Mineral™

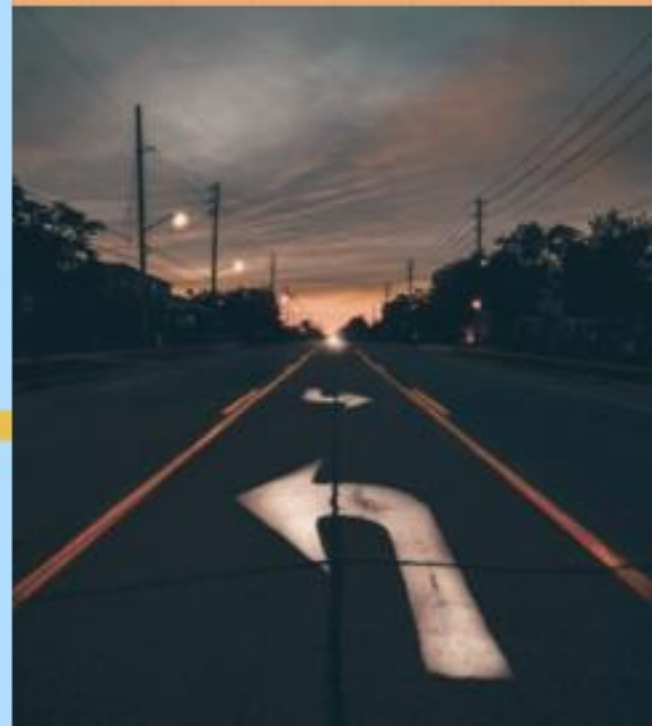# Rethinking
The Future of Work

Presented by Steven T. Hunt, Ph. D.

February 3, 2023

Welcome to the Webinar

- We'll email the recording and slides on Monday, 2/6.

- Please participate in our poll + post-webinar survey.

- Use the **Q&A** feature to ask the presenter questions.

- Use the **chat** feature to talk to your fellow attendees.

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Talent Tectonics

How digitalization and demographics are changing work and what organizations must do in response

Steven T. Hunt, Ph.D, Chief Expert Work & Technology
SAP Innovation Office

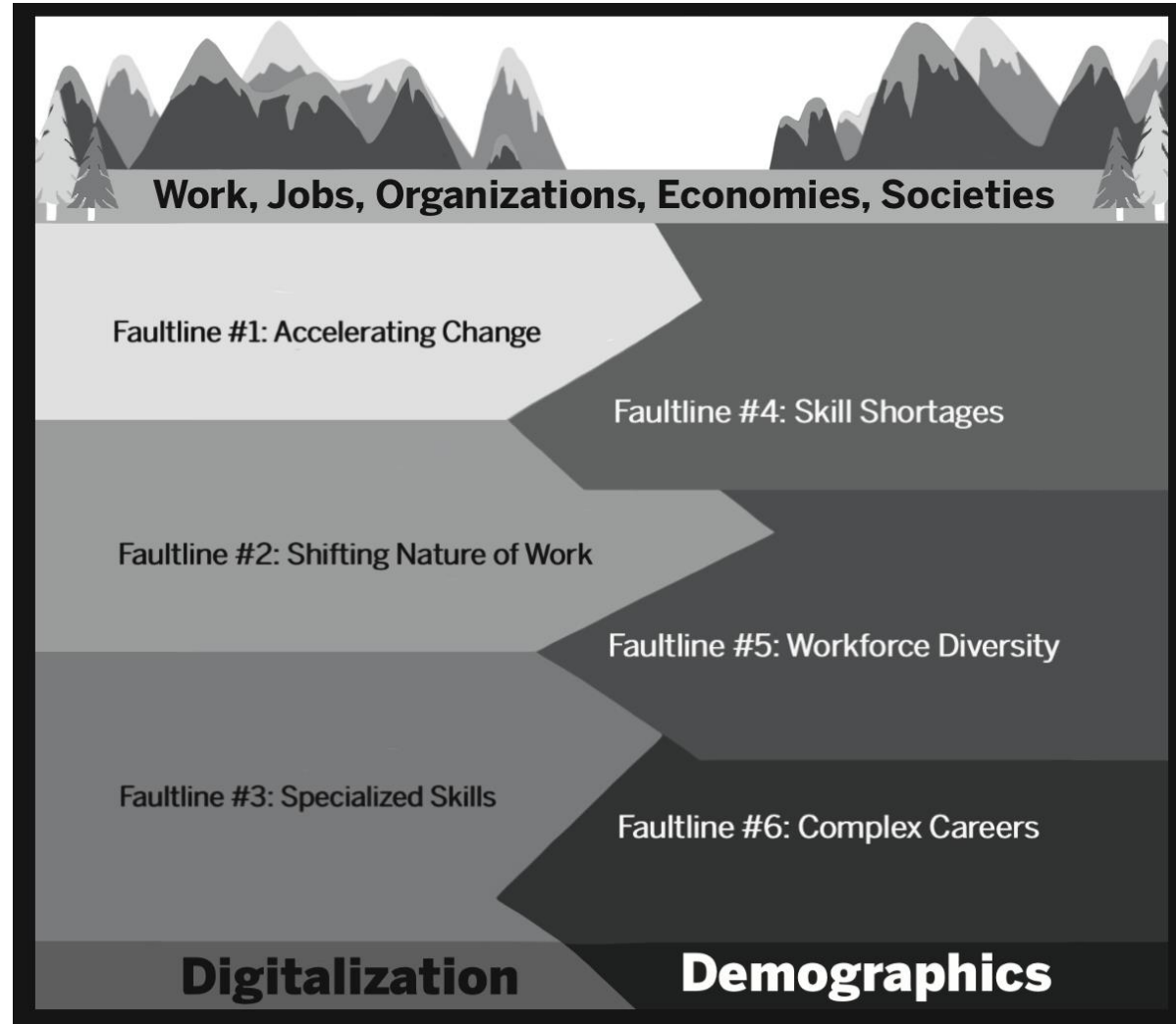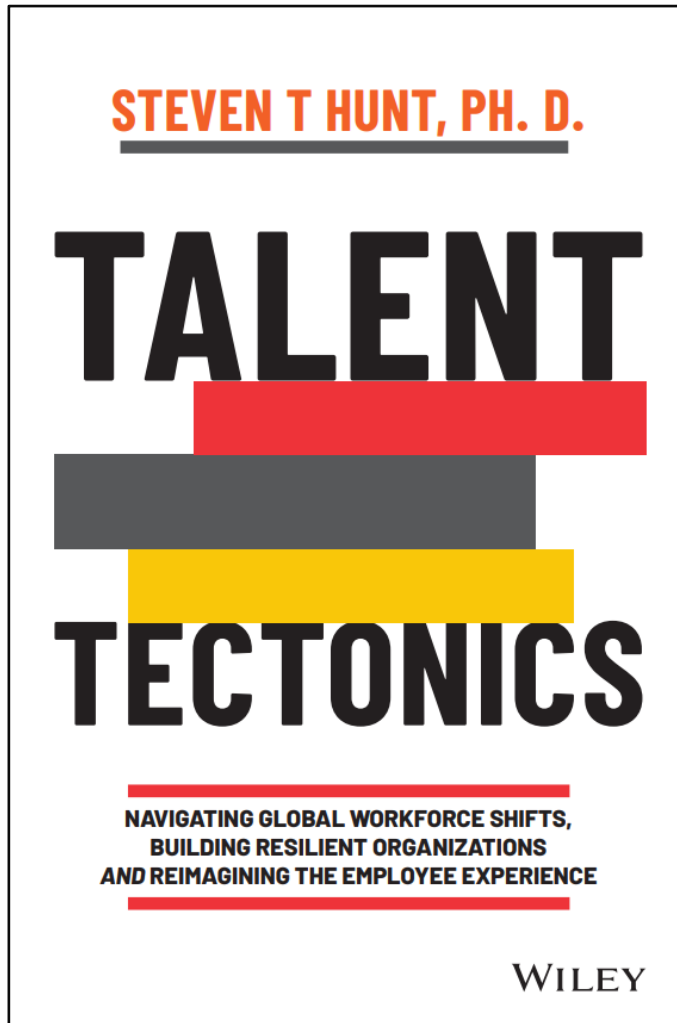Linked In: https://www.linkedin.com/in/steventhunt/

