

A high-angle photograph of a man and a woman sitting at a table, working together. The woman is on the left, wearing a striped shirt, and the man is on the right, wearing a dark shirt. They are both looking at a laptop. On the table are two cups of coffee, a smartphone, and a notebook. The background is a light-colored wall with a network diagram overlay consisting of white dots connected by thin lines. The title 'The Future of Work' is written in a large, black, sans-serif font on the right side of the image.

The Future of Work

Technology, Predictions, and Preparing the Workforce

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The Report

The Future of Work

Technology, Predictions, and Preparing the Workforce



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RESEARCH

- Report published in May 2019
 - 444 participants
 - Interviews with several talent development executives
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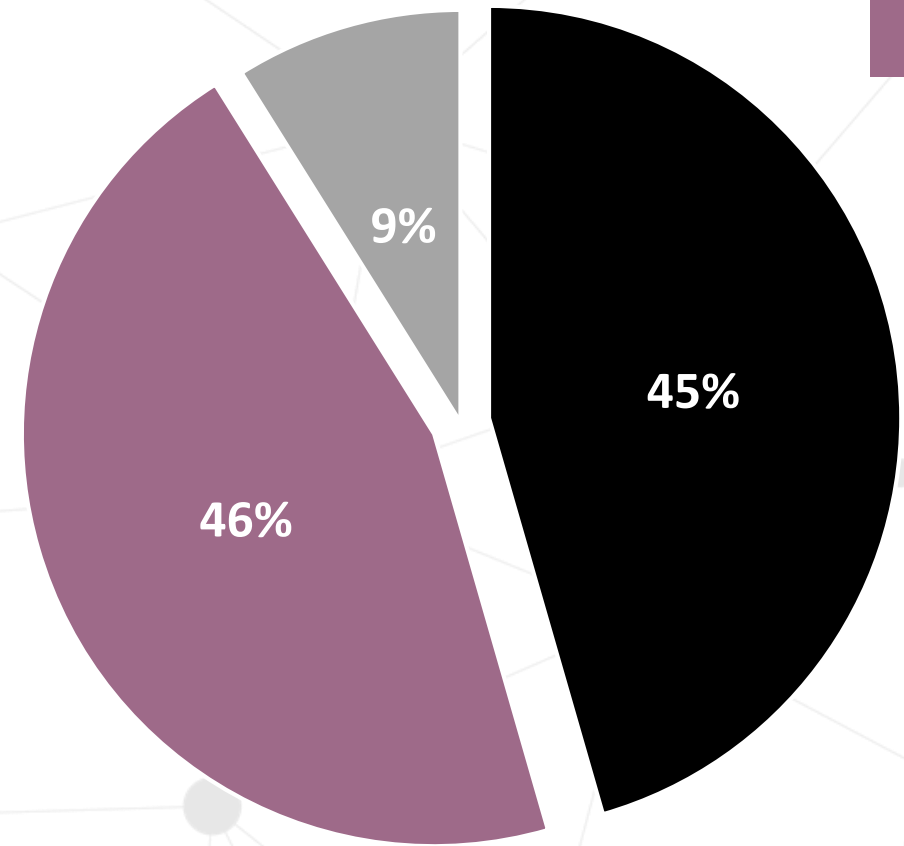
The Participants



- 74 percent of participants were from organizations with fewer than 10,000 employees.
- 25 percent of respondents were directors or above.
- The top industries represented were healthcare, manufacturing, and finance.

Competitive Outlook

- Better than most competitors
- About the same as most competitors
- Worse than most competitors



