



FW

SUMMIT
Sydney 2019

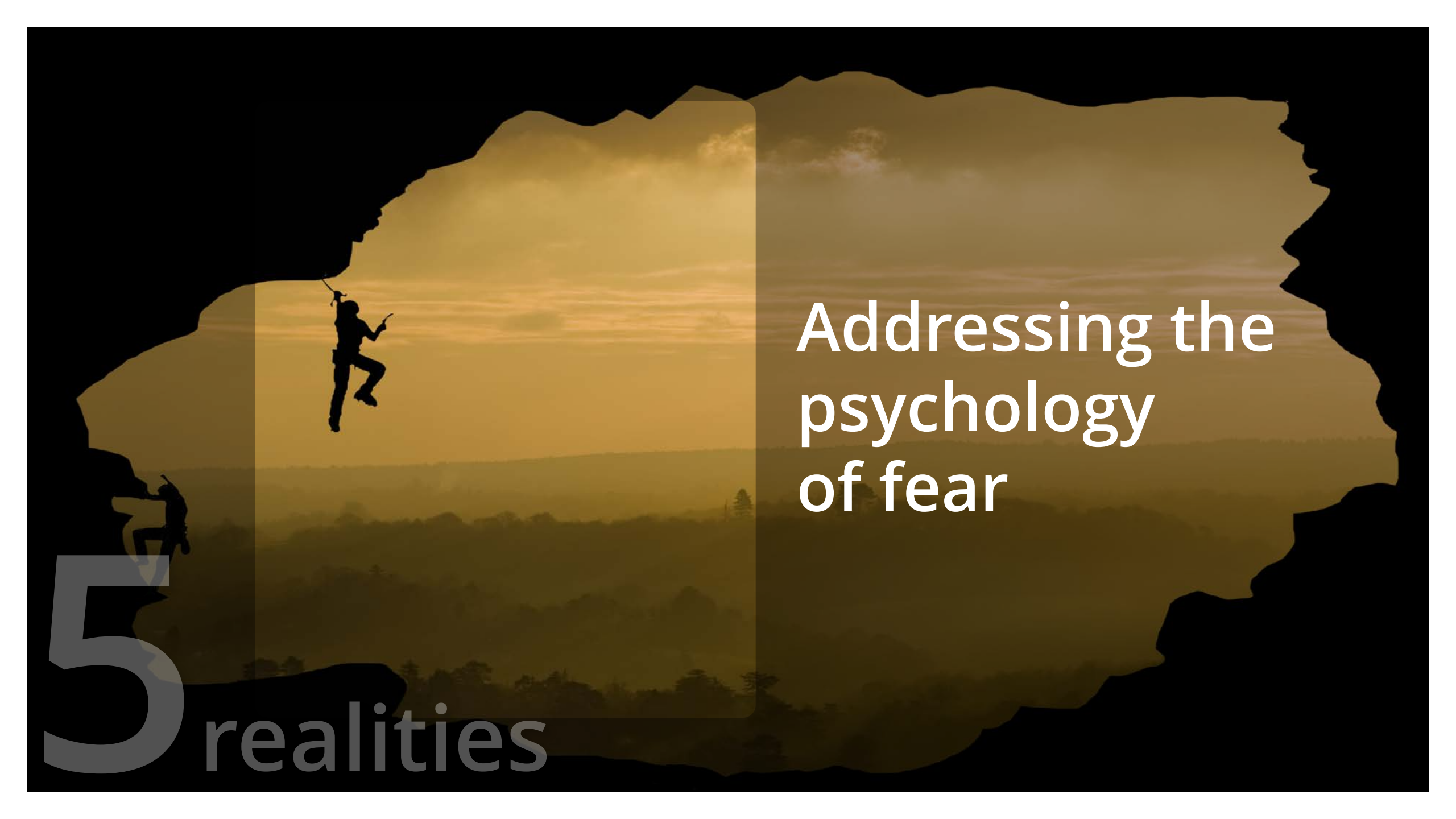
Future Work:

Beyond fear to the realities

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A person is silhouetted against a golden sunset sky, rappelling down a cliff face. The scene is framed by a dark, jagged border that looks like a hole in a wall. The background shows a hazy landscape of trees and hills.

