CERIDIAN

THE 2020 FUTURE OF WORK REPORT

How company leaders see the workplace in 2020 and beyond

CONTENT

FORCES OF CHANGE

Preparing for the future of work

The very nature of work is changing. How and where we do it, and how we define it, is in flux.

For the first time, there are five generations in the workforce. Unemployment is at a record low. People no longer expect a traditional work day at a traditional office. Alternative work arrangements, such as gig, freelance, and remote work, are increasingly becoming part of the fabric of companies. As organizations adjust, they're also redefining what it means to be an employee.

We're barraged by headlines about robots taking jobs, as automation and AI continue to transform the workplace. Technology has also enabled us to work globally by removing physical boundaries. Organizations now compete for talent on a larger scale, across borders and industries, especially in a tight labor market.

A combination of cultural and societal shifts, and changing employee expectations, is propelling organizations towards seismic and uncertain change, with technology as a central driving force.

While transformative innovations continue to improve quality of life, raise productivity and creativity, and enhance business performance, they also undoubtedly displace, disrupt, and in some cases, devalue skill sets, workers, and industries, as MIT's *Work of the Future* report notes.

That's where many organizations today are getting stuck. The perceived disruption, not the opportunity for transformation, is causing companies to proceed with caution instead of seizing the future by the reins.

While it's possible that nearly 50% of jobs will be automated in the coming years, the impact of AI on businesses is projected to increase labor productivity by up to 40%.

While jobs will likely change, there's a place for humans and machines to work side by side in the future of work – and organizations can capitalize on it when they're ready.

Are companies ready for the future of work?

Ceridian partnered with Hanover Research to discover how industry leaders are addressing various challenges and forces of change in the next decade of work. While Ceridian's survey indicates decision-makers believe they'll face critical challenges and profound changes, it also revealed organizations may not be directing their focus to high-impact, high-value actions that create long-term success.

Company leaders anticipate a workforce that looks quite different than present day, from work arrangements to skills required.
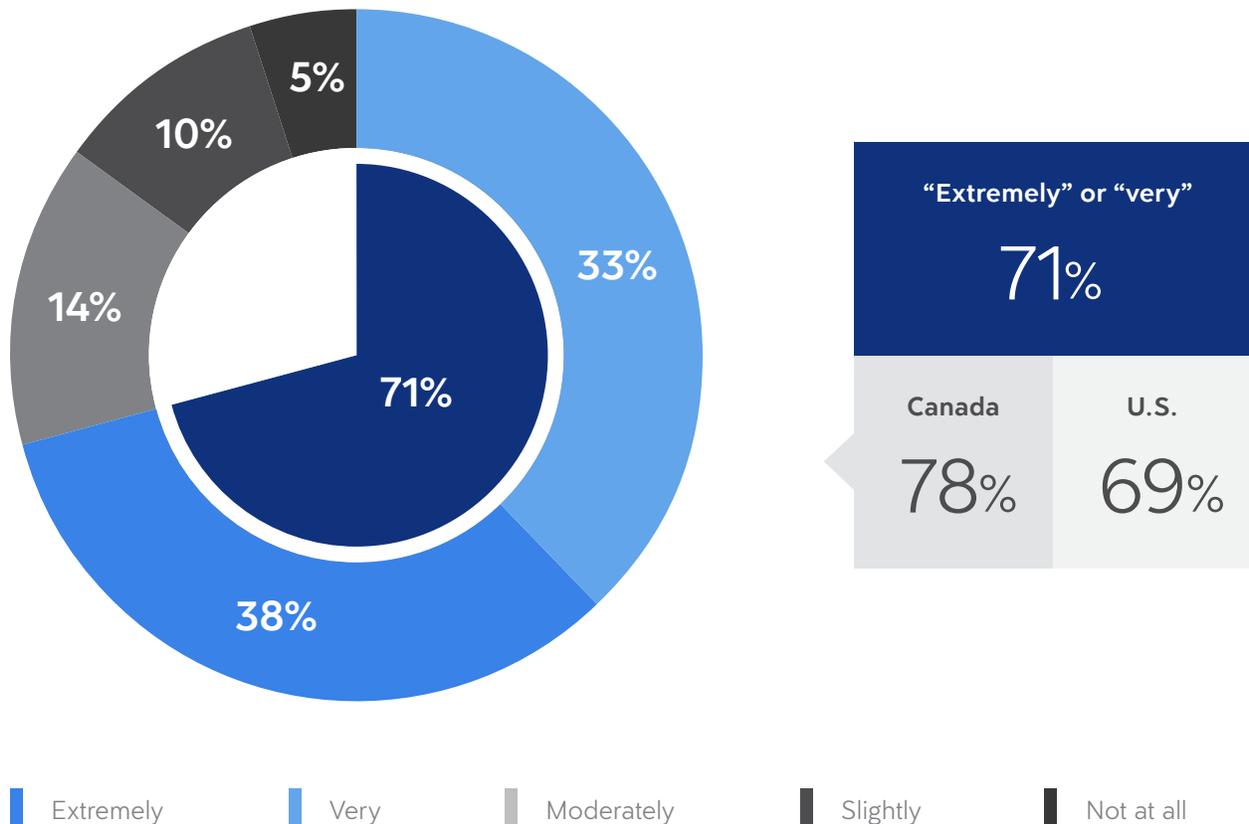
And while they are taking some steps to prepare and retain top talent, they are still concerned they will experience skills gaps and labor shortages.

In fact, almost three-quarters of decision-makers said they are concerned about the health of their industry in the next two years, and more than 60% anticipate their organization will experience a skills gap in the same time frame.

The survey also indicated respondents are generally satisfied with the methods they're using for re-skilling their employees, however, they may be overlooking some important and effective strategies to address the complexities of the changing workforce.

In short, decision-makers are aware that the nature of work will change, but they're not necessarily seeing the bigger picture, and are only taking incremental, if any, action.

How concerned are you about the health of your industry in the next two years?

Donut chart:
- 33% (Very)
- 38% (Extremely)
- 71% (center, Extremely or Very)
- 14% (Moderately)
- 10% (Slightly)
- 5% (Not at all)

"Extremely" or "very"
71%

Canada	U.S.
78%	**69%**

Legend:
- Extremely
- Very
- Moderately
- Slightly
- Not at all

Key survey findings:

- Organizations view rapid technological advancements as a challenge rather than a transformational opportunity.

- While companies are generally satisfied with the methods they're using to address skills and knowledge gaps, they may not be focusing enough on certain strategies to address it, such as strategic educational partnerships and better investments in modern end-to-end learning.

- The most effective strategies for dealing with workforce challenges are highly personalized and address employees according to life stage, not simply generation.

- Organizations are putting greater focus on building a brand that differentiates their companies and improves perception of their sectors, enabling them to attract top talent.

- Decision-makers aren't fully leveraging alternative work arrangements as a strategic advantage.

The following sections will explore these and other findings from our research, and highlight opportunities for organizations to more strategically navigate the workplace in 2020 and beyond.

About the survey

We asked decision-makers across industries about how they are responding to key forces impacting the future of work. We wanted to better understand how they feel about the future of their industries, and their level of workforce preparedness for the next decade of work.

We surveyed 999 director-level and above professionals from the U.S. (71%) and Canada (29%) from companies with more than 1,000 employees. We surveyed professionals across industries, pulling out data to focus on the retail, finance, manufacturing, and healthcare verticals to better understand key challenges, opportunities, similarities, and differences in these industries.

