Looking beyond Digital Transformation to the Future of Work:

Author

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Perhaps the "employee of the month" will be an autonomous robotic drone which refuels in its own time or an octogenarian with implantables in another continent, working from home!

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Executive Summary

Like an evolutionary burst, the technological advancements and opportunities threaten to overwhelm us.

The workplace is being bombarded on all sides by new possibilities and opportunities and it is difficult to see what the future of work will entail. However most of the 'truths' about how the digital revolution will affect the workplace, which are taken for granted are in fact incorrect or incomplete because they largely ignore the role the employees will play in shaping the workplace.

There is far more choice in the nature and structure of the future of work. But for each enterprise there is far more opportunity to get it wrong is very high.

Recognising that we are still at the early stages of transformation is key. It is then necessary to planning in the short term to exploit technologies which give quick returns to provide 'Fuel for Transformation. In the longer term designing the organisation by centering it on the extending and digitally enabling employees rather than replacing them and by selecting business models which are difficult to replicate despite the abundance of technology gives the best outcomes.

As each organistion decides what is best for it, it is likely that there will not be a single vision of the Future of Work.

Futures of the Past: Mistakes of past predictions

Looking back from the future, predictions on "the future of work" can look like fanciful fantasy.

In the 1960s the futurists predicted that workers would only be doing 'a single day's work' by the start of the 21st century. In that still industrialised world it seemed to the futurists that as the machines got faster and better and stronger productive output could be increased whilst allowing workers to move to supervising the machines. However, describing people as 'workers of the future' was not true in the strictest sense. These workers would spend the rest of their time on leisure, learning and cultural pursuits.

For 1970's futurists, the 'paperless office' was the slogan[1] in a world of filing cabinets, typing pools and clerks. Paper was the glue which held it all together, the data, the instructions and the audit trials. For them this paperless world was to be delivered through technology, they imagined a device they called a 'memex[2]' (short for memory and index). This would free workers to do 'other' things which were less clearly specified than they had been a decade earlier.

What has always been common to these predictions of the future of work is the role of technology. Technology is seen as driving and fuelling the change. The human beings are represented as passive bystanders.

Past predictions have failed because they have seen technology as fuelling the change. The human beings are represented as passive bystanders

New digital-based business models have created billions of pounds in valuations over recent years. The disruptors have managed to carve significant niches in key markets. The disruptors achieve this by taking advantage of a combination of new business models such as the sharing economy whilst bringing to bear new technological breakthroughs and expert use of the ubiquitous data. Established organisations have no choice. They must also seize new opportunities whilst making their core traditional activities obsolete. They must urgently understand how to take advantage of a host of new technologies; digitising and digitalising allow organisations to develop new unique strategies and operating models. This is what is fuelling the pace of digital transformation.

The transformation comes at a time where the current working population has become less uniform and more complex and diverse. Five generations[3] share the work, from traditionalists to Gen X to millennials and more. Each with its own distinct life and world view. Each generation with its own set of values driving a distinct set of behaviours and aspirations. Aspirations encompass their willingness to work, continuously for forty to fifty years in one field or organisation. A desire to integrate their working values and personal values and focus on goals other than acquiring material wealth. In addition, for the most recent generations even the less intense technological opportunities of twenty years ago have shaped them. Often referred to as 'Digital Natives', many have a

[1] BusinessWeek 1975
[2] https://en.wikipedia.org/wiki/Vannevar_Bush
[3] Managing People from 5 Generations Rebecca Knight Harvard Business Review SEPT 25, 2014

global mindset as opposed to a narrower nationalistic mindset. Corporate Social Responsibility is important to them. The skill sets of the generations also differ; for example, through the use of social media, millennials have developed a parallel set of social skills, norms and attitudes not shared by the other generations.

> Peter Hinssen, the Belgian futurist often jokes, "When I show a picture of this," putting up an image of the latest SONY camera, "and ask what it is I can immediately separate the digital natives from those who have not yet even begun to transform. Most people shout out, 'It's a digital camera.' The natives just call it a camera.

Despite this, research[4] shows that across all the generations when asked, "How important is it to you to work for a company that is digitally enabled or a digital leader?" over 72% of respondents replied that it was 'Very' or 'Extremely' important. So despite the apparent complexity, the majority of the workers are ready for the new challenge. Our challenge is not to disenfranchise them.

