



The *Future* of Work Is Here



How professionals and
businesses are adapting to
a changing landscape

● Introduction

When contemplating the future of work, a number of scenarios are painted where we, the human race, have no control over what's coming next. Mainstream media often suggests that we're powerless to technological disruption and the impact it may have on our lives. This is, however, far from reality. The changes shaping the future of work are considerably more complex, and comprise a number of converging forces driven by humans and our evolving behavior, needs, and values.

To explore the current and future impact of these forces on the way we work, GetSmarter, a 2U, Inc. brand, conducted research that surveyed over 8,000 professionals globally, and discovered why we are uniquely poised to adapt to a new way of working and thrive as a result of it.

*Th*e research uncovered six main themes:

01

Change is *accelerating*

P4

02

The *future* is human

P8

03

How technology is driving *change*

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How people are *driving* change

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Skills *displacement* and changing careers

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How people are *adapting* to change

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Change is accelerating

There are several fundamental changes underway in the world of business, most of which have seen rapid acceleration due to the impact of the COVID-19 pandemic. Eight megatrends that are currently shaping the future of work, and our place in it, have emerged.

01

Mobility and urbanization



03

Demographic changes



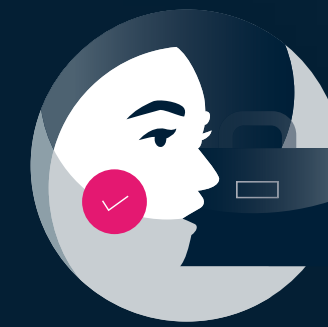
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Non-linear career continuum



07

Widening skills gaps



02

Globalization



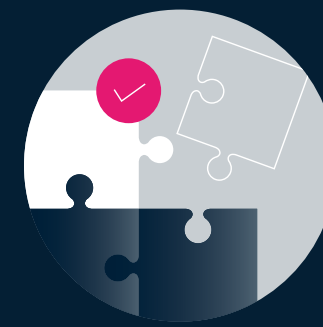
04

Changing nature of careers



06

Advancing technologies and automation



08

Resource scarcity and climate change



01

Mobility and *urbanization*

Today, over **55 percent** of the world's population lives in an urban setting, and by 2050 the United Nations projects that two-thirds of people will be city dwellers.¹ This creates greater competition for space and available work. However, thanks to technology, employees can now work remotely with ease and organizations are no longer limited to a talent pool within traveling distance of their office. Working remotely or managing distributed teams is becoming more popular across the world as outsourcing can cut costs and temper demand.

02

Globalization

Due to the interconnected nature of the world we live and work in, organizations are essentially boundaryless. This has encouraged more companies than ever to adopt a flexible work culture where remote teams are the norm, and talent is recruited from a global pool. As the future of work becomes increasingly remote, companies need structures and processes in place to account for this. The companies equipped with these structures and processes found themselves in a stronger position in the face of COVID-19 than those without. Globalization has also brought about transformative economic, social and environmental challenges, making it more important than ever to invest in people with the right skill sets to adapt.

03

Demographic changes

For the first time in history, the workplace constitutes five generations of employees, from the silent generation to Generation Z, with aging baby boomers being the fastest growing segment of today's labor force.² This age diversity creates both opportunities and challenges for organizations: it may offer a stronger pipeline of talent, but it can also make it more difficult to manage differences in working style and workplace expectations.

04

Changing nature of **careers**

Work is becoming increasingly about the collective as technology is growing the potential for cooperation and collaboration across multiple platforms. As a result, the type of work we do, and how our tasks and workplaces are organized, will be altered. This will affect how we secure employment, how we collaborate with others, and what we actually do at work. Even those doing the work are changing – human, robot, or co-bot. The division of labor between humans, machines, and artificial intelligence (AI) is shifting quickly.

05

Non-linear career continuum

Gone are the days where we could pinpoint a dream career, plan out the course to get there, and wind up exactly where we anticipated. Just 10 years from now, the working life of most people will likely include a range of jobs, including self-employment, engagement in the collaborative economy, and working with other individual employers. The emergence of hybrid jobs also means that the nature of specific careers could be upended in the not too distant future.

06

Advancing ***technologies*** and automation

Rapid technological advancements and the innovations brought on by AI and machine learning have reshaped the landscape in which we work, as well as the skills once deemed necessary to common jobs. There's no doubt that technology has, and will, continue to replace and transform tasks across industries and functions. However, digital transformation presents potential for growth too. New tasks and jobs are being created, providing new opportunities for those who are willing and able to diversify their skill sets. The future of work and careers may rather see wholly new tasks and jobs created to keep up with change.

07

Widening *skills* gaps

Since at least the First Industrial Revolution, new technologies have introduced the need for new skills, but automation and AI have accelerated this. Over recent years, demand for the likes of digital literacy, creativity, critical thinking, and presentation abilities (also known as transferrable enterprise skills) have increased significantly. Not only that, but employers are actually willing to pay more for people with these enterprise skills, which compliment their technical knowledge.³

For more information on in-demand skills in the workplace, visit the [GetSmarter Career Guide](#).

08

Resource scarcity and *climate* change

Predicted to seriously impact employment across economic sectors and regions, climate change and resource scarcity may lead to the elimination or substitution of existing jobs and the creation of multiple new professions.⁴ However, the biggest impact will likely be in the transformation of job functions. For example, architects are increasingly adopting more environmentally friendly practices such as efficiency improvements.

Organizations and employees need to be prepared for what's approaching by future-proofing their own skills and those who work for them. Increasingly, global megatrends are revolutionizing various aspects of jobs and work, redefining and altering the roles, responsibilities and skills that people will need.



The future is human

While technology is a massive driving force behind the Fourth Industrial Revolution, there are many other important factors reshaping work. The megatrends already covered are all impacting the future, not only of business, but of humanity overall. As automation and remote labor become more common in the workplace, worries about the future of work are giving way to a better understanding of its challenges on a human level, debunking a number of commonly held myths.⁵

Future of work myths

Machines will be superior to humans



The most important skills are tech-related



Gig and remote work are created equal



The responsibility of learning lies with employees



Millennials will replace Baby Boomers in the workplace



The lump of labor fallacy





Machines will be superior to humans

Technology may take over the more menial tasks, but it also creates opportunities for organizations and employees to be more creative and innovative.⁶ It may also provide people with the time and space to improve on leadership, interpersonal, and problem-solving skills – essential talents needed to navigate an increasingly complex world. Ultimately, humans will have the capacity to become better humans.



The most important skills are tech-related

GetSmarter's respondents agree that the two skills that will be most important in the future are analytical or critical thinking and leadership. What's more, those in charge of recruitment appear to understand just how important interpersonal skills will be far better than non-HR counterparts. The demand for social and emotional skills are also anticipated to grow across industries by 26 percent in the United States and 22 percent in Europe by 2030.⁷



Gig and remote work are created equal

Before COVID-19 forced employees into remote working, it was estimated that almost two-thirds of companies were employing full-time remote workers already – a number which has only risen in the past few months. In contrast, only 9 percent of people and HR managers indicated that they hire 'giggers' (part-time workers without a formal contract) to fill skills gaps that exist within their teams. While past research hasn't always made the distinction between the two, it's predicted that the rate at which remote work is adopted will far outpace the rate at which companies adopt the Gig Economy.



The responsibility of learning lies with employees

GetSmarter's research found that employees feel individually accountable for continuous learning, whereas talent management and HR view it as being more of a business or joint responsibility. This misalignment may mean that employees are unaware that their employer is willing to support them to learn. To remedy this, HR, learning and development (L&D), and talent managers need to lead the way within organizations and create a continuous learning culture.⁹



The lump of labor fallacy

There's the notion that the more work is being done by machines, the fewer jobs there'll be for people. In reality, the amount of jobs flexes over long periods of time as technology creates new desires and needs, resulting in additional positions. Important to note, however, is that when tech-related changes happen, not everyone will have the skills or opportunities to make the transition to these new positions. Government, policymakers, and influencers will have to put programs in place to ensure a smoother short-term transition.¹¹



Millennials will replace Baby Boomers in the workplace

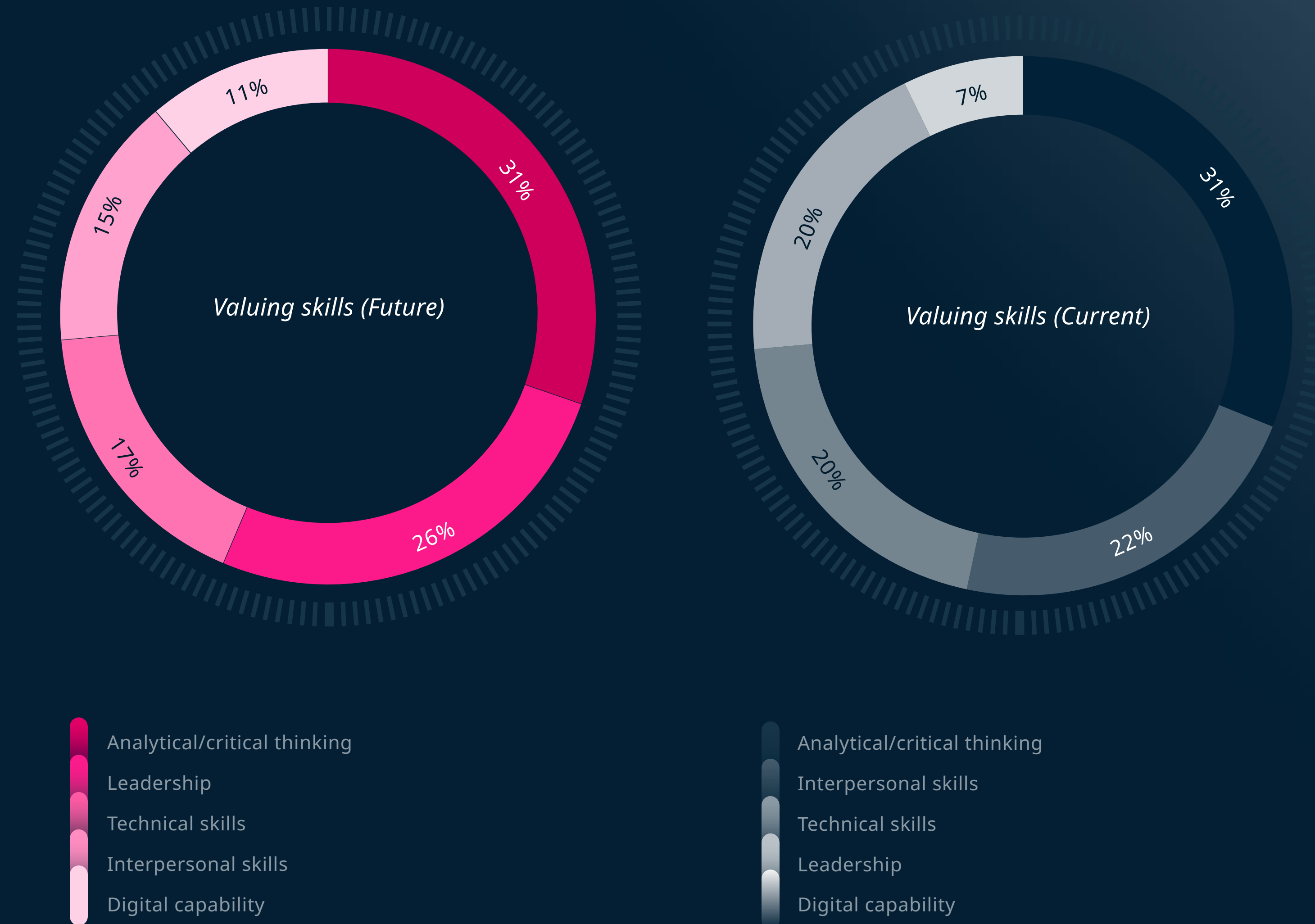
In 2018, for the first time in history, those aged 65 or older outnumbered children younger than five globally.¹⁰ Due to improved healthcare and quality of life, human life expectancy is on the rise, meaning more people are working for longer. Therefore, a bigger concern should be the multi-generational workforces that will be created as a result, and the challenges that this offers.

