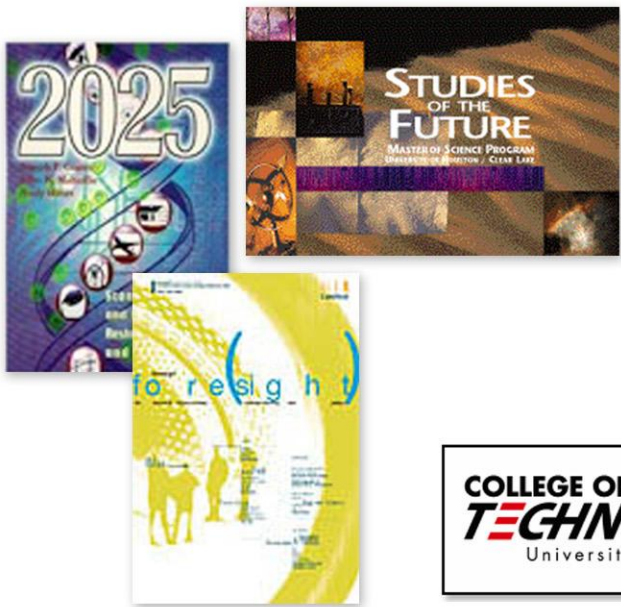


A Dozen Surprises about the Future of Work

Andy Hines
High Tech Conference
The Woodlands, TX
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UNIVERSITY *of* HOUSTON
FUTURES
STUDIES

Where I'm Coming From



APF
Association of Professional Futurists

THINKING about
the **FUTURE**
Guidelines for Strategic Foresight

Coates & Jarratt online
THE FUTURE IS OUR BUSINESS



Edited by Andy Hines and Peter Bishop

Social Technologies

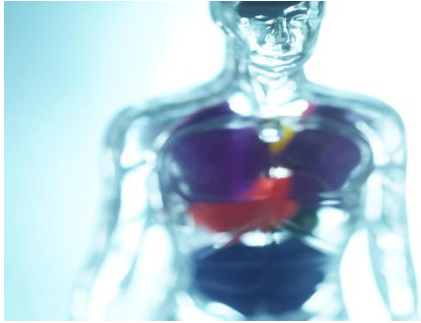


The Surprises

1. Augmented Humans: Hey, that's cheating.
2. Emerging markets rewrite the rules of work
3. Where will the intelligence land?
4. Getting paid
5. Time- or project-based employment contracts mainstream
6. Fairness is impossible
7. Working to live instead of living to work
8. Work is a thing you do, not a place you go
9. Where do I get training?
10. Nearsourcing instead of outsourcing
11. Work in the happiness society
12. Meet the new boss, [not the] same as the old boss

1. Augmented humans: Hey, that's cheating!

Augmented or enhanced human will present challenges for organizations and individual workers



- Significant tech advances -- from mechanical implants to chemical, genetic, and nanotech-enabled approaches -- are making augmentation a reality
- Transhumanists encourage this as a natural path of evolution
- Challenges norms of what is desirable, permissible, and “normal”



Oscar Pistorius, aka "Blade Runner" is a world class runner , using Cheetah Flex-Foot carbon fibre transtibial artificial limbs by Ossur.

PROVIGIL[®]
(MODAFINIL)[®]
Tablets

Would I be willing to “augment” to improve my career prospects? Will regulators “step in?”

2. Emerging markets rewrite the rules of work

As emerging markets improve their position, they will begin to influence the culture of work

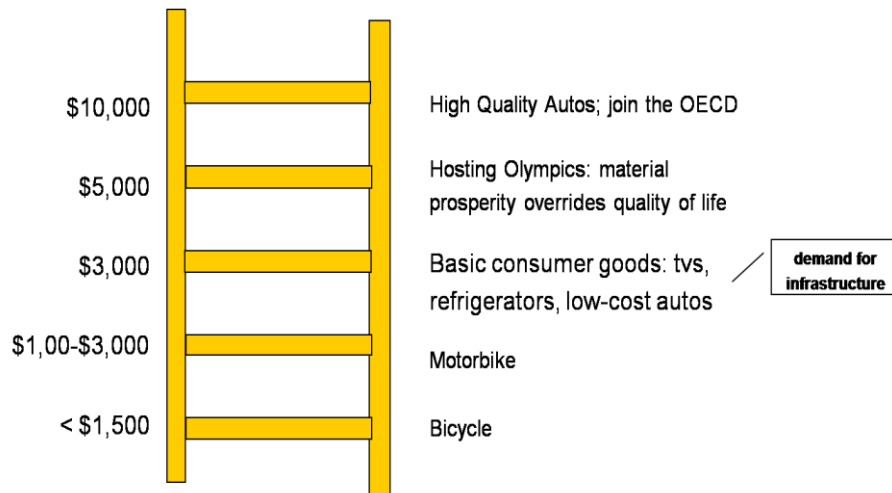


- Climbing the ladder of development
- Will have different outlooks and priorities than the dominant powers of the past