STEVEN T HUNT, PH. D.

TALENT
TECTONICS

NAVIGATING GLOBAL WORKFORCE SHIFTS,
BUILDING RESILIENT ORGANIZATIONS
AND REIMAGINING THE EMPLOYEE EXPERIENCE

WILEY
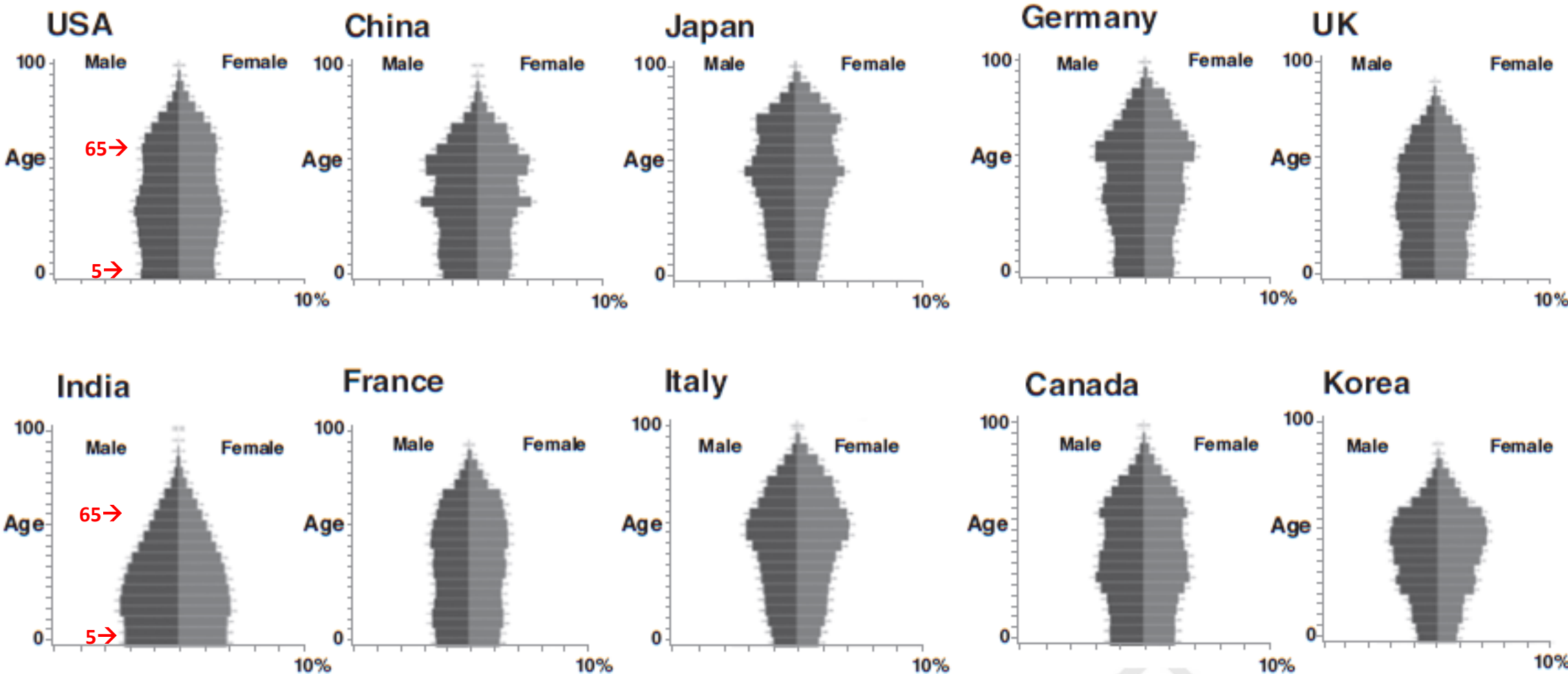
THE ADMIRALTY OFFICE

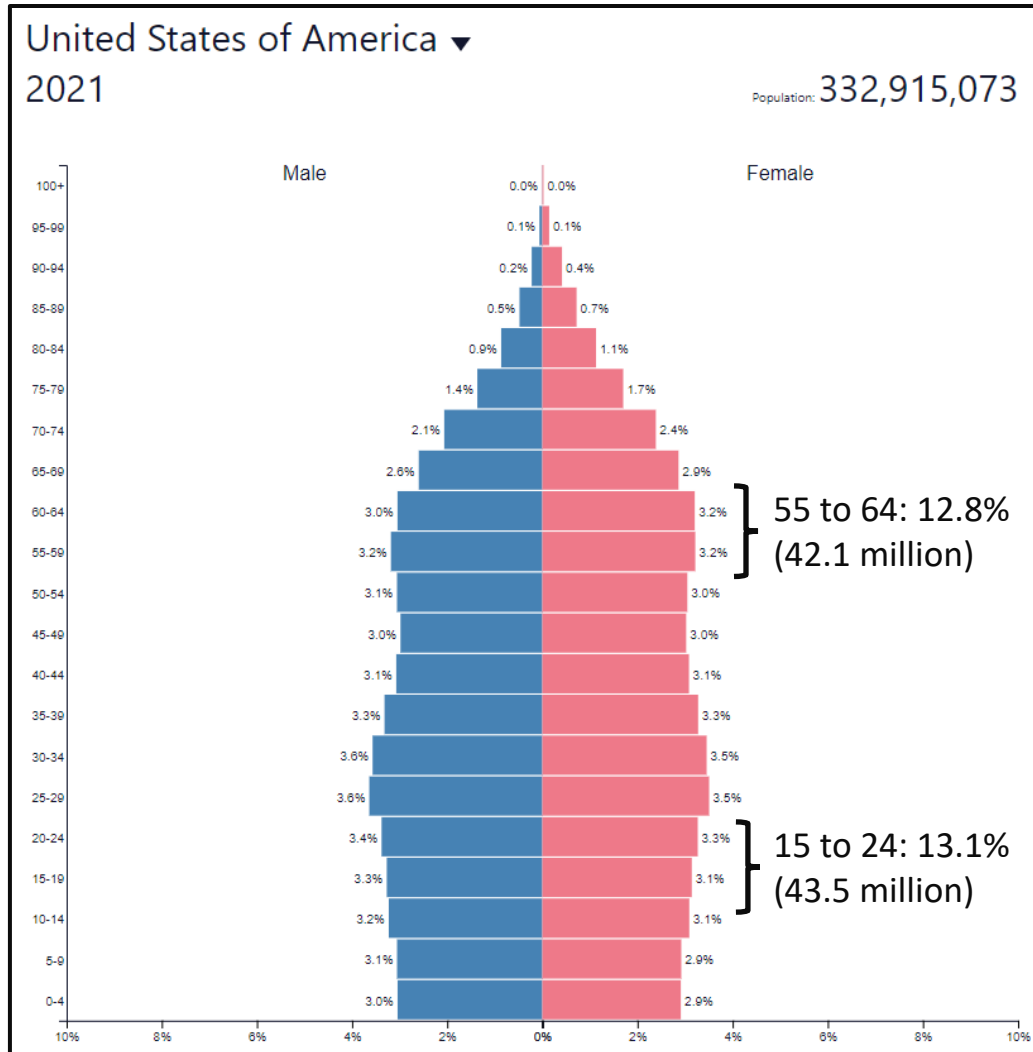**What is the architectural significance of this building?**

Two fundamental forces are changing the nature of work

Demographics: In 2018, the number of people on earth over 65 exceeded those under 5

Understanding current labor shortages using overly simplistic labor economics*


