

**Deloitte.**

**Future of Work**  
Humanizing the Work Experience

# The Future of Work - everyone has been writing about it!



The Future of Work - everyone has been talking a LOT about it!



future of work



Tudo | Imagens | Notícias | Vídeos | Livros | Mais | Ferramentas

Cerca de 13 370 000 000 resultados (0,47 segundos)

**Deloitte.**

**McKinsey  
& Company**



**Gartner** | Insights | Expert Guidance | Tools | Connect with Peers

**Future of Work Reinvented**  
Returning to the Workplace — Differently

Platforms



**Preparing for the Future of  
Work**



**THE FUTURE OF WORK**

WHAT IS THE FUTURE OF WORK?

ARE YOU READY?

REPORTS AND DATA

ROADSHOW

GET IN TOUCH

So what is the Future of Work?

# *Future of work*

The future of work describes changes in how work will get done over the next decade, influenced by technological, generational and social shifts.

## **Gartner Glossary**

***The Future of Work presents challenges and opportunities when rethinking the workforce of the future***

# What is disrupting work as we know it?

Technology-Driven



## Technology is Everywhere

**6.0 billion+**  
smartphones in the world by 2020<sup>1</sup>



## AI, Cognitive Computing, Robotics

**\$500,000** in 2008  
**\$22,000** today

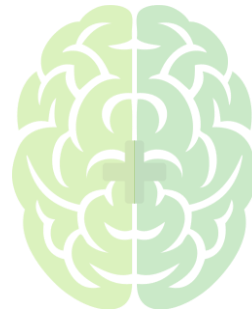


## Tsunami of Data

**9x** more in last 2 years<sup>2</sup>  
Major enabler of machine learning

# 7

## DISRUPTORS



## Jobs Vulnerable to Automation



## Explosion in Contingent Work

Contingent workers **40%** by 2020<sup>7</sup>



## Diversity and Generational Change

Millennials **50%**<sup>3</sup>  
**25%** global pop in Africa by 2050<sup>5</sup>  
Longevity Dividend– **50 year** careers<sup>4</sup>



## Change In Nature Of A Career

**2.5 – 5 years:** Half-life of skills  
**4.5 years:** Average tenure in a job<sup>9</sup>

People-Driven

Meaning we have to rethink three things...



**Work**  
*the what*



**Workforce**  
*the who*

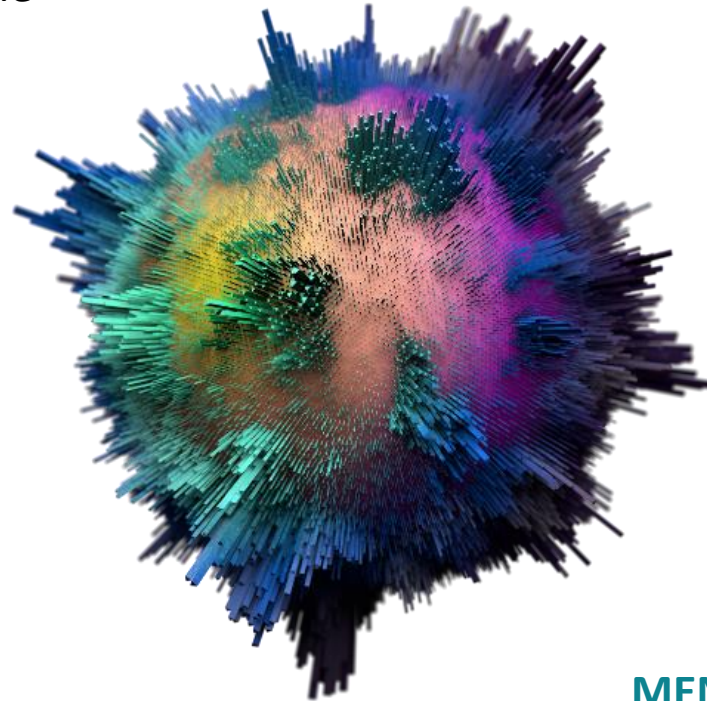


**Workplace**  
*the where*

**This was the thinking less than 2 years ago.  
Then, the world changed...**

**88% OF ORGANIZATIONS** have either encouraged or required employees to work from home

~ 2.7 billion people (> **4/5 OF THE GLOBAL WORKFORCE**) **HAVE BEEN AFFECTED** by lockdowns and stay-at-home measures