A growing demand for soft skills

As technology advances and the business world becomes increasingly complex, research shows a growing demand for soft and interpersonal skills. Analytical or critical thinking was ranked as the most valued skill by the respondents, for now and the future. Technical skills were rated in the middle in both instances, and digital capabilities featured last.

There's also widespread acknowledgment across all generations and seniority levels that leadership – a uniquely human talent – will become increasingly sought after in the future. This suggests that many people have accepted that machines will eventually do a lot of the technical tasks, and so they've placed a premium on the human skills that machines can't offer.

Skills valued now and in the future



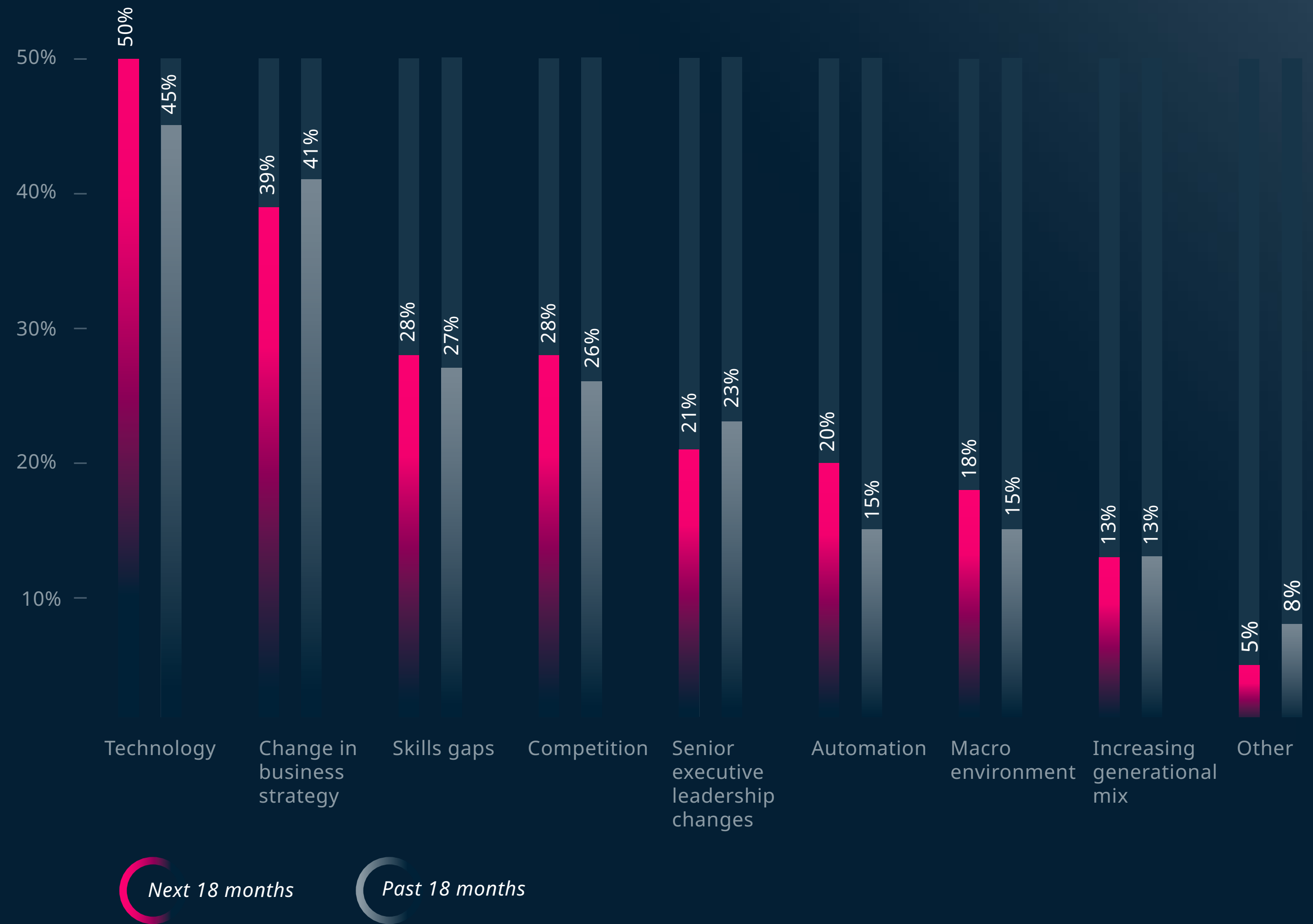


How technology is driving change

Trends shaping the future of work

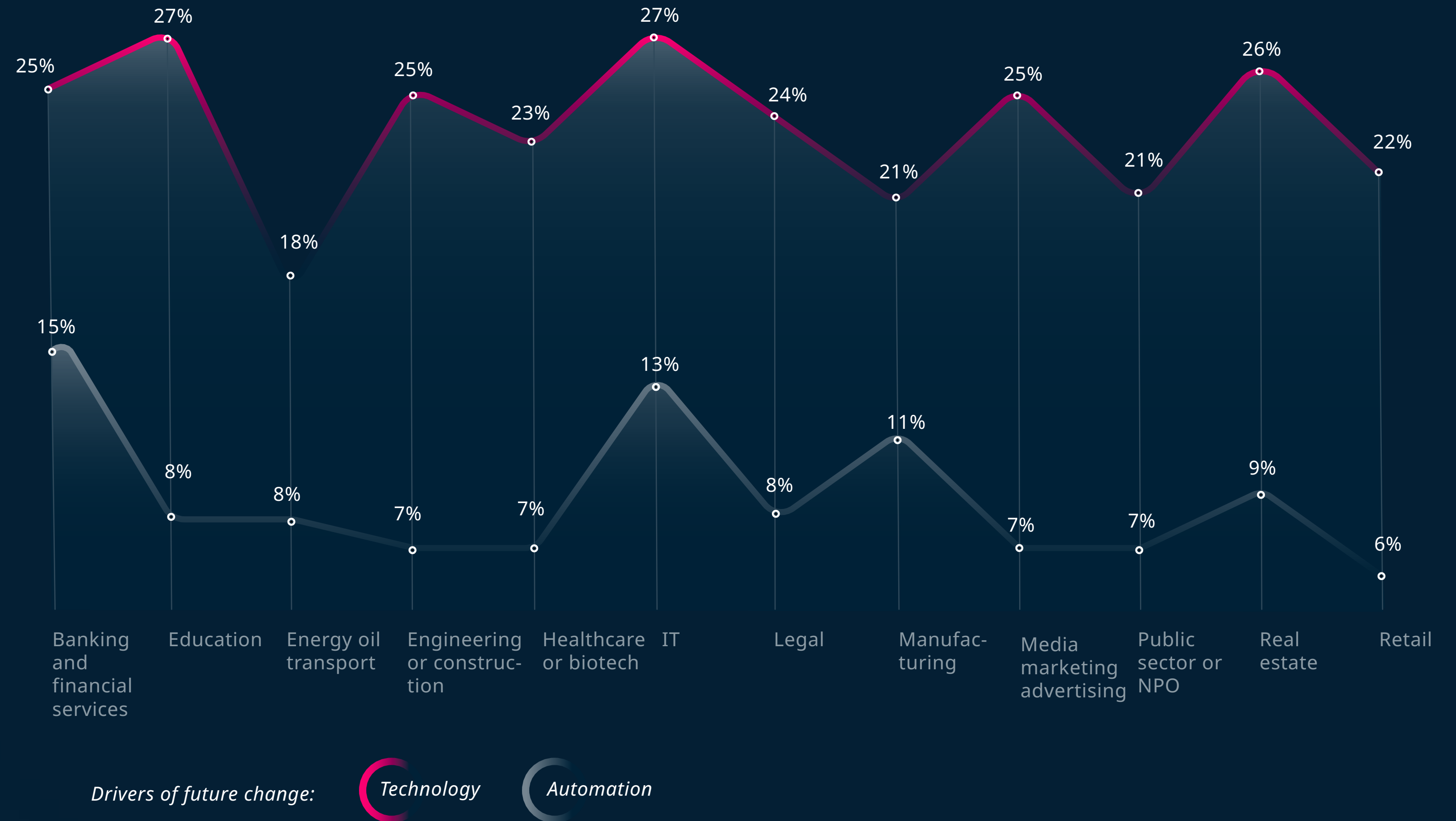
To assess their business impact accurately, it's important to make a distinction between 'automation' and 'technology'. While automation refers to the parts of jobs previously completed by humans that are now done by machines, technology is broader and often refers to overall digital transformation. Tech-driven changes, as defined here, are the innovative activities that can be unlocked when people and technology work together.

According to the majority of respondents, technology is still anticipated to be the biggest driver of change for businesses in the next 18 months, while automation only ranks sixth. This is especially relevant in a post COVID-19 world where technology will become increasingly important.