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TECHNOLOGY ADOPTION AND TRANSFORMATION
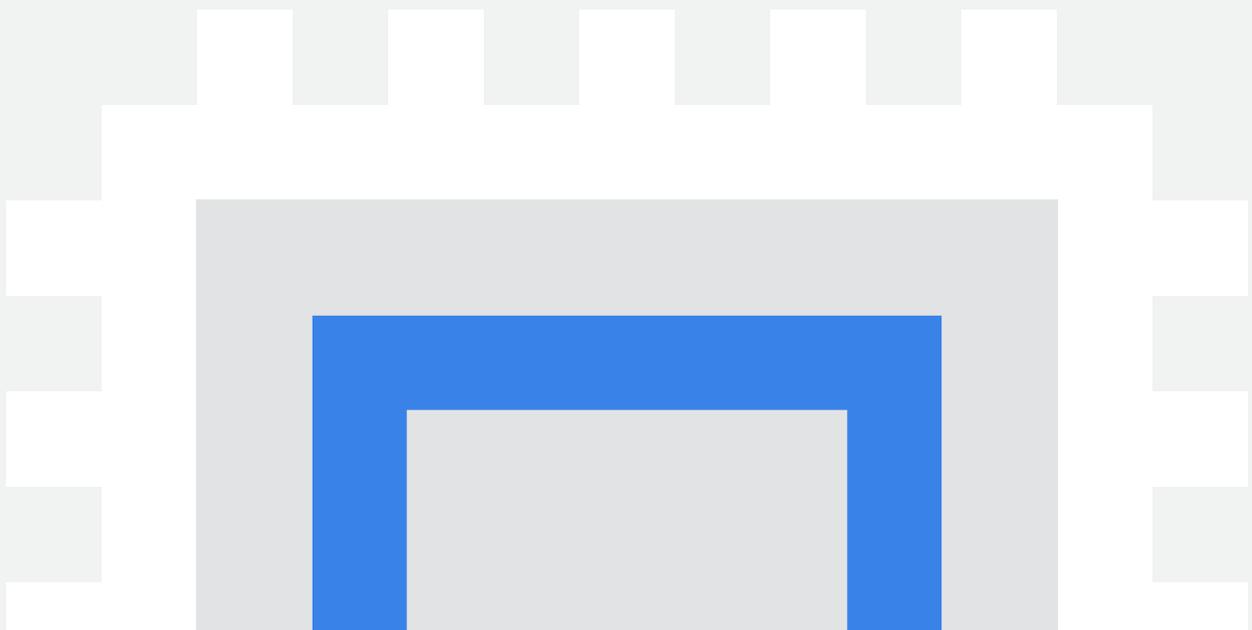
Tech as an enabler, not a disruptor

Progressive organizations recognize that technology can change the game from a productivity perspective, and have begun to embed technologies into the foundations of their organizations.

The landscape in 2020 and beyond will only see further disruption of business models, processes, and expectations, as companies strive to scale and be more agile.

Technology will play a critical role in upskilling and re-skilling the workforce, and in talent recruiting and retention. Automation, machine learning, and AI have already impacted HR in a significant way, and as business leaders look to address the skills gap with urgency, the role of tech will be paramount.

Our survey results suggest organizations are beginning to embrace technology for greater organizational efficiency, and recognize human-machine collaboration can lead to smarter and more strategic decision-making and better performance.

Avoid action paralysis

But the challenge is, simply, change. Technology disrupts the status quo, and it continues to disrupt the very nature of work and how it's done. Some companies don't know where to start, leaving them with the issues that arise from aging and disparate, legacy systems.

Despite their seemingly future-focused technology investments, survey respondents still listed rapid technological development as one of the top three challenges they're facing today.

Which of the following challenges is your business struggling with the most today?
(Select top three in order of difficulty)

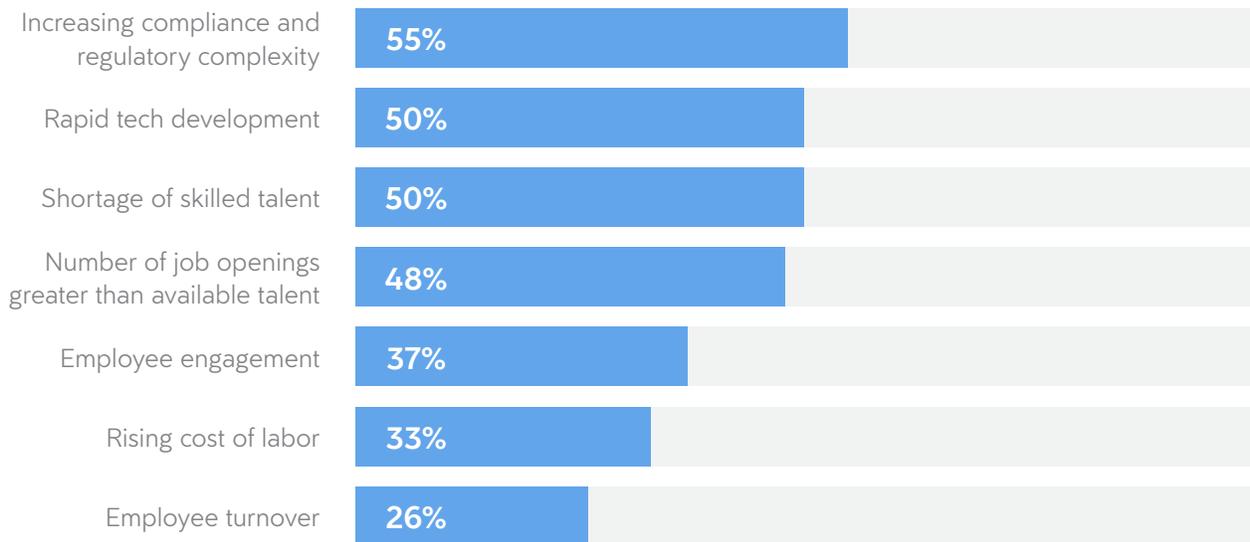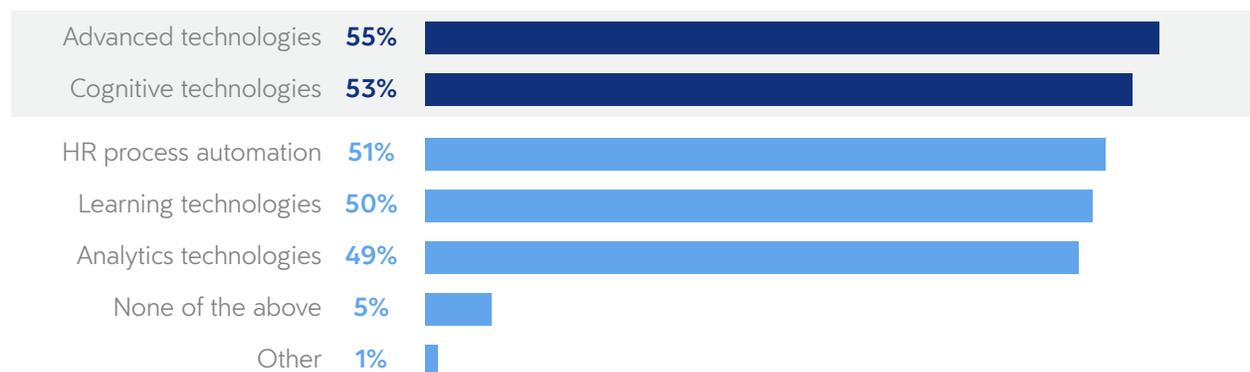| Challenge	Percentage
Increasing compliance and regulatory complexity	55%
Rapid tech development	50%
Shortage of skilled talent	50%
Number of job openings greater than available talent	48%
Employee engagement	37%
Rising cost of labor	33%
Employee turnover	26%

Chart shows the total percentage of respondents who ranked each option among their top three challenges

In the next two years, decision-makers' top areas of focus when it comes to tech adoption are on advanced technologies, like cloud software and Internet of Things (55%), and cognitive technologies, such as AI and machine learning (53%).

