



*Regional Upward Spirals: The
Co-Evolution of Future
Technologies, Skills, Jobs, and
Quality-of-Life*

IBM Almaden Research Center, September
27, 2011

The Blurring of Job Loyalties, Social Collaboration, and Personal Freedom: The Future of our Relationships with Workers



Rawn Shah

Social Business Strategist
IBM Collaboration Solutions

rawn@us.ibm.com

twitter.com/rawn

linkd.in/RawnShah



- Business Agility requires a Flexible Work Environment
 - Flexible Full-time Employees
 - Contingent Workforce
 - New Forms of Work and Types of Jobs
- A Comprise to a new Flexible work relationship
- A new class of Work-Life Balance issues
- Managing their Flow of work, Workloads, Identity, Reputation and Personal Data
- Corporate Digital Citizenry as a Quality-of-Life employment differentiator



Business Agility Requires a Flexible Work Environment

- Employers and Employees need Flexibility
 - To break down organizational silos
 - To access expertise from across the organizations
 - To share employee resource costs across multiple departments
 - To retain skilled employees or hire location-inflexible ones
 - To drive productivity through increased employee engagement
 - To create employee career development opportunities
 - To encourage individual innovation & idea cross-pollination
 - After an extended period of downsizing, employees' loyalty has been tested and they may be more unwilling to make the personal sacrifices for the sake of work¹
 - Generational differences are also driving the need for more flexibility in the workplace. The younger generation of workers simply doesn't view work the way their parents do¹



Flexibility for Full-time Employees

- Flexibility options
 - Traveling employees (e.g., salesforce)
 - Work from home (permanent)
 - Work from home (part of the week)
 - Remote & mobility offices
 - Client sites (e.g., services business)
 - Flexible work hours
- To function as full-fledged employees
 - Access to communicate and collaborate with coworkers, managers, customers, partners, etc. (e.g. social business)
 - Access to applications regardless of location (e.g. cloud computing)
 - Measures of productivity independent of time-based tracking



Flexibility through the Contingent Workforce

- Contingent workforce:
Contractors, Outsourced works, Consultants, Temporary employees
- “In a survey of 41,000 employers in 35 countries and territories, **more than a third of respondents** said they view contingent labor as a key element of their workforce strategy”
- 14% of employers across the globe now turn to contingent employees to:
 - try out candidates prior to hiring for permanent positions,
 - provide longer-term flexibility,
 - quickly find talented people possessing specialized skills, and
 - outsource non-core business functions
- “**Demand for specialist contractors and outsourced workers will rise, especially in knowledge-driven areas** where technology allows talented people to work from anywhere in the world.” ²



World of Work Insight,
Manpower Inc. 2009



Contingency unfortunately considered as an option mostly by disengaged employees

“**26 percent** of workers indicated an interest in becoming an independent contractor or consultant.

60 percent of those interested in becoming an independent contractor or consultant are **either passive or disengaged in their current jobs.**

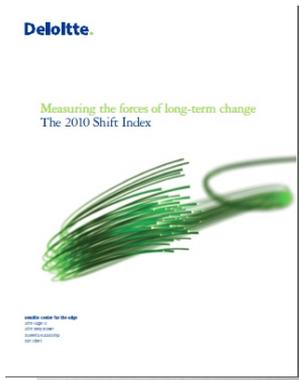
This suggests that the **workers most prone to considering the option of self-employment are generally those who are least engaged in their current work.**”³

-- *Measuring the Forces of Long-term Change, Deloitte Center for the Edge*

“Research from the Center for Work-Life Policy shows that between June 2007 and December 2008, the **number of employees expressing loyalty to employers plunged from 95% to 39%**”⁴

Another report indicates the number of **highly disengaged employees has increased from 1:10 to 1:5** since the first half of 2007⁵.