Addressing the
psychology
of fear

5 realities

We know :

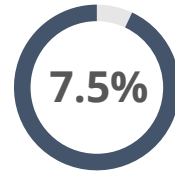
Work is an **evolving** construct

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

- Wellbeing
- Development
- Career enabler
- Social-values based



01



Of Australian workers are **gig workers** using digital platforms in June 2019

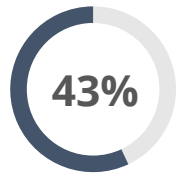


Nature of employment has evolved

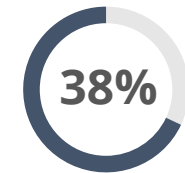
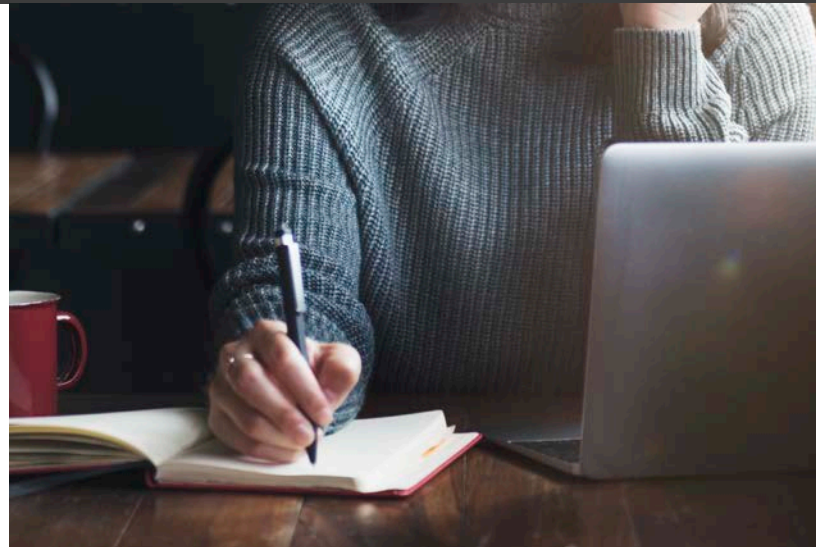
Portfolio 01

Contract/ Project 02

Freelance 03



Of Australians working part time worked in more than one job in 2018



Of Australian workers undertook freelance or contract work in 2018

Sources: Multiple data feeds, AiGroup and ABS reports; Laß, I. & Wooden, M. (April 2019) Non-standard Employment and Wages in Australia, RBA Conference, Sydney.

We know:

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.

02

Automation is **reshaping** jobs & employment

Australia within 6 years 2019-2025

Source: Faethm data using their predictive platform, released 18 December 2018; data modelling employment in all industries, Australia November 2018 to November 2025. Numbers of workers based on ABS (2018) 6202.0 *Labour Force Australia October 2018* reporting total employment of 12,665,800 workers.