Although technology may continue to fuel the change in any vision of the future of work we must recognise that the digital world provides transparency of what is happening and information to all. We must conclude that in this revolution human beings will <u>not</u> be passive bystanders!

Any serious view of the future of work must recognise that in this century, the digital revolution has made 'workers' well informed. It makes transparent how other 'workers' in different industries and countries are being affected and what is at stake. They can see the impacts and implications early. Digitalisation lowers the capital barriers to competition allowing 'workers' to easily set up in competition with previously capital intensive employers. It also empowers the workers to influence the nature and scope of the change.

A final critical element in your strategic view should also be the effect of longevity on the make up and aspirations of your workforce[5].

> Lynda Gratton, Professor on the Future of Work, in her book 100 year life comments, 'As we consider what it means to live for 100 years it is clear that there is so much more that can be achieved… What form will this journey take?'

It is therefore crucial to the survival and health of every enterprise that in considering strategies for the post-Digital Transformation world the employees, contractors and collaborators are central to our view of the 'Future of Work,.

[4] MIT Sloan Research report 2015 Strategy, not Technology, Drives Digital Transformation Becoming a digitally mature enterprise SUMMER 2015 RESEARCH REPORT By Gerald C. Kane, Doug Palmer, Anh Nguyen Phillips, David Kiron and Natasha Buckley

[5] *100 year life* Lynda Gratton Andrew Scott Bloomsbury 2016 978-4729-3015-6

Digital Explosion: When opportunities and challenges grow exponentially

The digitisation of information and the ease with which it can be transmitted, modified and utilised has led to a dramatic burst of change in social business and technological change.

With this level of digital explosion it may make more sense to build a strategy, plan it around your people and then to see the most appropriate technology to deliver the results

The list of opportunities, enablers and products is almost endless. And with the tumble of invention they do not fall into neat evolutionary categories but end up being grouped into convenient batches.

ENABLERS

There is a long list of new physical objects; elf-driving cars, autonomous quadcopter fleets, robots.

A plethora of software enabled activities; machine learning, new forms of money using blockchain, augmented reality computer games such as Pokemon enticing millions to play in days. Money and goods can safely be exchanged.

In addition, the Moore's Law rate of decrease in the price of technology has allowed the development of cheap sensors enabling smart homes and smart cities.

CONNECTORS

Human experiences which were previously impossible have been made possible including; implantables (where direct connection between man made and nature evolved is made), ER (Enhanced Reality), wearables and extra sensory accessories which allow you to experience more than the human sight, touch smell etc.

Then there are opportunities for interactions or integration between different groups, the internet of things – where capital assets become information generators and consumers carry devices which autonomously spew out more data whilst providing users with information and access to social connections. This must be underpinned by using the latest in cyber security.

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MULTIPLIERS

Social connections allow personalised live TV to be generated and consumed. Social connections make it easy to share resources and capital, creating a new, non-capitalist version of economy called the sharing economy. In this evolving landscape the people are not passive but actively add to, curate and channel further information. Data analytics and analysis of the information generated by all these activities can be recycled to create even more opportunities exponentially, fuelling the opportunities.

> Sean Gourley, the athletic, soft spoken New Zealand born Big Data guru feted for his 2009 Ted Talk on The Mathematics of War[6] explains that with data and big data, "The crowdsourced information is still going to be more complete and at a higher resolution than even the stuff that is done with the advent of drones and sensors by the military."

As with most revolutions the first movers have been enterprises without a legacy, start-ups who have taken advantage, Disruptors. In less than half a decade the disruptors have created huge valuations. Start-ups valued at more than a billion dollars are called Unicorns. The top 100 unicorns are currently worth about $500billion. Small in comparison with the market size but impressive with the speed. Many of them are less than four years old!

But a real revolution does not occur until the mainstream adopts it. And that is starting to happen fast. Over 80% of corporate CEOs say they have a digital strategy. The rallying cry, **"**Disrupt before you are disrupted", has encouraged even the most conservative of organisations to begin the digital transformation journey.

There is an urgency to adopt technologies from the list above. For example, 'I-CIO's industry big thinker' and Fujitsu CTO Dr Joseph Reger argues that "Machine learning is no longer an option, it's a must!" And so is the adoption of other technologies. Automation is seen as a quick win allowing content to be managed more efficiently. Don Tapscott[7] argues that any organisation which manages records or processes straight data must quickly adopt blockchain technology. The thinkers may well be right. And the race to embrace and exploit the new technologies is on.

