

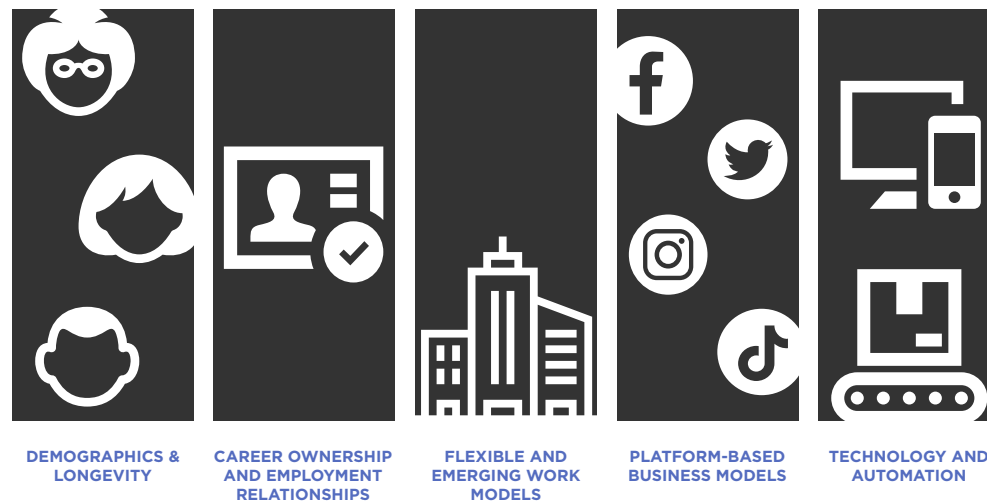


# Five drivers shaping the Future of Work



*At Challenge Factory, we've been studying the dynamics of the changing world of work for many years. Out of our experience and exploration with a wide variety of organizations, we've found that both employers and employees are wrestling with the same five issues. These are the major influences—the key drivers—that are changing how humans work and shaping the Future of Work.*

The strength of having tested this model over a number of years is that, in the face of so many complex challenges and circumstances, we can confidently rely on it to guide us to **1)** asking the right questions, **2)** ensuring we don't miss important puzzle pieces, and **3)** charting the best path forward through today's evolving workplace realities, turbulence, and needs.



DEMOGRAPHICS & LONGEVITY

CAREER OWNERSHIP AND EMPLOYMENT RELATIONSHIPS

FLEXIBLE AND EMERGING WORK MODELS

PLATFORM-BASED BUSINESS MODELS

TECHNOLOGY AND AUTOMATION

*What Future of Work challenges do you want to run through the five drivers?*

COVID-19

TALENT POOLS

REMOTE WORK

ENVIRONMENTAL CHANGE

SOCIAL JUSTICE

## DEMOGRAPHICS AND LONGEVITY

How are work, careers, and labour markets changing as populations age and social values continue to shift?

- ▶ Diversity, equity, and inclusion
- ▶ Early, mid, late career stages
- ▶ Hidden talent pools
- ▶ Intergenerational workforces
- ▶ Shifting retirement models

## CAREER OWNERSHIP AND EMPLOYMENT RELATIONSHIPS

Who owns the individual's career, and how are careers and relationships between employers and employees changing?

- ▶ Career pivots and detours
- ▶ Emerging career paths
- ▶ Portfolio careers
- ▶ Workplace policies and procedures
- ▶ Upskilling and reskilling

## FLEXIBLE AND EMERGING WORK MODELS

What impacts are diverse work arrangements, workplaces, and workspaces having on culture, productivity, and leadership?

- ▶ Change management
- ▶ Culture and engagement
- ▶ Decent work
- ▶ Gig and freelance economy
- ▶ Hybrid, flexible, and remote workplaces

## PLATFORM-BASED BUSINESS MODELS

In the broadest sense, how can industries, organizations, and individuals leverage platforms and platform-based environments—both technological and human?

- ▶ Airbnb, Uber, Zoom, and other platforms
- ▶ Amazon
- ▶ Blockchain
- ▶ Connectivity
- ▶ Sharing economy
- ▶ Social media

## TECHNOLOGY AND AUTOMATION

What's the human impact of new and evolving technologies?

- ▶ AI and machine learning
- ▶ Algorithms
- ▶ Changing workplaces
- ▶ Creativity and innovation
- ▶ Jobs lost, jobs gained
- ▶ New talents and skills