



# The future of skills, the nature of work and work organization v/ Martin Kruse



# Copenhagen Institute for Futures Studies

- Private independent think tank
- Strategy, risk analysis, early warning, inspiration, hotline
- CPH, Oslo, Brussels, Stavanger, Sao Paulo
- Clients/members: Municipalities, multi-nationals, governments, intergovernmental organisations
  - Global scanning review





*"Software substitution, whether it's for drivers or waiters or nurses ... it's progressing. ...*  
***20 years from now, labor demand for lots of skill sets will be substantially lower. I don't think people have that in their mental model.*"** Bill Gates





# Automation has happened before

Skills: From muscles to brains

1900 1910 1920 1930 1940 1950 1960 1970 1980 1990 2000





"If the rate of change  
on the outside  
exceeds the rate  
of change on the  
inside, the end  
is near."

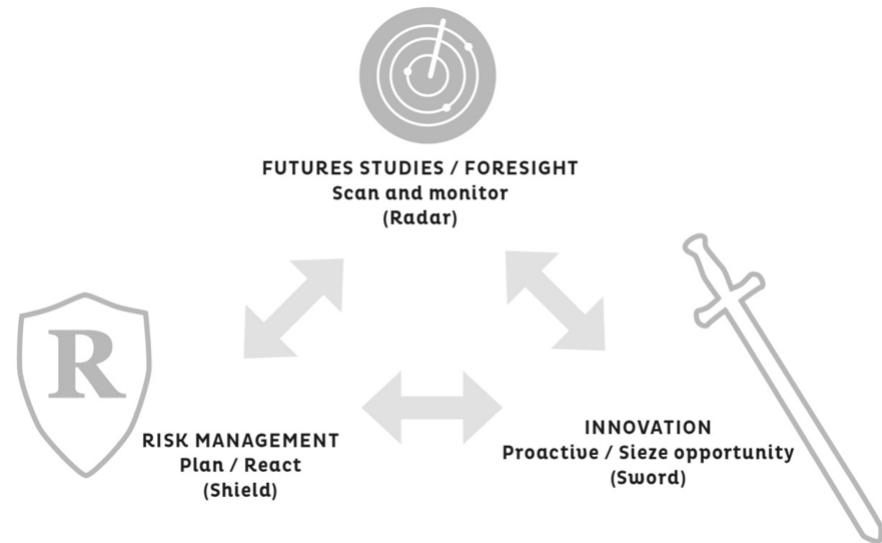
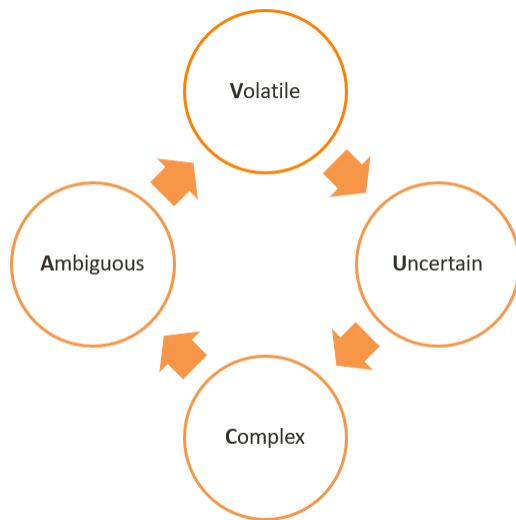
Jack Welch



