

FUTURE OF WORK LEADERS FORUM

Shaping the Future of Work, *together*

A New Employment Deal for the 21st Century?

October 10th 2024

Kevin Empey
James Ryan

<https://workmatters.ie/>



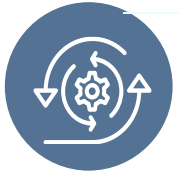
Today's Agenda

- Welcome & Introduction
- The New Employment Deal
- Discussion & Q&A
- Close & After Hours



Work Matters....and it's changing

While continued business disruption, transition to more flexible work models, digitalisation and more adaptive ways of working provide opportunity and progress, they also bring significant people and leadership challenges. **That is where we can help.....**



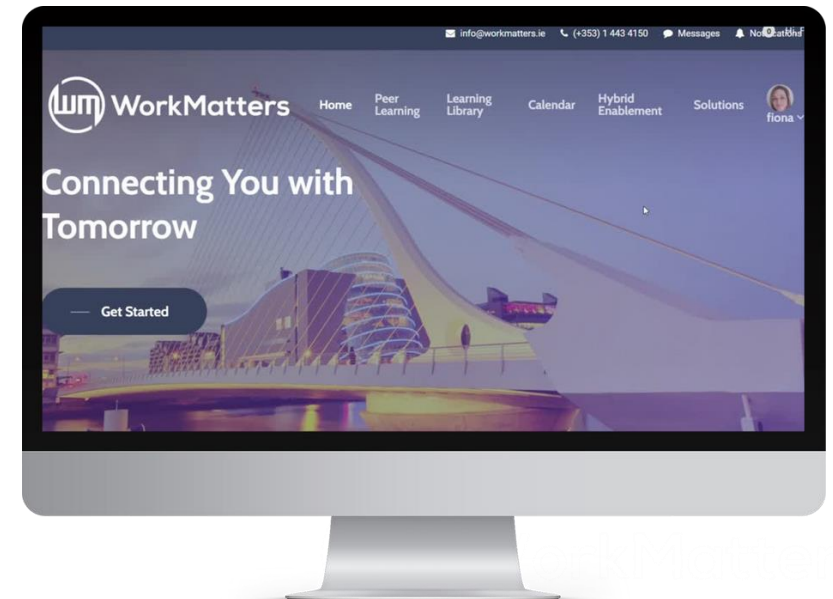
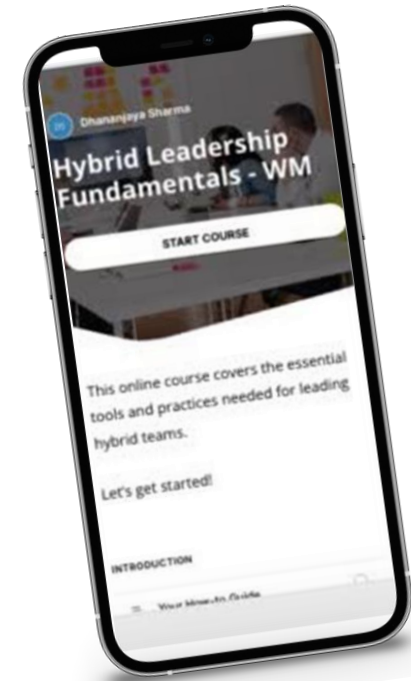
WorkMatters Consulting. Consulting and advisory support to help you address the specific Future of Work and people strategy challenges you face today



WorkMatters Solutions. Enablement solutions, tools and programmes to help your organisation and people adapt and thrive in the changing world of work



WorkMatters Forum & Portal. A Peer to Peer learning network and membership portal that enables members to shape the Future of Work, *together*



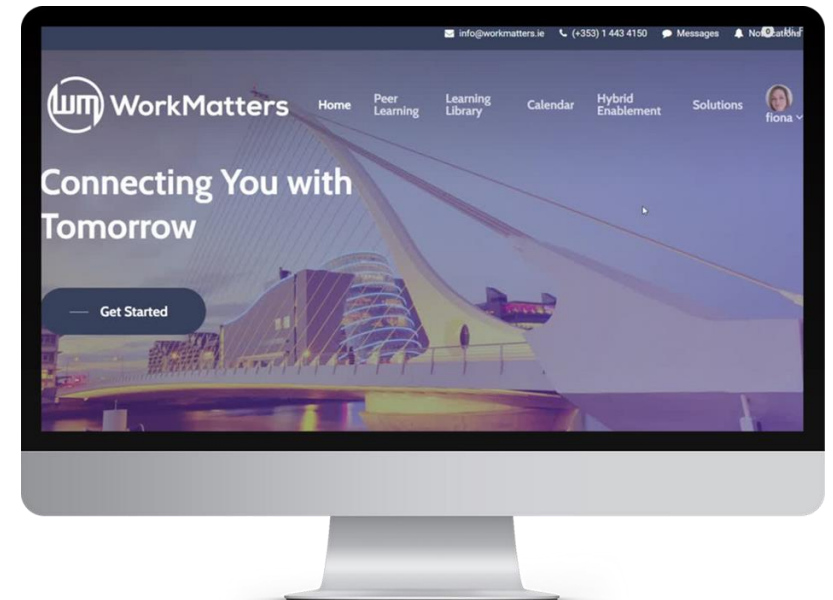
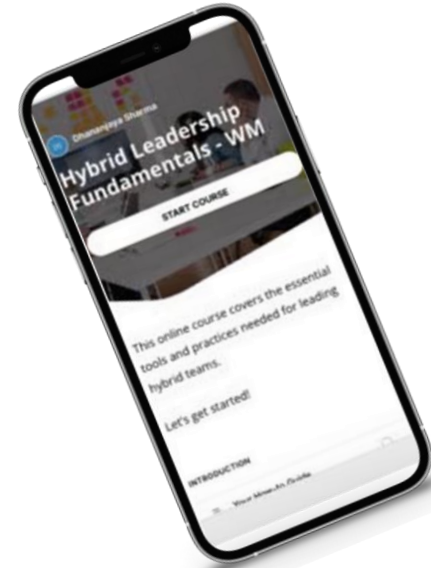
WorkMatters Future of Work Forum & Portal



“a unique, knowledge sharing and learning community, designed to enable Future of Work leaders and senior HR professionals shape the Future of Work, *together*”

Future of Work Leaders Forum – Key elements & events

- Member + Guests **Masterclasses**– knowledge leadership on “next practice” and Future of Work themes impacting the next phase of work
- Member’s **Case Study** sessions – member stories on real life practices and ways of working
- Member’s **Network** calls – discussions, polls & up to-date knowledge sharing
- Online **Portal** for FoW materials, recordings, tools, calendar & member collaboration