Permanent layoffs, temporary furloughs, shutdowns and reductions in hours put **MILLIONS OF JOBS AT RISK**

>**1.37 BILLION STUDENTS** are now at home as a result of school and university closures

**IT EQUIPMENT SHORTAGE** at a global level

**MENTAL HEALTH** is declining, with impacts on the workforce

And still... everyone is talking about it!

**TAX FOUNDATION**

Global Taxes | Blog

### Exploring How Remote Work Could Impact the Way Countries Tax Individuals

July 6, 2021  
Thomas Locher

The digitalization of the economy has changed how and where we work. Huddles at the boss's desk have been replaced by morning video conferences, long nights at the office by incongruous hours flexed around extracurriculars, and dreary days in a metropolitan apartment by weeks in exotic (or at least comfortable) retreats. A question for policymakers to consider is how this new era of worker mobility will impact the fiscal landscape, and what changes must be made to address resulting revenue and compliance concerns.

While being remote has been slowly integrated into the workflow dynamic of certain industries for the better part of a decade—namely tech and consulting—the COVID-19 pandemic introduced such changes to the broader market and forced employers and employees to reconsider what it means to “come to work.”

For example, imagine a management-level British worker in the financial services industry leaving for the sunny shores of Mallorca, or the history and favorable tax rates of Prague. These choices will impact the tax revenues of both the United Kingdom and the country to which the worker moves.

Much of the conversation regarding changes to tax policy in light of economic digitalization has centered on the effects to corporate income tax (CIT) revenue, but a new paper by Rita de la

**Bloomberg**

Business

## Credit Suisse Plans ‘Maximum Flexibility’ Remote Work Model

**Dealing with the causes of stress in remote work**

**FINANCIAL TIMES**

US COMPANIES TECH MARKETS CLIMATE OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

**INTRODUCTORY PRINT OFFER**  
Subscribe to our daily print edition, now with a 3 month introductory price

Opinion **Work & Careers**

### The future of work is already here and it is seriously hot

The deadly heatwave that scorched parts of North America last week is a wake-up call for workers and bosses alike

PILETA CLARK [+ Add to myFT](#)



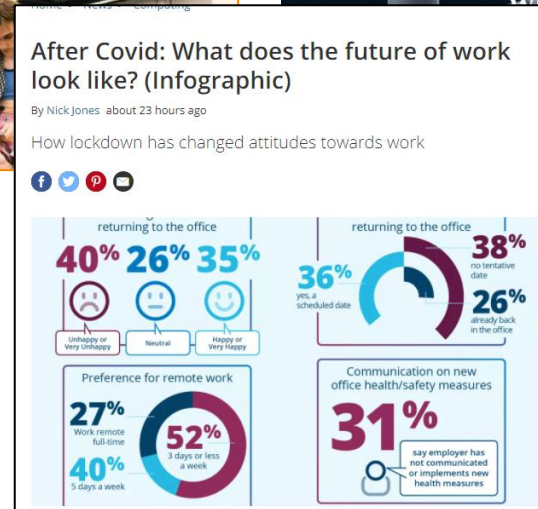
The **NEW REALITY OF WORK**

**Deloitte.**

### CFO Program

#### The SEA CFO Agenda

What does the new workplace look like for finance?  
What are the new ways of working with remote work arrangements?



**pwc**

A remarkable thing could happen as we return to work

Why 2021 will be a pivotal moment for leaders as they connect in new ways with their employees and society.