Technology versus automation as the biggest driver of change by sector

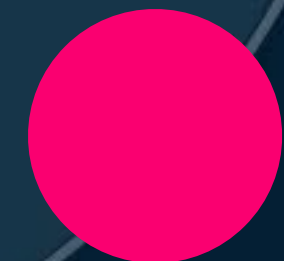
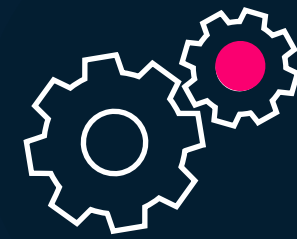
The impact of technology and automation hasn't been experienced equally across industries. The influence of both of these factors has been greater in tech, finance, and banking than in other sectors – aligning to a younger workforce profile. However, some sectors expect little change from automation but a lot from technology, while others show the inverse. Education and healthcare both cite automation as a low driver of future change, while still predicting high levels of change from technology. Conversely, manufacturing represents the second-highest volume of mentions of automation, while it ranked third-lowest for sectors that expect technology to drive future change.



The future of automation

For most people, tech-driven changes will remain highly relevant in the future. However, automation won't be nearly as disruptive as mainstream media claims. When it comes to its potential for job displacement, experts tend to take a more nuanced stance. Despite the alarmist view that sees the robot age as an imminent job-displacing force, the reality is that it will likely take over more tasks than actual jobs. The data reflects this, with the majority of professionals not expecting automation to be as big a driving force of change as many narratives suggest.

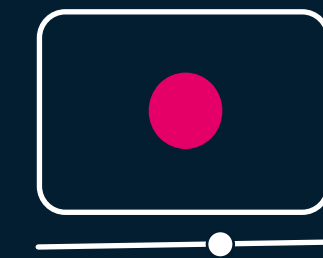
Automation is also likely to be adopted at a more moderate pace than expected. As technology adoption depends on social acceptance, cultural attitudes might hit the brakes on widespread automation adoption. This means that the true impact on economies and the labor force may only be known in many years to come.



The future of technology

Technology is considered the most significant catalyst for change, but by itself it's not enough to produce new sources of significant value or bring about full-scale business transformation. To achieve this, technology needs to be matched with people who have the uniquely human skills to apply the technology and direct its use in the right ways.

This is particularly true of something like AI. While advanced engineering talent is needed to implement it, the skills that will enable us to make the most of AI adoption will require social, interpersonal, and leadership skills. Here, many companies are falling behind. A stronger focus on change management, workflow design, and employee upskilling is needed to succeed, along with a culture that promotes the use of data science and analytics.





How people are driving change

Technological shifts are further impacted by the changing demographics across the world.

The multigenerational workforce

Today, most companies have four or five generations together in the same workplace. For the first time in contemporary history, the silent generation, baby boomers, Generation X, millennials, and the first of Generation Z will all be working alongside each other. Each generation brings with it unique views, experiences, expectations, and working styles. For employers, the management of such a diverse workforce can be challenging, but it can also present opportunities.

Gen Z
1995–2015

Millennial
1980–1994

Gen X
1965–1979

Baby Boomer
1945–1964

Silent Generation
1925–1944



Younger leadership

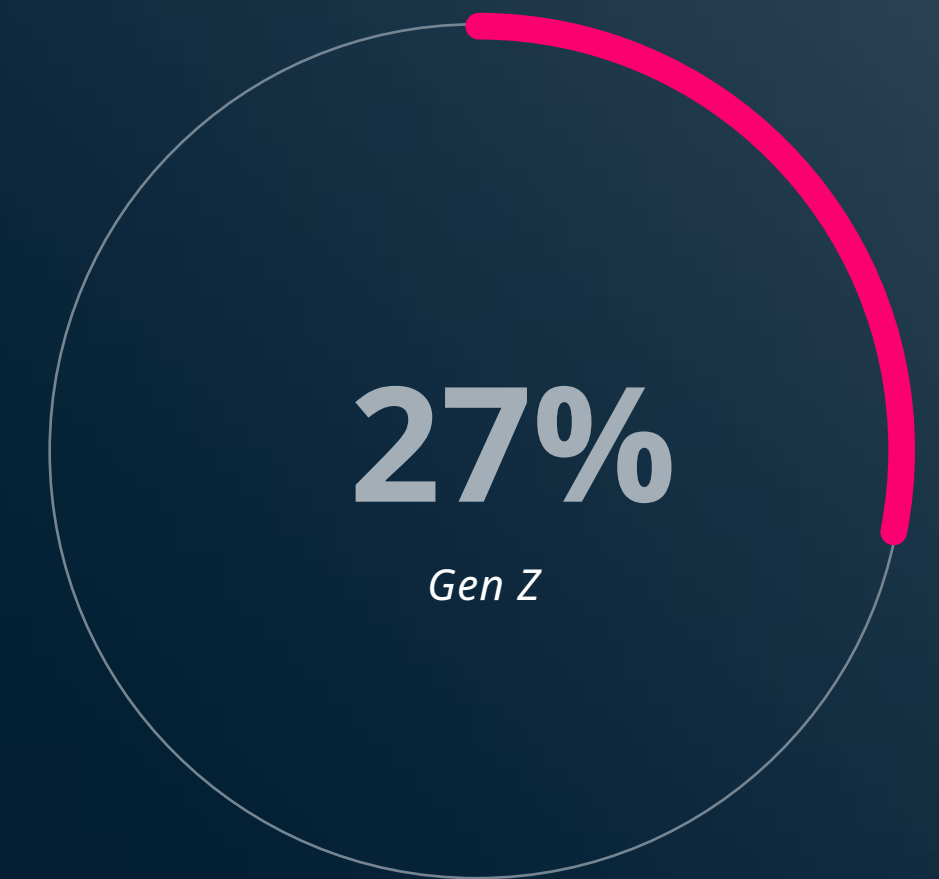
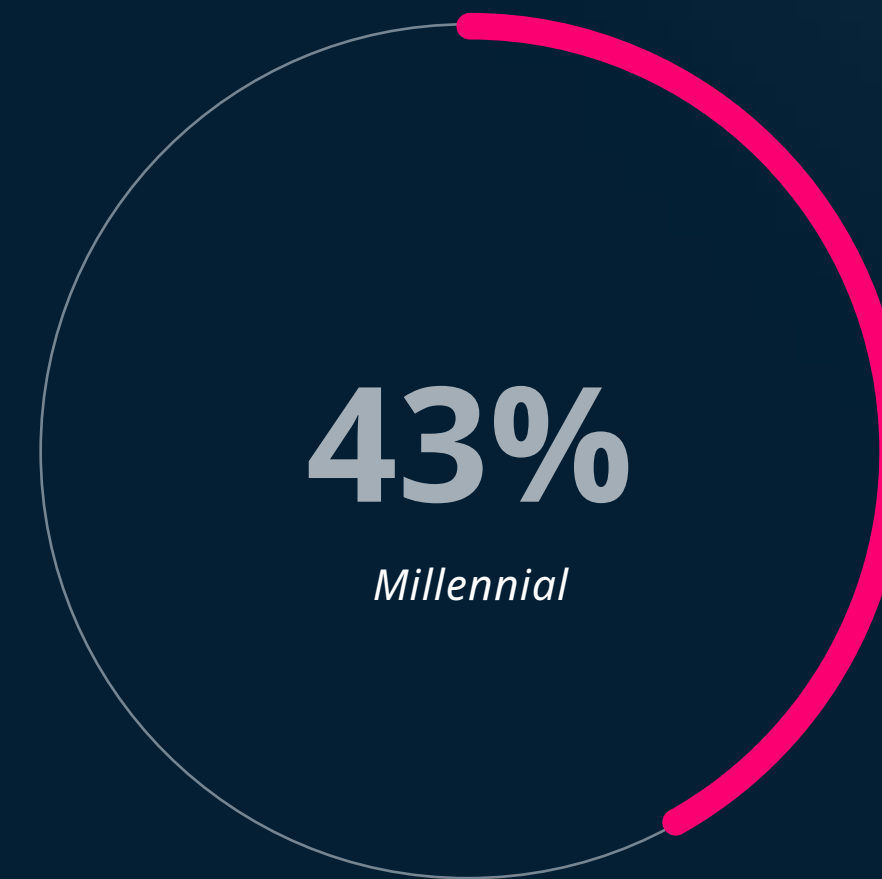
By 2025, millennials will make up 75 percent of the global workforce.¹² Gen Zs also account for a growing number of employees and are considered to be the most diverse, highly educated, and least experienced group to join the labor market to date.¹³

According to our respondents, a significant portion of these younger generations are already in management positions.

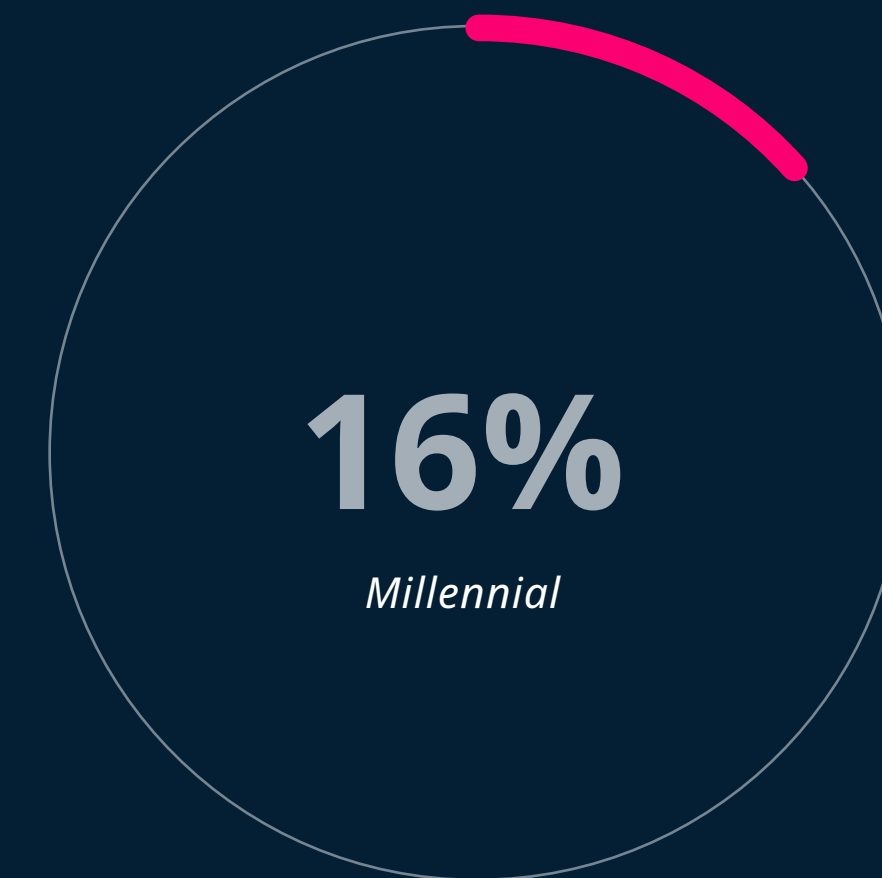
- **43 percent** of millennials indicated that they are in a people management position
- Just under **27 percent** of Gen Zs indicated that they're already people managers, despite the fact that the majority of them have less than five years full-time work experience
- Although senior leadership and C-suite is still predominantly dominated by baby boomers, over **16 percent** of millennials and **15 percent** of Gen Zs claim to already be in C-suite or senior leadership positions in their organizations

This shows that younger generations already have a significant influence on the decisions being made in the workplace. This influence will only grow as they continue to join the workforce and take over an increasing number of leadership positions.