FoW Leaders Forum: 2024 Events to Date

* In-Person Events

25 January 2024	Masterclass – Next Level Flexibility and AI Enabled Work Re-Design – Ravin Jesuthasan
8 February 2024	Member Network Call
29 February 2024	Masterclass – A Practitioners Guide to AI for HR – James Ryan & Guests
7 March 2024*	Talent Summit 2024 – “Talent, Technology, Turbulence” – Dublin (free to Forum members)
14 March 2024	Member Network Call
11 April 2024	Member Case Study Call – Embracing New Ways of Working – ESB’s Smart Working Approach
22 April 2024	Masterclass – Getting unstuck in the Digital Era and Digital Wellness – Amy Blankson
8 May 2024*	Future of Work Strategy Workshop – Kevin Empey, in conjunction with IMI
14/15 May 2024*	HR Congress World Summit 2024 – Porto – “Elevate, Evolve, Engage: Shaping the Future of Work”
21 May 2024*	Masterclass – The Future of Work Unplugged & AI For HR: with the BrightWater Group
6 June 2024	Member Case Study – A Team Agility Journey – From Complexity to Clarity – Enterprise Ireland
July & August 2024	Member Check in Calls
29 August 2024	Modern Team Ways of Working: Insights & Lessons from the Frontline - James Ryan
12 September 2024	Member Case Study – AI For HR in Action - Danielle O’Brien, Global HR Lead, Amdocs



FoW Leaders Forum: What's Coming up.....



* In-Person Events

10 October 2024	Skills, Careers and The New Employment Deal for the 21st Century – Kevin Empey & James Ryan	Online, Zoom	Future of Work Members & Guests
26 & 27 November 2024*	Applied AI for HR Open Programme	2 day in person – in conjunction with Trinity College Dublin	Future of Work Members & Guests
28 November 2024	Strategic Workforce Planning in era of AI and the Skills Based Economy Member Case Study. Karen Hackett, Head of People Experience at PTSB	Online, Zoom	Future of Work Members
12 December 2024	Current & New Member Call	Online, Zoom	Future of Work Members

For information on all sessions and Portal recordings where available, contact Fiona.Farrell@workmatters.ie

<https://workmatters.ie/event-applied-ai-for-hr/>

Upcoming Events

APPLIED AI FOR HR

STRATEGY, SOLUTIONS AND BEST PRACTICES

Dates: **26 & 27 November 2024**

Times: **09:30am - 04:00pm**

Venue: **Trinity College Dublin**



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



2 Day Programme

**€1,200 per person
and
just €800 for additional team
members**

A transformative two-day, in-person programme designed specifically for senior HR professionals led by AI and HR experts from **Trinity College's Centre for Digital Business and Analytics** and **WorkMatters**

This programme will:

- Provide you with the knowledge and tools to lead AI-driven change in your organisation
- Give a practical, hands-on approach to demystifying artificial intelligence for HR,
- Offer real-world applications and theoretical insights without the jargon

<https://workmatters.ie/event-applied-ai-for-hr/>

Contact fiona.farrell@workmatters.ie for further information and booking details

The New Employment Deal for the 21st Century

Kevin Empey & James Ryan, WorkMatters



A Few Questions ?



We asked -

What do you think has changed or is going to change – what areas?

Your Answers -

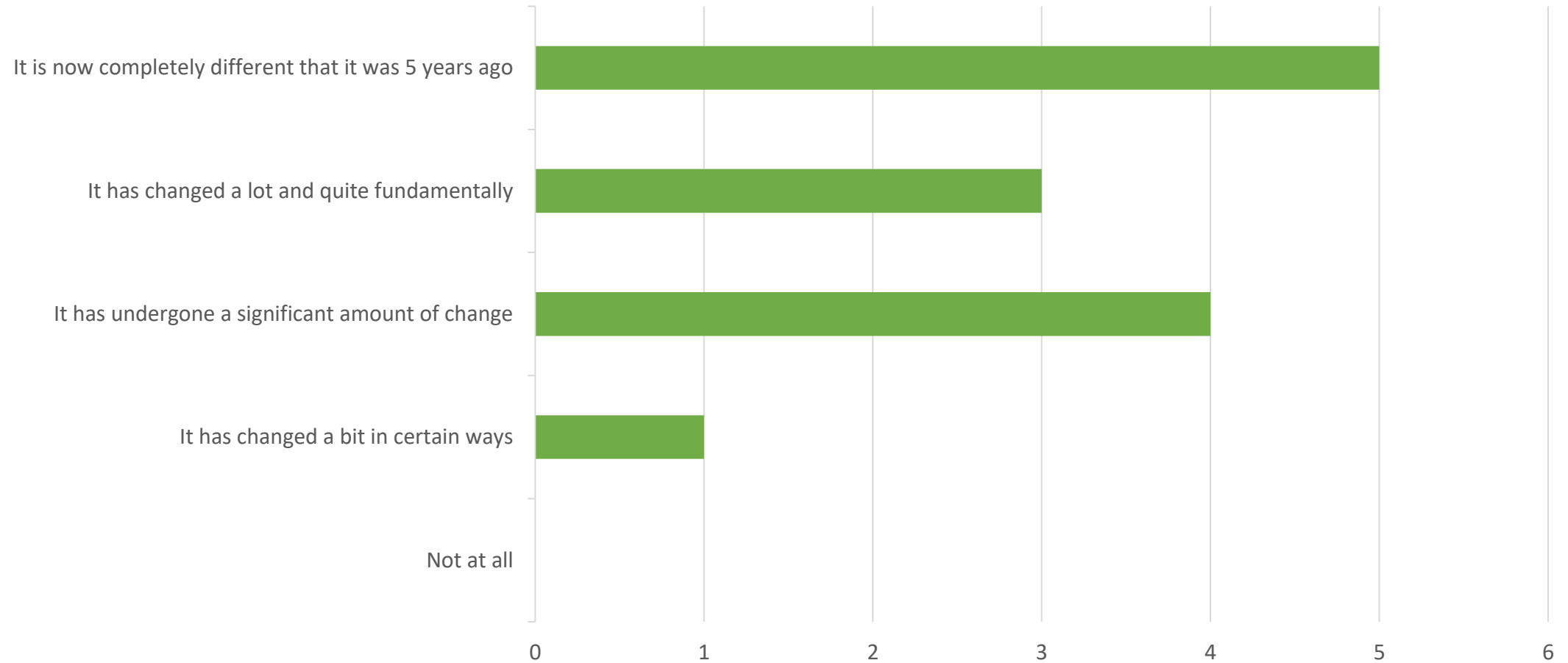
- Ways of working
- Gen z has very different expectations!
- AI
- AI
- Flexibility, AI, Contingent workforce
- Flexibility in place of work, new policies
- Flexibility / ways of working / AI
- Changing demographics - and changing expectations and ways of working... and job design/AI
- The level of expectation has changed - what people expect of organisations and what organisations can expect from them, including flexibility.
- Greater levels of experimentation around org structure and way work is done (move away from role/responsibilities to skills/tasks). Need to have greater transparency on pay/career progression.
- Universum Global is a very good employer branding agency for anyone looking to build out a EVP