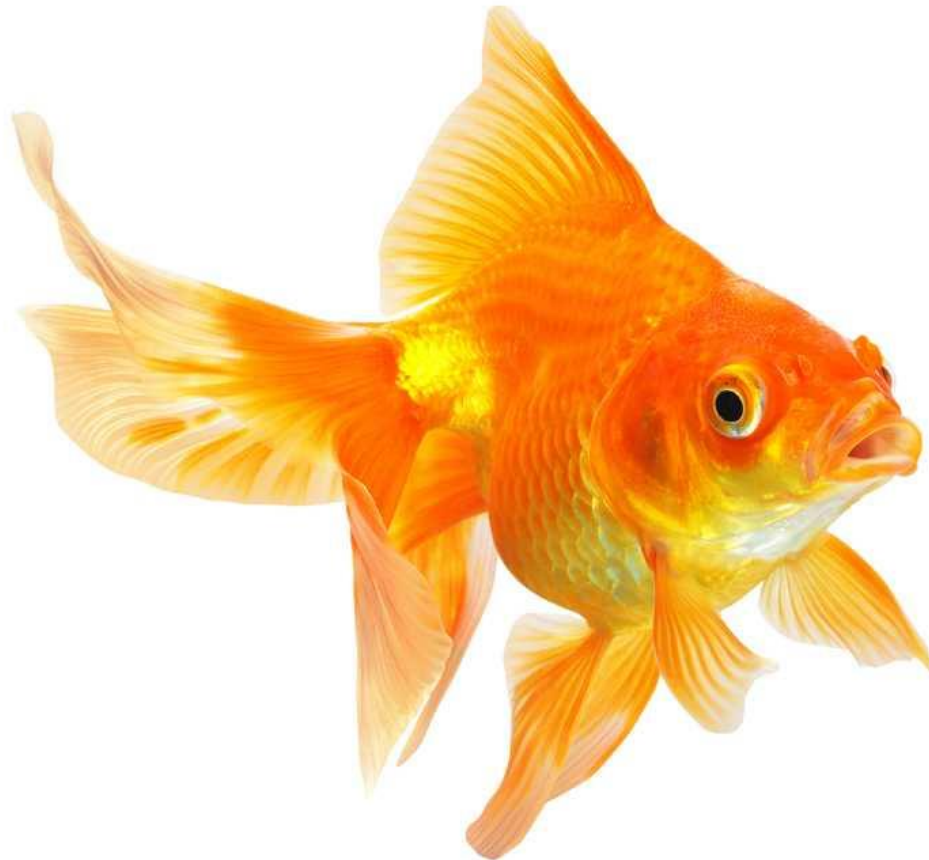
# Organizational and individual capabilities



## Foster resilience



# Why a goldfish does not need resilience



# Why is it so hard?

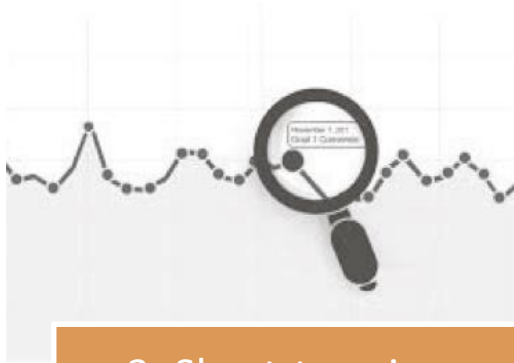
## Resilience in action



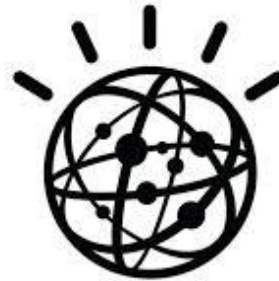
1. Wrong toolbox



2. Complexity



3. Short-termism



4. Wishful thinking



5. Incentive alignment





# Organizational alignment

- **Alignment of structure and culture**
- Culture = (hopes, dreams, ambitions, aspirations and a lot of history)
- Culture defines recruitment and organizational structure
- = Organizational structure is often more a match to culture than a fit for purpose
- Culture eats strategy for breakfast

