CHREATE

Forces of Change Assessment

1.

Instructions

1 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 our organization in the next five to ten years. Be prepared to explain the reasons for your ratings.

2 Discuss your selections with your colleagues and share the reasons for your ratings. Explore the various perspectives and see if you can arrive at a common set of ratings. Add your mark to each line.

3 Based on the impact you expect on our organization, create a future state description to capture how we will successfully operate embracing the forces of change.

Start by doing this individually. Then pair up and combine and refine your statements. Repeat this process with another group until you roll up to one statement for the entire group. Write your final descriptor on the poster.

Beyond this meeting, this descriptor can be crowdsourced for more richness of opinion.

4 Determine the gap from where you are now to where you want to be in the future state.

The CHREATE Initiative has been supported by HR People + Strategy (HRPS) and the Society for Human Resource Management (SHRM), Innovation Resource Center for Human Resources (IRC4HR), National Academy of Human Resources (NAHR), Allogy Partners, Executive Networks, PricewaterhouseCoopers (PwC), Cambia Health Solutions, Flex, RGP, Center for Effective Organizations (CEO), Root Inc, Juniper Networks, Electronic Arts, and Twitter.

Assessment

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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.) — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

Workforce will demand more purpose-driven lives/work and will be drawn to organizations aligned with their values — Low 1 2 3 4 5 High

Consumers and business partners will seek more socially responsible organizations with which to engage/partner — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

Global and real-time communications and networked organizations will accelerate ideation, product/service life cycles, and expectations of speed and agility from all stakeholders — Low 1 2 3 4 5 High

Increasingly fragmented work platforms become less about organizations and more about organizing/coordinating tasks and on-demand resources across multiple employment models — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

All-Inclusive Global Talent Market

Globally distributed work will enable global sourcing of talent (along with more competition for attracting and retaining the best talent) — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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. — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

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 — Low 1 2 3 4 5 High

Create your own organization description as you envision the future five to ten years on, with these forces in effect.

Description

Where are we now?

Far ← → Near

Far ← → Near

Far ← → Near

Far ← → Near

root