Image: Balaji.B (Flickr)

With the launch of the \$2,500 Tata Nano (aka People's Car) in 2009, the global market for low-cost, compact cars was born. Tata started from scratch and developed new production methods, used new materials, and developed a new power train.



What can I learn about the culture of the “emerging markets?”

3. Where will the intelligence land?

I/T assisted intelligence could migrate into the infrastructure, devices, or persons (wearables or implants), or all of the above?



- Smart and reconfigurable spaces
- Division of labor shifts more burden of decision-making to software
- The “profile”



Image: WayTru (Flickr)

GE has prototype appliances that can receive a “price signal” when rates rise during hours of peak demand. Upon receiving that signal, the appliance can automatically enter conservation mode and reduce energy consumption.



How can I take advantage of “smart” technology to improve my performance?

Image: <http://www.segway.com/products/>

4. Getting paid

How do you capture value, when information wants to be free?



Image: Flickr: whurleyvision

- Challenges to IP
- Open source
- The “Long Tail” challenges business models
- Consumer co-creators participate in creation and design



The popular band Radiohead offered 2007 album for free download and asked people to voluntarily pay for what they felt it was worth. Estimates put the average price paid at \$5-\$8, with approximately 1.2 million people downloading the album.

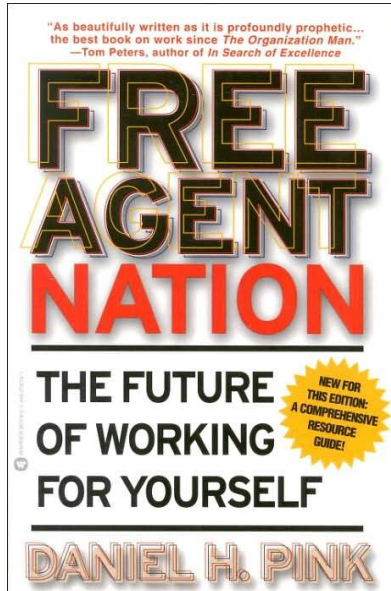
How much risk am I willing to take when it comes to getting paid?



Image: thelongtail.com, Creative Commons license

5. Time- or project-based employment contracts mainstream

While currently the domain of the elite, athletes, and actors, this will become a mainstream practice



- New project-based models for workflow management are emerging
- Recruiting networks instead of individuals: a standard feature of “resumes” includes your network

Future Times
March 15, 2010
“Hines inks 2-year deal with Social)Technologies
The veteran futurist.....”

“Star” business contracts gain media attention much like sports contracts



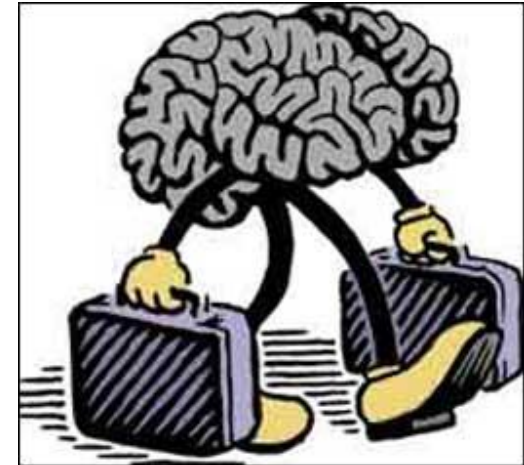
How might thinking of myself as a “free agent” influence my career path?