With a focus on technology there is a risk that the predictions and strategies are again mis-focussed. With this digital explosion there is a lot technological choice and more and more every day. It may make more sense to build a strategy, plan it first around your people and then to see the most appropriate technology to deliver the results rather than the other way round

[6] http://www.ted.com/talks/sean_gourley_on_the_mathematics_of_war?language=en
[7] The Blockchain Revolution Donald Tapscott Barnes and Noble

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The UK government strategy for investments[8] in new technologies ensures a balance between technology and human focus and between solutions to existing needs and problems and the creation of completely new opportunities[9] based on a model, The Sparqs Map[10], for broad based innovation. Originally designed to explain why the creative industry, R&D, the design community and insight-based marketers all thought of innovation differently, although they were simply like four blind men looking at the same elephant, the model provides a more balanced view to the digital transformation which provides a prepared place in the ranking for employees.

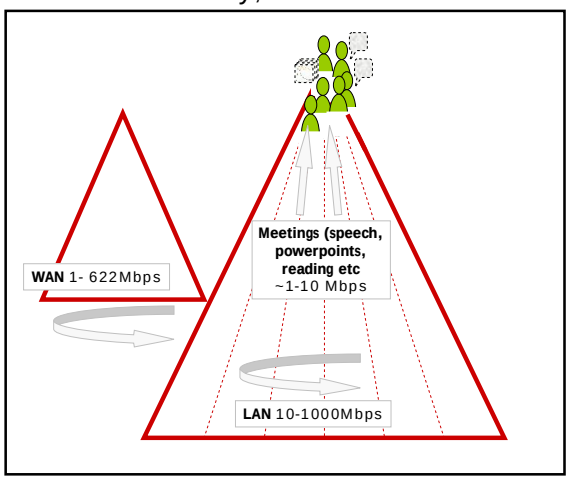
[8] http://www.raeng.org.uk/publications/responses/innovate-uk%E2%80%99s-integration-with-research-uk
[9] https://connect.innovateuk.org/documents/3220887/3676376/A%20Short%20Guidebook%20for%20Innovate%20UK%20Competition%20Applicants
[10] Who Killed The Sparq Eddie Obeng London Business Press

Digital Futures: Mapping the route of strategic choice

Everyone expects digital transformation to completely rewrite the rules of business. Everything should change. It will also mean different activities in the enterprise so although 80 – 90%[11] of CEO's believe they must commit their organisations to addressing the new digitally driven market dynamics as they embark on such transformations, only 10% of those business leaders think that they currently have the right people in place to implement these changes. Leading thinkers anticipate a skills gap.

ORGANISATION

Changing business models will mean changing ways to organise the people in the enterprises. The traditional command and control hierarchy, the descendant of the naval management structure of the 16th century, may prove insufficiently agile and flexible to support the new business models.



The reason is that the maximum speed with which you can provide information through an up/down information 'reporting line' to a small top team of senior decision makers is about 1 – 10 Mbps[12]. This represents how much they can read and how many powerpoint presentations they can sit through.

At the same time internally the LAN (Local Area Network) pushes information around at 1 – 1000 Mbps the organisation and the WAN (Wide Area Networks) shuffle information at speeds of up to 600Mbps and between organisations and customers on their mobiles.

It is clear that digital transformation means organisations with centralised, top down decision making will become bottlenecked, unresponsive and eventually obsolete.

The speed of information transfer to a top decision making group remains fixed at the rate at which a dozen or so executives can absorb information. But the speed of information around the network is orders of magnitude higher. The decision makers become the enterprise bottleneck

And on top of all this, the five generations in the workplace are unlikely to be passive making decisions about their willingness to adopt new ways. They will be making decisions about their planned longevity with the organisation. They will be looking for new or different relationships with the enterprise other than

[11] http://www.i-cio.com/big-thinkers/joseph-reger/item/building-the-digital-talent-pool
[12] Kevin Baughan Chief Development Officer Innovate UK

employer/ employee. Changing the organisation structure to make it more fluid will destroy the easy alliance between pay, position and career, making it difficult to offer a vision of a future path for staff. The sharing economy and social capitalism with its more fluid relationships will begin to look like an alternative to traditional enterprise careers.