-- *World of Work Insight, Manpower Inc.*



Measuring the forces of long-term change: The 2010 Shift Index
Deloitte Center for the Edge, 2010



New forms of Work and Types of Jobs

- Collective Intelligence and Open Innovation
 - Upcoming IBM Institute for Business Value study on business applications of Collective Intelligence describes many models of collective work:
 - Contests & Challenges, Idea Management, Collaborative Information Mapping, Template-based Design, Parallel Tasking, Communities of Practice, Serious Games, Distributed Q&A
 - Open Innovation - company-external collaborations and business models: Henry Chesbrough, *Open Innovation* (Harvard Business Press, 2005)
 - Workers may now come from customers, business partners, even competitors collectively contributing towards end goals, for financial or non-financial motivation



Virtual environments as employment markets

- Virtual Goods production / sale
 - Estimate for virtual goods market: \$6B worldwide by 2013⁶ – Piper Jaffrey, Inc.
- Virtual worker populations
 - Full-time “Gold farmers” for online games in China: ~100K (in 2005) ⁷ – New York Times
 - InnoCentive = ~12MM ‘solvers’ possible⁸ (2011)
 - Amazon MTurk = ~400K workers at any one time⁹ (2009)
 - oDesk = ~1.8MM hours worked, 97K jobs posted in month of July 2011¹⁰
- Creating **a variation of Labor mobility & the contingent workforce**
 - Geographic immobility, Virtual occupational mobility

A Possible Compromise to Flexible Work relationship

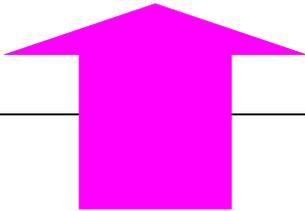


Sloan Age employment	Flexible Work employment	Freelance employment
Exclusive to one organization	Alliance to one parent org – non-exclusive to org unit	Non-exclusive to a single organization or org unit
Fixed hours – Time-based	Flexible hours – Outcome-based	Flexible hours – Outcome-based
Pre-defined location(s) of work	Choice of project defines location requirements	Choice of contract defines location requirements
Defined reporting hierarchy	Reporting per definition & duration of project	Reporting per definition & duration of contract
Employer may direct who they should interact with	Freedom to interact with relevant people per project requirements	Generally free but varies with contract requirements
Employer defines goals and assigns work items/projects	Employer defines goals; employees may choose between projects, even across organizational units	Generally free but varies with contract requirements
Employer may dictate specific work steps with little flexibility	Employer may define work practices, but allow flexibility to do steps	Specific work steps are not defined –flexibility within contracts
Work quality determined by identified superiors	Work quality determined by project and networks	Work quality determined by customer and contract
Benefits offered by one exclusive organization	Benefits offered by one exclusive organization	Freelancer must manage own benefits
Taxation based on exclusive employer	Taxation based on exclusive employer	Pays own personal tax based on self-employment
Bonus pay determined by employer	Bonus pay factored by efficiency but also determined by employer	Bonus pay determined by efficiency
Security in the regularity of work and in salary	Security in the regularity of work and in base income	Ongoing need to find new work, and potential high variances in income
Employers often offer pathways to career and skills development	Employers often offer pathways to career and skills development	Freelancer must develop their career and grow skills on their own
Other employees may provide guidance, mentoring or assistance	Employer creates framework to provide networks; employees build networks themselves	Freelancer has to build their own external network to gain guidance

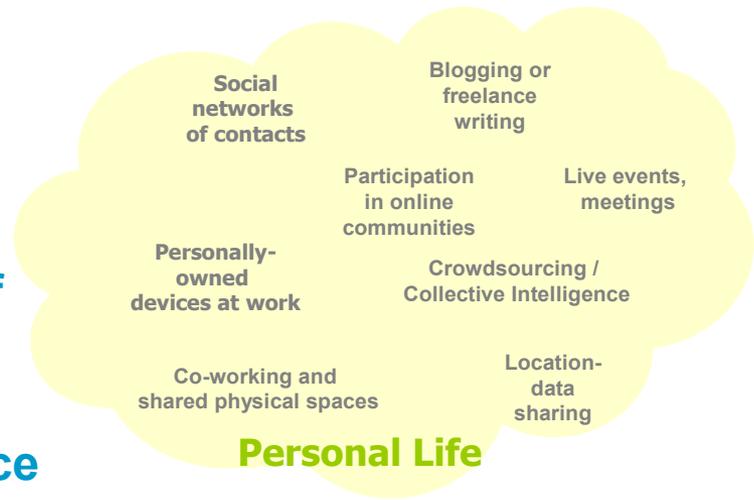
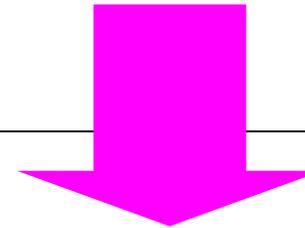
Source: Rawan Shah, 2011