www.universumglobal.com



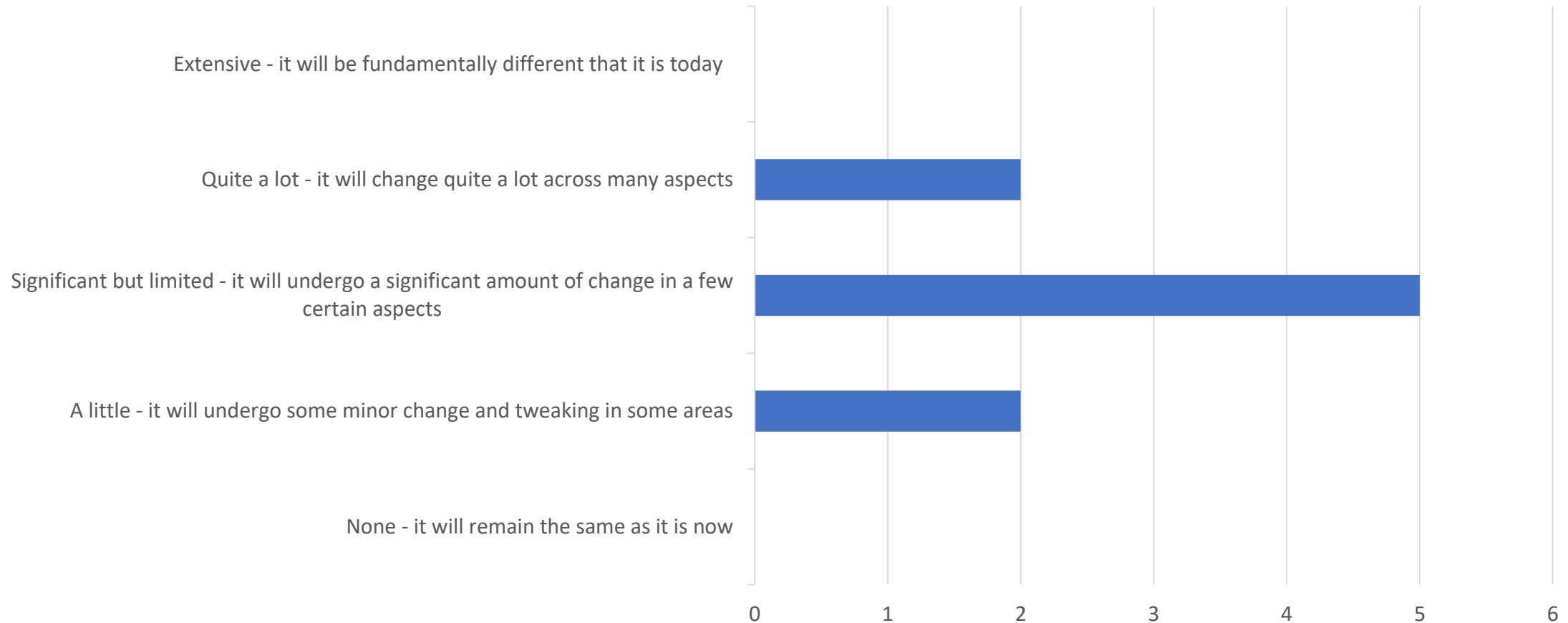
Poll Question 1

How much do you think the Employee Deal / EVP has changed over the last 5 years ?

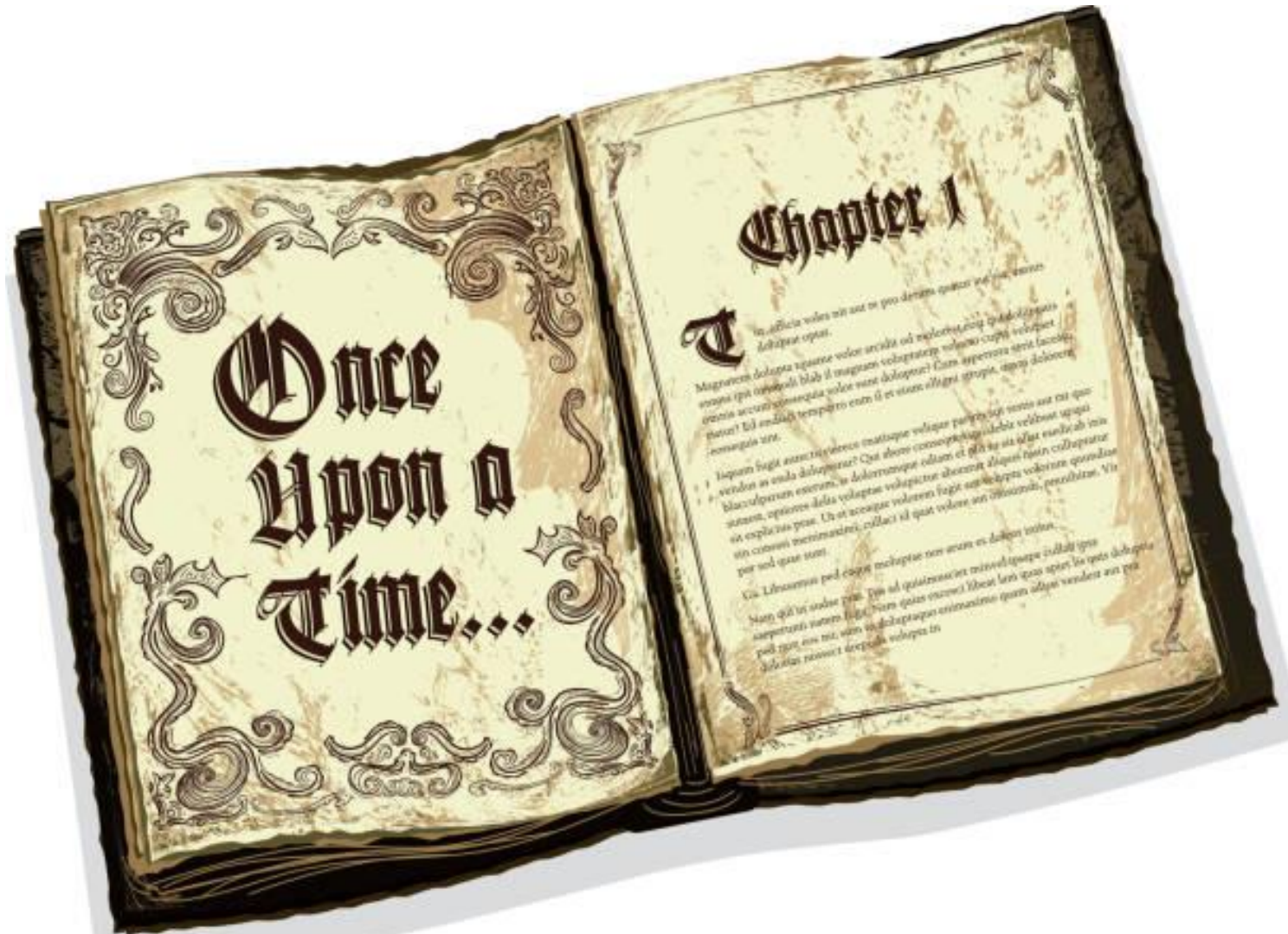


Poll Question 2

**The Employee Deal / EVP has always been changing and evolving over time.
Over the next 5 years, what do you think the “scale of change” to the Employment Deal will be:**