Which technologies do you plan to adopt in the next two years?
(Select all that apply)

Technology	Percentage
Advanced technologies	55%
Cognitive technologies	53%
HR process automation	51%
Learning technologies	50%
Analytics technologies	49%
None of the above	5%
Other	1%

It's not surprising that there's a greater focus on cognitive technologies in the next two years, says Constellation Research VP and principal analyst Holger Mueller, since cognitive tech like AI and machine learning are highly relevant for HR.

He adds that important decisions, such as who to hire or potentially let go, who to train and promote, or how to compensate properly, are made with a high degree of uncertainty in the absence of data and technology.

To get the most value out of their people and talent strategies in the next decade of work, organizations will require more agile and informed decision-making capabilities.

"Anything you can do from a machine learning and AI perspective to increase the quality of decision-making is highly welcome," says Mueller.

Investing in technology can also further help to streamline compliance management – whether it's keeping employees up-to-date from a training perspective, or being responsive to federal and regional regulatory changes.

Shift the organizational mindset about tech

According to Deloitte, citing the World Economic Forum, "the division of labor between people and machines is expected to continue to shift towards machines" – and this is especially true for repeated task-based work. While this could eliminate at least 14% and disrupt 32% of today's jobs, there's also evidence that technology will augment human efforts and contribute to new job creation (the WEF says machines will create 58 million more jobs than they displace by 2022).

Mueller suggests that the challenge business leaders need to face head-on isn't rapid technological development itself, but the organizational *mindset* when it comes to technological adoption, adaptation, and innovation.

"Tech development is a struggle, but also an opportunity. It's unfortunate that it's perceived as negative because it's also an enabler," says Mueller. Technology improvements and advances fuel productivity and wealth. Rapid tech deployment is an awesome opportunity."

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MINDING THE SKILLS GAP
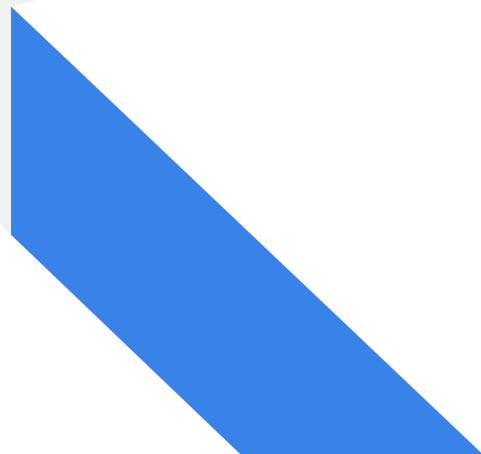
Skills are the new currency

Automation will fundamentally contribute to shaping the workforce of the future. The skills that have the most value in the job market are changing.

The in-demand skills of the future are industry-agnostic: creativity, emotional intelligence, critical thinking, and communication, to name a few. And according to research from LinkedIn Learning, the "hard" tech skills companies are looking for reflect an increasingly digital world, and are also less industry-specific, such as UX design, cloud computing, and AI competencies.

This is the reality of the skills gap: According to the World Economic Forum, 65% of children now entering primary school will hold jobs that don't currently exist. And recent research from the Korn Ferry Institute revealed the talent shortage will reach a peak in 2030, with an expected 85.2 million job openings going unfilled worldwide. The potential cost? This global skills shortage could result in $8.452 trillion in unrealized annual revenue by 2030.
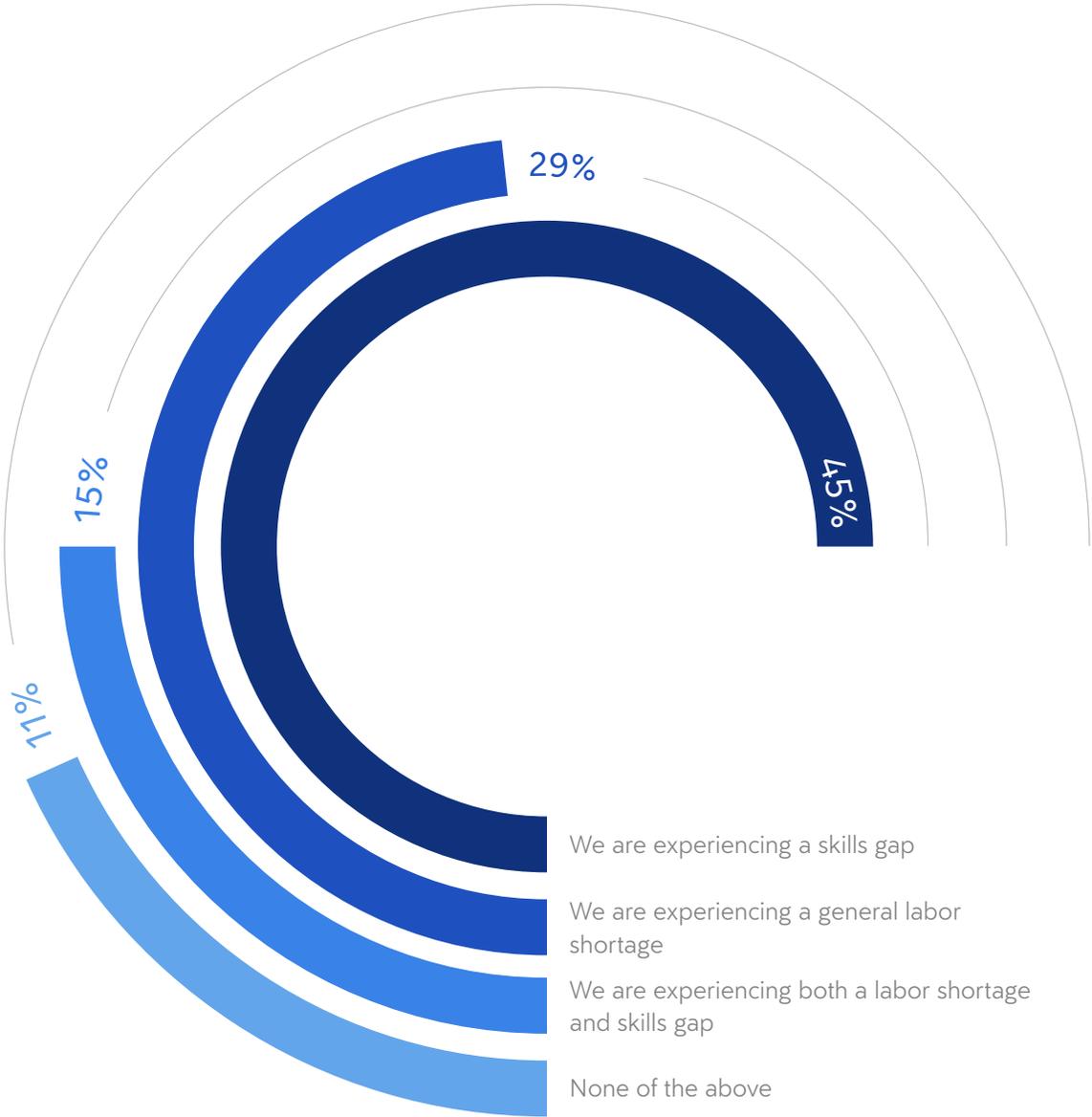
Our survey revealed that decision-makers recognize they're in the eye of the storm. Only 11% of survey respondents said their companies are experiencing neither a skills gap or labor shortage. Further, 15% are experiencing both.

65% of children now entering primary school will hold jobs that currently don't exist.

World Economic Forum

Which statement best describes your organization's experience?

(All respondents, all industries)

29%

15%

11%

45%

We are experiencing a skills gap

We are experiencing a general labor shortage

We are experiencing both a labor shortage and skills gap

None of the above

Respondents also ranked a shortage of skilled talent as one of their top three current business challenges today, and, diving deeper, almost 30% believe they're facing a "large" (21%) or "critical" (6%) skills gap.

Looking to the future, 63% of respondents (76% in Canada, 57% in the U.S.) said they anticipate their organizations will experience a skills gap in the next two years, and 59% (73% in Canada, 54% in the U.S.) believe they'll face a labor shortage.