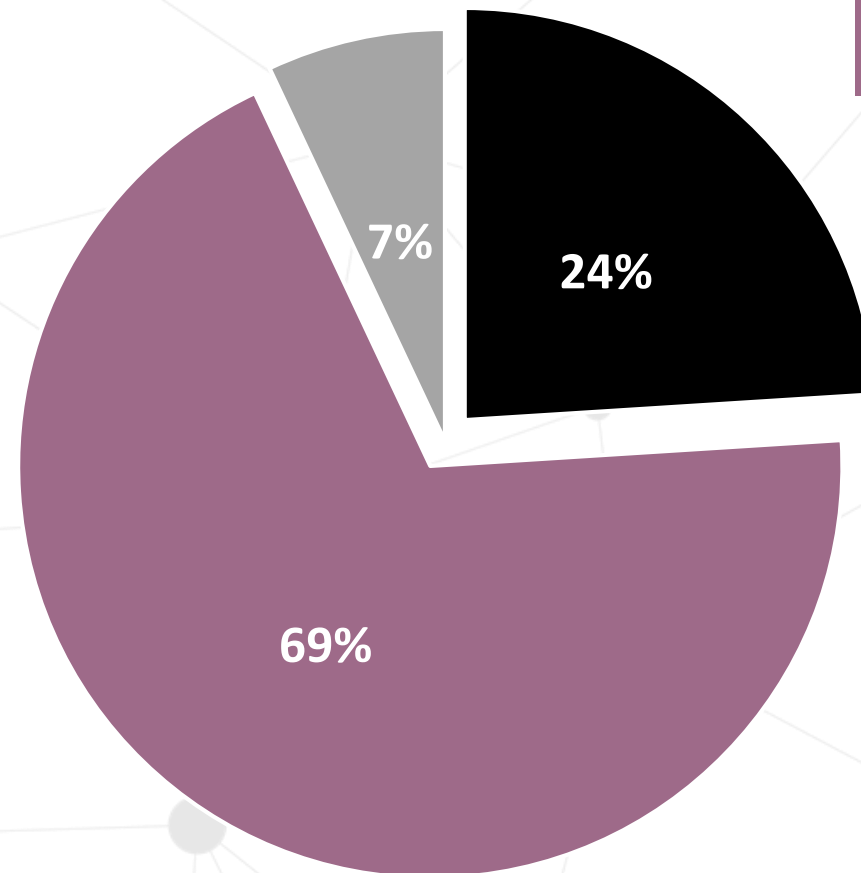
Q: How competitive do you think your organization will be relative to its competitors and industry in five years?

Segment: All respondents

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Skills Outlook

- Well prepared
- Somewhat prepared
- Not at all prepared

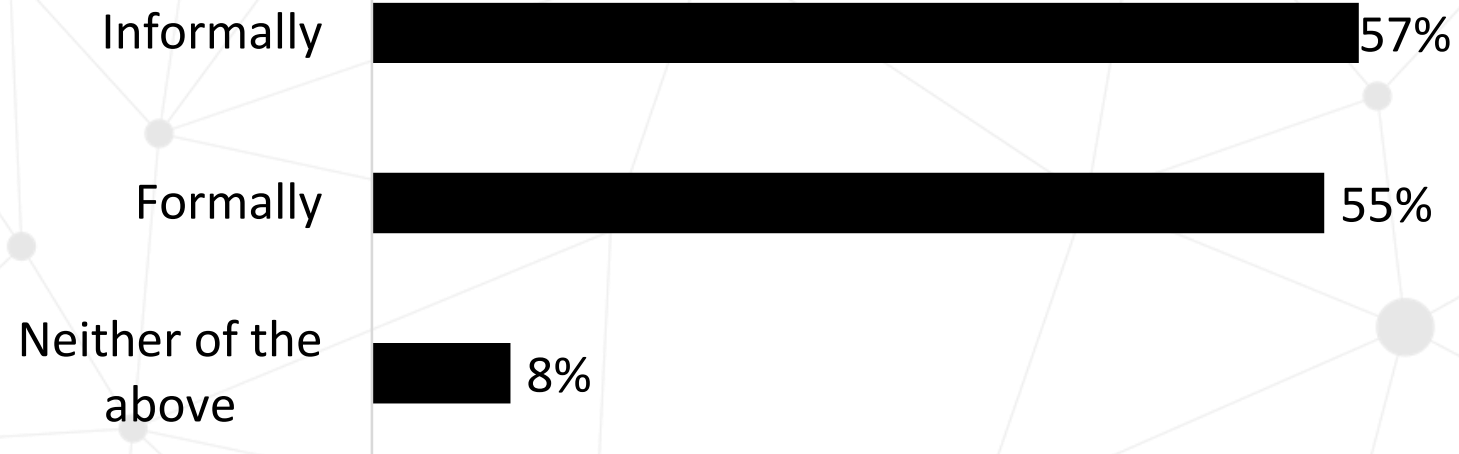


Q: How prepared do you think your organization's workforce will be (in terms of skills that are needed) in the next five years?