LOCATION

At the same time as this is happening, digital transformation will make it infinitely easier to move electrons than atoms. This will begin to make the daily pilgrimage to the office as a place of work obsolete. That means that the role of the office, as a hub for the culture of the enterprise, as the place to coordinate and as a source of power and influence, will change. Work will not become mobile because without the daily pilgrimage there will be no where to go!

In what has become known as the Teleportation Revolution, being 'present at a distance' is becoming commonplace; from VR (Virtual Reality Headsets to ER (Enhanced Reality) workplaces to Telesurgery (Remote surgical and clinical procedures with doctors performing operations on patients continents away). Location as a key element in where the skills and capabilities of employees are deployed is now independent.

At the same time mission critical and core operations are being carried out by people remote and often outside the enterprise. As has already been understood and observed with the move to higher utilisation of cloud services, third parties become more responsible for operational success than the enterprise itself. This skews the stakeholder power balance away from shareholders to enterprises partners.

DILEMMAS

These changes bring with them many strategic dilemmas when considering the future of work the most obvious being:

EMPLOYEE SATISFACTION		
Should we design the digital workplace for the next generation	or	Focus on behaviour change so we can continue to utilise the experience and relationships of the current generation of workers?
COST		
Do we use the technology/ technological opportunities to replace jobs	or	Should we harness the technology to increase the capability of our people to do their jobs?
CUSTOMER CENTRICITY		
Do we use the technological opportunities to provide an information rich and high functionality contact point with customers and clients	or	Should we digitally enable our people to be the high empathy, creative contact point with customers and clients?
ORGANISATION/AGILITY		
Do we retain organsation structure which are hierarchical, or country or region based	or	Develop technology enabled **"Networks of Brains?"**[13]

[13] Eddie Obeng – Ppresented at CommuniTech 2014

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CAPITAL		
Should we own and fully control strategic and mission critical capabilities by the enterprise providing a source of competitive advantage	or	Focus capabilities on client/ customer capabilities to provide competitive advantage by being closest to customer?
DIGITAL IMPANTATION		
Should we aim to automate simpler lower cost roles and job	or	Should we aim to gain the most leverage by automating complex senior jobs which will give us not only a cost saving but could enable us to utilise the complexity of big data and analytics directly without filtering it through what could be a human bottleneck?
CULTURE/LEADERSHIP		
Should we put significant effort into maintaining the 'cultural glue', traditions and practices which we have optimised to support success in the past	or	Allow the enterprise to self organise and self select the ways of working which best suit the people who work within it?

Most thinkers will be able to add half a dozen or so more. The specific strategic choices selected will define for each enterprise its own subset of the future of work.

Resolving the dilemmas or selecting one side over the other is of the utmost importance in determining the nature of the Future of work in an enterprise. The selections cannot easily be made tactically and in general tend to be difficult or impossible to reverse. They also tend to significantly affect the entire enterprise and often its partners, suppliers, customers & clients.

It is likely that there will be many different 'Futures of Work'!
The challenge is to be sure that the one you choose will give your organisation the best results and longevity.

Digital Dead Ends: Learning from Mis-leaders

As with most new things it is simpler to understand the associated slogans than the underlying structural change. The first two sections outlined the key trends and opinions and pointed out some of the more obvious flaws. This section explores more flaws and begins to explain the key underpinnings for our vision of the future of work.

SLOGANS & COMPLEXITY

Executives seek clarity and simplicity and have little spare time so they have a tendency to conflate concepts. A new concept is squashed into an old one. Digital is described as 'mobile' leading to redesigning Web content for mobile access or even centring activities on mobile and equipping all employees with more mobile devices than laptops such as smart phones or ipads. Digitisation is converted to re-create IT Operations and move the data from local servers to the cloud. Digital Transformation becomes, 'Lets copy the disruptors'. The organisational challenges are converted to agility. And the strategy gets summed up in a slogan like, "Innovate like a start-up", completely forgetting that start-ups are highly ineffective and often loss making and frequently fail altogether. So we can say with some certainty that many so called digital transformations will fail[14].