Projected growth of jobs in the US 2020-2030: **11.9 million** (BLS)

43.5 million – 42.1 million = **1.4 million** more people in *potential* labor force

11.9 million – 1.4 million = **10.5 million** net shortage of people to fill jobs

*In reality, an enormous range of variables influence labor markets, but the trend is clear:
Fewer people in society = fewer people to fill jobs.

Digitalization does not eliminate work; it changes the purpose of work
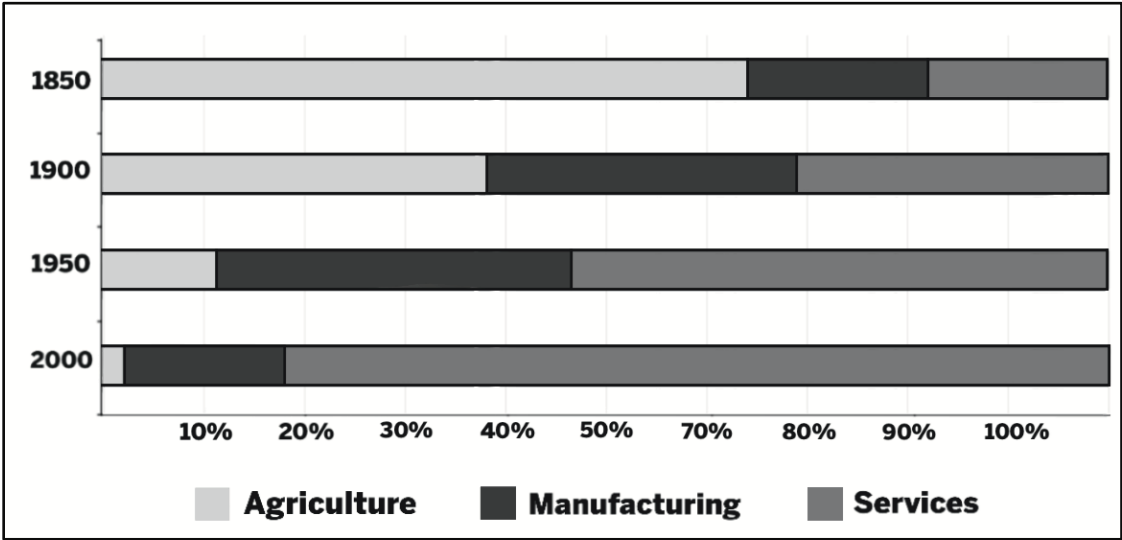
How the US Labor Force Has Changed