6. Fairness is impossible

The need to customize/personalize to attract talent will make across-the-board, same-for-everybody types of policies increasingly untenable



- It's all about me
- Top talent recruits the organization
- Workers seek to customize and personalize their workspaces, tools and the way they work



Reverse Brain Drain

Although still a relatively small phenomenon, the potential for reverse brain drain is there



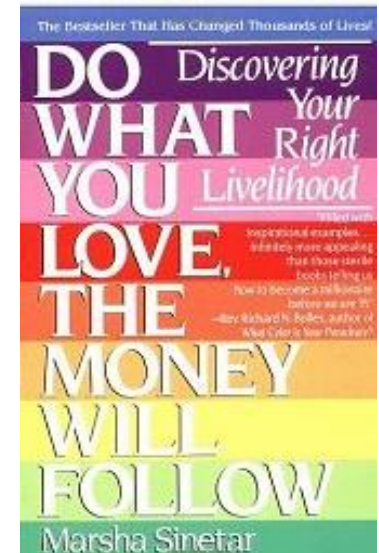
What do I really want from an employer...and what will I be willing to trade-off in return?

7. Working to live, instead of living to work

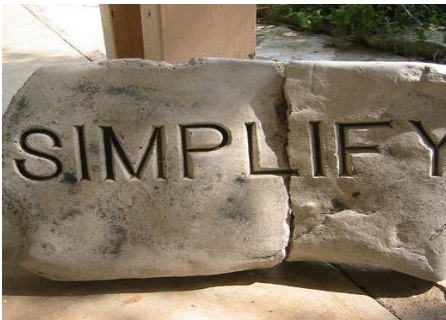
Work will be a shrinking portion of time and even incomes in affluent nations



- Enoughness: opting out and accepting need for limits.
- Re-emergence of trades and crafts as more meaningful work?
- New models for ownership



The idea of work-life balance has been around for a while.....this popular book came out in 1989



What does work-life balance mean to me?

8. Work is a thing you do, not a place you go

Work is increasingly thought of as a process that happens wherever and whenever



- Rise of virtual work and virtual environments
- Death of the schedule: an on-demand culture
- Just-in-time life enabled by smart devices, e.g., iPhones



Over 5 million people have used Basecamp to collaborate on over 4 million projects, track 57 million hours of work, share 46 million files, and complete 43 million to-dos.



Image: Josh Bryant (Flickr.com)

How can I use a technology to enable a “schedule” that better fits my needs?

9. Where do I get training?

Where does one get training in a world in which companies don't want to train, and expect employees to arrive with the required skills?



- Knowledge work demands new skill sets and performance evaluation tools to assess creative contributions
- Transparency-enabling technologies allow real-time feedback to monitor, analyze and improve



Almost half of US adults participate in some form of adult education.

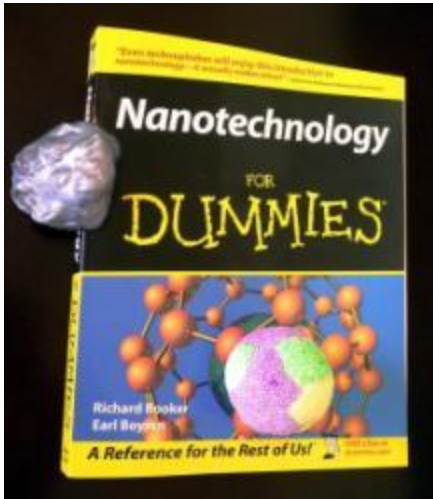


Image: jurvetson (Flickr)

Where and how do I find the training I need to keep improving my skills?

10. Nearsourcing instead of outsourcing

Growing shipping costs and complexity of global supply chains are leading toward a preference for local and in-house



- Local production improves speed, flexibility, and customization
- Economic crisis fueling protectionist sentiments
- Outsourcing to consumers
- Emergence of Farmer's Markets



Image: acnatta (Flickr)

Farmer's markets are an example of a surge of interest in buying local products and goods, as a means of "investing" in one's community.