The Employer / Employee Relationship – an Age Old Story



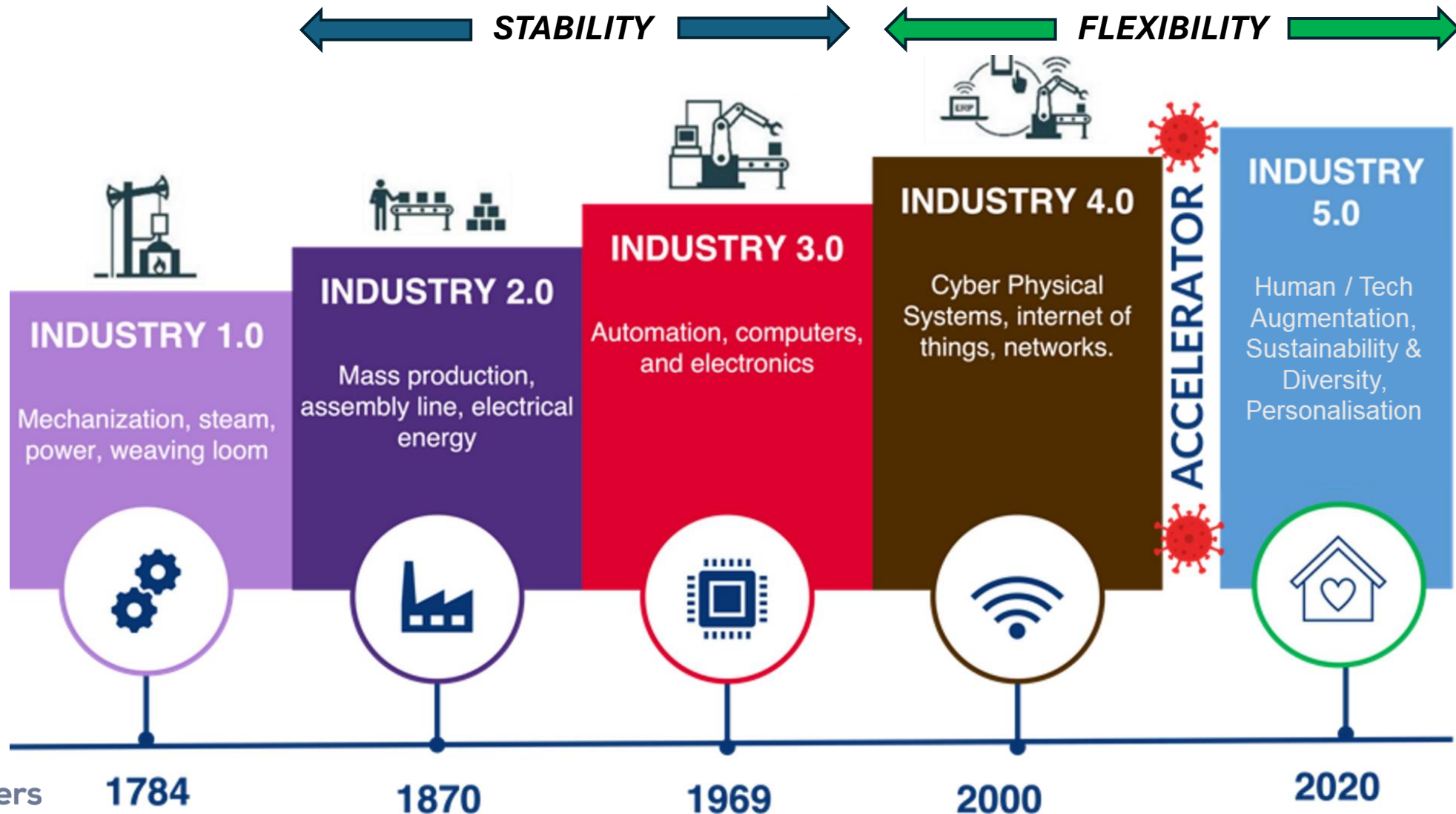
The Employment Deal – A Simpler Time....

08:15 – Board train at Foxrock (suburban Dublin) for Dublin City
09:00 – Commence work , open and read correspondence
11:00 – Tea 11:15 - Recommence work, office meetings
12:15 - Board train at City Centre for Foxrock (home)
13:00 – Luncheon
14:00 - Board train at Foxrock for Dublin City Centre
14:40 – Resume work, dictation and correspondence
16:00 – Tea
16:15 – Office meetings
17:00 – Office closing rounds
17:30 - Return home to Foxrock

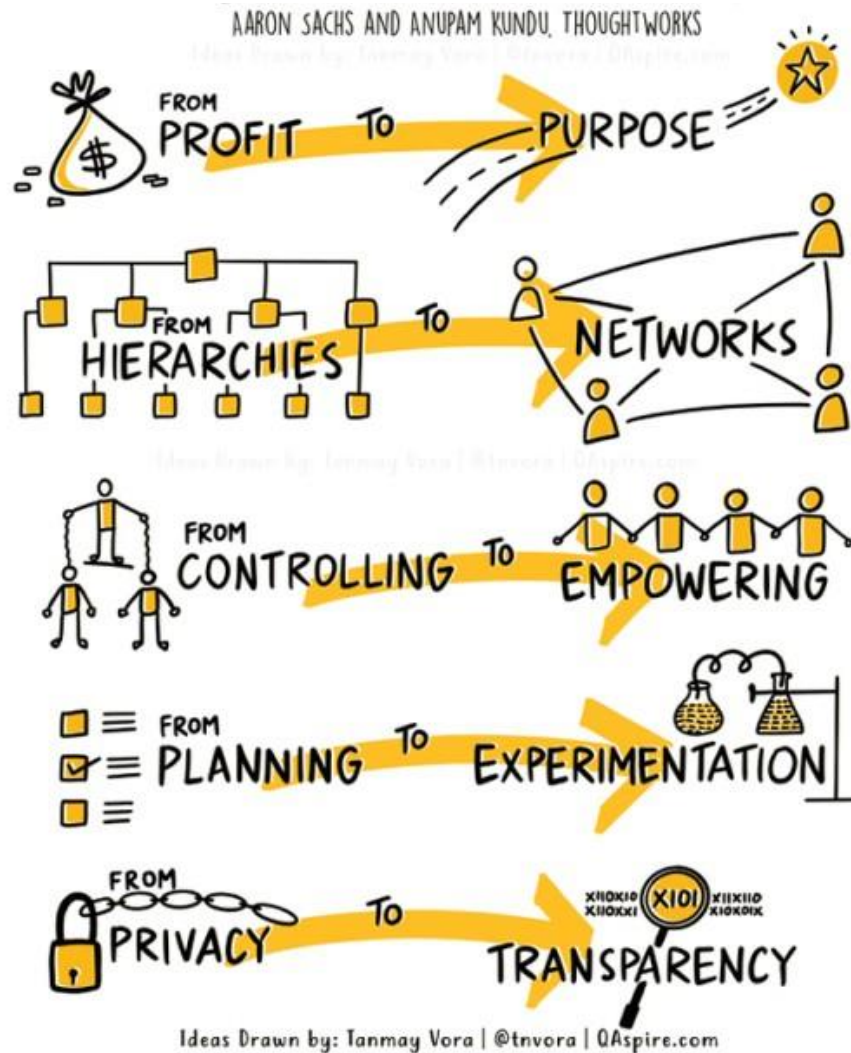
Diary of a Senior Bank Manager Taken from
– The office day (1902) National Museum of Ireland