# Perception of Change



## Past

*"The good old days"*

## Present

*"I believe it when I see it"*

## Future

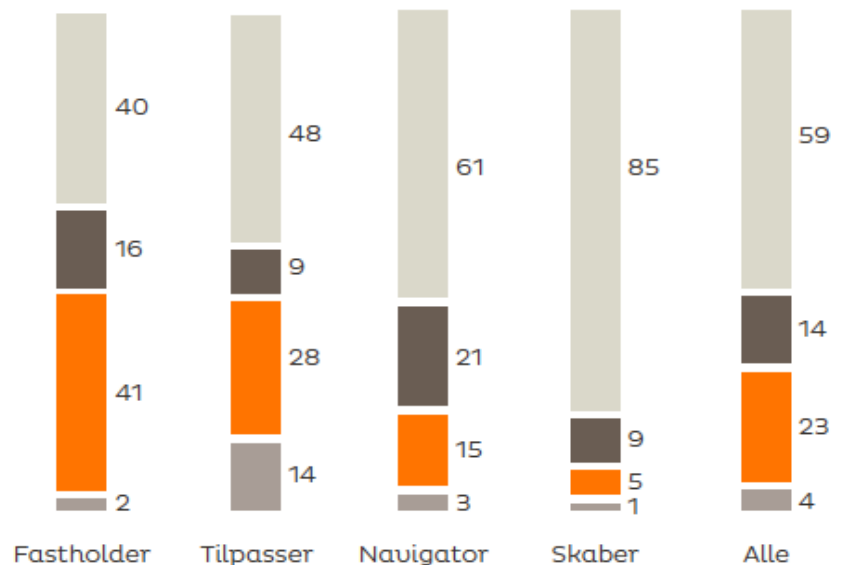
*"Forward people"*

*"We see the world as we are , not like the world is..."*

*"The future is worrying..."*

### TIDSYN OG FREMTIDEN

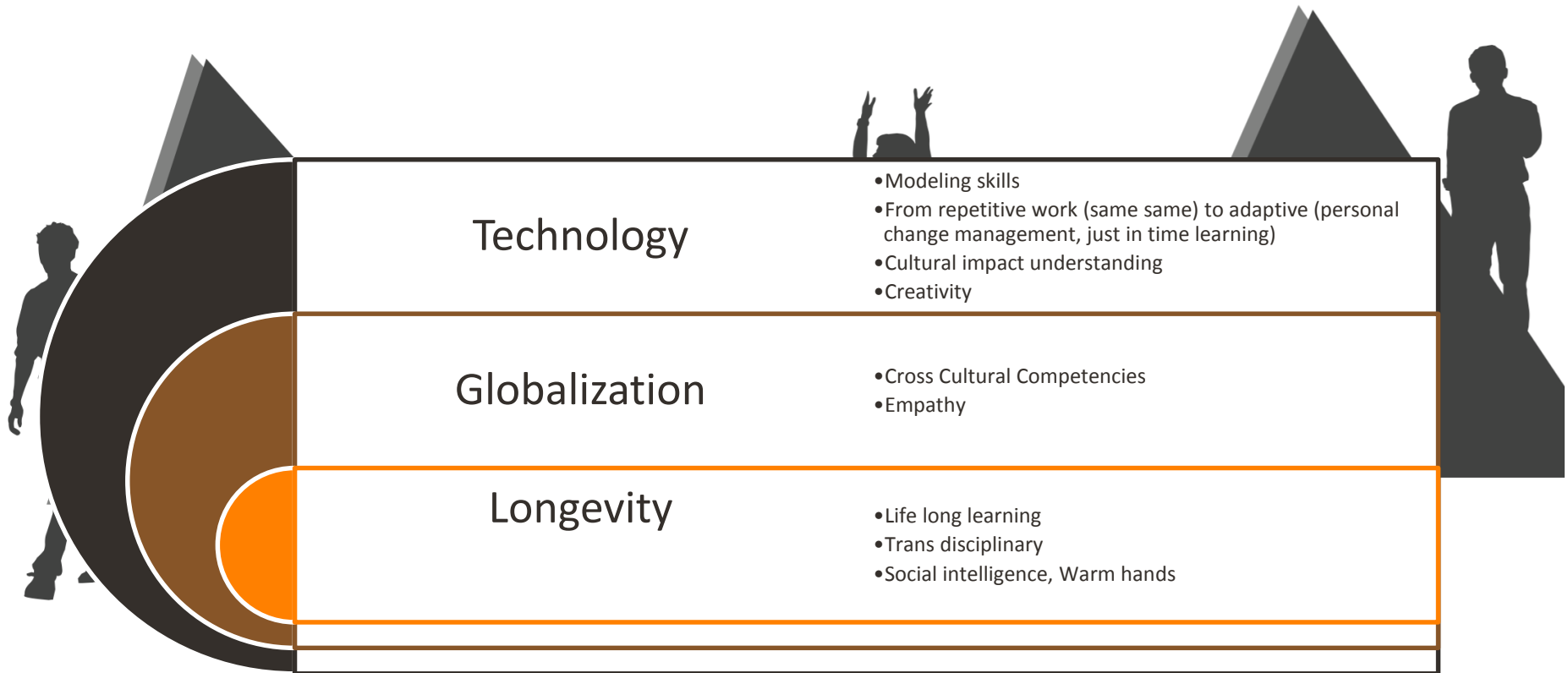
Hvilket udsagn omkring fremtiden er du mest enig i?  
 Angivet i %