Do you believe your organization will face a skills gap within the next two years?

Yes	No	Unsure
63%	31%	6%

Do you believe your organization will face a labor shortage within the next two years?

Yes	No	Unsure
59%	32%	9%

The half-life of skill sets will decrease to five years in the future of work.

Most respondents also believe that job skill requirements will change in the next two years. They agreed most that they will automate certain job functions (81%), and the need for more employees with technical skills (80%) was a close second. These changes will require HR and business leaders to work even more collaboratively to ensure the right experiences, education, and expectations are in place for people and leadership alike.

To what degree do you agree with each of the following statements related to job skills requirements at your organization within the next two years? (Responded with "somewhat" or "strongly agree")

We will automate certain job functions	**81%**
We will need more employees with technical skills	**80%**
We will seek talent from outside of our local area	77%
We will seek talent from other industries	73%
We will hire more part-time, contract, or freelance workers	71%
We will hire more remote employees	71%
We will seek talent from outside our country	66%
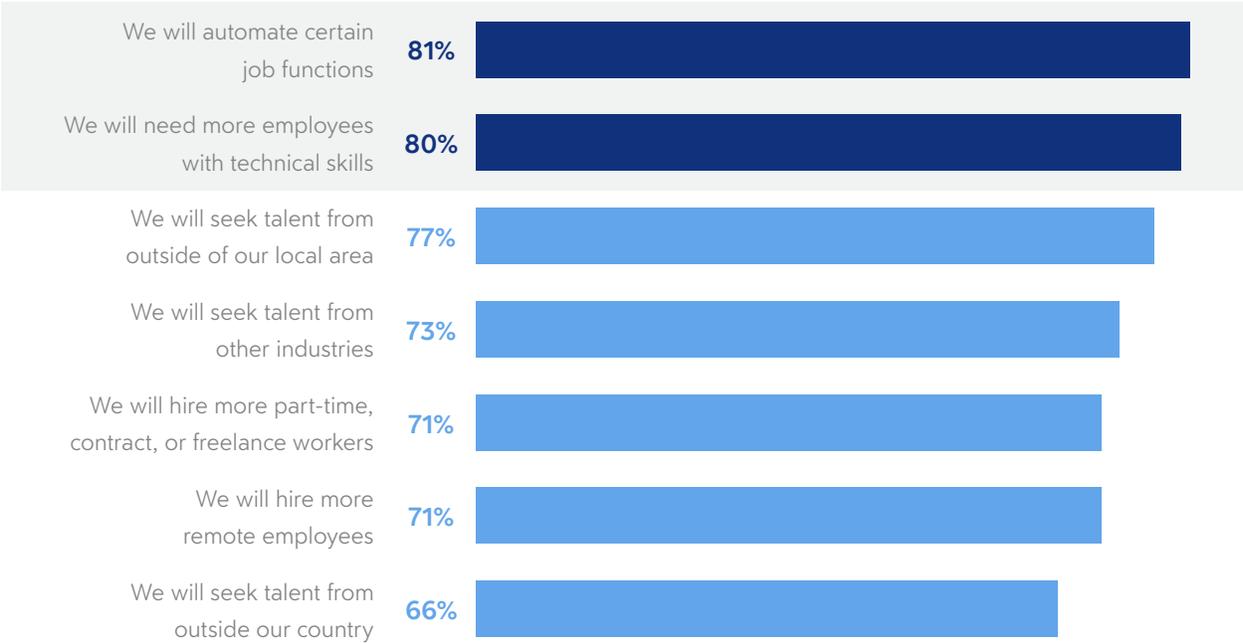
Be more progressive to attract and develop future skills

According to the survey, the top two strategies organizations are prioritizing to address the skills gap are reskilling the existing workforce (74%) and investing in succession planning (71%).

What they're *not* doing as much, however, is partnering with schools and universities, which is a significant missed opportunity.

Priority strategies for closing the skills gap (Responded "high priority" or "essential")

74%	71%	67%	64%	63%	61%
Re-skilling existing workforce	Investing in succession planning	Acquiring organizations and bringing skills in-house	Targeted diversity recruitment	Partnering with high schools/ post-secondary/ vocational schools	Outsourcing

"While we can create mitigation plans or ideate how to close skill gaps, we can't create more people who are at an age or stage of life where they are entering the workforce. What we can do is emphasize the creation of education, experience, and exposure opportunities to help close the skills gaps," says Ceridian's Chief People and Culture Officer, Lisa Sterling. "Partnerships with organizations and educational entities could be a key driver in addressing skills gaps before they occur. It requires a significant rethinking by HR."

These partnerships should start well before individuals enter their last few years of university, Sterling adds. "We have an untapped market opportunity to build partnerships with high schools and universities. If leveraged, we can provide education that assists future workers in determining potential career paths and the necessary skills to success, and provide insight into our organizational needs."

"If you're not leveraging these institutions, you're missing a key element of a successful talent identification and acquisition strategy," she says.
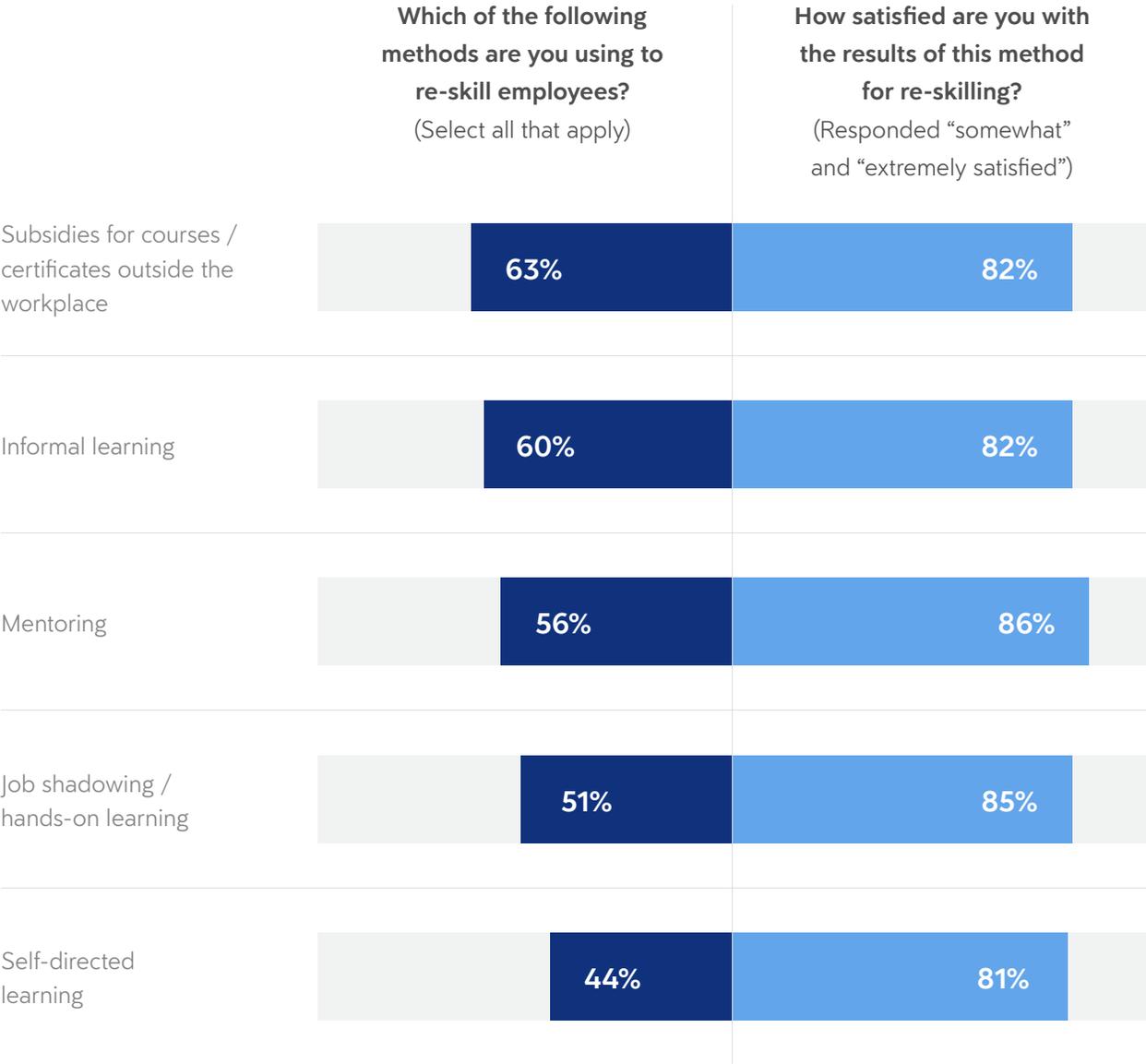
Developing talent to its fullest potential extends well beyond the walls of the workplace, and the onus is partly on employers to help prepare future workers from a younger age.

