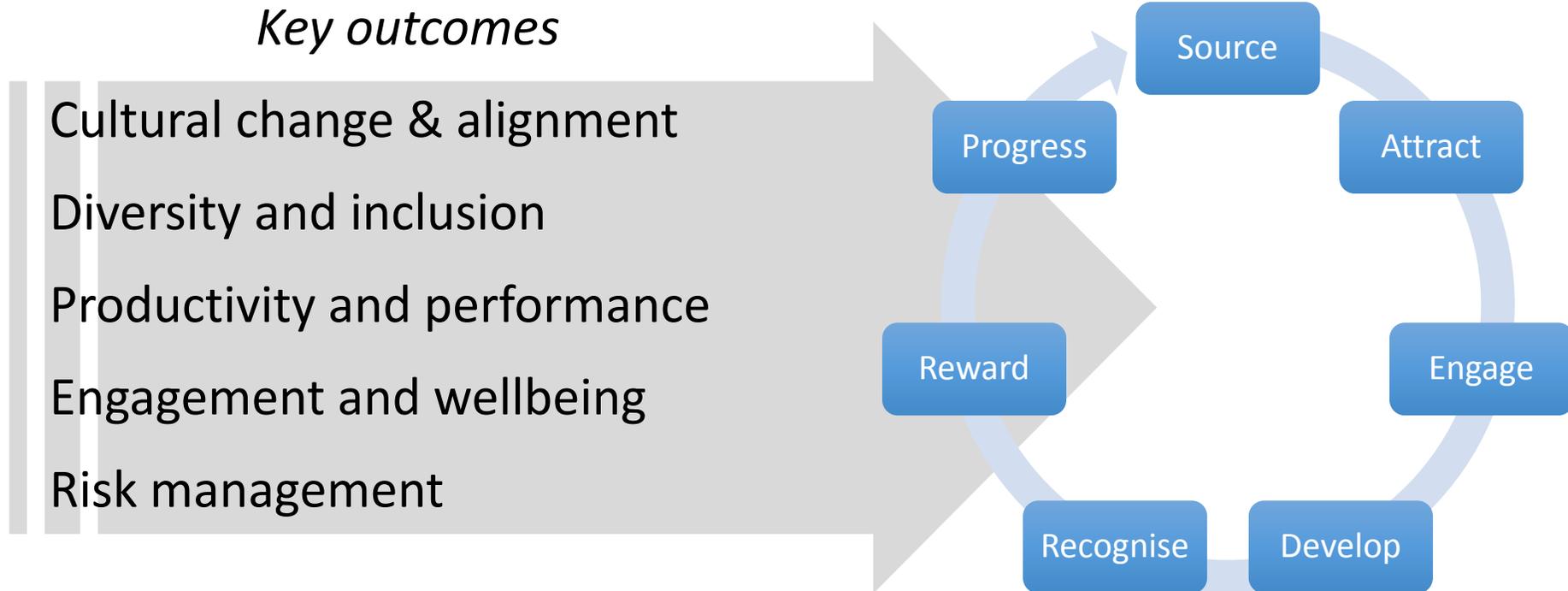
From control to enablement
From policy to principles

Developing managers at all levels is critical

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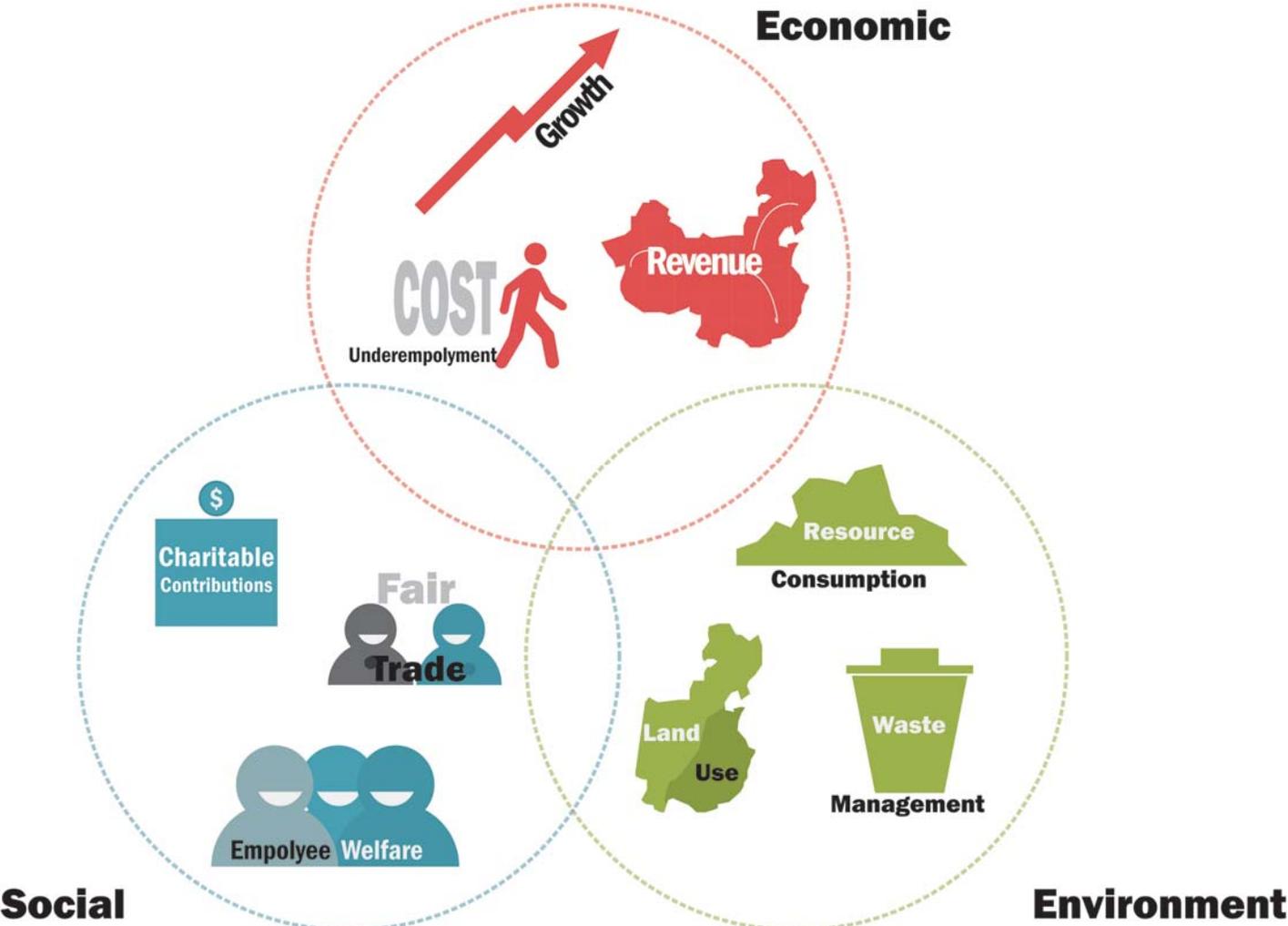


Aligning outcomes with people management practices



Principles led, evidence based, outcomes driven

Greater transparency and the multi-stakeholder view



In conclusion – key business and organisational themes

- Agility and resilience as strategic capabilities
- From collectives to individuals and networks
- Managing heterogenous workforces and ways of working
- From 'process over people' and 'econ man' to human behaviour and people at the centre
- From best practice to best fit or adaptive practice
- Desire for meaning-making and purpose – culture over rules
- From accounting to accountability

The need for broad cooperation

