



Workforce Trends for 2010

**Changes that will Impact Human Resources,
Recruitment and Employee Development**

By Kevin Wheeler

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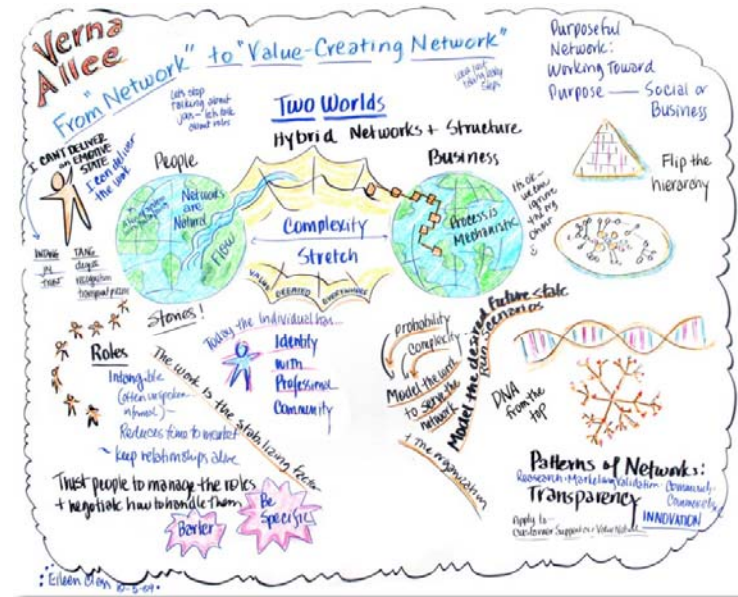
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- We help you build actionable takeaways to improve your **planning and execution**.

Six Major Trends for 2010



Enterprise of Self: From Control to Choice

People will more readily follow their personal aspirations and make trade-offs.



Collaborative Work: Teams

Far more sophisticated teams and social networks emerge that work collaboratively for innovation.



Free Agency: Entrepreneurism Grows

Large numbers will not seek re-employment in traditional ways.

Six Major Trends for 2010



Information Overload Drives Change

Too much data and information are overwhelming our 20th Century systems & mindsets. This is driving change.



Workforce Sustainability gets Traction

Retaining, maintaining, and growing the skills of the current workforce will be as important as recruiting.



Explorers/Integrators Begin to Appear

People adept at living with ambiguity and good at making unlikely connections.



Enterprise of Self

From Control to Choice

People will more readily follow their personal aspirations and make trade-offs.



Causes Confusion

- Our age of plenty has created a need for better self-understanding and new skills in selecting from many choices.
- Focus is increasingly on longer-term choices and lifestyle.

Surfeit of Everything- Too Many Possibilities

- **Time:** Shifted or present? Does when matter?
- **Roles:** Flexing and never constant.
- **Globalization:** Identity and values get tested.
- **Career:** Many? One? Money? Fulfillment?



Forget Work-Life Balance And Build A Lifestyle

12 Comments

Published by [Ryan Healy](#) on November 12th, 2009 in [Work](#)

In a recent talk, Tony Hsieh, the CEO and founder of Zappos, discussed how to manage work-life balance.

Hsieh replied,

“For most companies (work-life balance) is a trade-off between life on the inside and life on the outside. At Zappos we’re more focused on life on the outside. Most Zappos employees don’t care about work-life balance as much as one or the other. Most Zappos employees care about their life on the outside.”

He’s right. While it’s usually done with good internal communication and corporate culture. Like Hsieh says, the mere need to stop thinking about it the second you walk out the door.

This was a great philosophy – in 1890. In the days of the Industrial Revolution, you had work-life balance. When the machines shut down, you could go home. You couldn’t work if you wanted to. And there was no competition. You were better or faster or how to beat the competition was not a concern.

It’s 2009 and things are different now. We live in a world where we can dream, innovate and change the world are the norm. We have innovations in 8 hour shifts, 5 days a week. Ideas are being implemented every day.

5. We’ll truly get over the “punch clock” mentality

It’s easy to say you have a progressive workplace and that you don’t care what hours people are actually working at the office or what they do outside of work. But the truth is, companies care and people care. At the typical company, everyone notices what time someone leaves the office and what time people get in. We’re still stuck in a workplace that was designed around producing widgets on an assembly line. As life moves more and more online, and new technologies are invented that allow traditional offices to be truly optional, the punch clock mentality will slowly disappear. By the time Gen Y is ready to retire, people won’t even know what a punch clock is, and maybe then we will finally be working in the environment that knowledge workers are meant to work in.

6. Independent contractors will become part of the team

Nearly every company hires independent contractors to work for them. Contractors are great. They don’t require health insurance and you don’t have to pay the extra taxes. But they’re often treated very differently than traditional employees. As more people develop skills that allow them to be effective independent contractors, and some form of universal healthcare is finally adopted, companies will begin to think of their contractors as their employees. When Brazen had a tight budget, we worked with a ton of contractors. When people asked how many employees we had, I would always mention that our team felt much larger because of all the freelancers. As the number of independent contractors increases, they will become a vital part of the team.