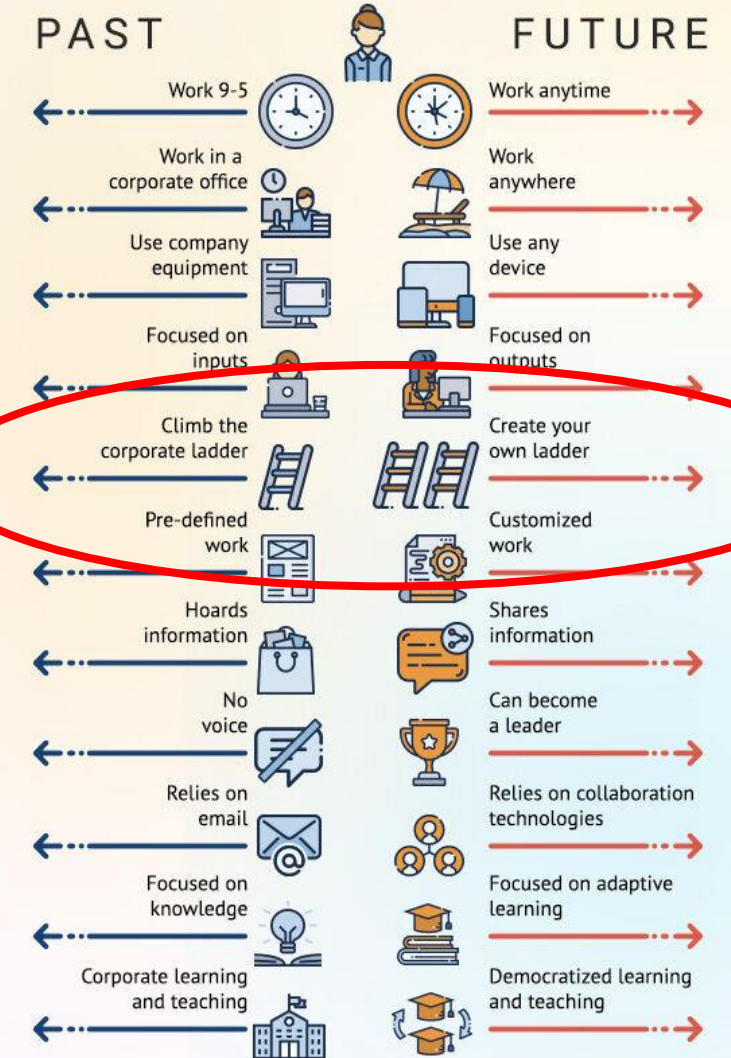
A new 21st Century Employment Deal is accelerating....



THE EVOLUTION OF THE ORGANISATION



THE EVOLUTION OF THE EMPLOYEE



by Jacob Morgan

thefutureorganization.com

Converging (and sometimes conflicting) forces are causing pressure and tension on the traditional Employment Deal



EMPLOYER PRIORITIES

- Managing for uncertainty & complexity
- Talent Access & Supply
- Organisational and Work Flexibility
- Innovation
- Engagement & Retention
- Skills for the Future
- Consistency
-
-



EMPLOYEE PRIORITIES

- Navigating uncertainty (financial and career)
- Purpose & Growth
- Skills for the Future
- Flexibility & Balance but also Security
- Changing Expectations of work and the workplace
- Good work experience
- Personalisation
-
-



FUTURE OF WORK DYNAMICS

- Work Model Fragmentation & Flexibility
- Demographic / generational changes
- Societal shifts
- Technological
- Sustainability
- Future-Fit Skills
-
-

“

**We need a new employment deal fit
for the 21st century.**

**Based on the principle of flexible commitment, where
employers offer employees continuous development
and job enrichment, free of the false pretense of a job
for life.**

(Rosabeth Moss Kanter)

”