Segment: All respondents

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Discussions About the Future of Work



Q: In what ways have you or others that you know of in your company discussed or researched the future of work? Select all that apply.

Segment: All respondents

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Top Formal Practices

82%

Leaders or managers have spoken about the future of work at meetings

72%

Meetings to discuss the future of work

63%

We have people on staff whose job responsibilities include researching or planning for the future of work

60%

Development of working groups to discuss or plan for the future of work

44%

We have experts (internal or external) talk about the future of work at meetings, events, etc.

44%

We have assigned or encouraged reading on the future of work

32%

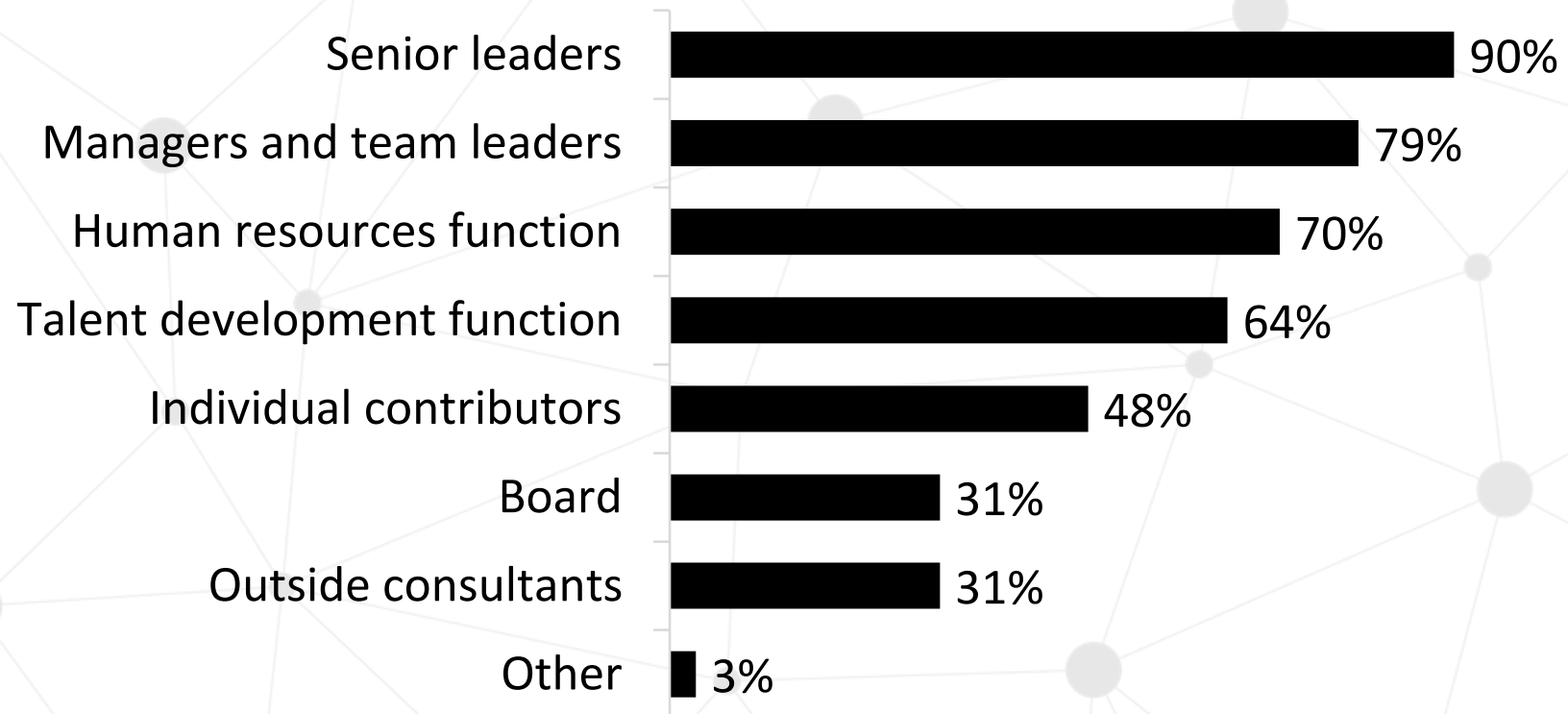
We have paid for outside conferences or classes on the future of work