# Skills

## WHAT YOU NEED TO KNOW TO SURVIVE THE 21ST CENTURY



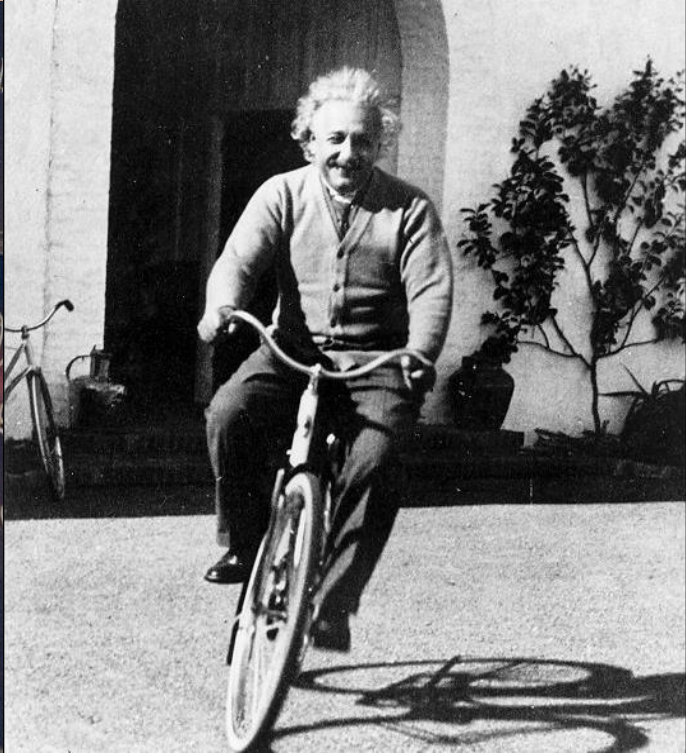
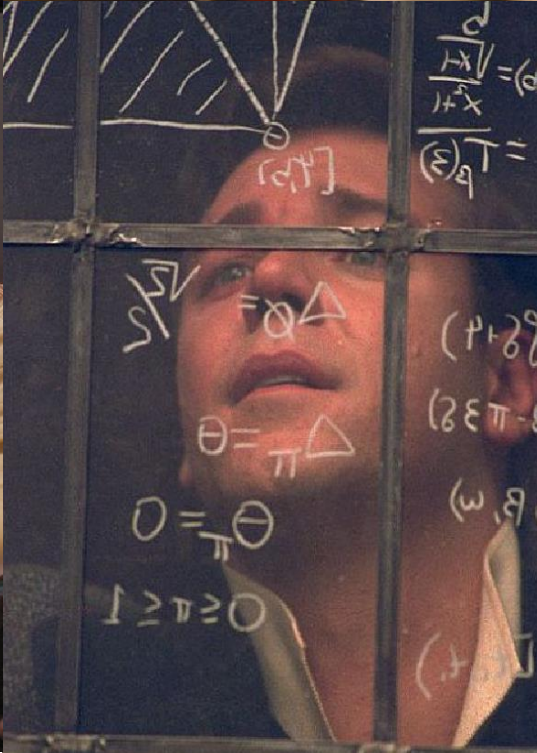


# What computers cannot do

3 D printing can create a plane









# Management by data: New Public Management 2.0

- People analytics can create a better work environment...
- Highlight inefficiencies: employees spend almost no time collaborating, but more than 25 % of their time in meetings in which their presence is not crucial.
- Execution problems in real-time.
- Talent recruitment from top universities to inside from specific departments.