"Work is becoming physically easier but psychologically more difficult"
– Talent Tectonics

Exceeding expectations

Making things

Growing food

Poll Question #1

What term best describes how most employees feel in your organization?

a) Exhausted and burned out

b) Anxious and stressed

c) Distracted and overwhelmed

d) Frustrated and cynical

e) Indifferent and resigned

f) Enthusiastic and inspired

g) Optimistic and hopeful

h) Engaged and focused

i) Happy and content

Building Effective Workforces Depends on Providing Effective Experiences

Purposeful Experience
"I like where I'm going"

Task Experience
"I find it easy to be productive"

Collaborative Experience
"I appreciate how we work together"
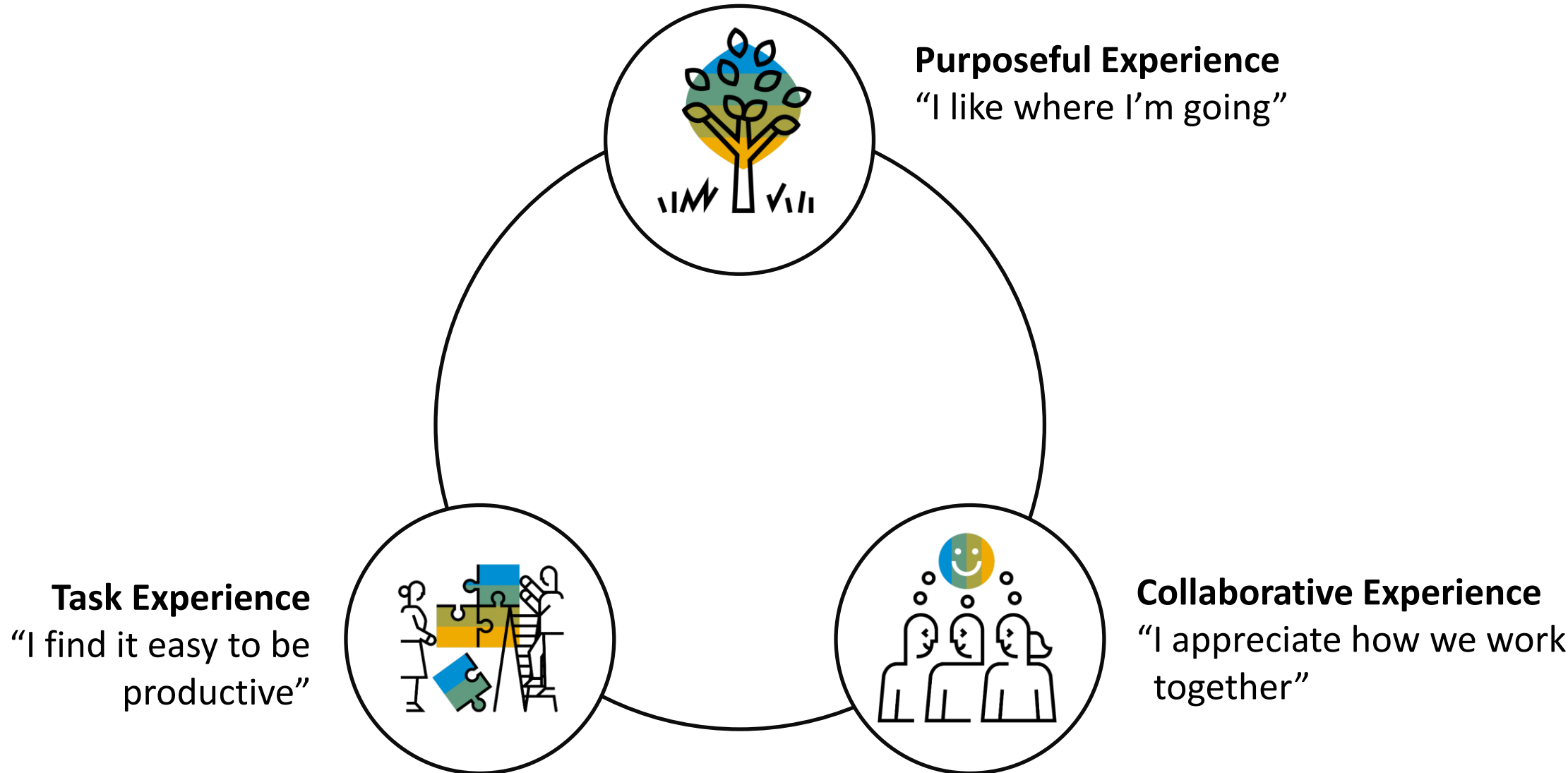
We cannot control all the changes employees experience,
but we can impact how employees experience change

