

**Instructions**

Each of the Forces of Change is summarized by four brief statements that describe the expected impact on the future of work and the workforce. For each statement of expected impact, select from a scale of 1 (low) to 5 (high) how much you think it will impact your organization in the next five to ten years. Be prepared to explain the reasons for your ratings.

### Exponential Pattern of Technology Change

Technology breakthroughs will produce rapid, continuous disruptions in business models, products, services, and markets; organizations will need partners to form robust ecosystems



Robotics and cognitive technologies will automate most routine (and many skilled) jobs, eliminating jobs and raising the overall skill levels required for those that remain



Remaining jobs (and new ones) will require increases in critical thinking/behavioral skills (e.g., empathy, collaboration, cross-cultural competency, sense-making, creativity, leadership, etc.)



Broad access to technology will reduce barriers to entry and some of the benefits of size/scale; agile competitors and more fragmented supply chain will change how value is created



### Social & Organizational Reconfiguration

Organization authority will become more distributed and structure less hierarchical to improve the flow of ideas, speed of decision-making, and cross-organization boundary collaboration



Workforce will demand more purpose-driven lives/work and will be drawn to organizations aligned with their values



Consumers and business partners will seek more socially responsible organizations with which to engage/partner



Work will be more project-based, requiring continuous reconfiguring of teams across functions/communities; workers and teams will need workspaces/tools that foster creativity/collaboration



### A Truly Connected World

Work will be able to be performed anywhere, reducing real estate needs and increasing the need for devices/apps that enable a mobile, globally distributed workforce



Global and real-time communications and networked organizations will accelerate ideation, product/service life cycles, and expectations of speed and agility from all stakeholders



Increasingly fragmented work platforms become less about organizations and more about organizing/coordinating tasks and on-demand resources across multiple employment models



The Internet of Things (IoT) will create continuous streams of data about people and things, providing real-time feedback and opportunities for learning and self-correction



### Global Talent Market

Globally distributed work will enable global sourcing of talent (along with more competition for attracting and retaining the best talent)



Increased longevity will keep people in the workforce longer (older workers able to contribute longer and will have continuing financial needs), further complicating workplace demographic shifts



Greater diversity in the workforce (age, culture, race, gender, etc.) and expectations of more customized 'employment value propositions' will require new policies, practices, work design, etc.



Globally distributed workforce will free organizations from constraints of time zones and work schedules to enable 24/7 operations and enhance/enable local interactions with global clients



### Human & Machine Collaboration

Advances in analytics, algorithms, and automation will drive significant improvements in productivity and decision-making; this will require deep skills in data science and human judgment



Data and analytics will create improvements in, and expectations about, the consumer and employee experience, making these capabilities critical to an org's ability to compete for clients and talent



Work will be increasingly fragmented into tasks that are routed and assigned by cloud software to a mix/blend of humans and cognitive technology (AI, automated, robotic) resources



Machines will evolve from "tools" to "partners," augmenting and complementing human capabilities; machines will increase efficiency and safety machines; will also replace (and create) jobs



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