REPLACE
1.9m workers
job loss



AUGMENT
Over 2m workers
reskilled
reshaped jobs



CREATE
2.4m
workers will
move to
new jobs

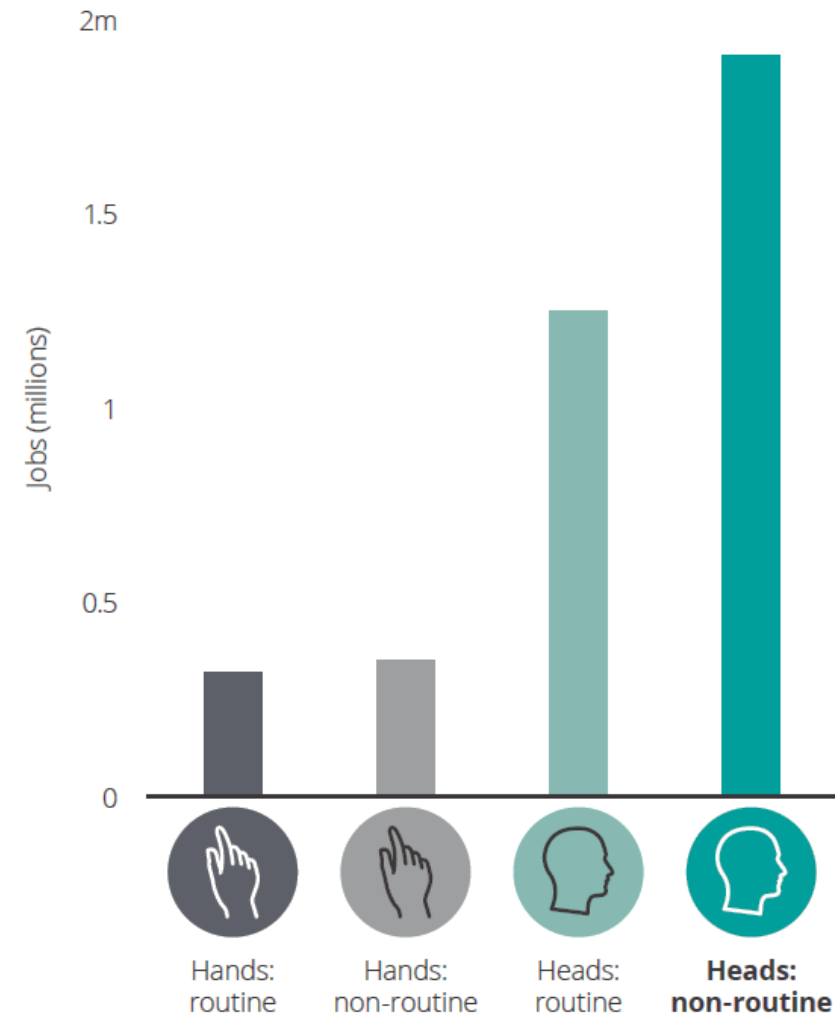
Focus on being human

“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.

”

Chart 1: Job increases over the past two decades





Capability is the currency

Technical

Capabilities are strategic.

Human Skills

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

Cognitive and Mindset

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

Personal Attributes/ Behaviours

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

How capabilities open employment in neighbouring areas of work

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.