Share this [f](#) [t](#) [in](#) [p](#) [e](#) 5 minute read | January 18, 2021 | Inv. a PwC publication

Sheehan Bellis  
SVP Global Leader, People & Organization, PwC United States

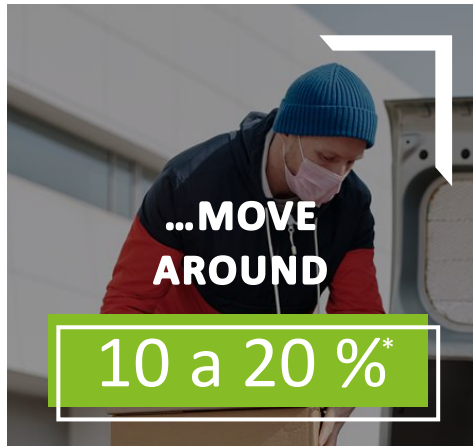
Denis Cugler  
Organization and Workforce Strategy, PwC Strategic, Principal, PwC United States

When COVID-19 forced much of the world quickly to shut down offices, factories, schools, shops and restaurants, and pushed hundreds of millions of people into remote, makeshift workplaces, no one knew how it would all turn out.

A person wearing a blue and orange jacket is pushing a hand truck with three large cardboard boxes on a sidewalk. The background shows a storefront with large glass windows and doors. A small evergreen tree in a planter is visible in the foreground. The text is overlaid in white, bold, sans-serif font.

**THERE ARE 4 ARCHETYPES THAT  
ENCOMPASS DIFFERENT WAYS OF  
WORKING AND HAVE INTRINSIC  
CHALLENGES**

## THOSE WHO ...



The likelihood/ potential to change to a new way of working depends on the **type of work or nature of job functions** in what concerns **dependency on work facilities and technology, level of contact with Client and team collaboration style**.

# Key challenges the companies are facing...

How to **manage my People** in a **hybrid environment** on a daily basis?



What should the **hybrid work “rules of engagement”** for my organization be?



How can I **onboard and develop** my People?



How can I ensure my teams **health & well being**?



How will I be able to ensure the **cultural “glue”** that keeps my teams together?





# How to manage my People in a hybrid environment on a daily basis?

## COMPANY CHALLENGES

1. Reinforce **leadership skills**
2. Increase leadership **communication & touchpoints**
3. Build **feedback channels**
4. Review the **performance and feedback** models

## EMPLOYEE CHALLENGES

- Understand/ be aware of **working routines**
- “Right to **disconnect**”
- More **autonomous way of working**



What should the **hybrid work “rules of engagement”** for my organization be?

### COMPANY CHALLENGES

1. Establish your **own archetypes**
2. Identify the **needs & wants** of each archetype
3. Define the **working rules**
4. Redesign the **workplace** for the new rules

### EMPLOYEE CHALLENGES

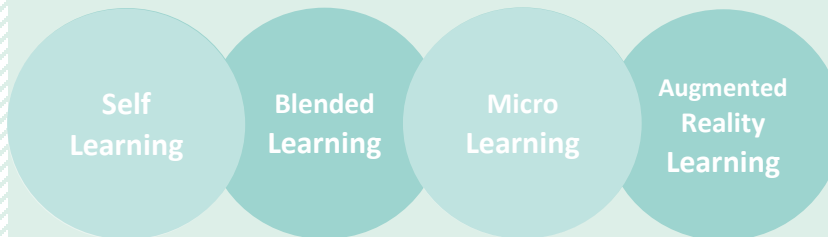
- Adapt to a **new workplace design**
- **Bond** with teammates
- Be willing **to go to the office**



# How can I onboard and develop my People?

## COMPANY CHALLENGES

1. Identify **learning & development needs** in the new reality
2. Transform / build the new learning & development **models** in light of new concepts:



## EMPLOYEE CHALLENGES

- Clarify **responsibilities** and get **acquainted** with the company during Onboarding period
- Be open to **learn** and in order to be **more versatile**
- Improve **digital proficiency**

# How can I ensure my teams **health & well being?**



## COMPANY CHALLENGES

1. Create new **communication channels**
2. Establish **monitoring tools** for health & well-being
3. Put in place the necessary **supports**
4. Analyze the **data** to infer on additional measures

## EMPLOYEE CHALLENGES

- **Report health situations** when necessary
- **Manage time** to work and breaks properly
- **Take care** of teammates
- Comply with **safety measures**

How will I be able to ensure the **cultural “glue”** that keeps my teams together?