As companies look ahead to their needs and requirements for future work, collaboration with post-secondary, vocational, and technical schools to produce these skills is paramount.

Rethink learning

When it comes to re-skilling the current workforce, our survey shows that organizations are taking multiple approaches to maximize impact. The top two strategies are providing subsidies for courses and certifications outside of the workplace, and informal learning opportunities. Organizations are also using mentoring and job shadowing programs, and self-directed learning to a lesser degree.

Interestingly, the top two methods weren't the ones with which respondents were most satisfied. Respondents said they were most satisfied with the results of mentoring programs (86%) and job shadowing/hands-on learning (85%).

	Which of the following methods are you using to re-skill employees? (Select all that apply)	How satisfied are you with the results of this method for re-skilling? (Responded "somewhat" and "extremely satisfied")
Subsidies for courses / certificates outside the workplace	63%	82%
Informal learning	60%	82%
Mentoring	56%	86%
Job shadowing / hands-on learning	51%	85%
Self-directed learning	44%	81%

While learning is vital to addressing the skills gap, *how* it's delivered makes the difference.

Sterling suggests employers need to ask whether their learning programs will meet their needs for the next decade of work: "What happens when people stop learning? What happens when skill sets age or mature? What are we doing to ensure that the proper investment is made for a learning and upskilling continuum?"

Deloitte states "it's anticipated that the half-life of skill sets will decrease to five years in the future of work," meaning throughout a 30-year career, an individual would have to update and refresh their skills six times.

Organizations will need to reimagine their learning programs as ongoing, lifelong educational initiatives. These should include not only the current workforce, but also extend to both students who will enter the workforce in the near future, and older workers who haven't yet or may not want to retire.

Accelerating skills acquisition requires embedding learning into the fabric of company culture, in many formats and methods, instead of simply sending employees outside of the workplace to learn.

"Learning has to be quick, easy, accessible, and in the context of an employee's role," says Sterling. "Part of the reason we face this skills gap is because we don't give people time to learn what they need to in order to enhance their productivity. Leaders have to think about this far beyond providing reimbursements for training and certifications, and be more progressive in their approaches. It's about education, experience, and exposure. We have to advocate for continuous learning so people can continue to evolve and learn what's necessary now, and in the future, for their roles."

The talent shortage will reach a peak in 2030, with an expected 85.2 million job openings going unfilled worldwide

FOCUS ON LIFE STAGES, NOT GENERATIONS

Consider a personalized approach

For the first time in history there are five generations in the workforce, and this has huge implications for organizations. However, many companies are thinking about this challenge in terms of generational stereotypes, including the idea that there's a wide gap between digital natives and their older analogue counterparts.

Ceridian's Sterling says a shift in thinking is required. Looking ahead to the next decade, she stresses the focus should be less on perceived generational differences, and more on life stages and personalizing the employee experience. She suggests that the entrance of Gen Z into the workforce has created a heightened need for employers to introduce more creative ways to fulfill divergent employee expectations.

Classifying employees by generations, Sterling says, actually reinforces siloes and stereotypes. She adds that such narratives have cast a negative connotation and perception around, for example, millennials, because of a generalized assumption about a series of behaviors that are expected from this generation.
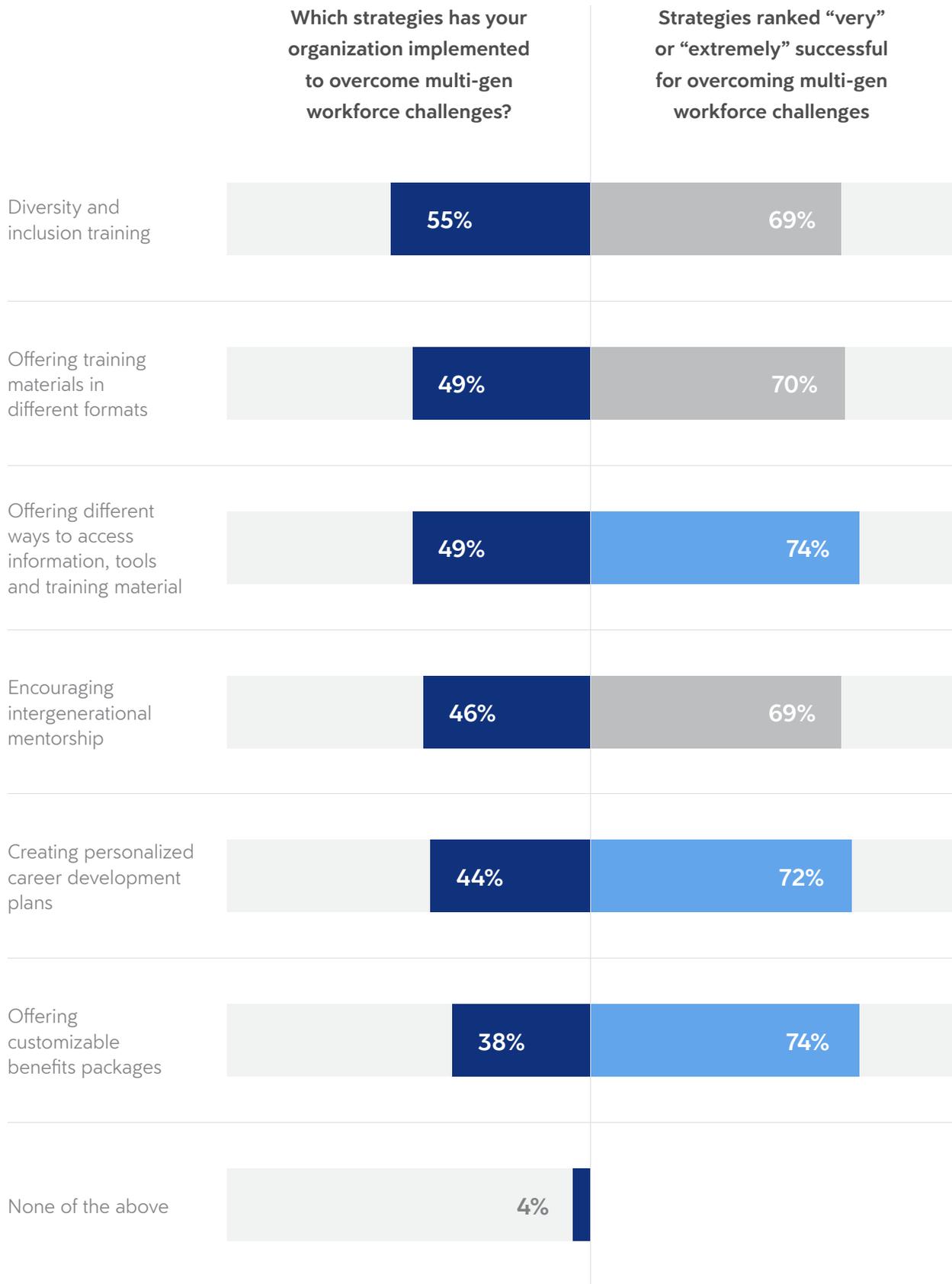
This echoes a similar point from Deloitte in an examination of generational differences – that "traits attributed to millennials" – such as job-hopping – "are an indicator of economic conditions more than fundamental differences in their aspirations."