Purposeful Experience
Meaningful or Pointless
Fulfilling or Unrewarding

Task Experience
Confident or Ineffective
Efficient or Frustrated

Collaborative Experience
Supported or Ignored
Included or Excluded
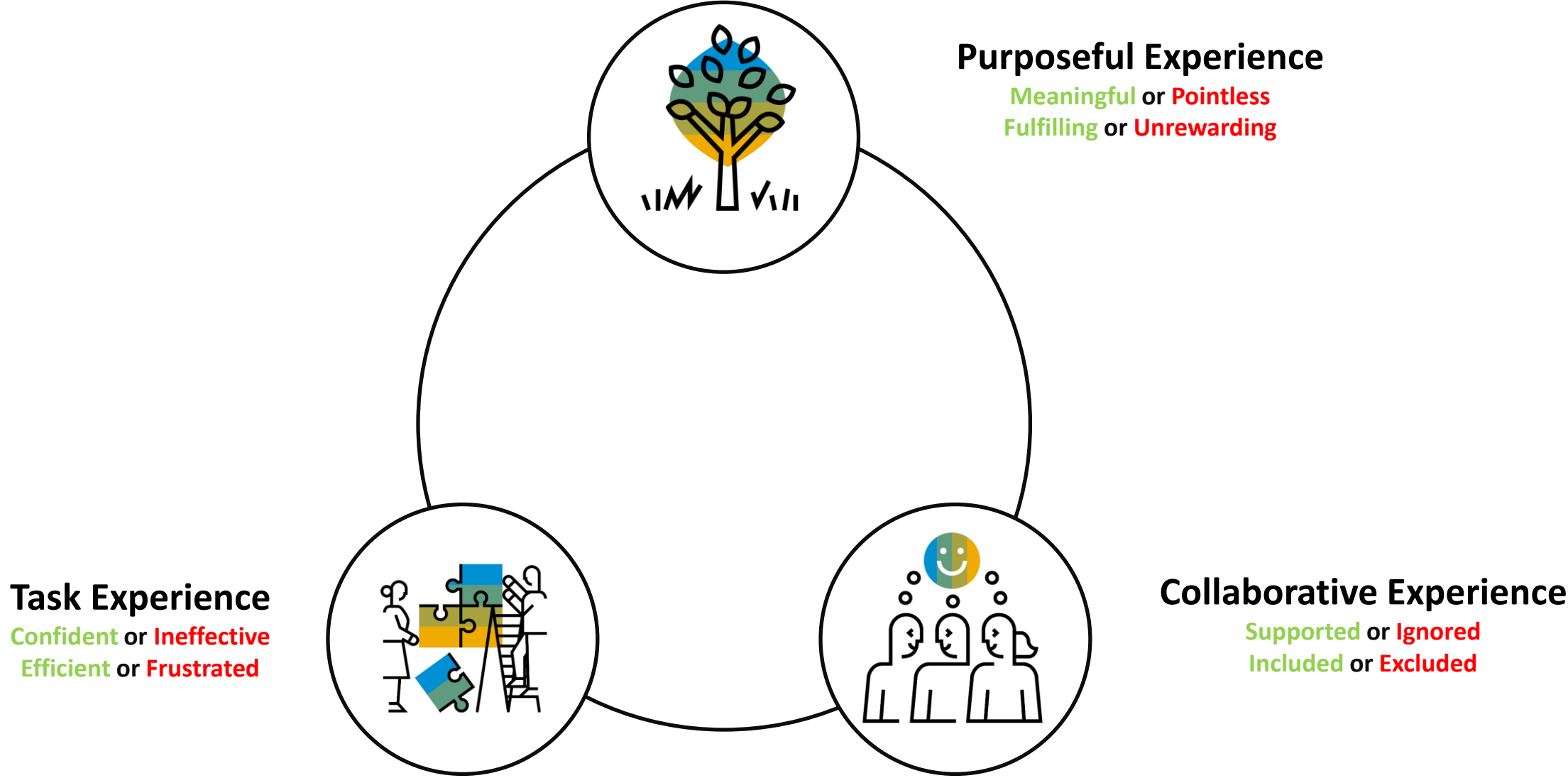
How technology shapes employee experience

Purposeful Experience

Job Design & Rewards Talent Management & Career Development

Employee Listening

Tools & Resources Mobile, Chat & Process Automation

Task Experience

Organization Design Coaching, Team & Work Experience Platforms

Collaborative Experience
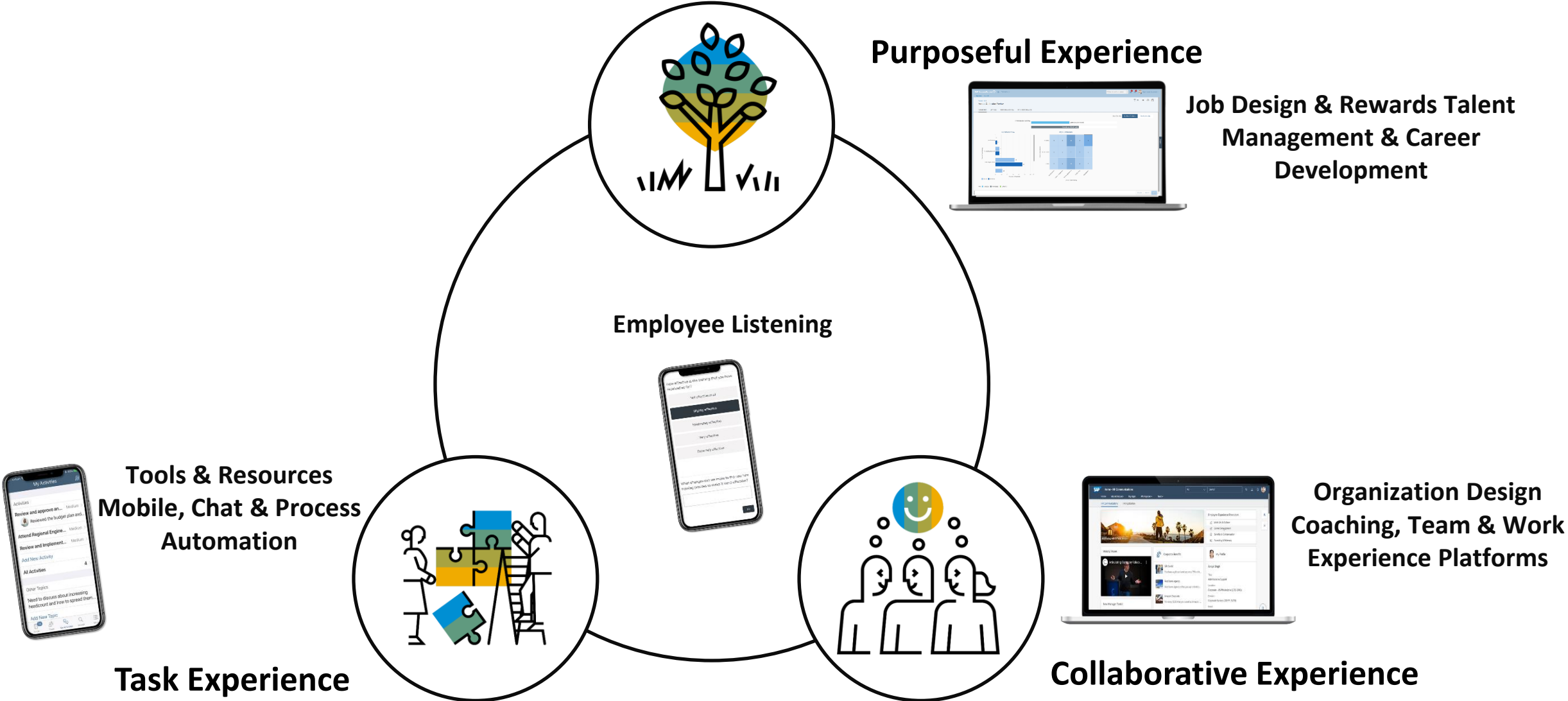
What experience is technology creating for employees?