Management positions



C-suite and senior leadership positions



Ageing population in the workplace

As retirement becomes more expensive and life expectancy increases, many workers simply can't afford to retire at the same age that previous generations did. In the UK this has seen the default retirement age of 65 being abolished entirely, meaning that employers can no longer force older workers to retire.¹⁴ As a result, people are working for longer than ever before.

On the other end of the scale, the rising cost of living means that Gen Zs tend to study for longer and enter the workforce later.¹⁵ Additionally, developed countries where there are lower birth rates are experiencing fewer young people entering the workforce in general.¹⁶ This sees aging baby boomers becoming a growing segment of the labor force over the next decade.



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Ageism and industry preference

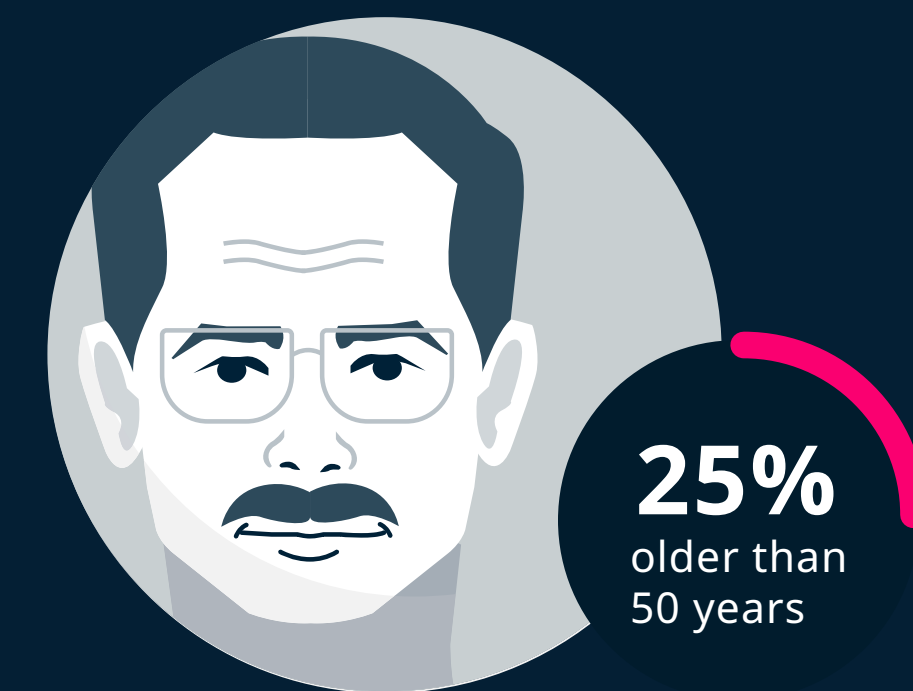
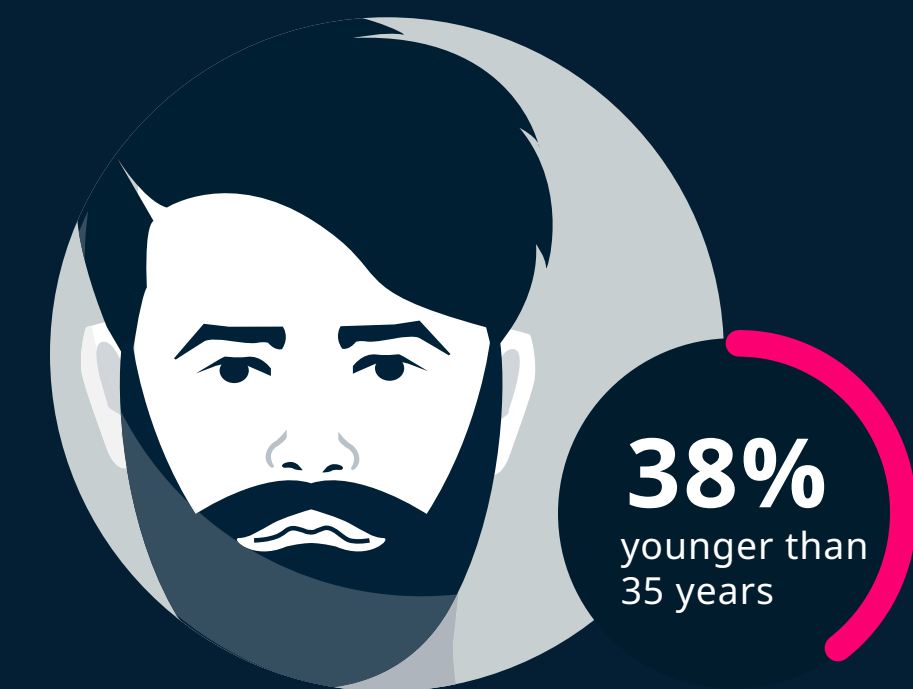
The increase in older workers in the workplace may give rise to new challenges such as an increase in ageism. Different industries have been found to have differing degrees of ageism. Data from our research indicates that in the information technology (IT) and services industries **38 percent** of individuals were under the age of 35 and only **25 percent** were over the age of 50. Ageism, in combination with other factors such as the perception that younger generations are more tech-savvy than older generations, may explain this skew towards a younger workforce in these industries. In IT, 70 percent of workers have reported experiencing or noticing age discrimination at work, and more than 40 percent of older workers in the tech industry are concerned that their jobs may be at risk due to their age.¹⁷

Younger generations have been known to choose which industry they work in based on its perceived values. Companies in the tech industry are well

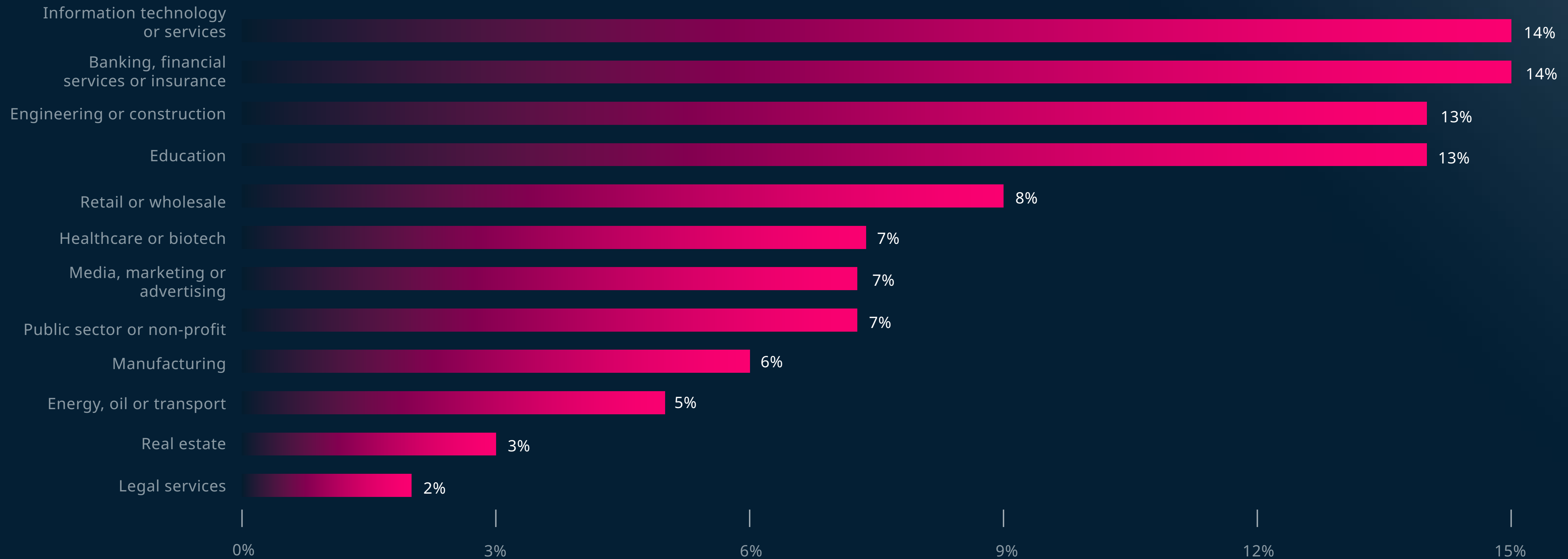
known to pay more attention to ensuring they have positive corporate values that align with those appealing to younger generations. In comparison to other industries, the tech field receives the largest number of job applications from millennial and Gen Z applicants, with six of the top 10 'Best Workplaces for Millennials' in 2019 being IT companies.¹⁸ However, the rise of anti-tech activism on college campuses may mean that the perception of the IT industry may be shifting to be less desirable in the eyes of young job seekers.¹⁹

On the other hand, industries such as oil and gas, defense, government, and public services are considered by some younger generations to have a negative image. They're therefore less inclined to work for a company in these sectors. According to the research, the percentage of millennials and Gen Zs working for the public sector (7 percent), manufacturing (6 percent), and energy, oil and transport (5 percent) industries is comparatively low.

Ageism in technology and services industries



Millennials and Generation Z workers by industry



The bottom line: While the impact of a multigenerational workforce is affecting industries differently, there will be a need for businesses across sectors to rethink their approach to accommodate all age groups. This starts with upskilling. Varying degrees of skills based on age will require everyone in the workforce to adapt their skill sets – with older generations needing improved technical skills, and younger generations requiring interpersonal and leadership development.



Skills displacement and changing careers

The nature of careers is evolving at an increasingly rapid speed. As a result, certain positions could look vastly different than they do today in just a few years. This makes the concept of lifelong learning an absolute necessity for professionals who not only want to stay relevant, but keep growing in the face of disruption.

Hybrid jobs

Thanks to new user-friendly tools, programming and data analysis have become far more accessible to non-technical workers over the past few years. This has resulted in the emergence of hybrid roles that combine technical expertise and more traditional skills across various departments.