*But... "I feel I cannot do a quality job due to time pressure needed to measure success."*

- Data interpretation lack context
- Who needs trust, when you've got data





# -- or destroy employee engagement

**Table 1.** Top motivators for employee engagement

Motivator	Description
✗ Trust and integrity	Employees believe that the leaders of the organization are listening to them
✗ Care and meet their needs	Leaders are trustworthy and lead by example
✗ Nature of the Job	How involved and independent employees are
✗ The link between employees and organizational performance	Employees understand what is expected of them in terms of performance
Career growth opportunities	Opportunities for employees to progress and get promoted.
Pride about the company	How the self-esteem of workers is increased by working for the organization
Co-workers/Team members	How they feel about their team, their work and the organization
Employee development	How much effort the organization puts into developing their people
People's relationship with their leadership	The value of the relationship between leaders and employees.

Source: Author (2015).

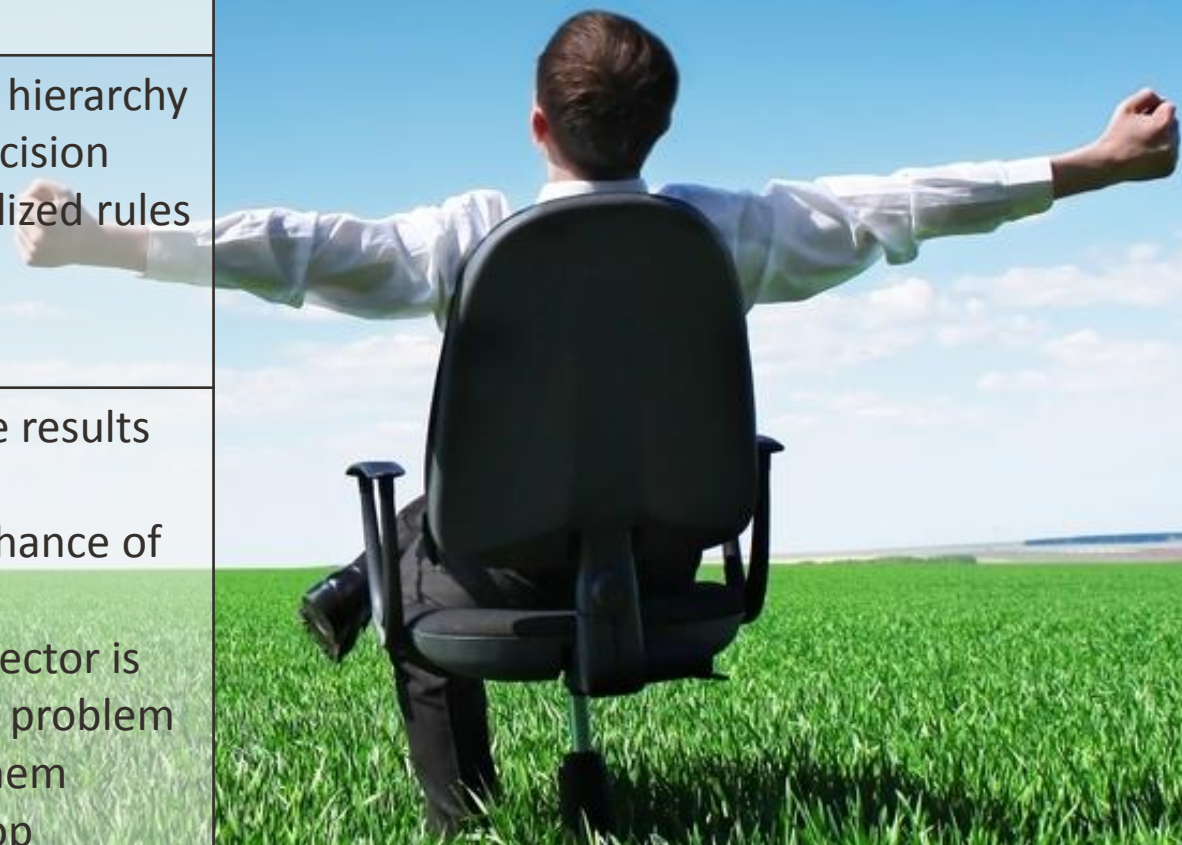


# -- How to destroy the creative climate

- Time pressure
- Fear
- Internal competition
- Financial rewards
- Layoffs and restructuring
- Waiting to innovate