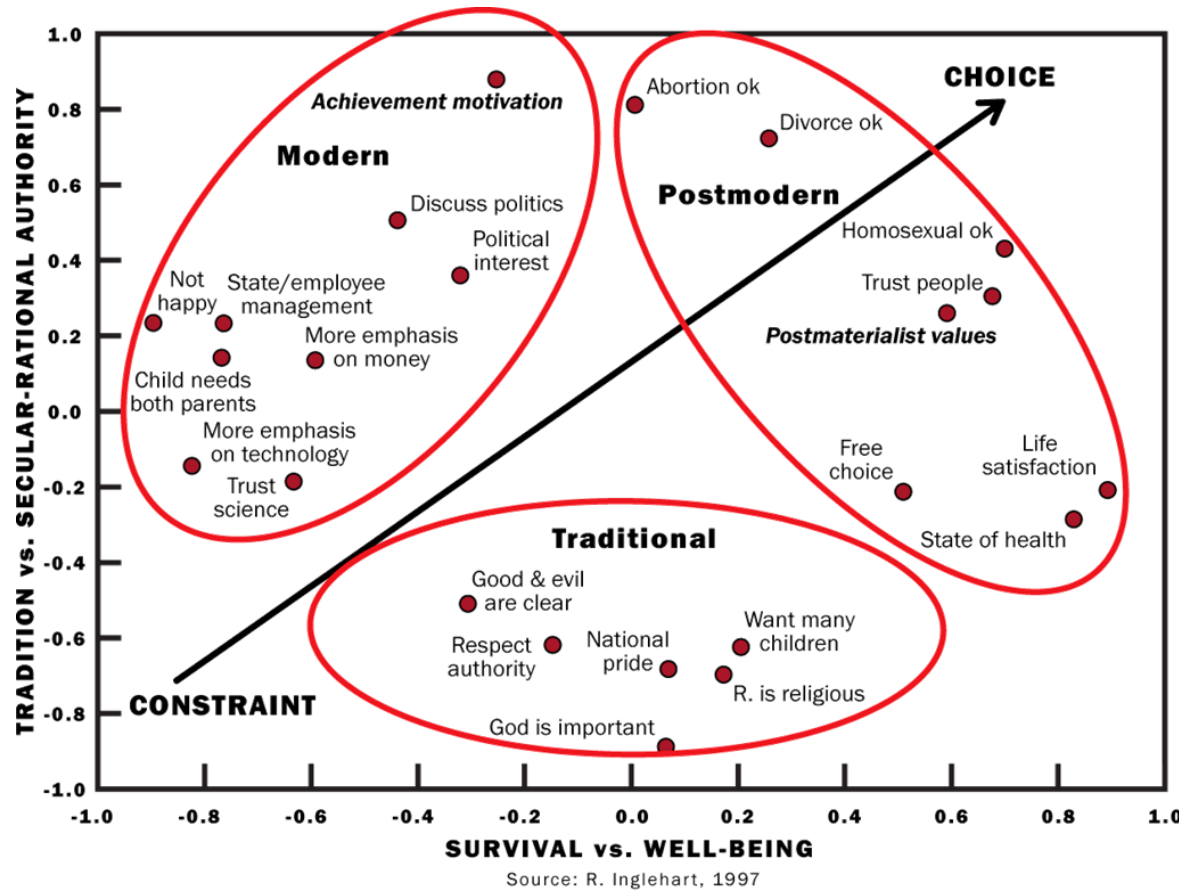


How can economic developers encourage the resurgence of local manufacturing?

11. Work in the happiness society

Work as a source of fulfillment shifts measures from GDP to GDH (Gross Domestic Happiness)

- Follow the Rules, Achieve, and What's It all Mean? The Rise of Postmodern values
- A new kind of consumer is emerging, skeptical of the link between material acquisition and happiness, and desirous of experiences as opposed to things.



How can I work to live, instead of live to work? What is my definition of "happiness?"

12. Meet the new boss, [not the] same as the old boss

As boomers move toward and into retirement, Gen Xers take their place in managerial positions and Millennials—digital natives with different expectations, goals, and work styles—enter the workforce

	Boomers 1946-1964	Gen X 1965-1976	Gen Y 1977-1994
Childhood	Treated as Special	Neglected, Criticized	Admire Parents
Young Adults	Rebellious then Narcissistic	Risk takers, Alienated	Heroic Achievers
Mature Adults	Moralistic, Detached	Pragmatic, Exhausted	Powerful, Arrogant
Elderly Adults	Visionary, Civilization Focus	Reclusive, Caustic	Busy, Community Focus
Family Life	Nuclear Family	Single Parent Family	Single Parent Family
Defining Value	Youth	Diversity	Duty
Goals Sought	Self-Fulfillment	Self-Sufficiency	World Improvement
Leading Style	Righteous	Pragmatic	Expansive
Spending	Spenders	Hedgers	Savers
Personal Traits	Principled Creative Resolute Ruthless Arrogant	Savvy Practical Perceptive Amoral Pecuniary	Rational Competent Selfless Overbold Insensitive

How can I understand and accommodate the differences between my generation and others?

In Sum....

- The changes are gradual
- By preparing now, the surprises won't be surprising
- And they could actually enable you to have a much more rewarding work life!

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