Q: Which of the following formal practices has your organization undertaken as part of discussions or research about the future of work? Select all that apply.

Segment: Respondents whose organizations have formally discussed or researched the future of work

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Involvement in Formal Meetings

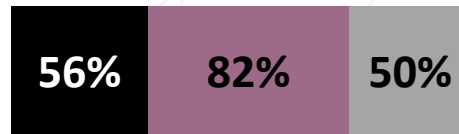


Q: If your organization has had formal meetings or discussions about the future of work, who was part of that discussion? Select all that apply.

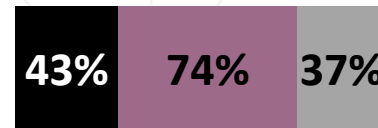
Segment: Respondents whose organizations have had meetings to discuss the future of work

Leadership Views

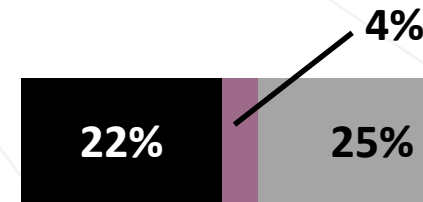
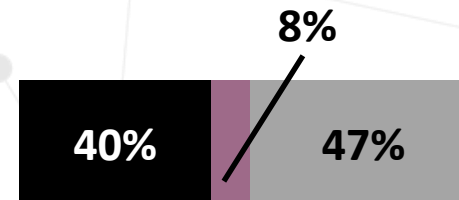
They encourage discussion and knowledge sharing around the future of work



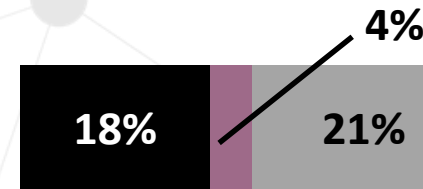
They are actively preparing for it



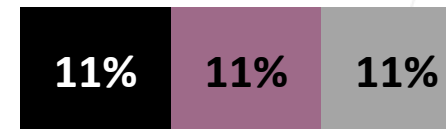
They are too focused on immediate needs



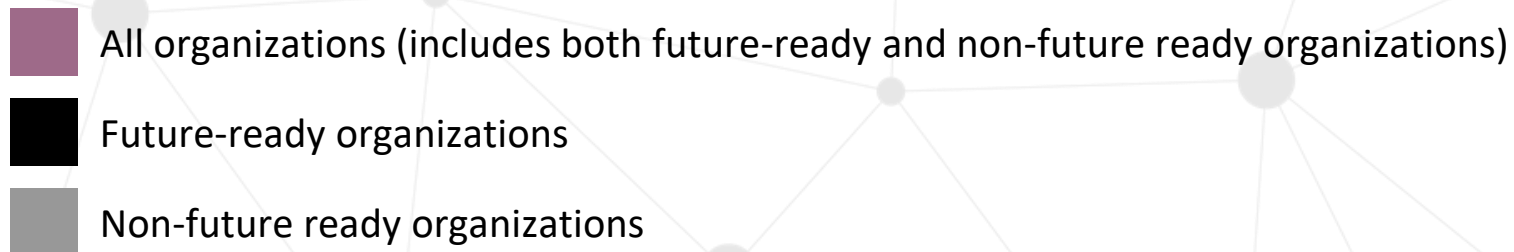
They do not have the time or resources to address it



They feel the “future of work” is too vague of a concept with not enough practical advice




They feel that information is overwhelming or changes too fast



Q: In your opinion, how does your organization's leadership view the future of work? Select all that apply.