Hybrid jobs²⁰ are increasing in popularity as they're both resistant to automation and in high demand. For example, possessing a combination of skills such as marketing and statistical analysis, or design and programming is fast becoming a prerequisite.²¹

Hybrid roles have several qualities that set them apart from other jobs. Perhaps the most significant is that, despite being some of the most technology-driven and data-enabled jobs, they are also, in a way, more human – that is, more dependent on judgment and creativity.²² Hybrid jobs rarely involve rote, repetitive tasks. Because of this, they are significantly more likely to demand a combination of skills like critical thinking, leadership, problem-solving, and collaboration.

Hybrid jobs



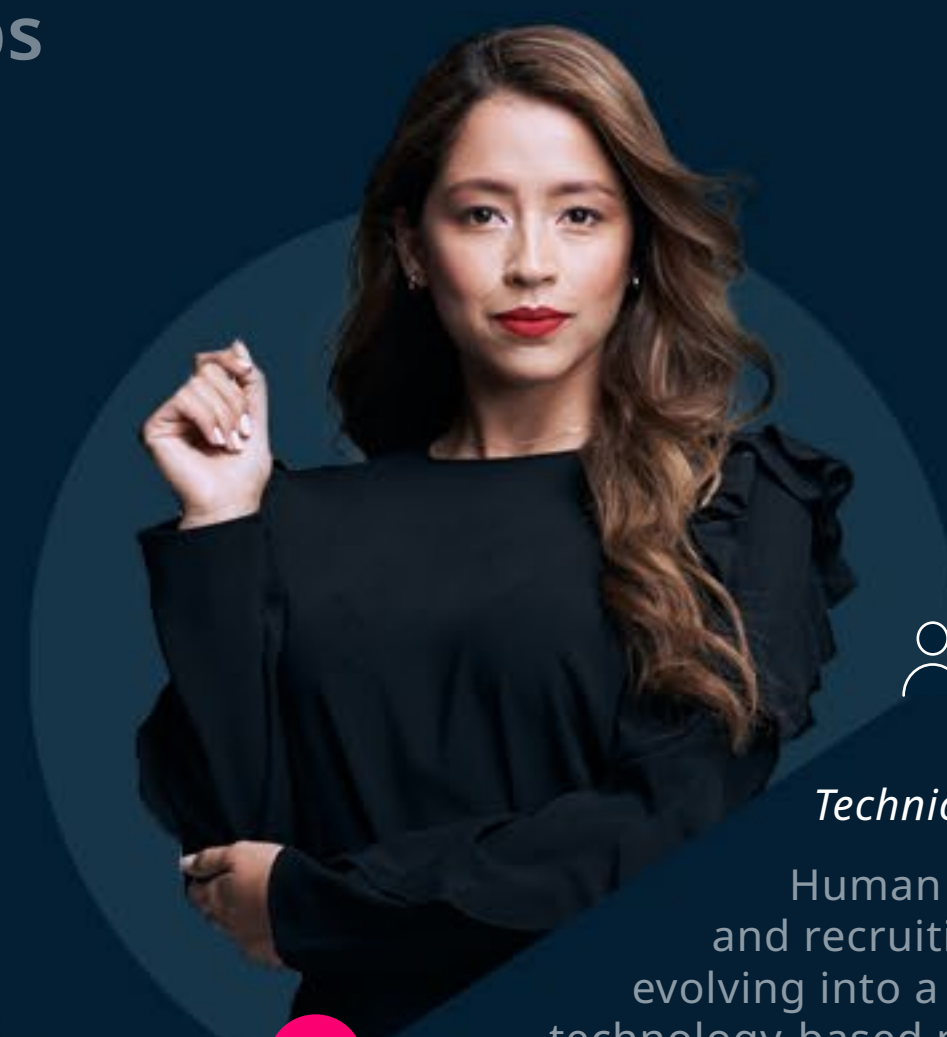
Digital security analysts

Complex and ever more multi-disciplinary, a digital security analyst can no longer only rely on technical knowledge to do their jobs. They require data analysis, interpretation, business acumen and communication skills to effectively assess threats and convince management and staff to adopt the best practice protocols.



Graphic designers

Graphic designers are increasingly required to have coding skills in addition to artistic talent to create impactful designs. Not only do they need sound technical skills to effectively use digital design systems and tools but they also support key functions such as digital marketing requiring digital campaign and data knowledge.



Technical recruiters

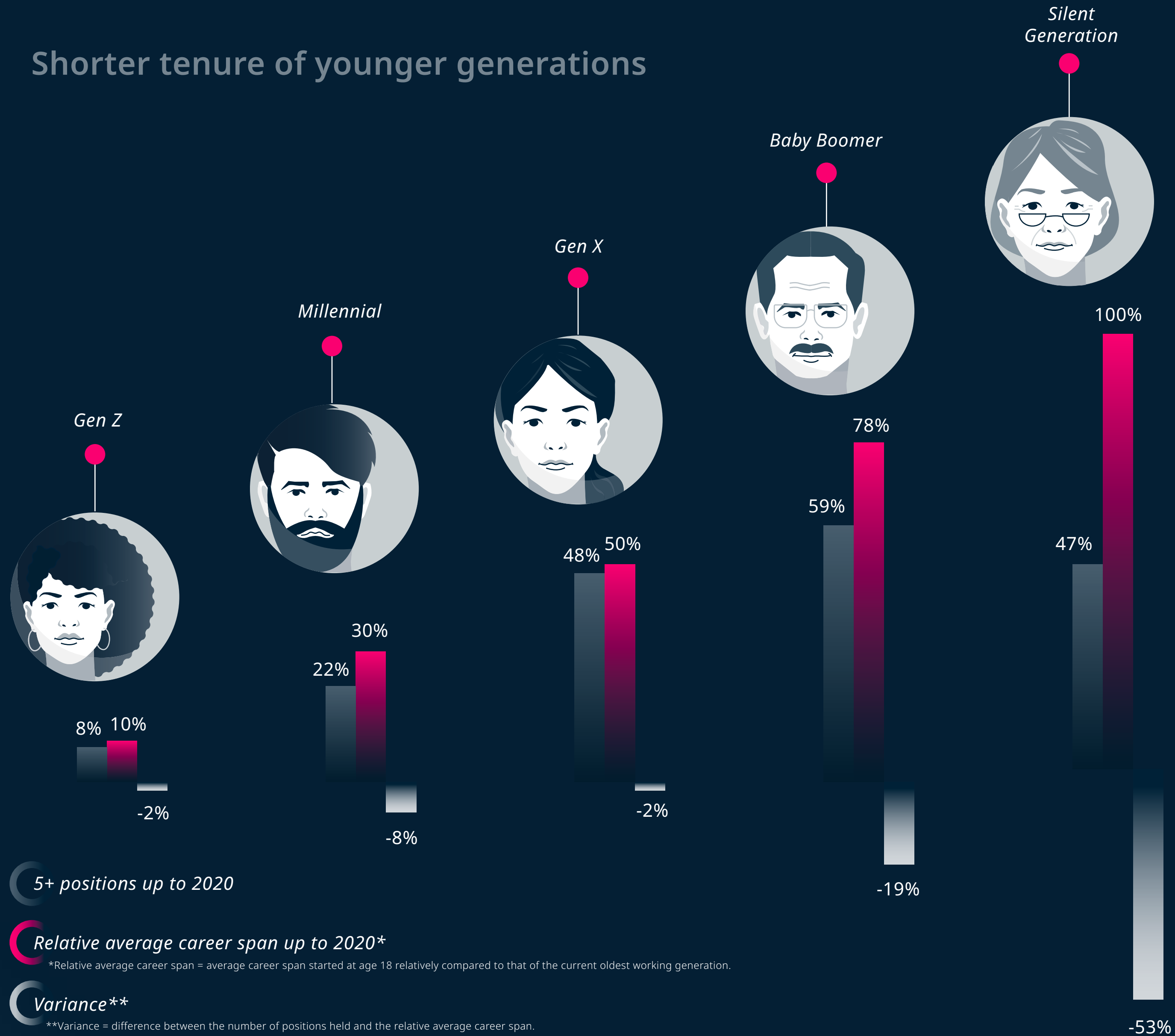
Human resources and recruiting is evolving into a more technology-based profession. A recruiter with traditionally strong communication and interpersonal skills is now also required to be an expert in a relevant technical field he/she recruits for. Over and above this, with automation of recruiting processes and HR tech becoming mainstream, data analysis and HR systems knowledge is critical.

Changing career trajectories

While traditional careers used to progress in linear stages in a relatively stable work environment, that simply isn't the case anymore. Today's work environment is increasingly competitive, complex, and turbulent, with heightened probabilities of job loss on every level, fewer opportunities for vertical growth, and higher levels of 'job hopping'.²³

There are also higher demands on employees, who have to be able to compete internationally, use technology efficiently, and be able to react to changes in the work environment much faster than ever before. Staying on a single career track with one company may have been considered normal 50 years ago, but not today. It's now common for people to pursue more than one career at the same time or to switch their line of work frequently.