Motor Mechanic

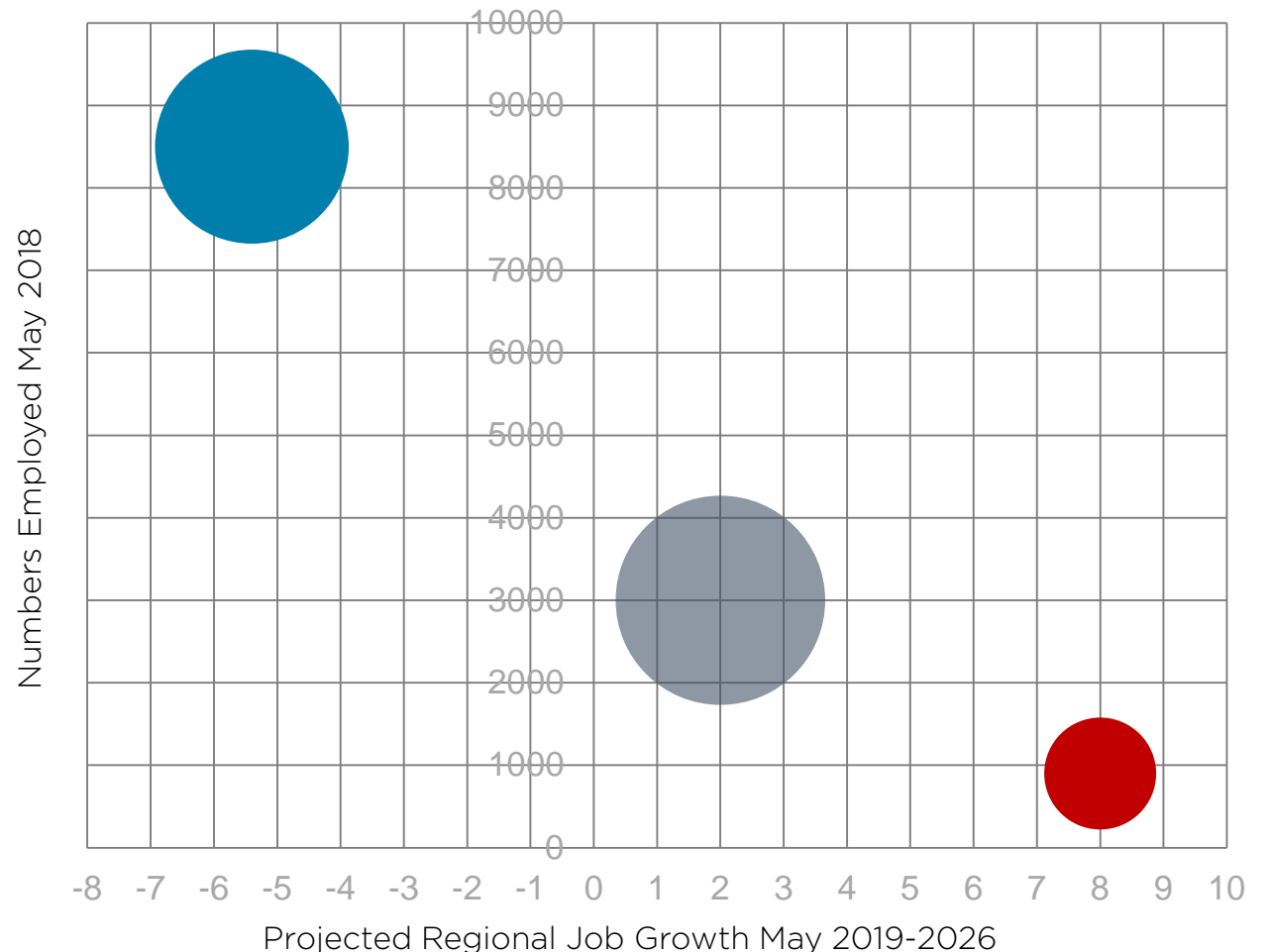
Employment Growth

Auto Electrician

Employment Growth

Electric Vehicle Maintenance Technician

Employment Growth



03

We know:

Employability lies in human skills

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.

HUMAN

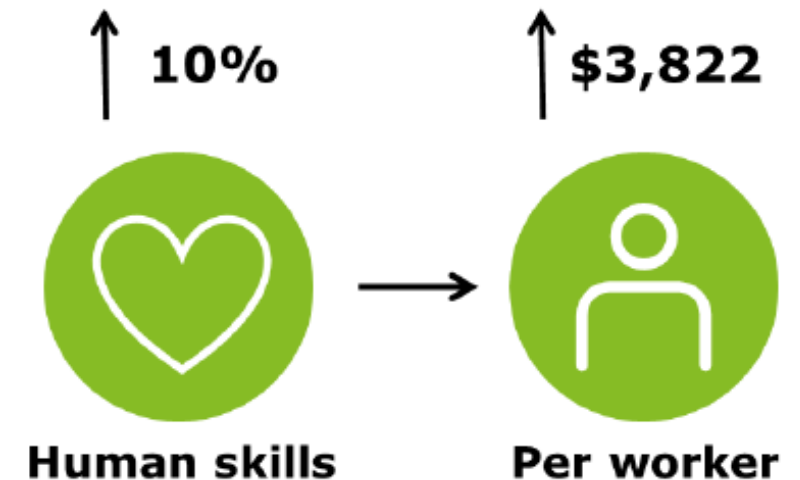
¹ Deloitte Access Economics (April 2017). *Soft Skills for business success*, DeakinCo., Melbourne.

