



# CUTTINGS...

Number 138 December 2018

Compiled and edited by Geof Cox

December already!! Time to plan for the end of year celebrations and a reflection on what has happened in 2018... As far as the internet airwaves are concerned, there has been a lot of emphasis this year on engagement and future thinking - and the recent articles I have seen show no change from this trend.

Cuttings this time looks at another megatrend research study - showing a lot of consistency with other recent studies when it comes to thinking about the workforce and leadership issues of 2030. And there are a couple of messages about not believing some of the simplistic hype around wellness and e-learning: there are no short cuts!

Seasons greetings to you all. Enjoy...

*Geof Cox*

## The Workforce of the Future

A recent PwC report looks at some scenarios for the way we may be working in 2030, reflecting that we are living through a fundamental transformation in the way we work. Automation and 'thinking machines' are replacing human tasks and jobs, and changing the skills that organisations are looking for in their people. These changes raise huge organisational, talent and HR challenges – at a time when business leaders are already wrestling with major disruptive forces and political and societal upheaval. The pace of change is accelerating. Competition for talent is fierce. And 'talent' no longer means the same as ten years ago.

What are the megatrends as seen by PwC?

**Technological breakthroughs** Automation, robotics and AI are advancing quickly, dramatically changing the nature and number of jobs available. Technology has the power to improve our lives, raising productivity, living standards and average life span, and free people to focus on personal fulfilment. But it also brings the threat of social unrest and political upheaval if economic advantages are not shared equitably.

**Demographic shifts** With a few regional exceptions the world's population is ageing, putting pressure on business, social institutions and economies. Our longer life span will affect business models, talent ambitions and pension costs. Older workers will need to learn new skills and work for longer. 'Re-tooling' will become the norm. The shortage of a human workforce in a number of rapidly-ageing economies will drive the need for automation and productivity enhancements.

**Rapid urbanisation** By 2030, the UN projects that 4.9 billion people will be urban dwellers and, by 2050, the world's urban population will have increased by some 72%. Already, many of the largest cities have GDPs larger than mid-

### In this edition

**he Workforce of the Future** - some more megatrends research, this time from PwC which looks at scenarios for 2030

**"Good" Work for Health and Wellbeing** - providing the right environment for work is more important than healthy eating or fitness options

**E-learning** - get the basics right if you want to maximise the effect of e-learning

Plus details of **Public Courses, Book Sales, and Snippets** to further provoke your thinking and reflection

## Snippets

*A collection of thought provokers and quotations...*

"Leadership is not bullying and leadership is not aggression. Leadership is the expectation that you can use your voice for good. That you can make the world a better place."

*Sheryl Sandberg*

"Why, said the Dodo, the best way to explain it, is to do it."

*Lewis Carroll*

"76% of employees believe coaching is helpful when going through periods of organisational change and 79% say it's useful for adopting new technologies and ways of working"

*City and Guilds Group*

"All things must be mentally accomplished before they are physically accomplished."

*Stephen Covey*

"Stay away from negative people: they have a problem for every solution."

*Albert Einstein*

size countries. In this new world, cities will become important agents for job creation.

**Shifts in global economic power** The rapidly developing nations, particularly those with a large working-age population, that embrace a business ethos, attract investment and improve their education system will gain the most. Emerging nations face the biggest challenge as technology increases the gulf with the developed world; unemployment and migration will continue to be rampant without significant, sustained investment. The erosion of the middle class, wealth disparity and job losses due to large-scale automation will increase the risk of social unrest in developed countries

**Resource scarcity and climate change** Demand for energy and water is forecast to increase by as much as 50% and 40% respectively by 2030. New types of jobs in alternative energy, new engineering processes, product design and waste management and re-use will need to be created to deal with these needs. Traditional energy industries, and the millions of people employed there, will see a rapid restructuring.

PwC have developed four scenarios from these megatrends:

#### **The Yellow World: Humans come first**

Social-first and community businesses prosper. Crowdfunded capital flows towards ethical and blameless brands. There is a search for meaning and relevance with a social heart. Artisans, makers and 'new Worker Guilds' thrive. Humanness is highly valued.

#### **The Red World: Innovation rules**

Organisations and individuals race to give consumers what they want. Innovation outpaces regulation. Digital platforms give outsized reach and influence to those with a winning idea. Specialists and niche profit makers flourish.

#### **The Green World: Companies care**

Social responsibility and trust dominate the corporate agenda with concerns about demographic changes, climate and sustainability becoming key drivers of business.

#### **The Blue World: Corporate is king**

Big company capitalism rules as organisations continue to grow bigger and individual preferences trump beliefs about social responsibility.

The messages for leaders from these megatrends and scenarios are:

**Act now.** This isn't about some 'far future' of work – change is already happening, and accelerating.

**Scenario thinking.** The future isn't a fixed destination. Plan for a dynamic rather than a static future. You'll need to recognise multiple and evolving scenarios. Develop strategies that work with most scenarios – and make a few 'bets' on the future.

**Make a bigger leap.** Don't be constrained by your starting point. You might need a more radical change than just a small step away from where you are today.