### COMPANY CHALLENGES

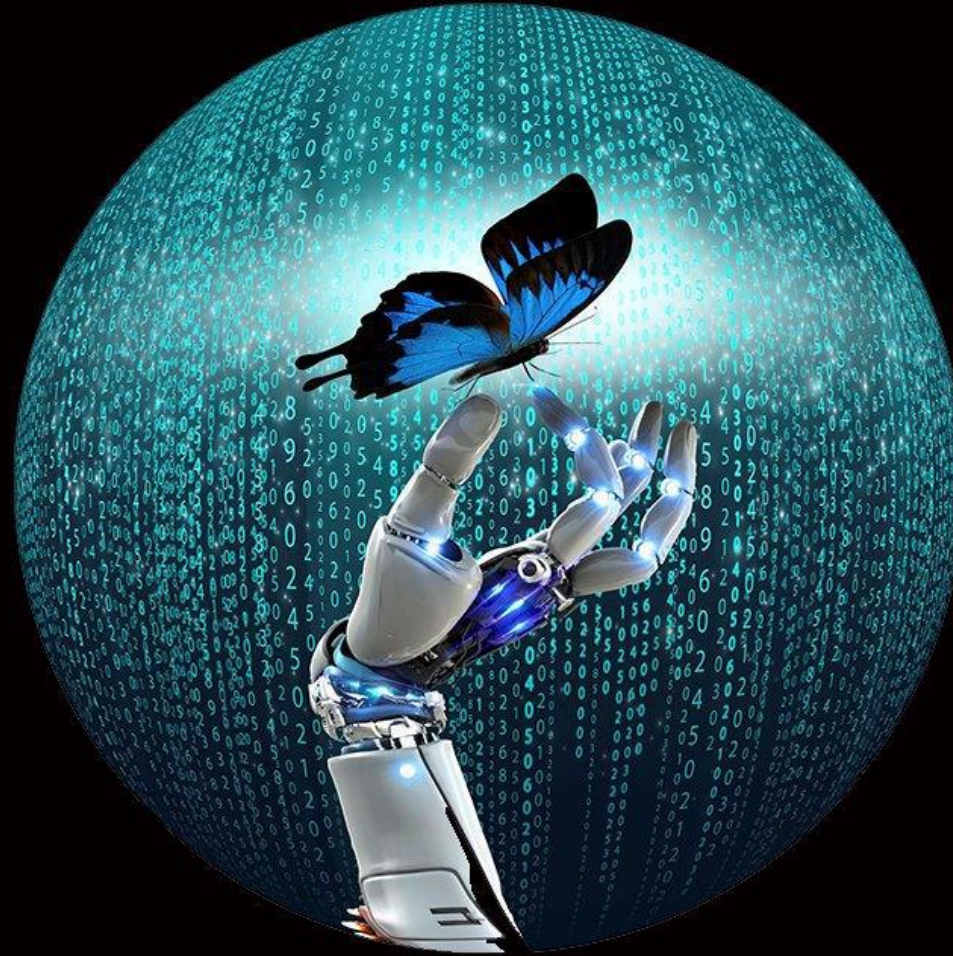
1. Reinforce **communication** to align priorities and goals
2. Activate **middle management** to foster proximity with teams
3. Make room for **team building** initiatives, especially organic ones
4. Promote **in-person touchpoints** every now and then
5. Make management more **human**

### EMPLOYEE CHALLENGES

- Be aware of all the **communication channels**
- **Participate actively** and suggest new company initiatives
- Report concerns and suggest **improvement points** to middle management



The **role of organizations** (and consequently **managers**) will be...



... to **humanize** work and the work experience

aiming for a **person-centered approach**

with **technology** as a key component



**THANK YOU!**