Segment: All respondents

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“You can never underestimate the importance of leaders who know how to communicate with impact. Leaders need to take responsibility for developing their bench strength while also helping to support their people in developing the skills they need to become ready for future responsibilities.”

–Adrian Stevens, Vice President of Learning and Professional Development, Hewlett Packard Enterprise

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Plans

	Yes, and We've Started Acting on the Plan	Yes, but We Haven't Acted on the Plan	No
Purchase, develop, or obtain new technology	49%	35%	17%
Consider new operating models, strategies, products, or markets	44%	41%	15%
Train employees to use and leverage new technologies	43%	41%	16%
Train employees to look at problems in new ways	36%	40%	24%
Conduct further research or gather opinions	35%	41%	24%
Create new positions or departments	33%	27%	40%
Partner with other companies or institutions	31%	28%	41%
Train employees how to think about and prepare for the future of work	21%	47%	32%

The top three responses for each column are in bold.

Q: Did your meetings or discussions about the future of work result in any of the plans below?

Segment: Respondents who have had formal or informal meetings or discussions about the future of work

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Effects on Workers

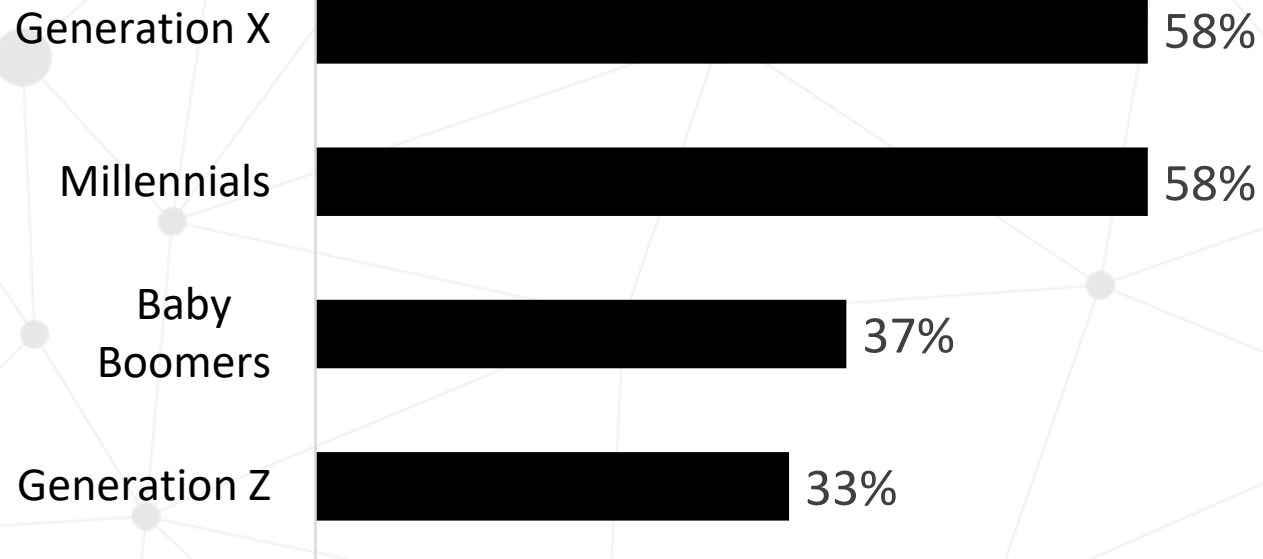


Q: Which groups do you think will be most strongly affected by the future of work?
Select up to two.

Segment: All respondents.

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Effects on Generational Groups



Q: Which generational groups do you think will be most strongly affected by the future of work?
Select up to two.

Segment: All respondents.

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Influences on Job Performance

	Yes, Strongly	Yes, Somewhat	Not at All
Big data for decision making	43%	46%	11%
AI	24%	49%	27%
Automation	28%	41%	31%
Internet of Things	31%	52%	18%
3D printing	9%	26%	64%

Q: Will these technologies influence how your organization's employees perform their jobs in the next five years?