Ignore 'future skills gaps' - the technology is designed to fill those in. Instead, anticipate 'behaviour gaps'

NETWORKED BRAINS & COLLABORATION

Likewise in anticipating the future there are concerns over skills gaps. Historically, as new technologies have arrived, skills gaps have been the norm as workers have to learn how to design build and manage the new technology. This time it is different. Earlier technologies were able to do things faster than us or more accurately than us. Some were stronger than us. Digital transformation will lead to technologies which are much cleverer than us. There will not be skills gaps but instead anticipate 'behaviour gaps' as people have to shift their behaviours to take advantage of the new opportunities. People who all their lives have lived in hierarchies because of the restrictions of information flows and have grown up on reporting lines and old style collaboration – a sort of pass the parcel where an idea from one department gets tossed to another for comment and so on – will discover they have to learn how to collaborate for real. The benefits will come from networked brains thinking together.

Empathy, creativity, ingenuity will be a significant constituent of the activities central to the future of work

HUMANITY

Having been out paced by technologies in speed, strength and basic logic a few areas still lie relatively untouched: empathy, creativity, ingenuity.

[14] https://www.linkedin.com/pulse/why-your-digital-transformation-probably-fail-eddie-obeng

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We must assume that these areas will be a significant constituent of the activities central to the future of work. These areas are most helpful in customer and client engagements and in re-inventing the future. IT will be crucial to establish how a digitally transformed enterprise can add value in these areas in order to ensure that the people are central to it. High levels of diversity and different objective outlooks also contribute to increasing levels of creativity and ingenuity and so it is likely that the future of work will involve leadership from customers and clients and also integration with suppliers and contractors in seamless teams and networks.

CHANGE & TRANSFORMATION

Many popular articles and consultancy models make use of digital maturity as a metaphor to describe an organisation. Maturity implies that all that changes is time. A calf becomes a cow.

Digital transformation is, well, transformation! It is not just change or more of the same. In transformation something breaks! A better metaphor would be metamorphosis. In the same way as a butterfly isn't just a caterpillar with wings stuck on it. A digitally transformed organisation will have little in common with its predecessor. Caterpillars eat leaves and have good crawling skills. Butterflies eat nectar and fly. In the transition from one to the other we need extra 'scaffolding' in the form of a cocoon as the new replaces the old.

Organisations can only see and understand earlier stages of digital transformation. Making real sense of where they are heading is hidden from them

Below is a stage by stage description of the transformation journey, from the destination:

Description	What happens and where they focus in error	Where they should be focussing
Post Transformation – Digitally Enabled	Exploiting all opportunities	Continue to **Evolve**, drive new behaviours **& spin-off** sub-enterprises that don't provide strategic advantage
Transformation	Breaking/ abandoning past formula/ ways of working Developing bridging mechanisms and structures Finding/ creating new competences, capabilities and behaviours	Explore **Digital Balancing** using the Push & Pull of Technology & Human needs. Use Push technologies to create novel business models. Use pull technologies to rapidly drive up engagement and productivity. Discard previous BAU (Business as Usual) practices.
Change Oriented	Trying to fit new opportunities to current and past ways of working	Develop the capability for **innovation acceleration.** Begin to drive the culture to tolerate Smart Failure and practice prelimination

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"Bolt-On"	Focus on specific technology Acquiring devices/artefacts	Focus on aligning all business activities and operations to be **external customer / client centric**. Then align internal activities to be internal customer facing rather than hierarchical
Old World Optimised	More of the same Efficiency Formula for success Ways of working	Focus on generating the **fuel for transformation,** milk the cash cows, accumulate cash, eliminate low margin activities in BAU (Business As Usual)

This is an extraordinarily difficult metamorphosis. The reason is that at each stage CEOs and executives, tightly bound to their current strategies, targets and goals, can only understand what digital transformation means up to the level at which they are operating. They have little or no insight into what lies ahead and often little curiosity about it. For example, it is common for C suite leaders at the Change Oriented stage to attempt to look at the upcoming journey and declare that there will be a 'skills gap' after transformation. This is highly unlikely since the very nature of the digital transformation enables and empowers the employees to fill the gaps in knowledge, skills and capability for them. Far more likely is that there will be a behavioural gap or an intellectual or cultural gap – but not a skills gap. Skills gaps were what happened in previous technological revolutions.