A New Class of Issues for Work-Life Balance

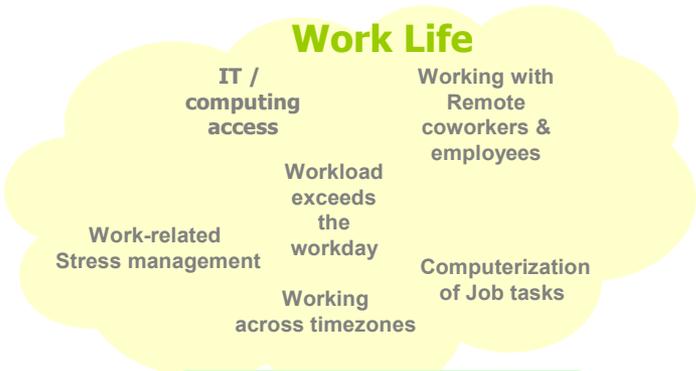
Personal Life



Personal Life



Work Life



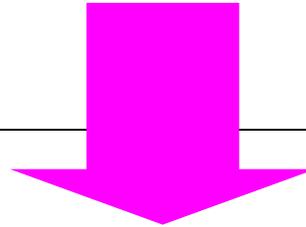
Work Life

Central Issue:
"Take your work home"

Central Issue:
"Please bring your personal life to work"



Personal Life



Work Life



IBM Institute for Business Value study:

“Today’s CMO: Innovating or Following?”

3M Australia: Corporate character grows more critical in the networked age...

‘Every employee has become a touch-point for the brand’

“We want employees to be excited about the company’s values and history as an innovator, so they can be a constant touch-point for the brand essence.”¹²

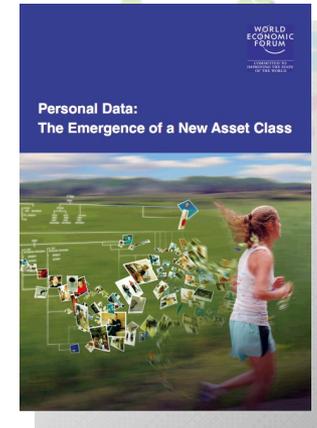
“Please bring your personal life to work”



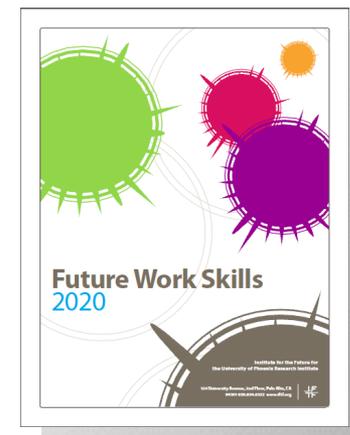
Employers leveraging “Beyond-the-Employer” Professional Social Networks

A New Class of Issues

- **Personal data** from online activity creates “an emerging **new asset class** touching all aspects of society... *personal data will be the new ‘oil’*”¹³
 - Individuals’ direct or indirect actions generated 70% of digital data in 2010⁸ (IDC)
 - By 2020, digital records will be 44 times larger than in 2009 (IDC)¹⁴
 - Break from ‘industrial-age’ view of people as “consumers”
- Need an **End user-centric view** of *transparency, trust, control, value*
- **Juggling priorities and loyalties** – to employer, to self, to communities
- To keep with the pace of social network activity, there’s increasing need for **frequent of task & context-switching** and cognitive load management¹⁵ of these priorities and loyalties



Personal Data: The Emergence of a New Asset Class
World Economic Forum
2011



Future Work Skills 2020
Institute for the Future +
Univ of Phoenix Research
Institute, 2011