7. Corporate branding will work in conjunction with personal branding

Companies spend a lot of money on branding. They throw huge budgets at PR firms and superbowls. It usually results in a ton of brand recognition. But brand recognition is no longer enough. Consumers want transparency, conversation and experience. Generation Y doesn’t want a company to talk AT us, we want to talk WITH a company. The only way for a company to talk with a person is to give employees the freedom to interact. It’s already happening as people like Sharpie Susan are branding themselves as social media players and helping their companies in the process. We know exactly how this will play out, but as Gen Y invents new technologies and new marketing strategies, corporate branding will never look the same.

8. Leadership will be a team effort

Jack Welch was a larger than life CEO. Everyone knew who he was and his personal brand matched GE’s brand. In *Good to Great*, Jim Collins determined that dominant CEOs are replaced by teams of leaders.

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lifebooks



Personal Mastery

- The art/science of making deliberate personal choices based on self-awareness.
- Focus on thinking through dreams, aspirations, and immediate goals.
- Part of formal education.
- A skill now being taught in Beijing, Singapore, France.



Actions/Thoughts/Questions

- Should be part of an employee development or retention strategy.
- Perhaps lead to the development of a set of personal guidelines or protocols.
- And, a development of a set of corporate protocols.



Free Agency

The Rise of Entrepreneurism

Large number of young people and more older workers than ever will find ways to work independently or with a small group of colleagues.



Entrepreneurism as Disruptor

- More than ever people are seeking to be their own boss – or work in smaller organizations.
- Most innovation comes from small start-up organizations.
- Corporate life looks unattractive to more people.
- People are seeking alternatives.



Self-employment

- According to the Census, more than 10 million Americans are self-employed, up from about 8 million in 1980.
- The number of “non-employer firms” — businesses with no payroll — recently topped 20 million, up from 15 million in the late 1990s.



Self-employment

- Self-employment grew seven times faster than wage- and salaried-employment from 2002 to 2006
 - The Enterprise Center at Salem State College.
- Elance.com recently passed the \$200 million mark for freelance work delivered online.
 - client base of more than 60,000 businesses.



Action/Thoughts/Questions

- Counter-strategy planning
 - What attracts/retains?
- Who do you really need/want?
- Who can be used as an entrepreneur rather than as an employee?
- Is the window of opportunity closing?



Collaborative Work

Far more sophisticated work teams emerge that leverage collaborative work and social networks to be more innovative and successful.



Collaborative Mindset means:

- Individuals are self-directed and knowledge-seeking.
- High levels of trust.
- Autonomy and freedom of choice.
- Flexible Roles – not titles or hierarchy.
- Transparency – everyone knows (or can access) everything.
- Collective responsibilities.
- Shared rewards.

Collaborative work means:

- Working on achieving goals (sometimes vague, sometimes concrete) with no “boss,” trusting others on the team, taking on various roles, welcoming in outsiders as needed, sharing – both accountability & rewards, often working remotely/virtually and sometimes.



Action/Thoughts/Questions

- Is this right for your organization? Why or why not?
- Who's the decision maker?
- How do you encourage development of a collaborative workplace?
- What development/education could enhance this mindset?



Information Overload Drives Change

Too much data and information are overwhelming our 20th Century systems & mindsets. This is driving change.



“Data is the steel of the 21st century. He who masters it and uses it wisely becomes the samurai.”

-Unknown



Ways to Cope with Data Overload

- Improve the quality of information
 - Automated filters
 - FriendFeed
 - Choose the Sources
 - Twitter
 - News channels (NetVibes)



- Knowledge Management
 - Selective storage
 - Procedures and protocols
- Use of Maps
 - Pattern Recognition
 - Pictures/Graphics
- Information Handling
 - Time shifting
 - Mind-Mapping



Questions for HR, Recruiting, and Development

- What data should be looked at, studied, kept, mined?
- Where does the data come from?
- Ad hoc or structured? Open or proprietary?



Action/Thoughts/Questions

- What impact do these have on human resources, recruiting, learning?
- How do mobile technologies impact data overload?
- How can you help the decision making process?



Workforce Sustainability

Retaining, maintaining, and growing the skills of the current workforce will be as important as recruiting [more?].

Watchwords

- Simple is good
- Just enough is enough
- Reuse/Recycle/Retain/Refresh



Watchwords for People





Sustainability and Recruiting

- Employers will seek fewer, better people.
 - Focus on cultural fit
 - Pre-employment screening
- Temp to Perm and other forms of employment will become more popular.
- Organizations will replace the “core,” outsource the rest.
- RPO will gain traction.



Sustainability and Development

- Up-skilling and re-skilling will be continuous challenges.
- Faster ways to develop people will need to evolve.
- Leadership development will completely morph into new areas. (www.byteeh.com)



Actions/Thoughts/Questions

- What people policies will lead to a sustainable workforce model over economic cycles and changes in skills?
- Who adds value?
- Who gets developed?



Rise of the Explorer / Integrator

*People adept at living with
ambiguity and good at making
unlikely connections.*



Why They Are Needed

- High degree of change.
- Uncertain needs and directions.
- Innovation essential to success.



What Explorers / Integrators Do

- Explore widely and diversely
- Find connection between disparate ideas
- Put people and ideas into unusual combinations
- Take a global/universal view



Actions/Thoughts/Questions

- Are you one of these? Could you be?
- Does your organization needs these?

Thanks!

Lets open this up for QUESTIONS and comments.

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