But how are decision-makers in our survey thinking about the concept of the multi-generational workforce?

Ceridian's research revealed that while the majority of respondents (62%) agreed that a multi-generational workforce increases productivity, they were also just as likely to observe challenges with an age-diverse workforce, ranging from different learning styles and capabilities (66%) to differing preferences for communication (61%), access to information (60%), and preferences for rewards and recognition (60%).

Interestingly, respondents chose diversity and inclusion training for leaders and hiring managers as the most common strategy they used to overcome the challenges of a multi-generational workforce (55%). However, there are other strategies that may be more or equally effective that organizations should pay attention to.

"Diversity and inclusion training has nothing to do with workforce generation issues," says Sterling, adding that anyone aiming to solve a multi-generational workforce issue by implementing diversity and inclusion initiatives is doing it for the wrong reasons. Building an inclusive culture, she adds, goes far beyond addressing generational differences.

	Which strategies has your organization implemented to overcome multi-gen workforce challenges?	Strategies ranked "very" or "extremely" successful for overcoming multi-gen workforce challenges
Diversity and inclusion training	55%	69%
Offering training materials in different formats	49%	70%
Offering different ways to access information, tools and training material	49%	74%
Encouraging intergenerational mentorship	46%	69%
Creating personalized career development plans	44%	72%
Offering customizable benefits packages	38%	74%
None of the above	4%	

The most successful strategies (ranked as either "very" or "extremely" successful) for addressing multi-generational workforce challenges were the ones that provided the most opportunities for personalization and meeting employees' varying preferences. These include providing different ways to access information (74%), offering customizable benefits packages (74%), and creating personalized career development plans (72%).

"We should be focused on meeting people where they're at in their lives, not 'how to deal with the multi-generational workforce,'" Sterling says. "Whether it's providing an awesome parental leave program, or awesome compassionate care program, all people want the same trust, power, and respect. What they need might be different, depending on their stage of life. This is not specifically related to their age."

Classifying employees by generations reinforces siloes and stereotypes. Looking ahead to the next decade, the focus should be less on perceived generational differences, and more on life stages and personalizing the experience.

THE GLOBAL COMPETITION FOR TALENT

Perception matters

The competition for talent today crosses borders and industries, largely due to technology and the increasing mobility of the modern workforce. As a result, many sectors struggle to attract and retain top talent in an increasingly tight labor market. This is compounded by a shortage of critical skills for the future of work.

Traditional recruiting techniques are not as effective as they once were. Respondents to Ceridian's survey indicated they're feeling the impact. They said inability to find the right skills (57%) and time-to-hire (53%) are their top two recruiting concerns.

More broadly, many industries are facing negative perceptions due to narratives about job loss to automation, lack of transformation and technology investment internally, and outsourcing and competition from developing countries.

Half of respondents to Ceridian's survey said they struggle from a recruiting perspective because their industry is not seen as attractive, and they have difficulty attracting younger workers.

Take manufacturing as one example. Today's workers are highly-skilled, creative problem solvers working with cutting-edge technology in a dynamic environment, says Ceridian's Industry Principal, Manufacturing, Danny Smith.

It sounds like a millennial's dream job – yet, according to a 2018 Leading2Lean survey, less than half of millennials believe manufacturing offers fulfilling careers. Their parents have influenced their views, as another survey found that fewer than three in 10 parents would consider guiding their child toward manufacturing.
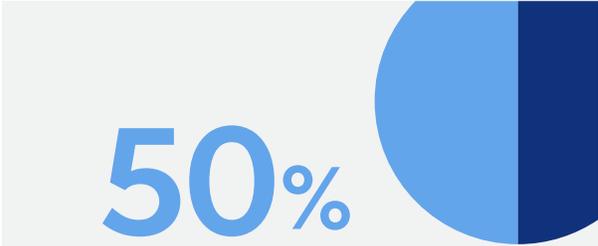
50%

said they struggle from a recruiting perspective because their industry is not seen as attractive, and they have difficulty attracting younger workers.

Invest in the human experience to address the branding problem

So how can organizations improve their brands and become magnets for new talent?

Employee experience (EX) has been a key strategic differentiator in attracting and retaining top-performing candidates and should continue to be in the future. Employers must broaden their thought processes around EX to create experiences that are agnostic of employment type, given the shifting nature of the workforce.
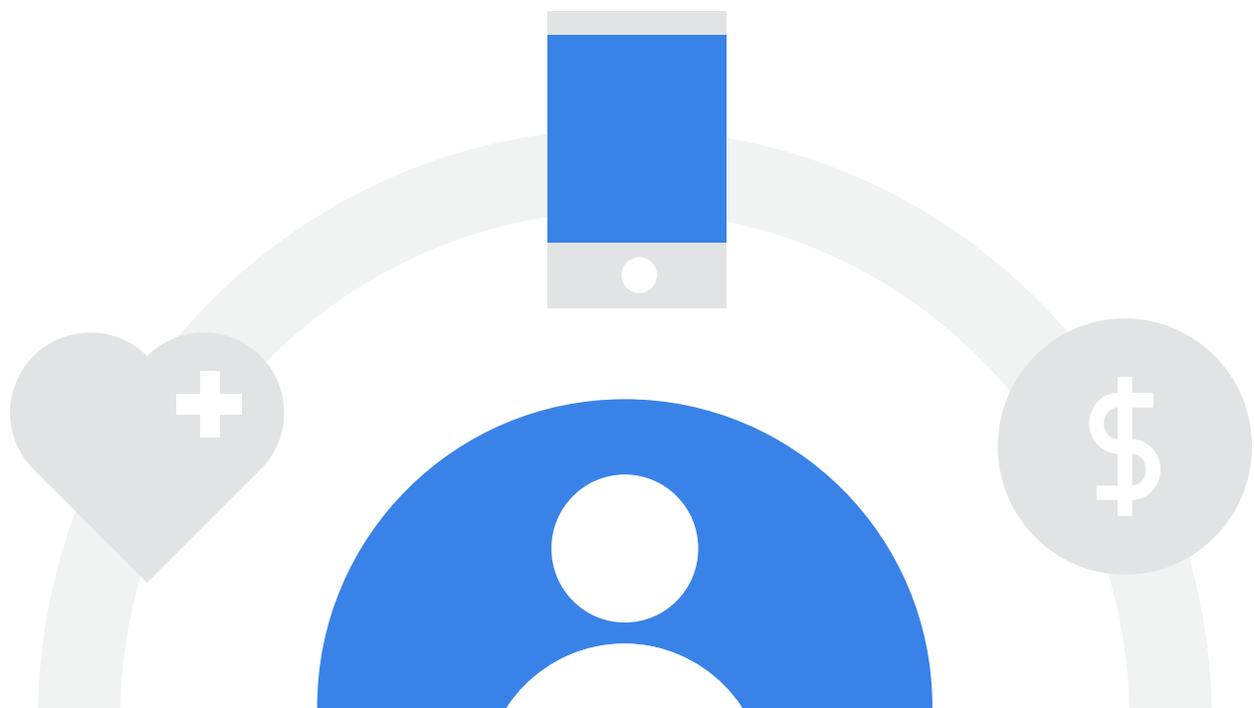
As jobs evolve to require more technology and soft skills, the notion of a career bound by a single industry or role type is starting to dissolve. Experiences can address the branding problem many industries are challenged with today.