New Issues: Managing flows & attention

- Between tasks within your primary job
- Between projects for your manager
- Between projects for multiple organizational stakeholders
- Between projects with external partners, customers, etc. for your job
- Between projects in multiple jobs
- Between crowdsourcing projects
- Between internal and external social networks



Managing Workloads, Identity, Reputation and Personal Data

- A new environment for how people work:
 - Flexible Full-time and Contingent employees
 - Collective Intelligence & Open Innovation
 - Beyond-the-Employer Professional Social Networks
- Emphasizes New Skills & Work Factors
 - Manage your **Flow**
 - Manage your **Network**
 - Manage your **Identity, Expertise & Reputation**
 - Manage your **Personal Data**
 - Leverage your **Social Analytics**



Corporate Digital Citizenship as a Quality-of-Life differentiator

Organizations need to support workers:

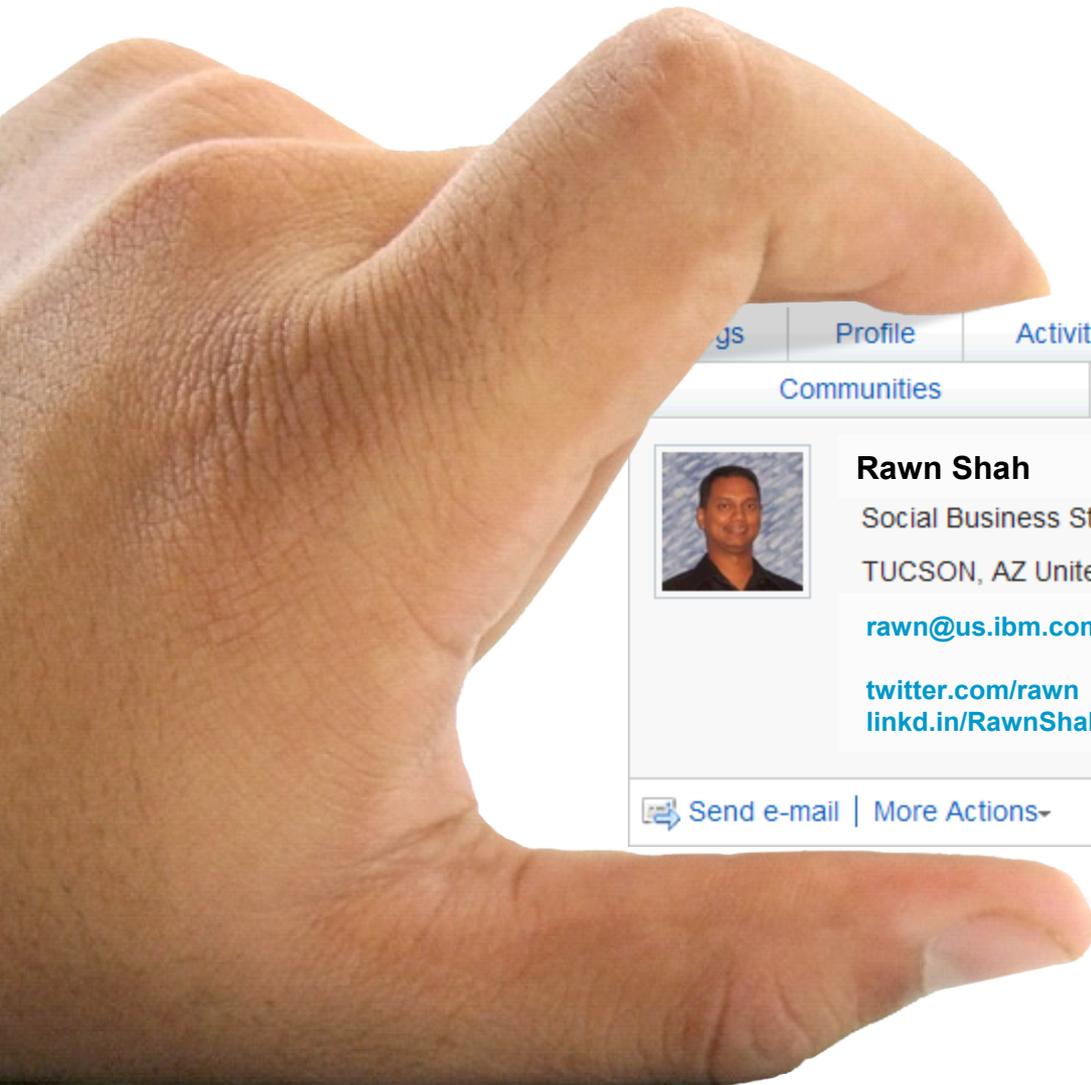
- **Refactor Work** to collaborative, collective intelligence, and social business methods
 - Improved employee work freedoms as an employee engagement driver and recruiting differentiator: assignment/reporting, work styles, work hour flexibility, personal projects, worker passion
- Facilities for **managing and monitoring personal data** use
 - Improving transparency, trust, control and value per End user-centric view
 - End user-centric social analytics about “my actions, and use of my data”
- **Commitment to worker digital reputation building** as part of career or skills development