A shift in emphasis to reflect new employment realities

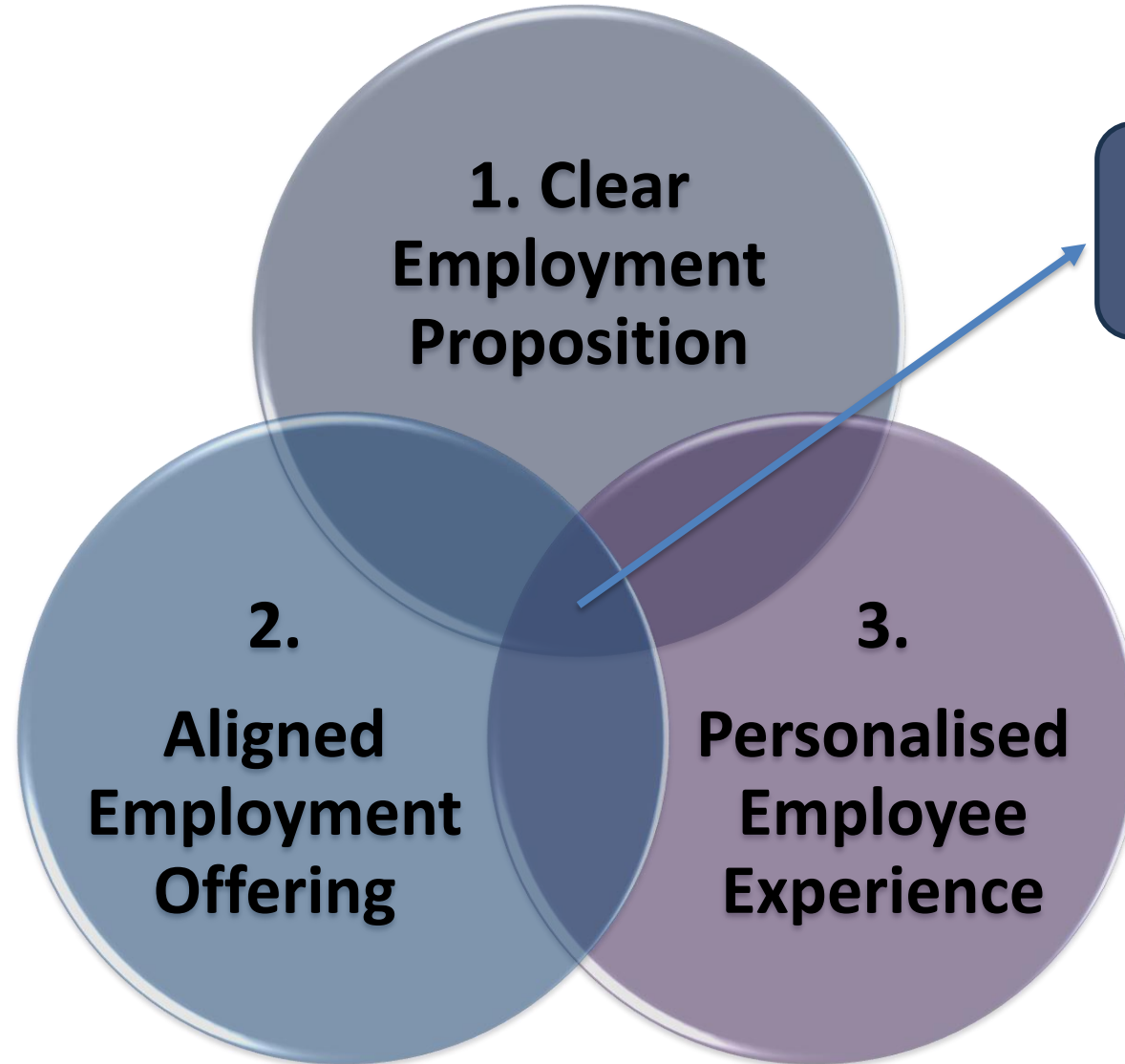
OLD, STABLE DEAL focus

VS

NEW, FLEXIBLE DEAL focus

Contract focused around role terms and conditions	Agreement based on growth and contribution
Attraction to role and offer	Attraction to organisational culture, purpose and potential
Employer-centric	Two-way
Employer-to-employee relationship	Adult-to-adult relationship
Duration and role with employer	Growth and skills development with employer & beyond
Relatively fixed terms, conditions and arrangements	Optimum flexibility in the full employment offering
Directive relationship	Facilitative relationship
Train for competence for the job	Train for skills for the job and the future

A re-set is underway for a new 21st Century Employment Deal



**A Future-Fit
EVP / Deal**

1. The Employment Proposition /Statement...a two way street



Our community is creating over 200 designs every second, but we're just 1% of the way to our mission to empower the world to design.

If you're looking to design your dream career, have endless opportunities to grow, and work with a bunch of legends — come and join us.

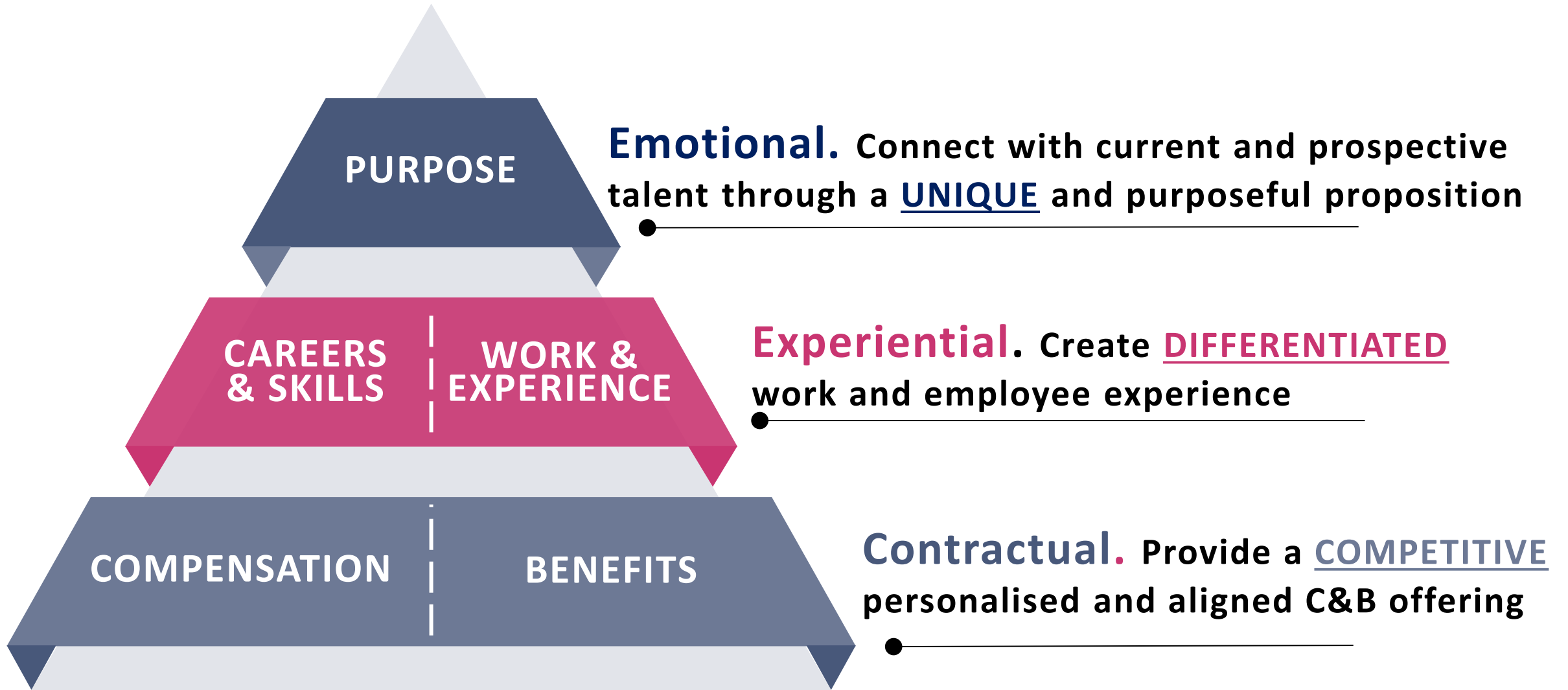
- Canva

2. Back to Basics: The Core Employment Offering Elements

- A dynamic system and sub-systems defining the 21st Century Deal



Back to basics in re-defining the Employment Deal





Element 3:

Career, Growth & Skills

CAREER, GROWTH & SKILLS



Kevin Empey • You

Future of Work Strategy | Leadership & HR Consultant | Executi...