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.

Growing human skills adds value



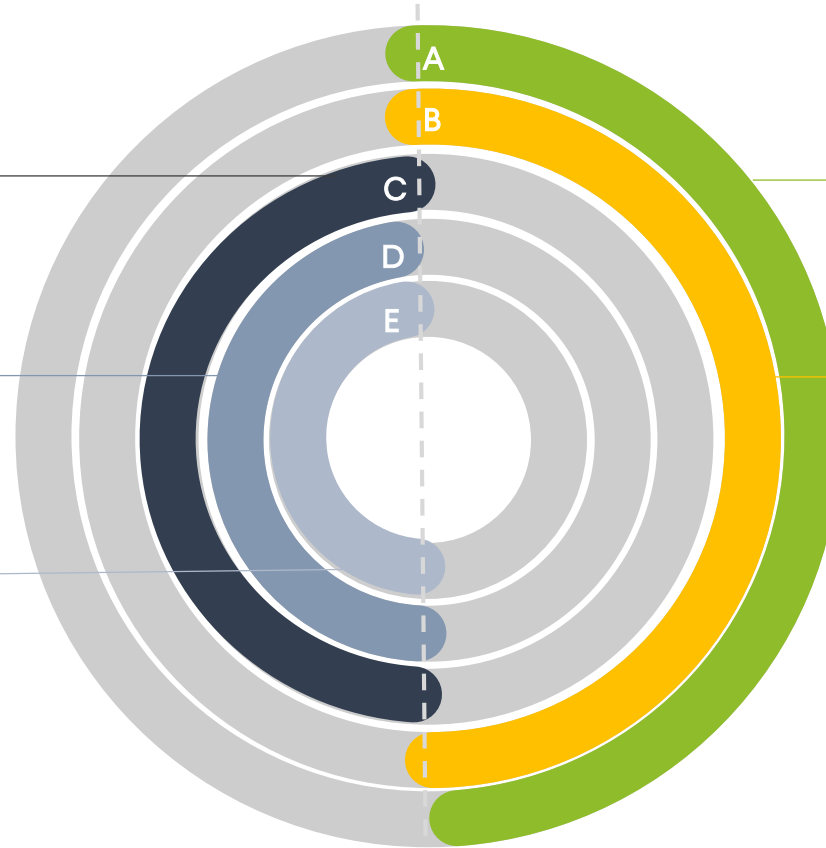
Capability mix will affect employability

'Know What' and 'Know Why'

C. Emotions

D. Cognition

E. Mindsets



'Know How'

A. Skills

B. Knowledge

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

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



04

We know:
**Reskilling must build
future capacity**

Rethinking Skilling

The “T” Concept emphasized a single lane (job family) to education and career success:

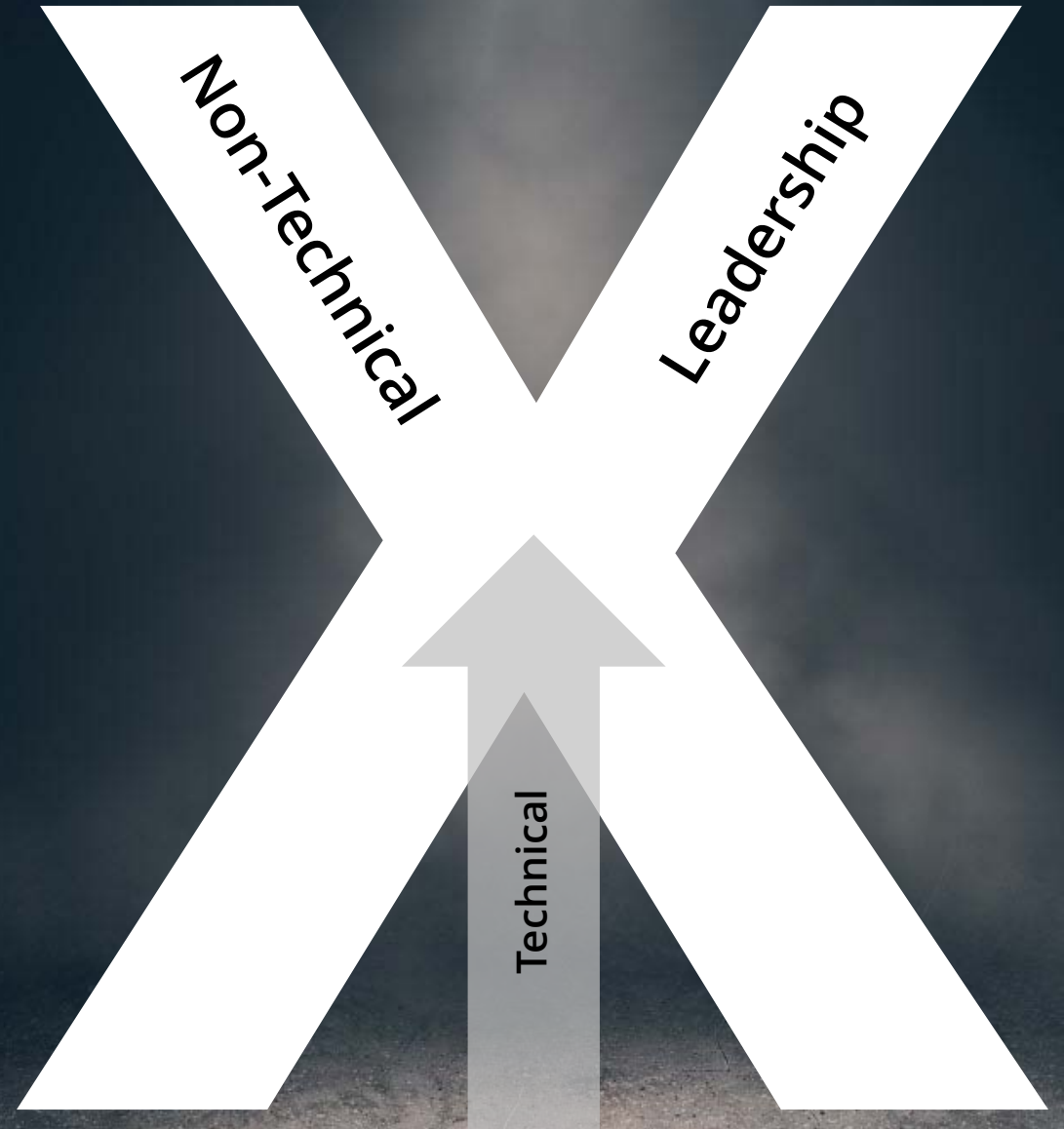
- Technical on the vertical
- Soft Skill on the Horizontal



Reinvented Skilling

The “X” Concept emphasises multi-disciplinary 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



DEAKINCo.

05

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.