Corporate Digital Citizenship as a Quality-of-Life differentiator

Workers need to support the organization's goals:

- Support Corporate 'Asks' of personal credibility & network
- Cultural adjustment to new contingent work roles
- Emphasize Corporate values of trust, integrity, influence through expertise
- Awareness of corporate policies on social media use, online activity monitoring and maintaining privacy



gs	Profile	Activities	Bookmarks	▼
Communities		Wikis	Files	
	Rawn Shah			
	Social Business Strategist			
	TUCSON, AZ United States			
	rawn@us.ibm.com			
	twitter.com/rawn			
	linkd.in/RawnShah			
 Send e-mail More Actions ▼				



Reference

S

1. Manpower Inc., *World of Work Insight*, Nov 2009, www.manpower.com/researchcenter
2. Ibid
3. John Hagel, John Seely-Brown, Duleesha Kulasooriya, Dan Elbert, *Measuring the Forces of Long-term Change: The 2010 Shift Index*, Deloitte Center for the Edge, 2010
4. Sylvia Ann Hewlett, *Top Talent: Keeping Performance Up When Business Is Down*, Harvard Business Press, October 2009
5. *Improving Employee Performance in the Economic Downturn*, Corporate Executive Board, 2008.
6. Piper Jaffray Inc, "Pay to Play: Paid Internet Services". Piper Jaffray investment research, July 2009
7. J. Dibbell, *Life of the Chinese Gold Farmer*, New York Times, June 17, 2007, <http://www.nytimes.com/2007/06/17/magazine/17lootfarmers-t.html>
8. InnoCentive, *Facts & Stats*, Q2 2011, <http://www.innocentive.com/about-innocentive/facts-stats>
9. J Ross, L Irani, M.S. Silberman, A. Zaldivar, B. Tomlinson, *Who are the Crowdworkers? Shifting Demographics in Mechanical Turk*, CHI 2010, Apr 2010, <http://www.ics.uci.edu/~jwross/pubs/RossEtAl-WhoAreTheCrowdworkers-altCHI2010.pdf>
10. oDesk, *The oConomy*, July 2011, <https://www.odesk.com/economy/>
11. Rawn Shah, *The Future of Work*, Forbes.com May 2011, <http://www.forbes.com/sites/rawnshah/2011/05/17/the-future-of-work/>
12. IBM Institute for Business Value, "Today's CMO: Innovating or Following?", 2011, <http://www-935.ibm.com/services/us/gbs/thoughtleadership/ibv-cmo-prestudy.html>
13. World Economic Forum, "Personal Data: The Emergence of a New Asset Class", Jan 2011, http://www3.weforum.org/docs/WEF_ITTC_PersonalDataNewAsset_Report_2011.pdf
14. IDC. "The Digital Universe Decade – Are You Ready?" May 201W IDC 2010
15. Institute for the Future for the University of Phoenix Research Institute, "Future Work Skills 2020", Apr 2011, <https://www.phoenix.edu/research-institute/publications/2011/04/future-work-skills-2020.html>