2w • Edited •



Among the topics to be discussed at [The HR Congress](#) on 14-15th May is whether the "career management structures and processes" we have in our organisations today are fit-for-purpose for the changing world of work ? I elaborated on this in a recent post (link in comments below) but would love to hear what you think if you care to vote. Any comments / views welcome [#futureofwork](#) [#futurecareers](#)

The career management structures and processes we have in our organisations today are fit-for purpose for the changing world of work

You can see how people vote. [Learn more](#)

Yes, they work fine

5%

No, they feel out of date

90%

Not sure

5%

Other, please comment below

0%

CAREER, GROWTH & SKILLS

Workforce, Skills and Career Trends – a time of flux and change

A range of Workforce and Employee data is pointing to very different career and Employment landscape

Gig & Fractional Working

16% of US workers earn money through gig platforms

Fractional business model saves payroll thousands of dollars or **30-40%** over hiring a full-time employee

Freelance and independent work continues to grow faster than traditional employment and currently represent **36%** of the US workforce.

Skills & Talent Optimisation

82% of HR executives say they have multi skilled workers who can do tasks from different jobs

Only **14%** of business executives agree that their organisation is using the workforce's skills and capabilities to their fullest potential

Apart from some early adopters, **Skill based hiring** (versus traditional sourcing) is still more aspired than real.

77% of business and HR executives say flexibly moving skills to work is critical to navigating future disruptions.

66% of workers say they would be more likely to remain at an organisation that values and makes decisions based on their skills and potential rather than on historical jobs and degrees

Career Advancement Expectations & Trends

22.3% of workers ages 20 and older **spending one year or less** at their jobs in 2022 (and **33%** spending less than two years)

Gartner survey finds nearly **60%** of employees **dissatisfied with their career development**

In a pew research survey, **63%** of respondents who left jobs in 2021 cited a **lack of advancement** opportunities as a reason.

A 2022 McKinsey study noted that a **lack of career development and advancement** was the most common reason given for quitting a job.

**CAREER,
GROWTH
& SKILLS**

Designing & Delivering a career strategy and delivery “system” for the changing world of work



3. Understanding & Designing the Employee Experience



SARAH

Product Marketer

“I want to build my career, connect with colleagues, feel passion for what we are doing and balance my life with my family”

JOIN XYZ CO.

Assigned to my team and first project!

TEAM INTERACTION

This team and company is going to amazing places...

ENROLLED IN BENEFITS

That took a while to figure out!

I'M LOST & FRUSTRATED

Ugh! Can't find what I need to get my job done

HAVE A CHILD

Confused by the leave policy and have concerns about my future financial and career prospects

RETURNED TO WORK

Stressful and overwhelmed

NEW OPPORTUNITY

Looking forward to applying my skills to a new role

NAVIGATING MY CAREER

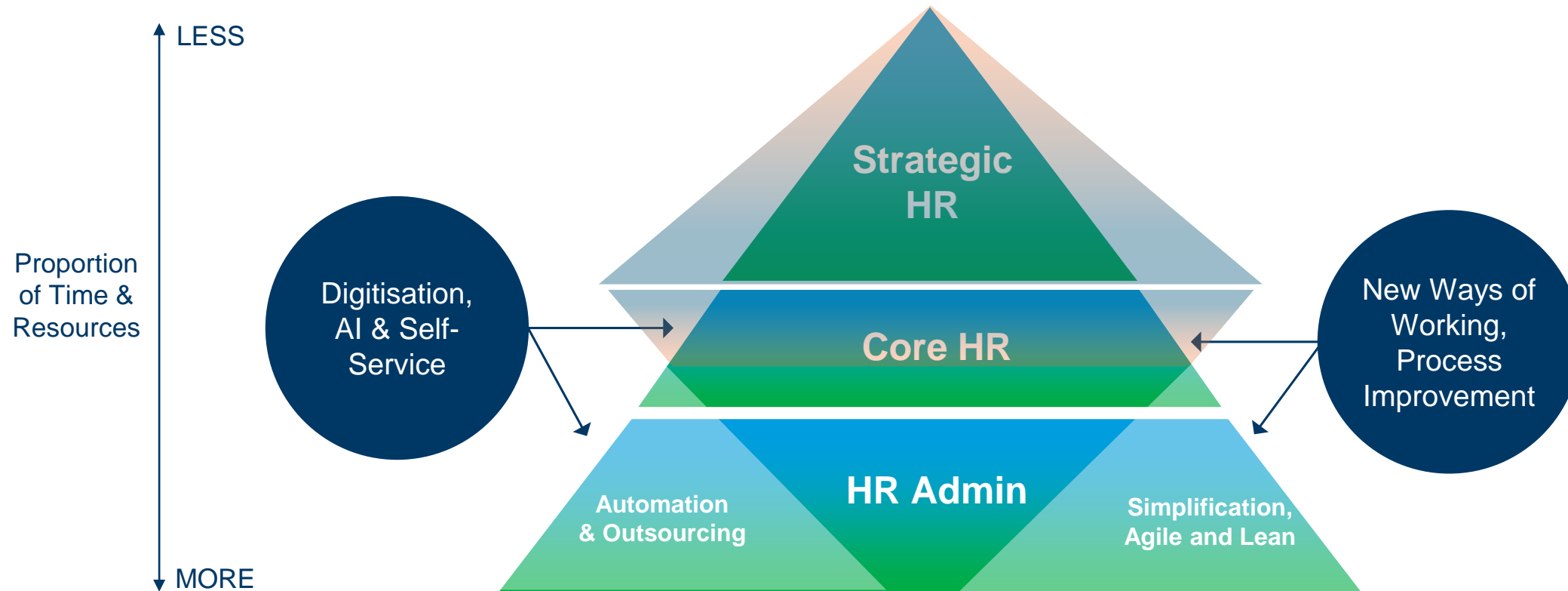
Wow, I really have a wealth of opportunities within my own company – and the flexibility I need!



Navigating each experience through the lens of an employee.
Human, Augmented, AI & Digital Experience

Digitization and a focus on new ways of working are key to HR delivery

HR has been evolving through technology and new service delivery methods, enhancing overall effectiveness.



HR is moving from the traditional “pyramid” model of service delivery & effort to a more “diamond” shape where an increased focus on core HR (business partnering & COE services) and strategic HR work are been made more possible due to the admin load been taken up by new work methods and technology, including self service and outsourcing.

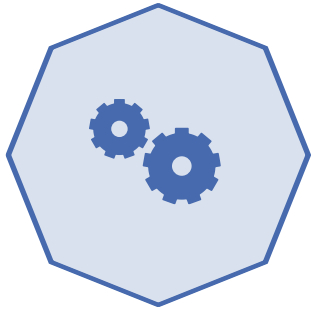


Modern Digital Organisations

Products, Service Design & Delivery = Consistency + Personalization + Scale + Adaptiveness

Modern Digital HR

Product, Service Design & Delivery =



Consistency

Ensuring uniformity in processes and experiences across the organization
e.g onboarding process



Personalization

Tailoring HR services to meet the unique needs of individuals
e.g L&D



Scale

Ability to efficiently grow HR services to meet increasing demands
e.g size, geographies etc.