Designing a positive experience starts with giving individuals the tools and technology they need and desire, providing an experience comparable to that which they expect as consumers. (See Ceridian's *Consumerizing the employee experience* report.)

Companies that invest in their experiences not only win from a branding perspective, but from a business perspective as well. Companies with great EX outperform the S&P 500 by 122%, according to Accenture. Additionally, MIT research shows that companies with a top-quartile EX (based on a scoring system devised by MIT) were twice as innovative (based on revenue percentages from new products and services). These companies also achieved double the customer satisfaction, and a 25% profitability increase compared to companies with a bottom-quartile EX.

Decision-makers in Ceridian's survey indicated that in the near term, they will invest more in building stronger brands.

Looking ahead to the next two years, the survey showed building a public-facing employer brand has increased in priority (76%), and this was especially true for manufacturing and finance.

Building a public-facing employer brand: Past versus current priority

|	Priority in the last two years	Priority today
Overall	73%	76%
Manufacturing	79%	84%
Finance	74%	76%
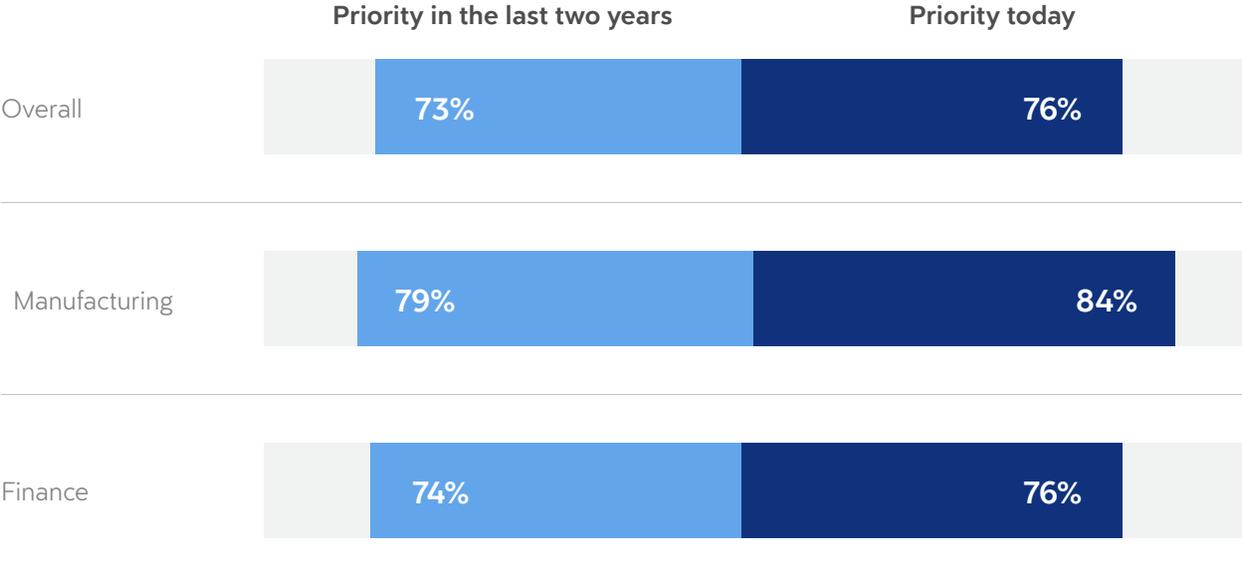
Ceridian's VP and Principal, Financial Services, Patrick Luther, points out that finance organizations are competing not just within their industry, but with technology firms and startups as well.

Traditional financial services companies that don't update their technology, processes, and culture will collide with the modern ways of work, eventually causing talent erosion, Luther says. Developing a strong employer brand is important for a company, but it can also benefit the broader sector or industry. This is a key step in closing the gap between what employees want and how they perceive employers.

THE FACE OF THE NEW WORKFORCE
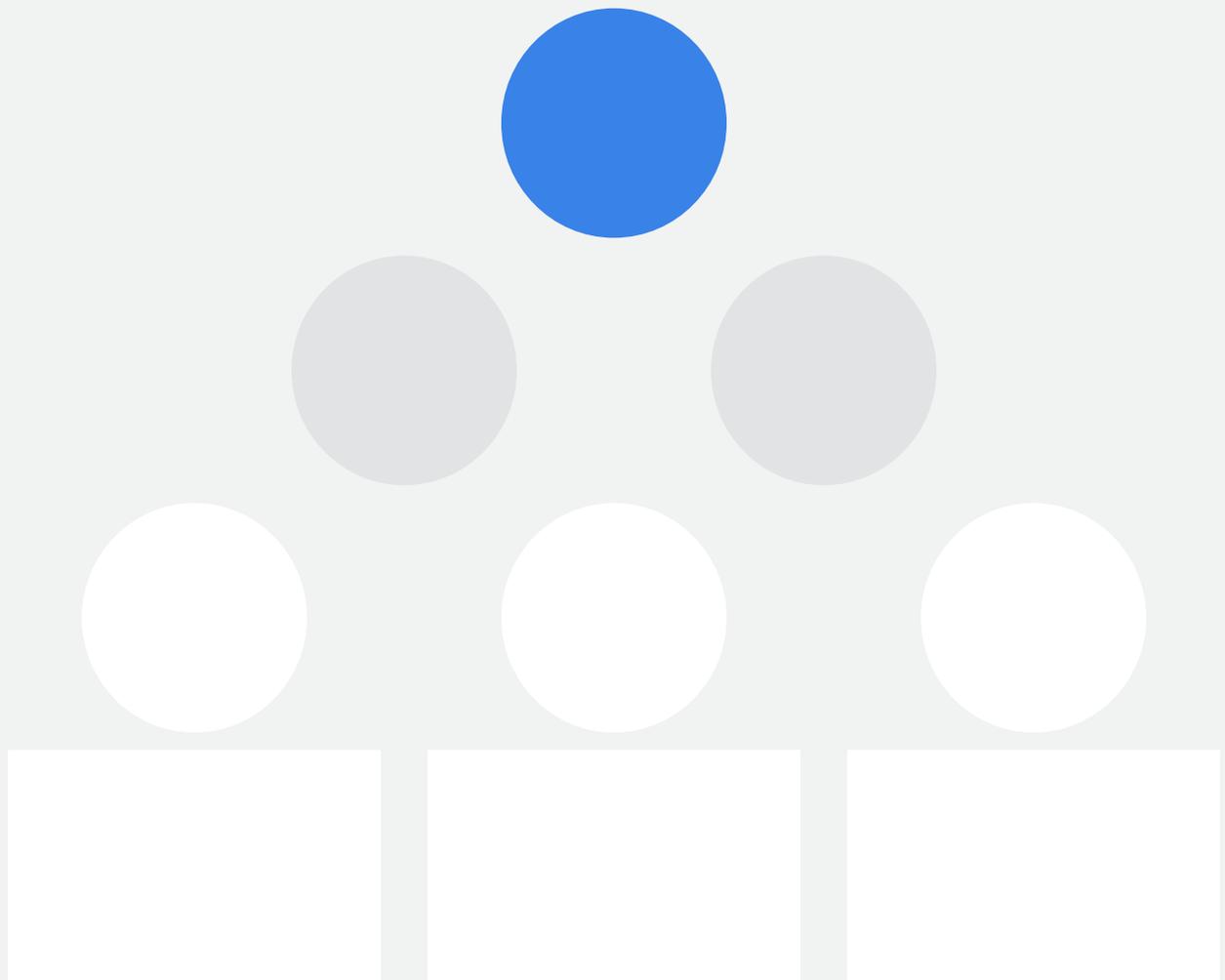
The modern workforce is fluid

Attention business leaders: the alternative workforce is now mainstream.