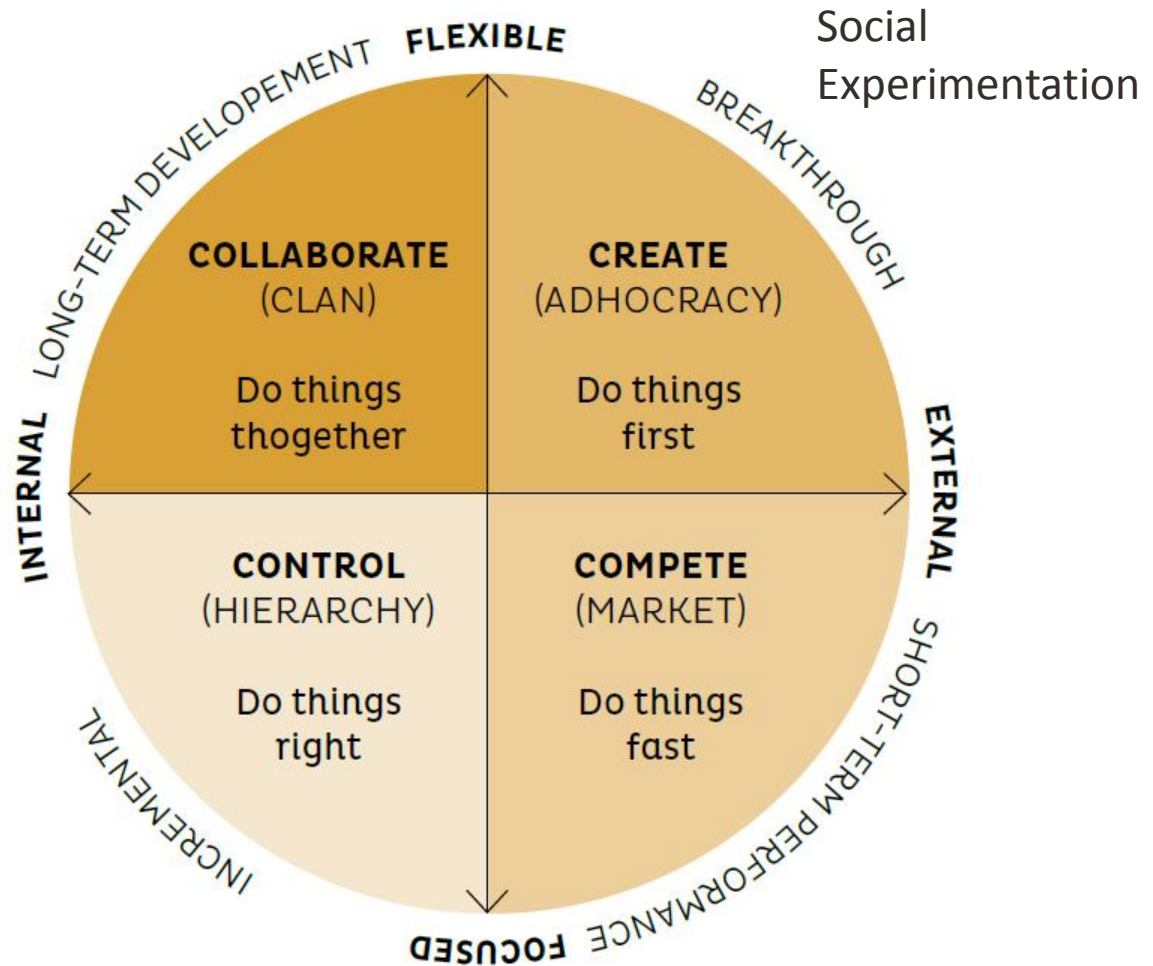
Creative	Public sector
Freedom	Bureaucracy, clear hierarchy and centralized decision making and formalized rules
Risk appetite	Desire to know the results in advance: Innovation has a chance of failure Leaders in public sector is trained in spotting problem and take care of them before they develop





# Routine job will be removed from public sector

- Loose the not invented here syndrome
- Managing crosscutting problems
- Silo thinking
- From input to outcome



# Change is coming Don't be the Goldfish!