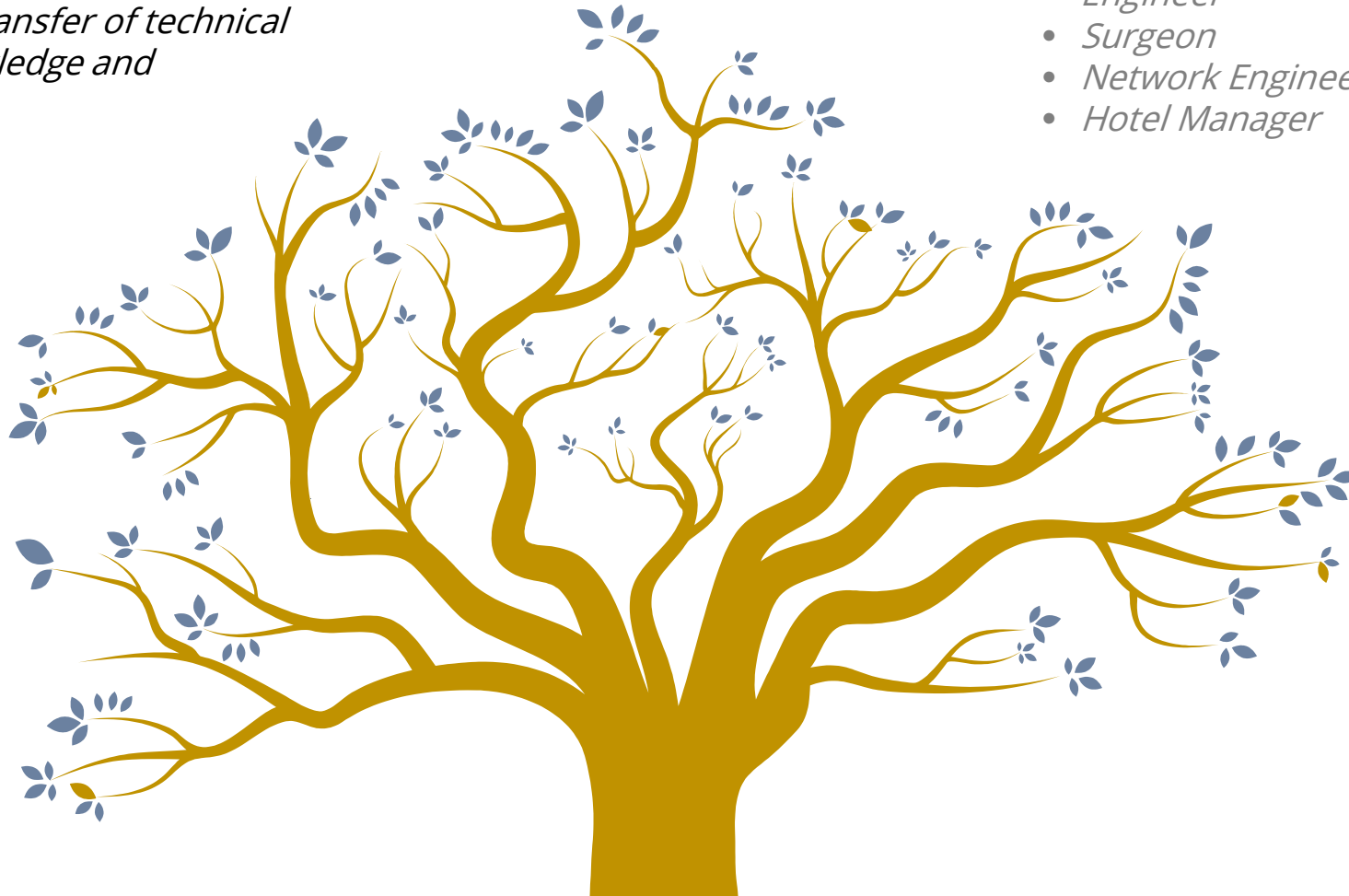
Traditional skills strategies and education tends to focus on the transfer of technical and theory-based knowledge and discipline specific skills