Adaptability

Flexibility to respond to evolving organizational needs and workforce dynamics e.g strategy, technology, generations



Modern ways of working

Some Examples....What are Career Leaders Doing ?



BBC

- Refreshed Career Vision
- MyCareer hub
- Career Innovation Team
- Future Career Skills (7) for All
- Leaders as career leaders & 'coaches'
- Living Career Library and Stories
- Career Mentors and Coaches



AT&T Future Ready Talent & Skills Strategy



**AT&T invests over \$1B to retrain
100,000 employees**

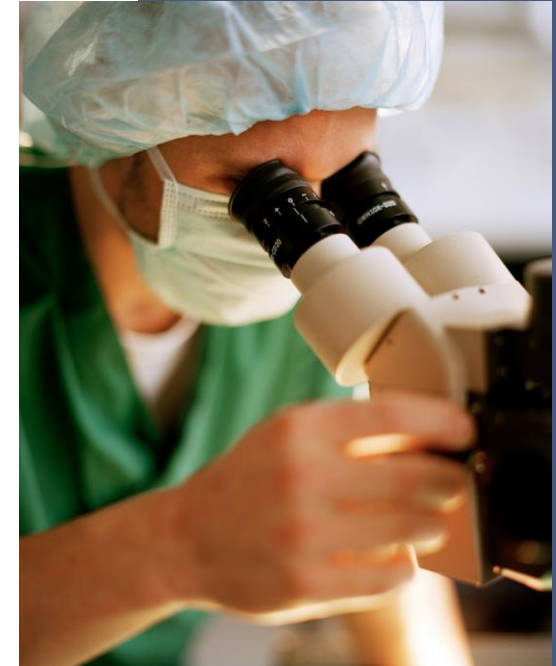


AT&T, Retraining, and the Workforce of Tomorrow

By: [William R. Kerr](#), [Joseph B. Fuller](#), [Carl Kreitzberg](#)

Health Tech & Services Provider

- Full re-fresh on career ‘paths’ and skills
- Shift from jobs to critical skills
- Refreshed People & Talent processes especially Performance Management, recruitment and promotions
- “BeBold” Career hub and support system
- Positive KPIs in lateral moves, internal promotions and retention



Future of Work

Strategy and goals

We're shaping the Future of Work through three big commitments



Providing skills for life

Ongoing learning is at the heart of our culture – and our commitment to helping people stay fit for the future of work.



Future workplace

We're breaking the employment mould to create new ways of working that suit our business and our people.



Future workforce

We're helping young people develop the skills they need to find meaningful work.

BuJo

- **Career & Skills at heart of People Deal**
- **3 Pathways based on typical employee personas**
- **BuJo Academy**
- **Aligned with other values and sustainability goals**



Shaping your next Career, Skills & Growth Proposition

Career Vision

Shaping a Career Proposition that is future-fit for the business, our desired culture and for our workforce

OUR STORY TO DATE

- How is our current Career and skills model serving us today and for the future
- What is our vision for the future that meets the needs of all stakeholders
- What is the gap between where we are and where we want to be

TRANSITION PHASE

1. Leadership Agree the Vision
2. Design Principles
3. Plan, Test, Mobilise, Transition
4. Execute and iterate

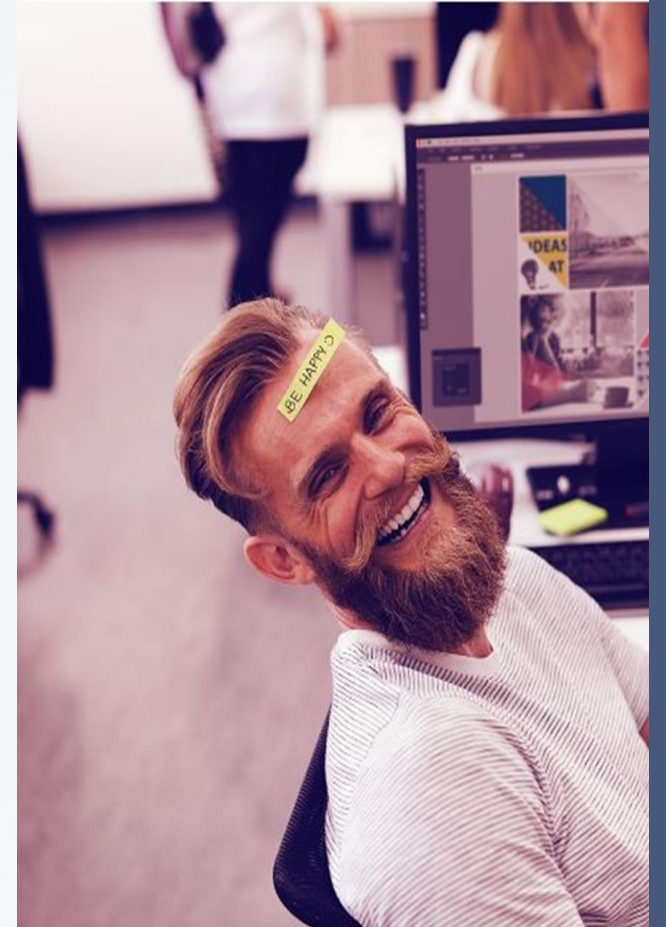
OUR FUTURE

Progressive, future-fit Career Model that will support our strategy and create a vibrant work environment for our current and future workforce

What is your view about your own organisation's Career Proposition?

Team Exercise

1. Reflect. Using the EVP 3 part model, individually consider **what you are changing / think should change** in your career offering and proposition ?
2. Discuss and Share. Discuss at your tables
3. Summarise. Cluster your ideas into **3-4 themes or core actions** you would propose to the wider group



Data References

The Fractional Employee Business Model – Forbes –

<https://www.forbes.com/sites/cherylrobinson/2023/12/08/why-companies-should-embrace-the-fractional-employee-business-model/>

It's Time to Rethink Traditional Career Trajectories – HBR

<https://hbr.org/2023/10/its-time-to-rethink-traditional-career-trajectories>

The skills-based organisation: A new operating model for work and the workforce – Deloitte

<https://www.deloitte.com/ie/en/our-thinking/insights/topics/talent-work/organizational-skill-based-hiring.html>

It's No Surprise That 'Skills-Based' Hiring Has Not Worked – Forbes

<https://www.forbes.com/sites/dereknewton/2024/02/25/its-no-surprise-that-skills-based-hiring-has-not-worked/?sh=7d9dfa66f0e0>

To keep employees, companies should focus on career advancement – World Economic Forum

<https://www.weforum.org/agenda/2023/07/companies-retain-talent-career-advancement/>

9 workplace trends - <https://www.gartner.com/en/newsroom/press-releases/2024-01-03-gartner-identifies-top-nine-workplace-predictions>



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