Segment: All respondents

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Influences on Products and Services

	Yes, Strongly	Yes, Somewhat	Not at All
Big data for decision making	51%	41%	9%
AI	32%	45%	23%
Automation	34%	40%	26%
Internet of Things	36%	46%	18%
3D printing	12%	27%	61%

Q: Will these technologies influence the products and services your organization or its competitors provide in the next five years?

Segment: All respondents


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Plans for Technologies

	Big data	AI	Automation	Internet of Things	3-D Printing
We have not discussed or planned for its impact	30%	49%	47%	42%	78%
We have formally discussed and planned for its impact	28%	27%	25%	28%	12%
We have started experimenting with, using, or developing it	46%	30%	33%	38%	11%
We have deployed training on how to use or leverage it	16%	10%	15%	15%	5%
We will increase our use of it in the next year	26%	13%	20%	17%	8%

Q: What statements are true about your organization's use of the following technologies?
Segment: All respondents

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“Challenging yourself to make talent decisions today based on future needs versus current needs is paramount. What I sometimes see in the talent or HR space is people who assume all the old tactics will continue to apply in the future. Fundamentally, technology is changing the landscape for talent, so we must adapt as well.”

–Tara Deakin, Chief Talent and Development Officer, TD Bank Group

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Top Sources of Big Data



Q: Which of the following types of big data are being leveraged by your organization?

Segment: All respondents whose organizations are currently using big data

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Top Uses for AI

46%

To assist the learning function

35%

To assist the human resources function

43%

To assist individuals outside the organization

33%

To perform tasks employees were previously responsible for

42%

To assist internal employees by performing analyses requiring expert knowledge

31%

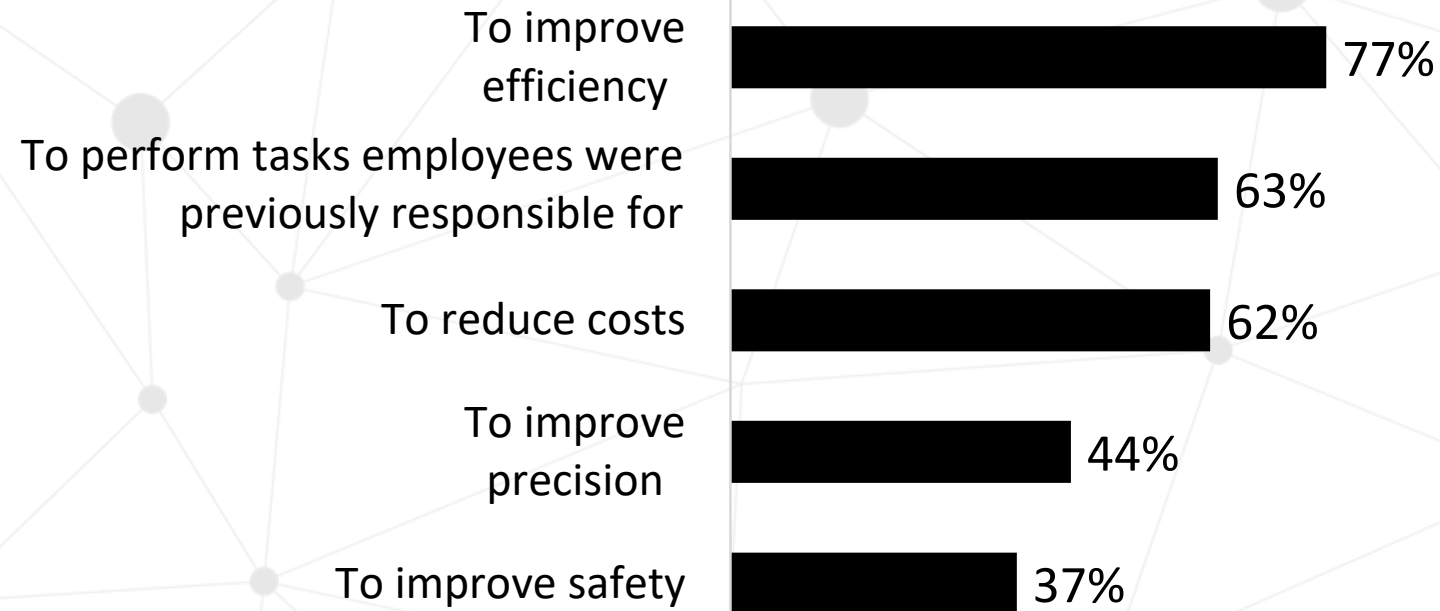
To assist internal employees by performing ordinary human tasks

Q: In what ways does your organization use artificial intelligence? Select all that apply.