Purposeful Experience
"I like where I'm going"

Inefficient & Constraining
Accessible & Easy

Unrewarding & Unfair
Engaging & Equitable

Task Experience
"I find it easy to be productive"

Collaborative Experience
"I appreciate how we work together"

Uncaring & Standardized
Supportive & Personalized
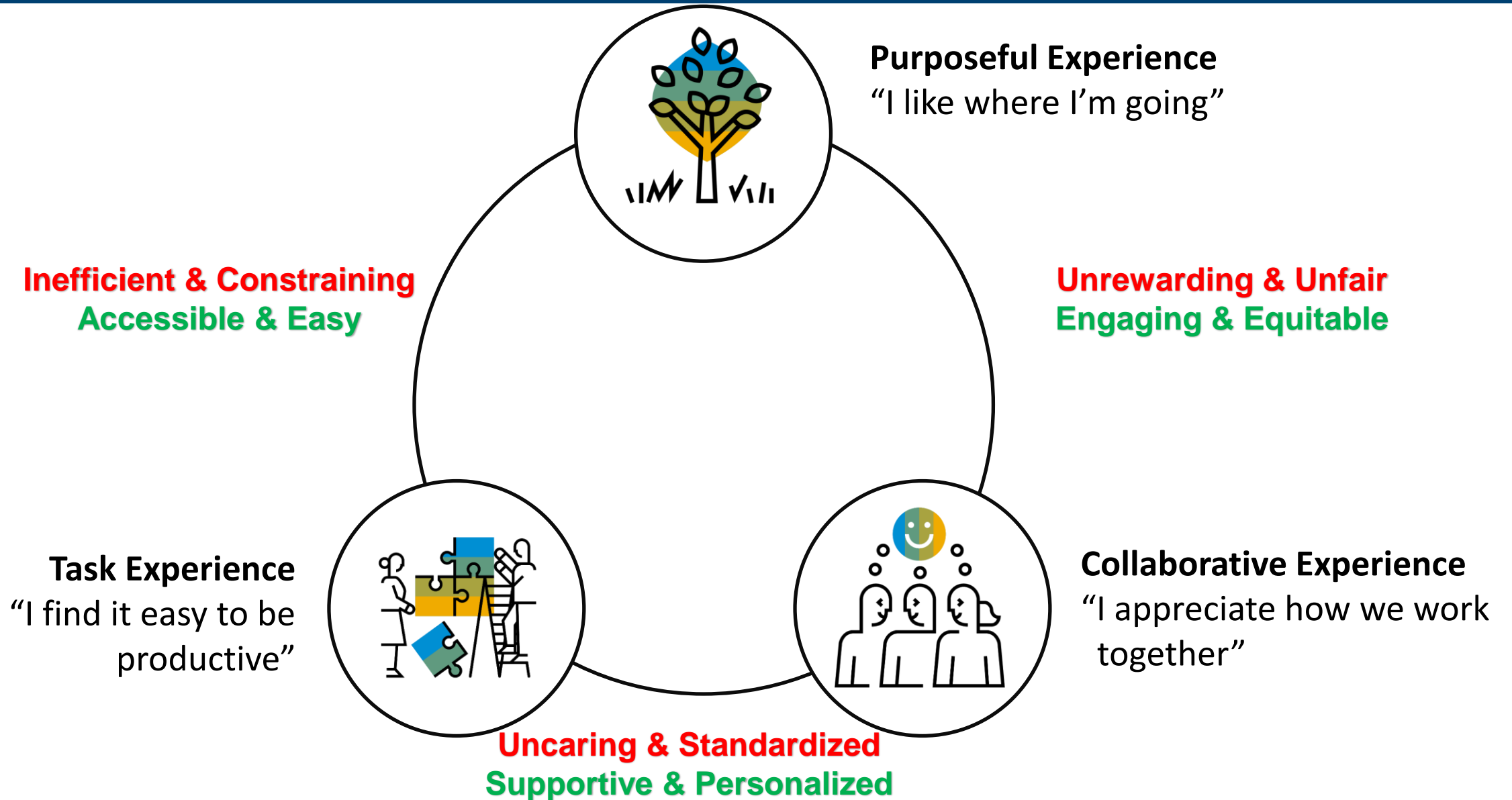
Rethinking perennial work challenges with an employee experience mindset

	COMPANY PERSPECTIVE	EMPLOYEE PERSPECTIVE
Designing Organizations	How many people do we need, what do we need them to do, and how will we structure roles and pay them?	What job opportunities are in this company and am I able to achieve my career goals in this organization?
Filling Positions	Where can we find the talent we need and how can we get them into the right roles?	How do I find new roles and pursue new job opportunities?
Developing Capabilities	How can we ensure people have skills to perform their current roles and prepare them for future challenges?	How can I get the knowledge to succeed in my current job and gain skills to achieve my future career goals?
Engaging Performance	How can we inspire people to execute our strategy and retain the talent we need to be successful?	Does the company provide what I want from work and support and reward me for my contributions?