Shorter tenure of younger generations



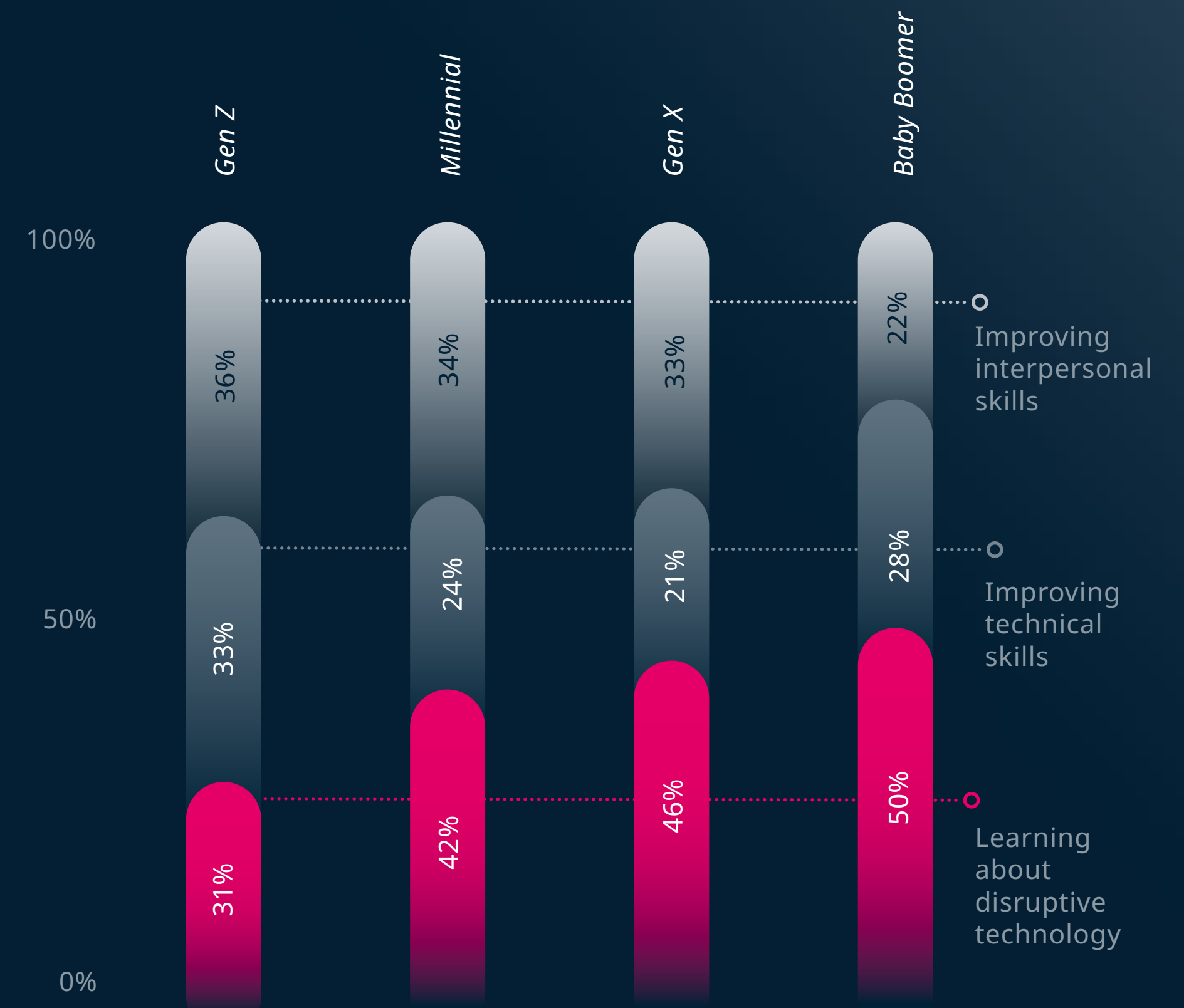
Today, workers change jobs on average every 4.2 years. According to a report on employee tenure from the Bureau of Labor Statistics, the median tenure of workers aged 55 to 64 (10.1 years) was more than three times that of workers aged 25 to 34 (2.8 years).²⁴ Our respondents confirm that the traditional career path is retiring with the older generations. Younger generations indicated that they have already filled more positions in their short career spans relative to older generations, and although the percentages are still small, a side gig is becoming an attractive second income generator and skills builder in some industries and job functions.

The compressed nature of change, coupled with shorter tenures in both functional roles and organizations, make for different career paths to those of 20, or even 10, years ago.

The shifting skills gap

The skills gap is growing, but not only in the technical realm where we'd assume it would be. It's also present in the areas that only humans can fulfill: analytical and critical thinking, leadership, and interpersonal skills. As machines do more of the parts of our work that we are poorly suited to, we will be required to improve our uniquely human skills. Shifts will happen in waves, parts of our jobs will change – and as parts of jobs disappear, new ones will emerge. This focus on growing interpersonal skills can be seen most in Gen Z professionals. For them, this outweighs even the desire to learn about disruptive technology.

How are you closing the skills gaps that exist in your current capabilities?





How people are adapting to change

As the nature of careers changes, people are adapting their approach to learning and how they choose to work.

Upskilling and reskilling

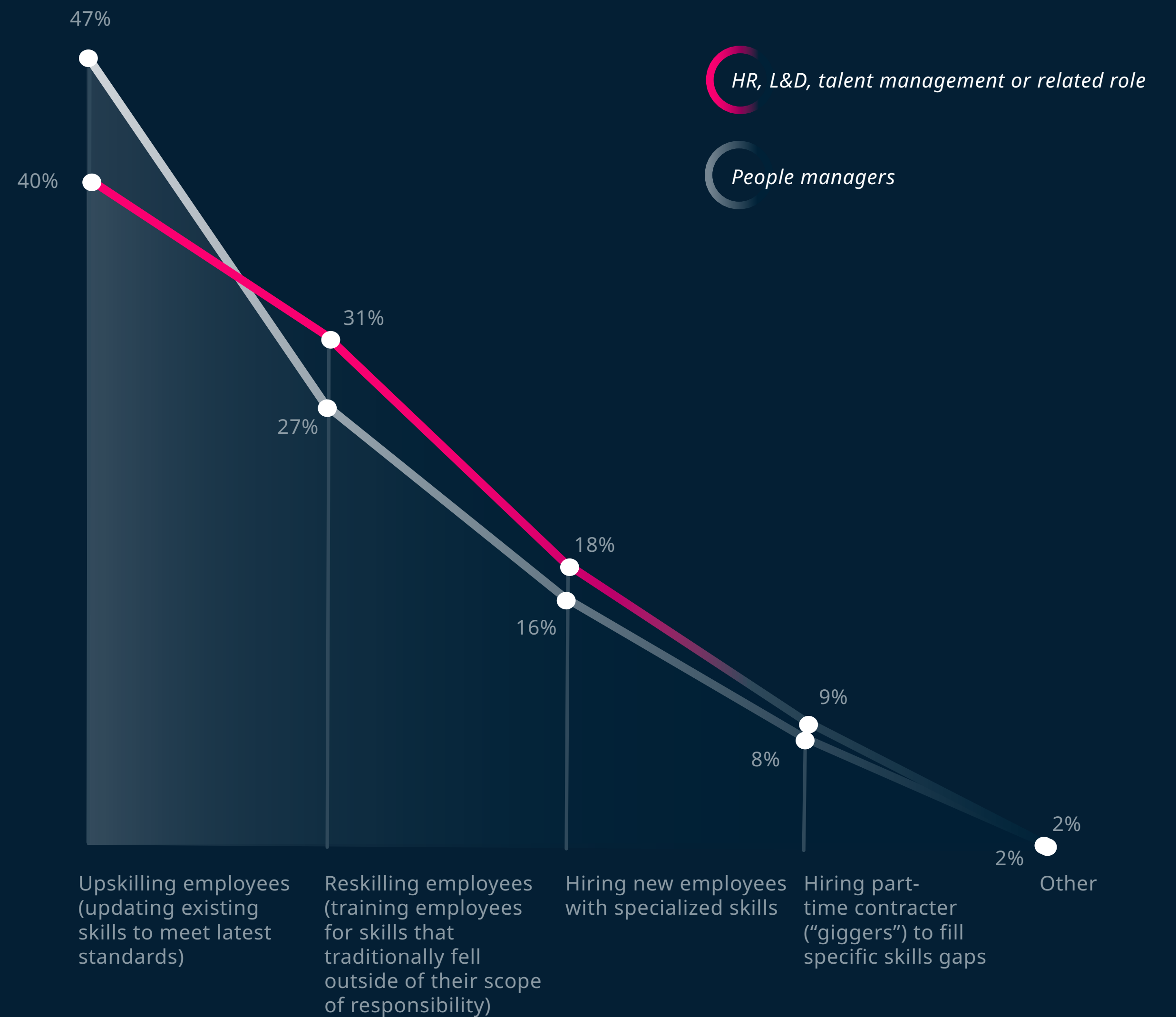
Just as the impact of technology and automation will play out differently by industry, so too will their implications be felt differently for employers and employees. The outcome, however, is the same: **adopting an approach of ongoing learning is critical to adapt.**

To close the growing skills gaps brought on by change, employers and L&D managers are overwhelmingly turning to reskilling and upskilling their teams over other options such as hiring new employees.

Learning interpersonal skills online

GetSmarter's research found that employers and employees alike agree that addressing the gap in soft skills like leadership, and analytical or critical thinking trumps the need for new technical and digital proficiencies. With a workplace in regular upheaval due to technology-led disruption, it follows that organizations are in need of professionals who have the skills to provide steady leadership and critical thinking to better manage these changes. This has seen a growth in the number of online courses focused specifically on developing interpersonal skills, with **69 percent** of HR managers agreeing that a person can effectively learn them online.