Segment: All respondents whose organizations are currently using AI

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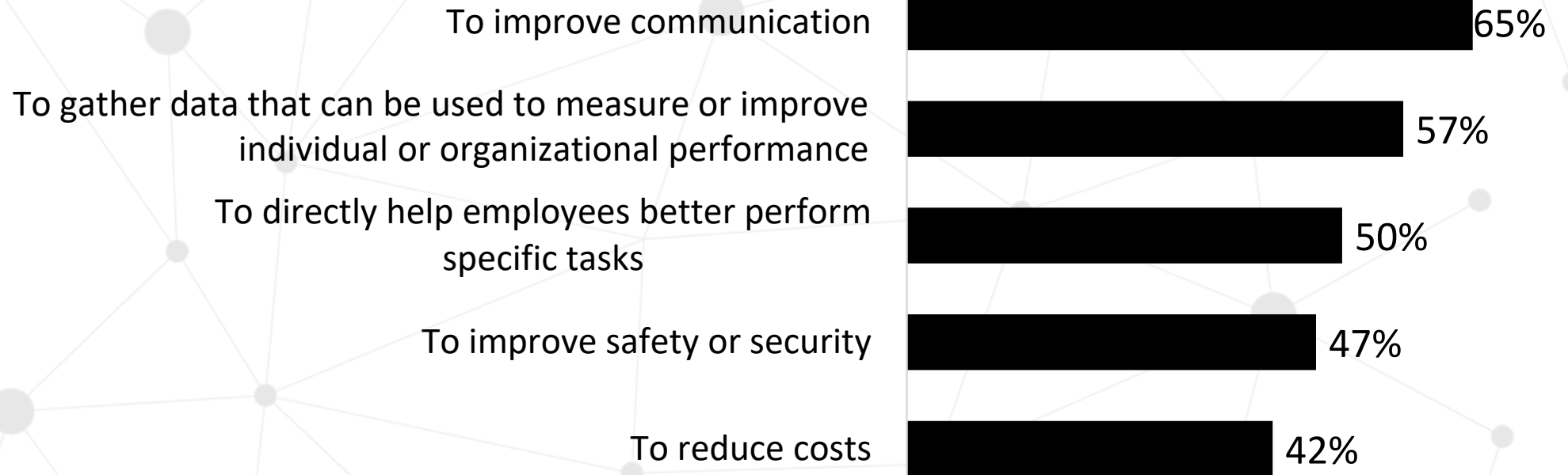
Top Uses for Automation



Q: In what ways does your organization use automation or robotics? Select all that apply.

Segment: All respondents whose organizations are currently using automation.

