

## **EXECUTIVE SUMMARY - Future of Work 2017**

*The HUBREPORT **Future of Work** highlights the main trends in the world of work in 2017. Organised into eight main themes, the report is made up of 20 case studies, plus interviews, summaries, explanations and extracts from articles, which are indispensable for understanding all of the changes – both those underway and those coming up.*

*Training, recruitment, employer branding, work organisation, Millennials' new relationships to work and to companies: the digital revolution is creating a sea change in the world of work. This on-going evolution can seem to be a great paradox, but it can also be seen as finding a balance and harmony between opposites. On the one hand, propelled by progress in artificial intelligence, data and immersive technology, the digital seems to go more and more in hand with robotisation, predictivity and rationality. On the other hand, the digital gives humans pride of place at the centre of a society and economy in which empathy and emotional intelligence are more important than ever before. The search for meaning has never been so strong, collaboration has become normalised. Far from being contradictory, the search for increased productivity, which is at the heart of algorithmic machines, goes hand-in-hand with improved well being, which is key to employee experience and company performance.*

### **Trend 1:**

#### **The Job Market Shaken Up by Automation of Work**

According to a study by Dell & the Institute for the Future, 85% of the jobs of 2030 do not yet exist. Task automation and artificial intelligence are turning our work environment upside down. Starting today, the world of work needs to adapt to the digitalisation of society, not only through a transformation of professions, but also through a transformation of organisations, workspaces, recruitment and training.

### **Trend 2:**

#### **Management Becoming More Horizontal, a Collective Force**

One of the main developments currently underway is the reorientation of companies towards so-called 'collaborative' organisation. The collaborative company, sometimes even in the form of a holacratic or liberated company, is based around central pillars of confidence, conviviality, choice and cooperation, and works according to principles of goodwill and collective intelligence. Numerous (digital) management and sharing tools allow employees to work together in real-time, such as Workplace by Facebook.

### **Trend 3:**

#### **Generational Impact: Better Integration of Generations Y and Z**

With the digitalisation of society and the changing customs that go along with it, the world of work also needs to adapt to deal with the impact of major generational change. Young workers demand more meaning, flexibility, quality of life and well being at work.

### **Trend 4:**

#### **More Flexible Ways of Working**

In order to satisfy these generations - 75% of workers will be part of Generation Y in 2020 – and employees' new expectations, companies are turning to new modes of working: coworking, telecommuting, collaborations with start-ups, freelancing, etc.

#### **Trend 5:**

##### **Towards a More Human Working Environment...**

By humanising workspaces, companies are also committing to improving their employees' well being, and working towards ensuring an optimal social, which will be a source of greater productivity. Becoming a collaborative, flexible company also involves new management styles and skills that are more focused around emotional intelligence. Could this human revolution be more important than the industrial revolution?

#### **Trend 6:**

##### **...that is Also More Efficient**

This awareness and engagement should not prevent companies from investing in artificial intelligence and machine learning: data gathering and analysis are revolutionising HR through predictivity. On top of this, major benefits also include time saved and creation of greater harmony between a company and its collaborators.

#### **Trend 7:**

##### **The Digital, the New Catalyst Making Recruitment Processes More Effective**

Recruitment and training are not exempt from digitalisation. On the contrary, they are at the cutting edge of new technology, in particular when it comes to virtual and augmented reality, which are now being used for certain training courses. The use of social networks enables a simplified recruiting process, companies are turning to these tools more and more quickly (with LinkedIn leading the charge). Professional matchmaking platforms, as well as virtual recruitment platforms, are also booming; they link candidates to recruiters by enabling more direct at-distance meetings. Several start-ups are also offering to recruit employees through the use of skills tests (pitting know-how against degrees) or challenges (games).

#### **Trend 8:**

##### **Skills Acquisition Made More Accessible**

Artificial intelligence also serves humans by offering training that can be personalised to suit individuals. In general, the digitalisation of training courses makes skills acquisition easier. For example, we can think of the success of MOOCs, as well as of micro-learning ('express' training that takes only a few minutes and is often provided via mobile telephones, in 'mobile first' mode), and of blended learning, which mixes face-to-face and e-learning, and which is enjoying increasing success.

In all these ways, the world of work is currently undergoing a metamorphosis, and the HUBREPORT *Future of Work* offers a 360° view of this evolution: an evolution which is both digital and human, but above all, intelligent.