**Own the automation debate.** Automation and Artificial Intelligence (AI) will affect every level of the business and its people. It's too important an issue to leave to IT alone. A depth of understanding and keen insight into the changing technology landscape is a must.

**People not jobs.** Organisations can't protect jobs which are made redundant by technology – but they do have a responsibility to their people. Protect people not jobs. Nurture agility, adaptability and re-skilling.

"Our greatest glory is not in never falling, but in rising every time we fall."

*Confucius*

"It's never too late to be what you might have been"

*George Elliot*

"Even if you're on the right track, you'll get run over if you just sit there."

*Will Rogers*

"Train people well enough so they can leave. Treat them well enough so they don't want to."

*Richard Branson*

"What is not started will never get finished."

*Johann Wolfgang von Goethe*

"Many people fail in life, not for lack of ability or brains or even courage but simply because they have never organised their energies around a goal."

*Elbert Hubbard*

"A boss has the title, a leader has the people"

*Simon Sinek*

"The best way out is always through."

*Robert Frost*

"The biggest compliment I can give you is let you help me."

*Marshall Goldsmith*

"I have learnt silence from the talkative, toleration from the intolerant, and kindness from the unkind; yet strangely, I am ungrateful to these teachers."

*Kahlil Gibran*

"Spoon feeding in the long run teaches us nothing but the shape of the spoon."

*E. M Forster*

"The customer's perception is your reality."

*Kate Zabriskie*

"O! this learning, what a thing it is."

*Shakespeare*

"We are what we repeatedly do."

*Aristotle*

**Build a clear narrative.** A third of workers are anxious about the future and their job due to automation – an anxiety that kills confidence and the willingness to innovate. How your employees feel affects the business today – so start a mature conversation about the future.

#### USEFUL LINKS

[Click here](#) to read more about PwC's Global Megatrends

**New Directions** offer workshops and consultancy on scenario thinking and strategic planning. For more information [Click here](#)

## “Good” Work for Health and Wellbeing

Employers need to realise that good work – including factors such as supportive line management, good work-life balance and opportunities for personal growth – delivers better health outcomes than initiatives focussed on nutrition and exercise alone, according to a recent report. There is strong evidence to support the link between the quality of work and people's health and well-being.

Looking to the future, we need to go beyond superficial approaches such as providing free fruit and exercise classes at work. To make a real difference to people's health, more sustainable action is needed by employers to weave 'good work' more 'delicately and permanently into the fabric of the way we manage modern organisations'.

Factors that influence job quality include: balance between effort and reward at work; good management and support, with fair and just decisions; whether employees have a say; positive social interaction and support; the opportunity to learn new skills; level of job security. Stuff that the good employers have been doing for years, with the resulting positive impact on their engagement and profitability

#### USEFUL LINKS

[Click here](#) to see the article from the CIPD

**New Directions** provides workshops and consultancy on good working practice and engagement. For more information [Click here](#).

## Public Courses 2019

New Directions runs a small number of public training programmes in association with partners. 2019 dates are below.

### Human Competency and Capability Development

A 4 day course in human resource development strategy for the oil and gas sector. Run in partnership with petroEDGE.

**Kuala Lumpur 21-24 October**

#### USEFUL LINKS

[New Directions consultancy and training services](#)

"The most difficult thing is the decision to act, the rest is merely tenacity."

*Amelia Earhart*

"Out of the crooked timber of humanity, no straight thing was ever made."

*Immanuel Kant*

## E-learning

"E-learning is not inherently more effective than other instructional methods... If organisations want to develop human capital from e-learning, they must insure that it facilitates learning and transfer of training through the use of: Practice Feedback Meaningful content, Engagement of multiple senses, Action planning, Follow-up, and Manager and organisational support."

Companies who view e-learning as a commodity purchase - buying large libraries with thousands of programmes - find that only 10 to 15% of people embarking on a programme actually complete it, and participant satisfaction at a similar low.

#### USEFUL LINKS

[Click here](#) to access the full article

**New Directions** can help with L&D strategy, including choosing appropriate media - public course (see below). For more information [Click here](#).

## Cuttings

**Cuttings** is a bi-monthly collection of ideas and comments published elsewhere which have attracted my attention over the past couple of months. It is designed for readers who are interested in individual, organisation and management development and is free. It has been published continuously for more than 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

## Book sales

**[Getting Results Without Authority](#)** is available at the special price of **£10.00**

**[Ready-Aim-Fire Problem Solving](#)** is priced at **£7.00**

**Bundle both titles** for **£15.00**

Price includes p&p in the UK, for deliveries outside the UK add £1.00.

[Click here to go to the secure Online Shop.](#)

## USEFUL LINKS

[Past issues of Cuttings](#)

[New Directions website](#)

[Getting Results Without Authority](#)

## Contact details

T: +44 (0)117 968 1451

M: +44 (0)7753 626284

Skype: GeofCox.NewDirections

E: [geofcox@newdirections.uk.com](mailto:geofcox@newdirections.uk.com)

P: 26a Downleaze, Bristol BS9 1LZ

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