…in an efficient, compliant, and culturally supportive manner

Poll Question #2

What is the biggest challenge currently facing your organization?

a) Designing Organizations: creating jobs that balance what the company needs & what employees want

b) Filling Positions: finding and hiring people to fill open roles

c) Developing Capabilities: equipping employees with the skills and capabilities to be successful

d) Engaging Performance: retaining, guiding and inspiring people to achieve business results

e) Ensuring Compliance: fulfilling legal requirements and employment contracts

f) Increasing Efficiency: Reducing the time and money spent on workforce management activities

Why is building workforces like training elephants?

The best work is rewarding, flexible, fair/transparent, and supported

Why: Purpose Exp

Transactional
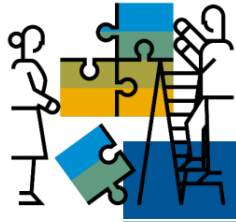- Pay & benefits
- Stable work

Developmental
- Skills & experiences
- Career advancement

Inspirational
- Helping people and the planet
- Doing cool stuff

How: Task Exp
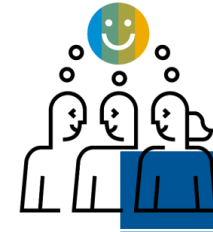
Where
- Onsite or hybrid
- Work environment

When
- Schedule control
- Working hours

What resources
- Technology and training
- Admin support

Who: Collaborative Exp

Manager
- Empathy & support
- Coaching

Team
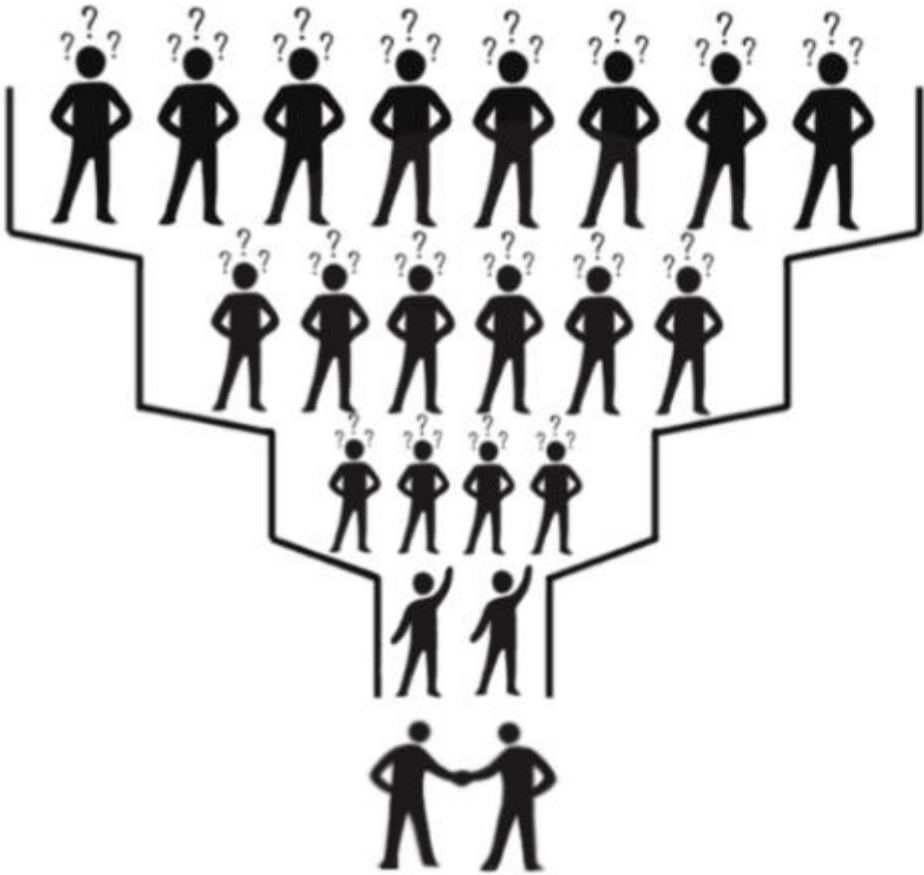- Camaraderie
- Performance

Organization
- Inclusive and equitable
- Supportive

Why is filling jobs like selling kombucha?

Filling positions: most staffing decisions are NOT made by companies

Career Interests: Is this the kind of work I might want to do?

Employer Brand: Is this the kind of company I want to work for?

Job Marketing: Does this position align with what I want from work?

Applicant Engagement: Am I being fairly and respectfully treated?
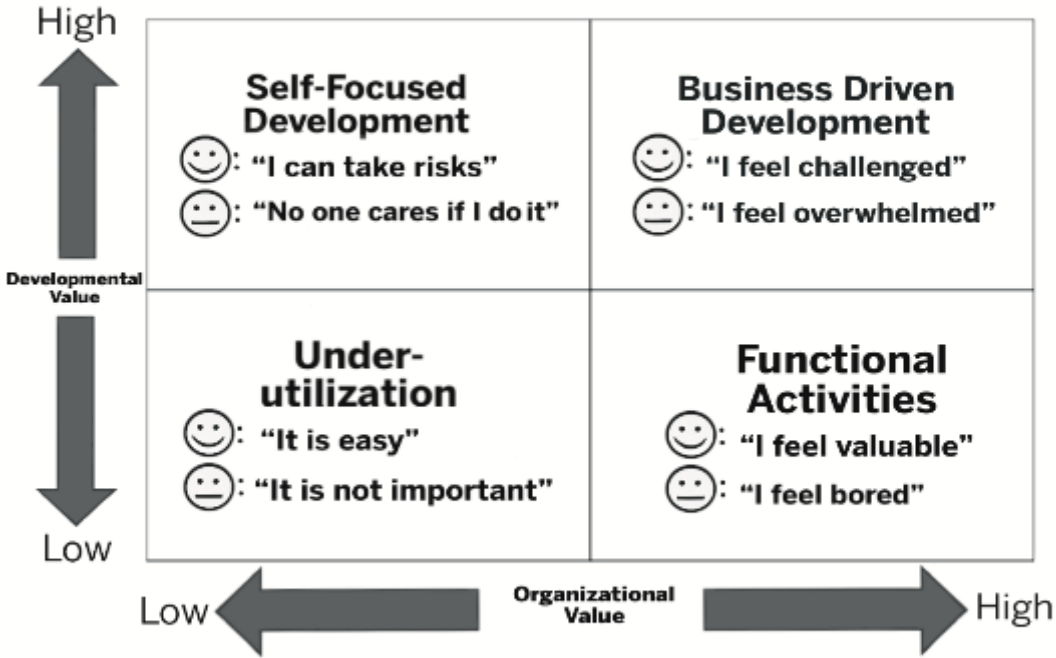
Employee Transitioning: Am I glad I took this role?