> Eddie Obeng, Learning Director of ER-based, Pentacle Business School, explains in his typically energetic yet-provoking style, "In the same way as we, as three dimensional creatures, can make sense of a cube, a sheet of paper and a line but struggle to imagine a four dimensional object, creatures who live in two dimensions would struggle to understand a cube and those who live in one dimension wouldn't be able to 'get' a sheet of paper. In the digital transformation metamorphosis, leaders of organisations can only see and understand earlier lower stages of digital transformation. Where they are heading is hidden from them. So they make decisions rational to them but wrong strategically. They can only succeed with guidance from a trusted advisor further along the process than they are."

In the same way as people who have never used social media will comment that they can't see the point of it, "Many of the technologies available are completely new with no easy metaphors they can only be understood through immersion.

The underlying principle is to do and from that understand rather than to expect to understand first. If you believe you can fully see the opportunity it is likely that you will simply adapt the digital opportunity to meet your current needs rather than transforming your organisation

Digital Insights: The People Dimension

For each dimension there is a people-centred side and there is an enterprise-centred side. Work is only sustainable when the needs of both sides are mostly met. The enterprise centred side is about generating value in money or societal benefits. The attention below is on the people-centred side.

INDIVIDUAL

The need to do meaningful work – analytics and transparency arising from a digital transformation will allow individuals to directly follow the impact of their actions. With direct feedback on the hard and soft impact of their behaviours and actions the role and need for a traditional management function is diminished. Performance reviews can be conducted directly with the people who the individual has impacted instead of with a 'boss' who may be unaware of the actual impact the person is having.

Individuals need to feel that they are being developed to reach their potential – in the same way as some FinTech enterprises amalgamate information to create equivalent personas so that customers can judge their spending patterns, and investments against what people like them are doing, people development will be continuous and areas for development will be transparent.

Individuals need a social connection – already social media has spread into the enterprise space. However, in most enterprises the cultural expectations limit social engagement.

TEAMS

Team formation and team working is crucial in goals which require interdependent thinking and working.

Collaboration as currently practiced involves different silos/ departments having regular meetings to share and update each other on challenges. When there is work to be done they perform assort of 'pass-the-parcel' ritual in reverse where an idea from one is passed to another, built on and passed to the next.

Digitally enabled employees will be able to collaborate in thinking. Thinking together in a digitally enabled world can involve inputs from many sources around the world as well as from non humans say the internet of things. Gone are the boring 'update' meetings, scrums etc to be replaced by targeted information.

NETWORKS

Already it feels natural to integrate a google search into a conversation. Networks at work will be more than just individuals. There will be a seamless connection between individuals and their enabling and informing technologies. The nature of work will mean that tacit and explicit knowledge[15] by the organisation will be readily available.

[15] The role of tacit and explicit knowledge in the workplace Elisabeth A Smith Journal of Knowledge Management 5- 4 2001 pp311 http://ww.basicknowledge101.com/pdf/KM_roles.pdf

With the loss of the barrier of location, networks will routinely extend beyond the enterprise. For individuals there will be an increased richness in their interactions.

ORGANISATIONS

The younger of the five generations in the current workplace want to collect experiences and are far less likely than the older generations to stick with a single employer for a prolonged period unless it continually feels like a new employer. Again, because digital transformation allows us to do things which were previously impossible, someone living in the UK could become part of a local Brazilian organisation with the cultural change that that would provide.

The rise of the smart, digitally enabled non-hierarchical organisation will also mean that people will be able to raise or lower the level of commitment and responsibility they carry without damaging the organisation. This will bring significant opportunities for work and life balance.

BUSINESS –SPHERE

The sharing economy, the private sector, the public sector, the third sector overlap and begin to merge. They will become more interconnected in a post-digital transformation world because of the advantages of creative cross fertilisation and shared resources. For the employee this will provide a rich set of opportunities which they can exploit. As technologies such as blockchain enable more advanced forms of trade and barter, sharing employees across several organisations (which currently only happens informally e.g. employees working in their own time for charities) will provide new reward mechanisms which can be tailored to meet the needs of the five generations at work.

The traditional employee/ employer pact of "You work - I pay" will be extended to cover other forms of transactions including the sharing economy. Where the internet of things means that capital assets can think for themselves and also could be significantly cheaper the barriers to an employer competing with their employer are lowered, leading to different partnering relationships.