How professionals are closing the skills gaps in their organizations



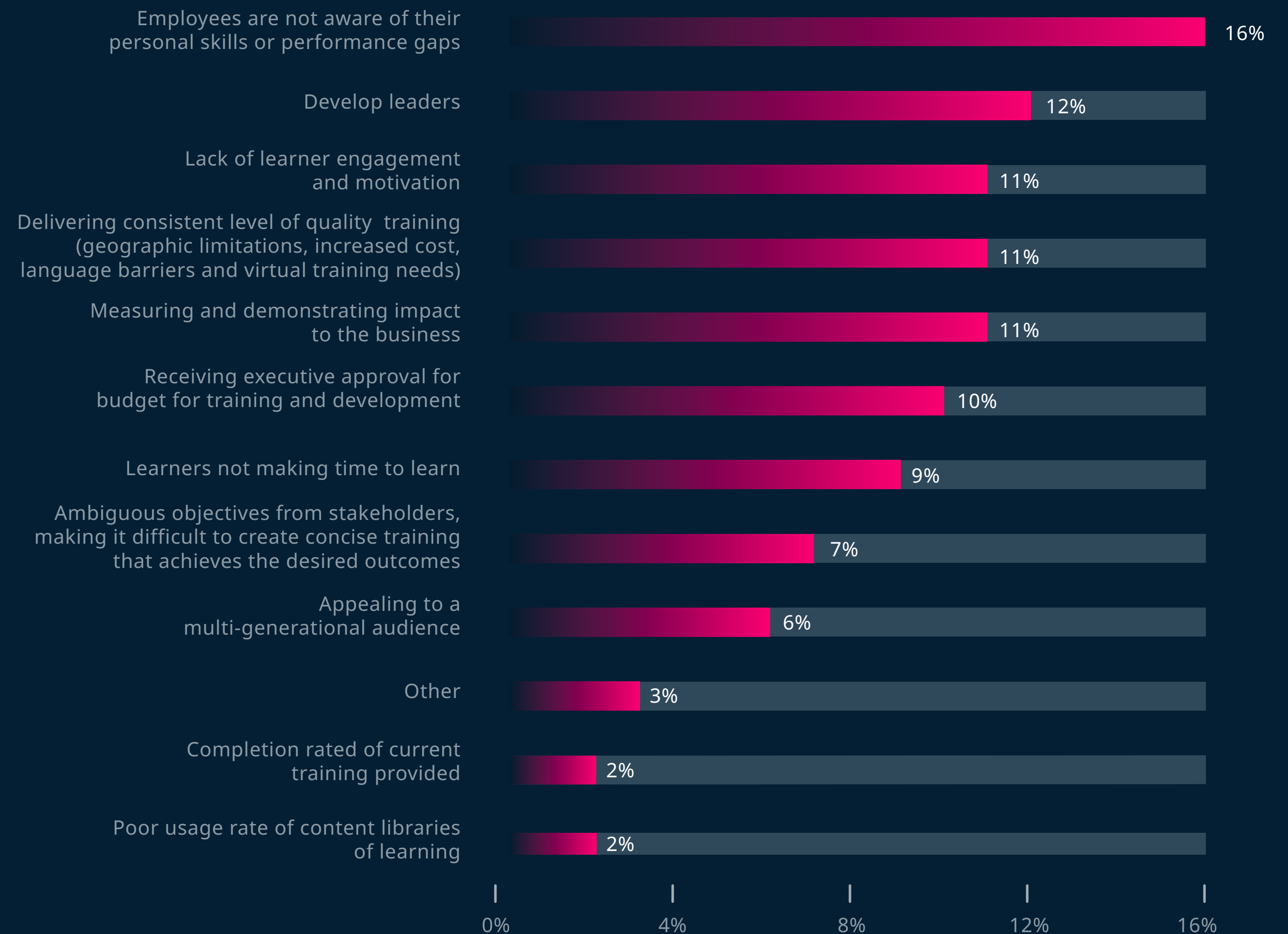
Lifelong learning

With the shortening shelf life of skills, investing in continuous learning is critical to adequately address the war on talent and skills shortage for both individuals and organizations. A changing world means that learning new skills will need to be a continual part of each person's life. Employers play an important role in supporting the acquisition of those skills. In fact, **54 percent** of respondents agree that upskilling is a joint responsibility between a business and the individual. That said, one of the largest challenges organizations face is that employees are unaware of their skills and performance gaps.

Only by building a culture of learning and self-assessment within an organization, can L&D managers and leaders work to address this challenge.

The benefits of a learning culture are clear for organizations. Not only does it offer a competitive advantage by closing skills gaps in employees, it's also shown to increase employee engagement. **92 percent** of respondents across all generations cited that they felt more engaged with their employer when learning opportunities were offered.

The biggest challenges for learning and development managers



Alternative qualifications and the future CV

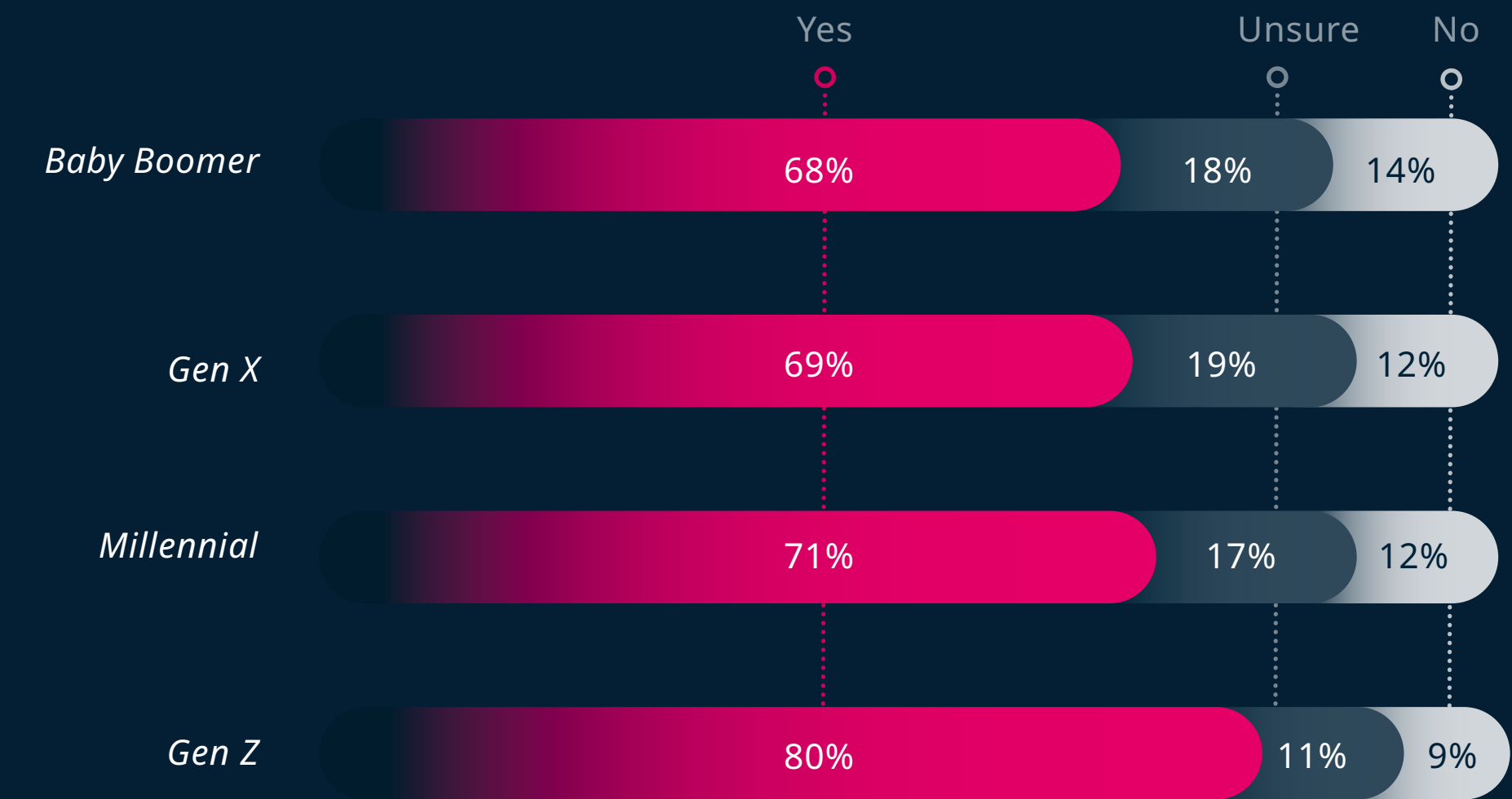
Despite the growing need to upskill, the demanding workplace of today doesn't allow for extended periods away from the office. This means that an increasing number of people (employees and employers alike) are turning to online education for the flexibility it offers.

As online skills-based certificates proliferate, so employers are placing greater value on them. According to the research, **70 percent** of respondents believe that skills-based certificates are currently a valuable signal of capability on a CV. This is especially true with Gen Zs and millennials.

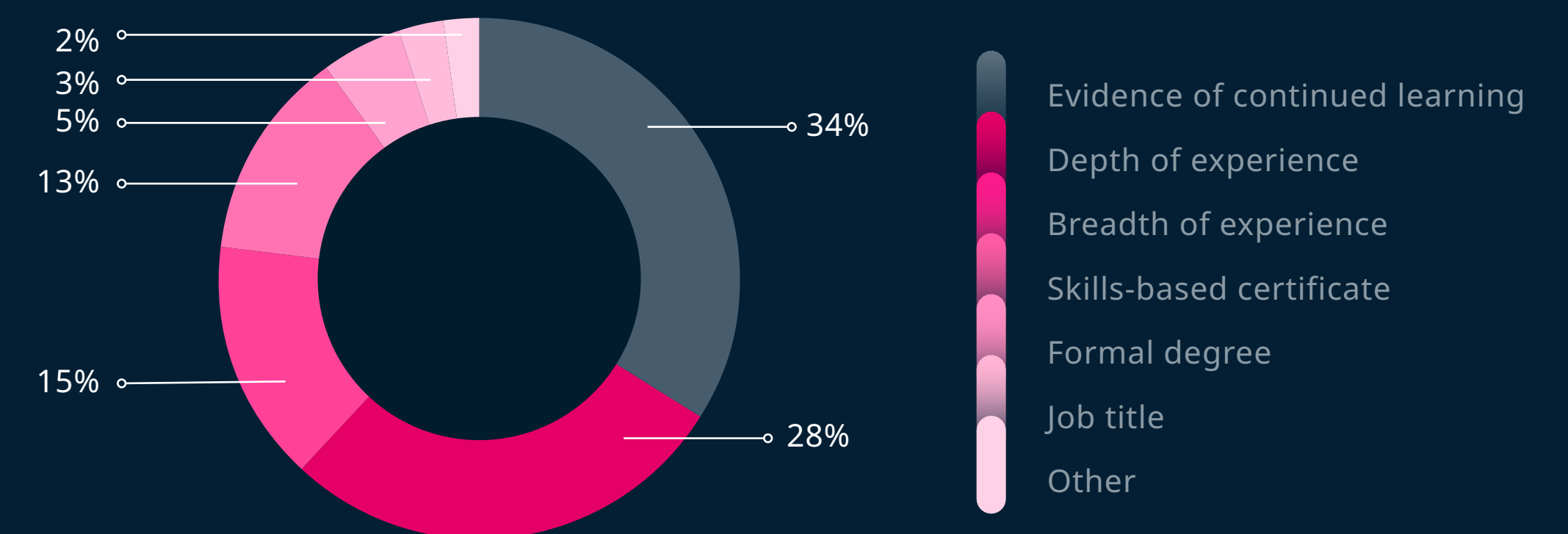
Furthermore, younger generations also believe that with the increasing need to upskill and the rate of change in technology, that skills-based certificates will become an increasingly valuable signal of capability on a CV in the next two years. This implies that as younger generations move up the corporate ladder, an online certificate will become a more acceptable form of education, and signal of competence to employers, alongside traditional formal higher education.

Individuals who have skills-based certificates on their CVs are also more likely to stand out in the increasingly competitive job market. According to recruiters, they value evidence of continued learning more than anything else when considering candidates.

Are skills-based certificates a valuable sign of capability on a CV?



What employers value most on CV's



Changing values and the alternative workforce

As younger generations are moving into decision-making positions and older employees are remaining a part of the workplace for longer, companies are shifting in order to accommodate the needs of different generations.