Top Uses for the Internet of Things

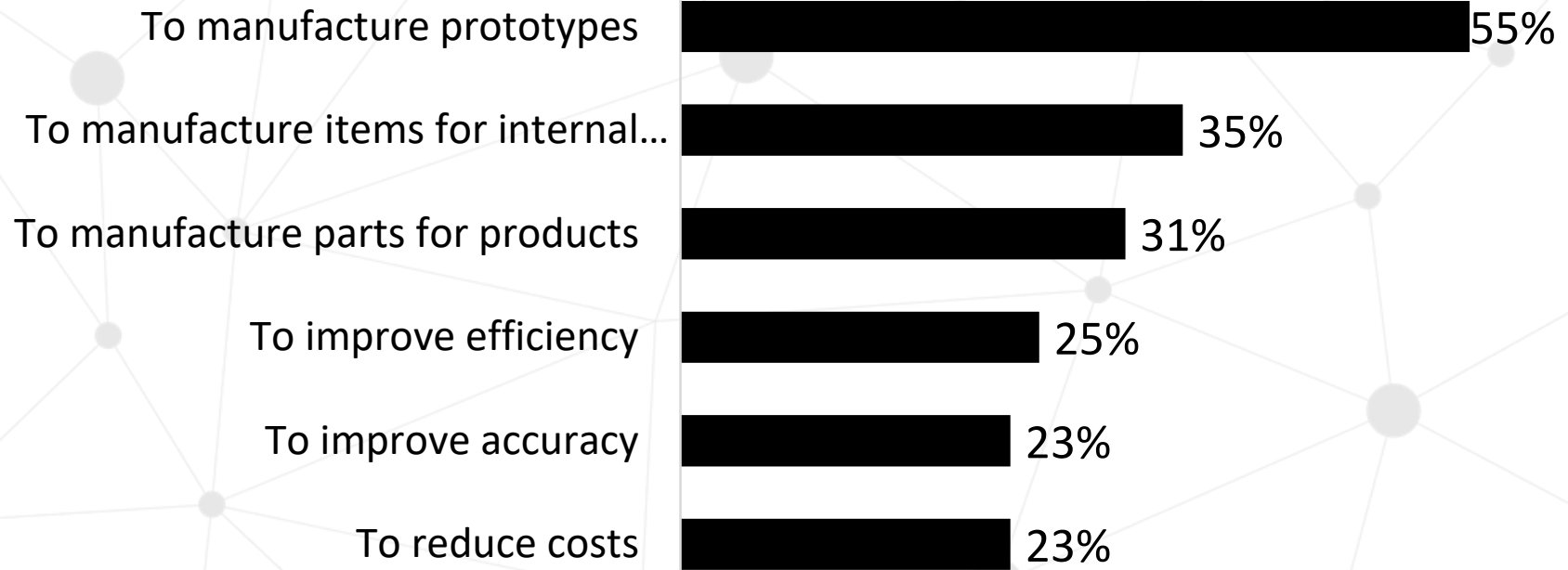


Q: In what ways does your organization use the Internet of Things? Select all that apply.

Segment: All respondents whose organizations are currently using the Internet of Things

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Top Uses for 3-D Printing



Q: In what ways does your organization use 3-D printing? Select all that apply.

Segment: All respondents whose organizations are currently using 3-D printing

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Recommendations



Have Formal Discussions About Preparing for the Future of Work



This practice was significantly correlated with future-readiness. Future-ready organizations (those employing respondents who predicted their organization would perform better than most competitors and have a well-prepared workforce in five years) were significantly more likely to have discussions about preparing for the future of work.

Develop Employees in Future Skills

“Teach people uniquely human skills, like complex problem solving and habit formation. Give them opportunities to teach each other, teach them how to learn, and set the precedent about how we can continue to be relevant as we grow skills.”

*–Dana Alan Koch, Global Lead of Learning Research and Innovation,
Accenture*

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Identify Reskilling Needs



Talent development professionals should consider what jobs may be affected by automation or organizational change, and look for other internal positions employees in those roles may be suited for.

A background image showing a group of people in a meeting. A person in a white polka-dot shirt is visible on the left, and another person in a light-colored patterned shirt is on the right, looking down at a document. The image is slightly blurred and has a warm, yellowish tint.

Focus on Culture to Retain and Engage Talent

“There are forces that are under our control and there are forces that are not. It’s important for us to understand what we can control. Some of the market demand is out of our hands; we can’t control that. But a lot of the pieces around culture and engagement, we can. Those are elements that we, as talent professionals, can leverage, ensuring that we’re engaging people and creating environments where people want to stay.”

–Tamar Elkeles, Chief Human Resources Officer, XCOM



Train Employees in New Technologies



Future-ready organizations were significantly more likely to have acted on plans to train employees to use and leverage new technologies.

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Develop a Culture of Learning

“Culturally, from the top down, leadership should model what it is to be a continuous learner. Leaders should show how to adapt to the circumstances, new technologies, and new situations as we address the epic disruptions that are coming.”

*–Dana Alan Koch, Global Lead of Learning Research and Innovation,
Accenture*

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