But Ceridian's survey results indicate employers may not be looking at the alternative workforce as a strategic source of value to address the skills gap and contribute to company growth. This signals that it's time for a mindset shift.

Ceridian's Lisa Sterling says it's time for leaders to stop thinking about the alternative workforce as something that's still on the rise.

 "[Alternative workers] are already working at our companies. We have to start thinking about how to leverage these individuals, instead of focusing on the latest buzzword or classification," she says.

A recent report from global staffing and workforce solutions advisory firm Staffing Industry Analysts (SIA) found that total global gig economy spending hit approximately $4.5 trillion in 2018.

"People aren't realizing that the workforce now is not just augmented by contractors and temporary and remote workers – they've been a part of our teams for years," Patty McCord, former Chief Talent Officer at Netflix, tells Ceridian. "We operate as if [contractors, freelancers, and gig workers] are a subset of the people doing the work in an organization."

Untapped value from the alternative workforce

Deloitte points out that the alternative workforce has developed in recent years, showing "more depth and scale across…talent pools" due to demographic changes. This comes in part from retirees re-entering the workforce, older workers seeking new opportunities because they're not ready to transition out of the workforce, full-time workers pursuing "side hustles" to make supplemental income, or experienced workers taking on part-time work as they care for children or aging parents.

With the skills gap being a key challenge for businesses, the alternative workforce is an untapped source of talent. Employers should start focusing more on creating long-term value from the alternative workforce rather than using these non-traditional positions as short-term and transactional stop-gaps.

"Businesses are not being progressive enough in how they address the skills gap," says Sterling. "Traditional methods of reskilling and succession planning are important, but we have to put more emphasis on attracting different types of workers, including contract, project-based, etc. Organizations won't be able to compete effectively in the future if we rely on traditional methodologies to address what is seen as a non-traditional workforce."

How decision-makers see the workforce today

Ceridian's research revealed that respondents believe the size of their workforces will increase (46%) in response to the impact of technology and automation.

With respect to how you believe technology and automation will impact your workforce, which of the following statements do you most agree with?

46%	33%	21%

■ The size of our workforce will increase

■ The size of our workforce will decrease

■ The size of our workforce will remain stable

At least half of survey respondents said they expect other work arrangements – such as remote/virtual work, assignment-based freelance support, outsourcing, and contract workers – to increase substantially in the next two years.

To what degree do you believe your organizaton will increase each worker type/arrangement in the next two years?
(Responded "very large increase" and "extreme increase")

53%	51%	50%	50%

■ Remote / virtual

■ Assignment-based freelancer support

■ Outsourcing

■ Contract workers

Managing the alternative workforce

Are organizations ready for the shift in their workforce make-up, and can they transform their cutlures to support shifting workforce dynamics? Here are some key considerations for organizations to better leverage their talent continuum, from full-time employees, to managed services, to freelancers and gig workers.

Explore a new model for managing talent

Alternative workers have typically been managed with little process. In many organizations, HR has traditionally been responsible for permanent employees, while contingent workers have been managed by the procurement team. Often, the contingent workforce spend gets lost in what Procurement calls maverick or rogue spend, potentially leading to poor management, low visibility, high risk, and unreliable quality associated with gig workers.

Contingent workers themselves often feel "left out," not least due to broken or non-existent processes such as onboarding, learning, and rewards and recognition. Integrating management of an organization's full range of talent sources would require different parts of the business working more closely together in the hiring process.

Consider compliance and financial implications

Working conditions and regulations for gig workers have been hotly debated as governments and businesses have navigated how to establish regulations that are a win-win for everyone impacted.

The passing of California's landmark bill, known as Assembly Bill 5, signals the start of a potential future shake-up for employers when it comes to how they manage their alternative workforce.

The bill, which will apply to app-based companies (such as Uber and Lyft), goes into effect Jan. 1, 2020. It requires that companies classify contract workers as employees, unless conditions of a three-part ABC test are met to show that they are doing work "outside the usual course" of the business (in which case they remain classified as contractors). The bill gives workers – when classified as employees – access to minimum wage, overtime, sick leave, and other benefits.

Introduction of this legislation could pave the way for more states to follow suit. This will have a drastic impact on some organizations' recruitment strategies and financial projections, particularly those companies that have previously viewed employing gig workers as more of a cost-savings strategy, says Sterling.

Introduce a technology infrastructure that better supports alternative workers

A key to success in both leveraging and optimizing alternative workers will come from using technology that supports collaboration between different teams, while also addressing varying employee needs.

For example, organizations should look to leverage AI technologies to predict when gig workers might be required, source these workers, manage gig assignments, pay them on-demand, create labor clouds (groups of gig workers who satisfy certain criteria), and offer a consumer-grade worker experience through intuitive mobile apps.

"When I talk to managers, I tell them that their job is to create a revenue-worthy experience," says former Netflix chief McCord. "This requires a really different way of using systems to manage people."

PLANNING FOR THE NEXT DECADE OF WORK
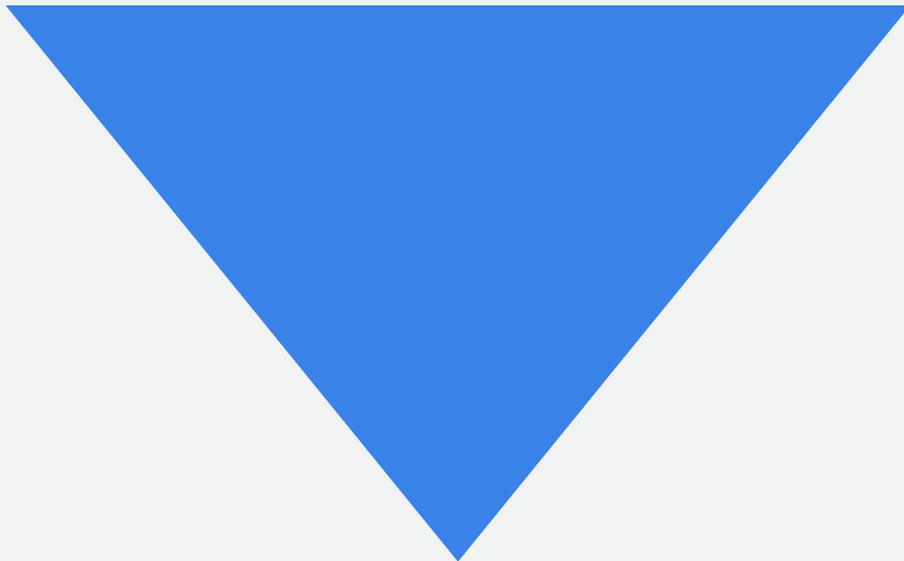
Creating value through human and tech collaboration

While organizations can't control the forces driving change, they can control how they leverage their most valuable asset – their people.

In a world of work that will be increasingly defined by the collaboration between humans and technology, successful organizations will seek opportunities to enhance and derive value from these collaborations.

This requires a strategy that is transformational, not simply reactive. It needs an approach to managing people that is holistic, not siloed, and a mindset about technology that is inclusive, not fearful.

Here are some key considerations for leaders when planning for the next decade of work:

- If you view technology as a disruptor, you're likely to be disrupted. Instead, view technological developments as opportunities to transform, support, and elevate how your people do their work.

- Addressing the skills gap requires rethinking the approach to learning. People are best served learning in the flow of work – in the moment, through experience, and continuously. Employers also need to focus their efforts more on educational partnerships to produce the skills they'll need for the future.

- When it comes to the multi-generational workforce, focus on how to best personalize the experience. Map your people's journeys at every life stage, and develop programs that support their needs at those stages.

- In the global competition for talent – which has extended across borders and industries – a strong brand will be a key differentiator to attract and retain top talent.

- The alternative workforce is not on the rise – it's here to stay. These workers represent an untapped and valuable source of talent to address skill gaps and support agile teams. Leaders can better leverage their alternative workers by managing all of their talent sources through one system.

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