EMPLOYEE JOURNEY

The removal of location as a key barrier will mean that the enterprise can seek talent globally. Already robotic technologies for search and assessment are significantly reducing the costs by up to 82%[16].

Performance, potential and development are digitally enabled to remove the traditional inefficiencies

Already sectors such as the military are using technology to redefine roles. For example, the use of smart exoskeletons on the infantry.

All this significantly alters the journey of the employee through the organisation:

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Traditional	Post Digital
Recruit	On board - they may or may not become an employee
Induct	In Role – digitally enabling them in capability
Develop	Changing Role Ensuring they reach their potential but recognising they may wish for more or less responsibility
Retire (Remove)	Moving across – enabling contribution to related and partner organisations
	Moving out – retaining tacit knowledge

Strategic implications:

With continued pressure from disruptors but also early digital transformers enterprises must move fast. But they must also choose their strategic moves correctly

The benefits of getting it right are enormous whilst the downsides lead to obsolescence

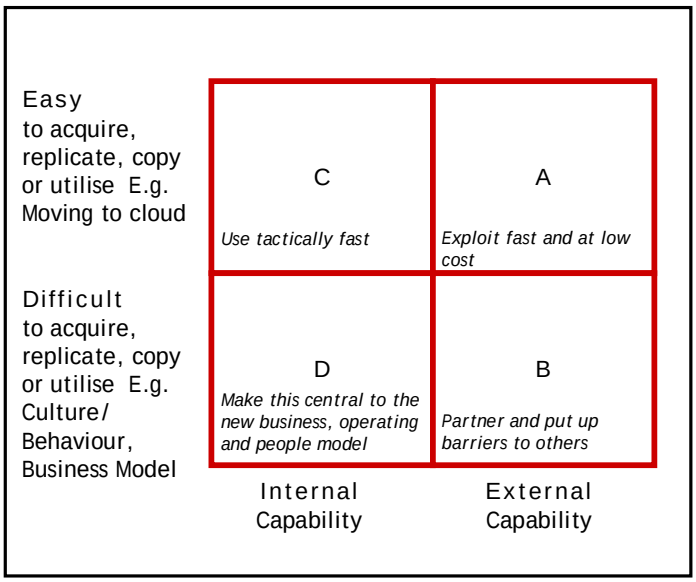
In selecting the strategic route we propose a model for assessing the appropriateness of the action.

A – Probably done this already. This would include activities such as mobile enabling the workforce

B – Probably formed strategic partnerships with universities or research institutions providing employees with a unique view of upcoming innovations

C – Robotic processing, utilising big data, etc

D - …



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Conclusions:

There is no single vision of the Future of Work. It could be a world where complex decisions and strategies are made by computers using huge amounts of data fast to replace the slow traditional top management processes. It could be a world where people are digitally enhanced to provide the capabilities and tools they need, such that there is no difference between an 18 year old and an octogenarian in performance. It could be that through a drive for efficiency enterprises emulate the 'dark' factories where machines work, checked by other machines, with no need for human intervention, literally in the dark since the machines don't need to see. It is possible that in some areas as the access to capital improves, the cost of capital and the assets get smart, that the world will be populated by job swapping & sharing individuals.

In each organisation, post digital-transformation work will be determined by the strategic choices which were made now. The key decision makers are not best placed to select and understand the implications of their decisions because of the nature of transformation. They will need help from trusted advisors who have progressed further than they have. At the same time there is a continued pressure as early transformers and digital disruptors turn the landscape upside down.

However, some partial certainties remain. There are a few things that humans still do better than technology such as creativity and empathy. There is also the fact that although we have networked computers we have been ineffective at 'networking' human brains to think collaboratively. As a result, the traditional ways of organising people are largely bottlenecked and new structures with new paths and different reward systems will need to be developed. For those in the organisation the future will require different behaviours.

Possibly the only common thread across organisations and enterprises is that there will be people who engage, dream and deliver the future of the organisation.

There are two broad implications

1 In the short term

Seize every opportunity available for using digital technologies to provide 'fuel for transformation' without alienating your workforce.

2 In the long term

Design your transformation around the employees rather than around the technology. There will always be technologies you can harness to meet your vision.

Create business models which take the fullest advantage of technology to do what it does best and of people to do what they do best.

End

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