Prioritizing meaningful work

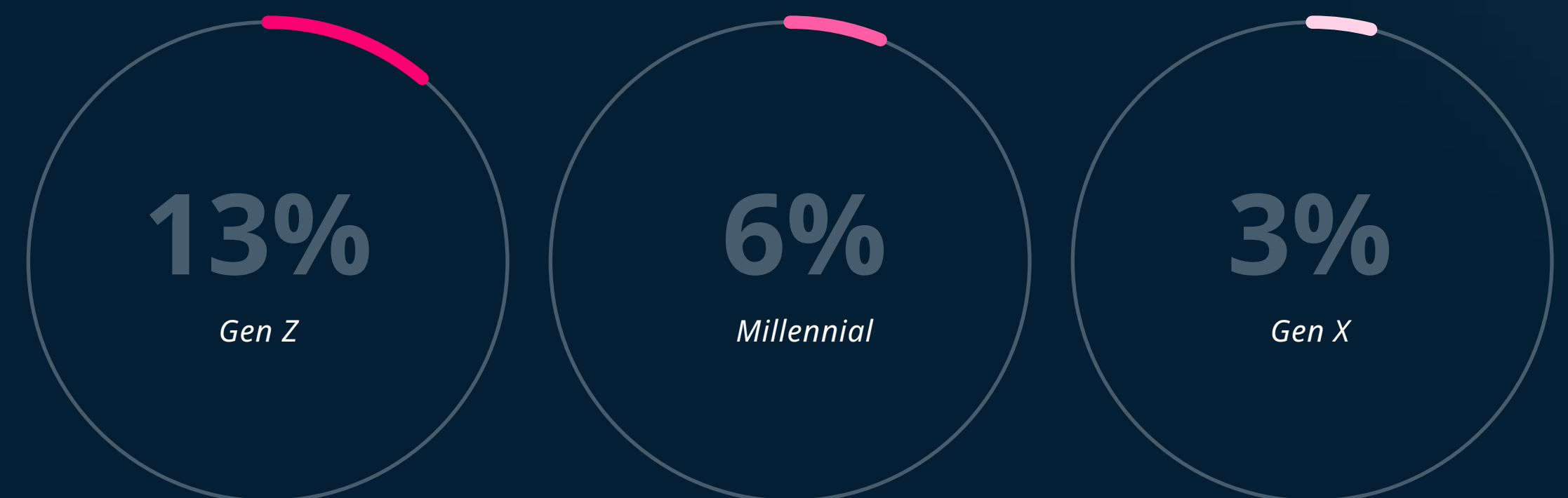
Research has found that all generations have the same basic desire – to do meaningful work.²⁵ The difference between younger and older generations is that millennials and Gen Zs are placing greater pressure on themselves and their employers by voicing their desire to find a job that is ‘meaningful’.

According to a recent survey, **57 percent** of millennials felt that it’s very important for their work to have a positive impact on the world, and **50 percent** would even consider taking a pay cut to be employed at a place that they believed was making the world a better place.²⁶ Similarly, Gen Z is one of the most socially active generations ever, with four out of five Gen Zs believing that their age group has the potential to change the world for the better.²⁷ To attract high potential candidates from younger generations, companies are focusing on their broader purpose. They are actively investigating their wider business impact and ongoing sustainability, knowing that younger generations expect transparency and will hold them accountable.

Younger generations driving flexibility and remote work

Demand for increased flexibility in the workplace by younger generations, paired with better enabling technology, turbulent economic conditions and uncertainty has given rise to an increasing number of remote workers and the growing ‘gig economy’.

The shift towards the gig economy is most evident in Europe, the UK and Great Britain, where younger generations are embracing it as a form of closing skills gaps. According to our research, almost **13 percent** of Gen Z employees and **6 percent** of millennial employees are embracing the gig economy in comparison to **3 percent** of Gen X and zero of Baby Boomers, respectively.

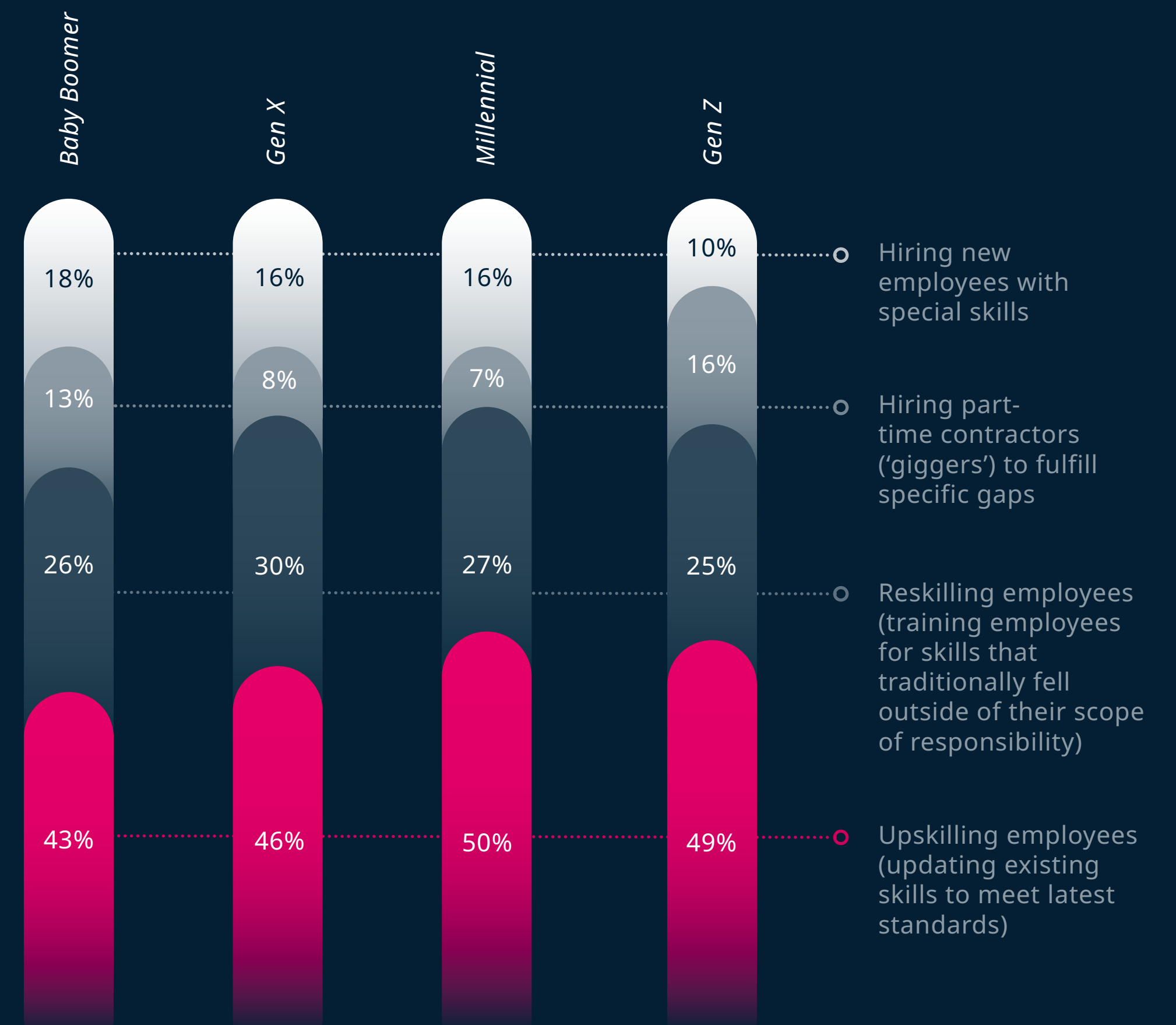


The gig economy has the potential to provide new job opportunities, improve earning potential, and offer parents the flexibility to work from home. Full-time employees are also taking on part-time contracts and freelance gigs in the evenings and on weekends to supplement their income or expand their range of experience and skills. As the concept becomes more commonplace, many businesses plan to engage their employees by offering them more flexibility, remote work, and more decentralized operations.²⁸

From a managerial perspective, Generation Z managers are the most positive towards the gig economy: **16 percent** of Gen Z managers said they are hiring part-time contractors to fulfill specific skills gaps that exist in their organization. Additionally, younger generation managers are more likely to support flexibility in their teams by allowing remote work.²⁹

As flexibility and work-life balance become more important, employees may want to turn to the gig economy for more convenient, decentralized, non-traditional forms of work. On the other hand, businesses can conveniently tap into the sought-after skills they require, without the need to permanently employ staff.

How generational managers are closing the skills gaps in their teams



Remote working has been growing in popularity, but post the COVID-19 crisis it's predicted that companies will expand the acceptability of remote work, and will provide more choice and flexibility to full-time contract employees who want to work away from the office. Many companies have been resistant to letting employees work from home up until now, but the current global work-from-home experiment has forced businesses to accept it as a legitimate option. Companies have put greater technology systems and support in place to facilitate mobile working. With this in mind, it's predicted that remote work will grow at a greater rate compared to those individuals choosing to only take up gig work without a steady income from a full-time employer.

The bottom line: A major shift is occurring as human behavior and what we value is changing. This is taking place in a context of global economic uncertainty and rapid advancements in technology. The traditional work environment will probably never be the same. In fact, what we define as a 'job', seems to be evolving.



● Conclusion

Technology and automation are significantly changing the way we work, live, and interact on a daily basis. They've rendered certain aspects of jobs obsolete, offered new opportunities for innovation, and brought about a growing skills gap among workers. A multigenerational workforce and shifting career trajectory have also brought about new challenges and the potential for a different kind of workplace.


As employees and employers, our best option for success is to adapt to these changes through continuous learning. Only by embracing and growing the talents that make us uniquely human can we effectively navigate the future of work and solidify our place in it.

Method

The Future of Work survey was sent to past customers, students and those who had registered interest in doing a course.

The initial Future of Work survey was conducted in November 2019, and yielded a total of 8,042 responses. In order to validate the results with the seismic shifts that were introduced by the 2020 COVID-19 crisis, a second wave of fieldwork was deployed in May 2020. Surprisingly, the results showed little variance across the broad range of questions that were asked. The findings were found to be largely and directionally consistent with the results of the first wave of fieldwork.

Responses are categorized into three distinct cohorts:

 Human Resource (HR) / Learning and Development (L&D) / Talent Managers: Cohort #1

 People Managers: Cohort #2

 Non-People Managers / Individual Contributors: Cohort #3

Who responded

 **1,787** respondents are working in HR, L&D, talent management or a related role

6,255 respondents are not HR, L&D or talent management employees in an organization

 **2,820** are individual contributors

 **2,286** are people managers

Company level



225
C-suites



875
Senior leadership

Responses from around the world



Industries

Information technology or services	14%
Banking, financial services, or insurance	14%
Education	14%
Engineering or construction	11%
Healthcare or biotech	9%
Manufacturing	7%
Retail or wholesale	7%
Media, marketing, or advertising	7%
Public sector or non-profit	6%
Energy, oil, or transport	5%
Real estate	3%
Legal services	3%

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