Why is employee training like rain?

Developing capabilities: tactical and cultural elements of employee learning

Tactical Job Design

Cultural Job Design

Poll Question #3

How does your company treat managers who develop and promote employees off their teams?

a) We do not track turnover; we do not pay attention to it

b) We punish them by not backfilling their roles

c) We wonder why they cannot keep good people

d) We recognize and praise them as good managers

e) We give them priority in hiring backfill talent

f) We reward them financially

Why is working in teams like riding in a peloton?

Engaging performance:
recognizing current contributions while valuing future potential

Straggling | Lagging | Foundational | Leading | Breaking Away
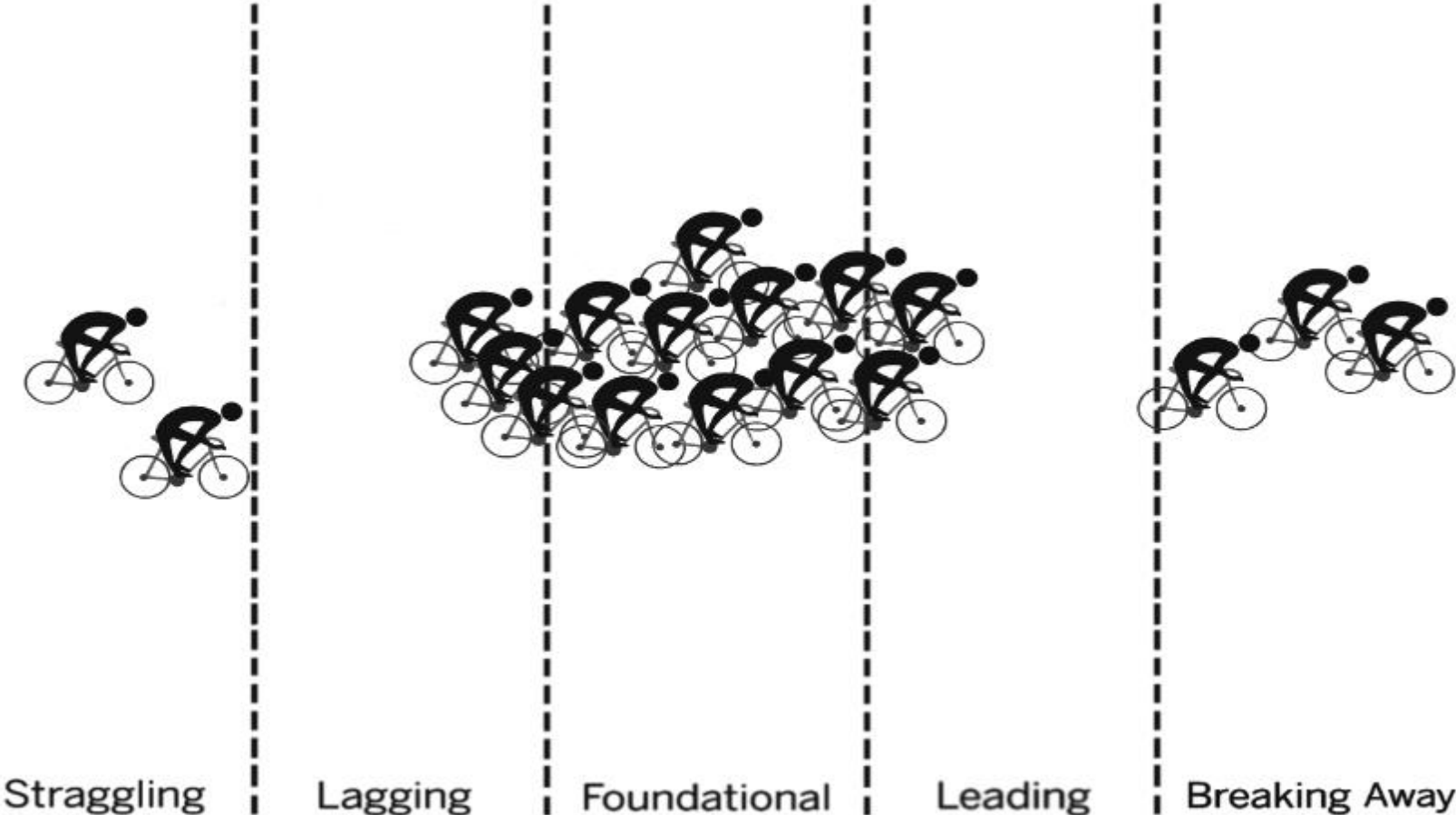
Many words about work depersonalize what it is.

Terms like human capital, surplus labor, headcount costs, applicant tracking, talent acquisition, and job shortages give the impression that work is some supply chain activity involving commodities instead of people.

Work is someone giving their life in the form of time and attention to a company, and a company is a group of people collaborating to accomplish something they could not do on their own.

Those of us privileged with the opportunity to shape the nature of work have a responsibility to our fellow humans to give them the best employee experiences possible.

Employee experience is life experience.

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Q&A

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Thank you for joining!