Future Work:
Beyond fear to the realities

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Addressing the psychology of fear
We know:

Work is an evolving construct

Work as a construct based on payment in exchange for output is evolving:

- Wellbeing
- Development
- Career enabler
- Social-values based
Nature of employment has evolved

- **Portfolio 01**
- **Contract/ Project 02**
- **Freelance 03**

Job isn’t a reliable currency

Jobs as well defined classification of tasks bundled into boxes people are skilled to fill (e.g. ANZSCO), has diminished future utility or predictive reliability.

Boundaries blur as jobs are automated or human tasks are resorted in ways that ignore traditional occupational boundaries.

Tying employment, education and government funding to classified jobs is a sub-optimal activity.
Automation is reshaping jobs & employment

Australia within 6 years 2019-2025

15% of us
Replace 1.9m workers job loss

16% of us
Augment Over 2m workers reskilled reshaped jobs

20% of us
Create 2.4m workers will move to new jobs

Focus on being human

“

The nature of work is changing. Today’s jobs are increasingly likely to require you to use your head rather than your hands, a trend that has been playing out for some time.

There is another factor at play. Regardless if jobs rely on brains or brawn, it’s the less routine jobs that are harder to automate, and that is where employment has been growing.

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Deloitte (June 2019). The path to prosperity: Why the future of work is human, Building the Lucky Country #7, Deloitte Insight, page ii.
Capabilities are strategic.

They underpin the capacity of an organisation, industry or professional workforce for action.

Capabilities emphasise and encompass more than vocational or discipline-based skill, knowledge or competencies.

Capability Frameworks complement but deliberately extend competency models.

They are built to provide a high-level insight into the skills, knowledge, personal attributes and mindsets required in the future workforce, not just in a job.
Capability Clusters show how capabilities developed in one ‘job’ relate not only to what the workers does, but also the requirements for other existing or emerging areas of employment.

You want jobs that develop capabilities that open more employment opportunities in jobs with similar capabilities (job neighbourhoods).

In the example provided, the motor mechanic looks to be a good job given current employment. But the indicative 10-year employment growth projections are poor. Employment for the Auto electrician is comparatively lower today, and the Specialist electric vehicle technician is much lower. But these latter jobs have much better long-term growth projections and the capabilities acquired today open sustained employment opportunities.
Employability lies in human skills

We know:

63% Soft Skills¹
The personal knowledge, skills and attributes required to work in a range of contexts and with a diversity of people.

12% Mindsets
The motivation, cognitive awareness and drive to grow and overcome new challenges.

25% Technical Skills
The discipline specific technical skills, body of knowledge and competencies that delineate professional practice.

The latest Deloitte Access Economics and DeakinCo. research shows a 10 percentage point increase (or one standard deviation) in human skill attainment is associated with a 5% increase in wages.

This is equivalent to an additional $3,822 per year for the average Australian full-time worker.

For many occupations or professions raising human skills can have an equal or more significant affect on a person’s salary than gaining a higher qualification.
Capability mix will affect employability

This dimension is about the person in a context. It is often much harder for an employer to change.

- A. Skills
- B. Knowledge
- C. Emotions
- D. Cognition
- E. Mindsets

‘Know What’ and ‘Know Why’

This dimension is about assessed learning and performance. It is often more straightforward for an employer to change.
We know:

Reskilling must build future capacity
Rethinking Skilling

The “T” Concept emphasized a single lane (job family) to education and career success:
- Technical on the vertical
- Soft Skill on the Horizontal
Reinvented Skilling

The “X” Concept emphasises multidisciplinary movement across and between jobs and professions:

- Technical on the vertical
- More agile, flexible, and responsive across the workforce
- Fluid movement across disciplines
PROFESSIONAL PRACTICE CAPABILITIES

Core Capabilities
- Communication
- Collaboration
- Critical Thinking
- Problem Solving
- Self-management
- Digital Literacy
- Global Citizenship
- Emotional Judgement
- Professional Ethics
- Innovation

Leadership Capabilities
- Leading and Developing People
- Empowering Others
- Adaptive Mindsets
- Driving Strategic Results
We know:

Human capital value resides in the person.
OUR WORKFORCE

Tangible
Skills & Performance

Intangible
Culture and Mindsets
Explicit
Things you do that are **TANGIBLE** and can be evidenced, written down, seen or demonstrated.

*Traditional skills strategies and education tends to focus on the transfer of technical and theory-based knowledge and discipline specific skills*
**Tacit**

Things that are **INTANGIBLE** and can only be learnt but not taught. It may reside in interactions or a context. They are cognitive, mental, or embedded in your attitude and mindset. They shape how effectively you deploy and reflect on your technical and non-technical knowledge and skills.

**Personal & Emotional**

*This is how you perceive yourself and others, your beliefs and ethics, and your self-awareness. It is about your cultural ‘fit’ in a specific situation. For example:*
- Emotional Judgement
- Ethics
- Customer Orientation
- Motivation

The future world of work and workers requires a recalibration of workforce planning and tertiary education to focus more on non-technical and soft skills - the human capabilities that allow us to move rapidly to new or merged work roles that largely ignore ‘industrial age’ disciplines or occupational boundaries.
Value lies in the person.

Reskilling has to build future capacity.

Employability lies in human skills.

Job isn’t a reliable currency.

Work is an evolving construct.

We know:

BEYOND FEAR

Five Future Realities