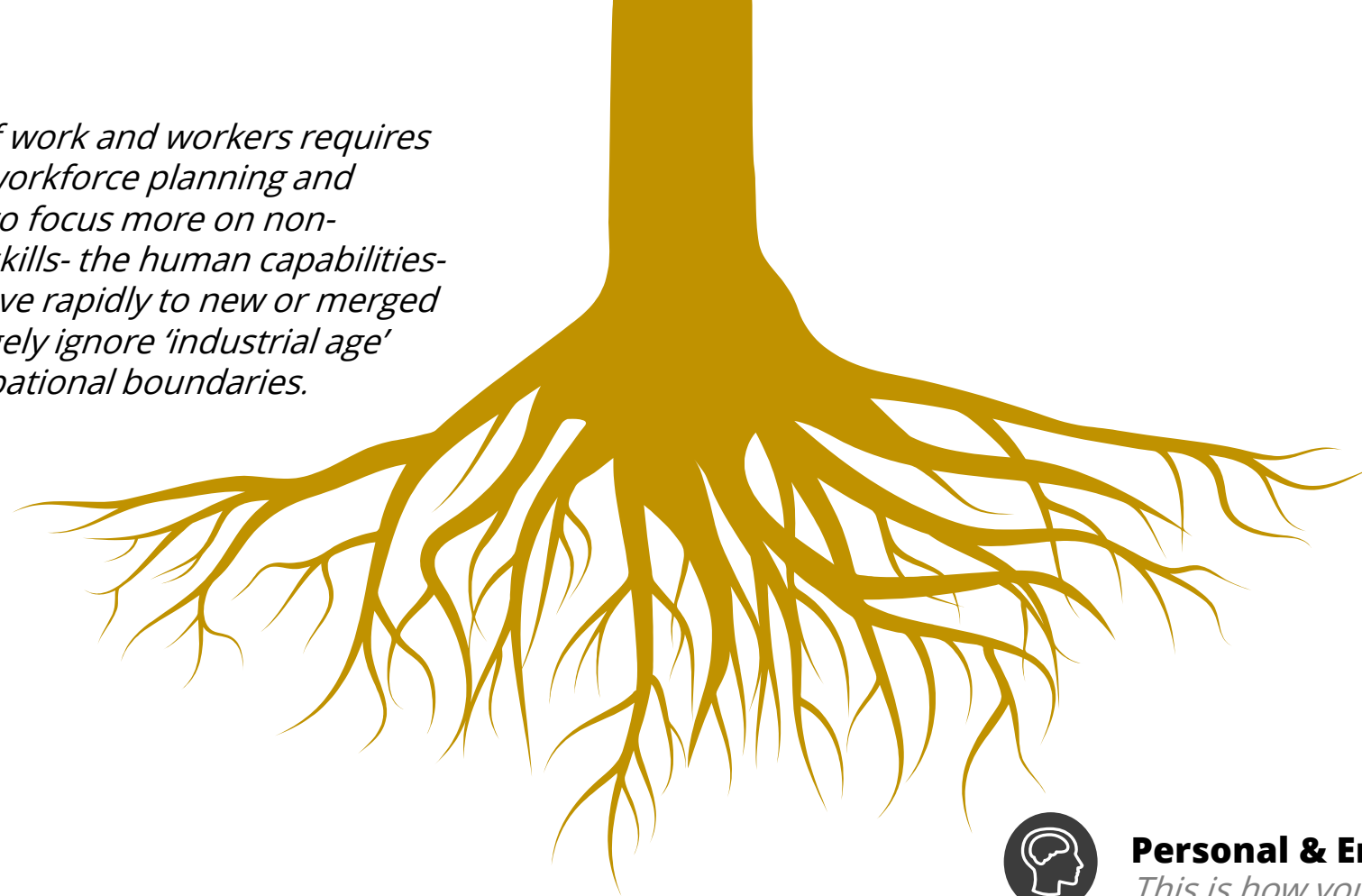
Skills & Knowledge

The body of knowledge, theory, competencies or capabilities that allow you to perform in a specific occupation or professional role. For example being a:

- *Physiotherapist*
- *Chartered Accountant*
- *Engineer*
- *Surgeon*
- *Network Engineer*
- *Hotel Manager*



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.



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*

We know:



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

BEYOND FEAR

Five Future Realities





THE INSTITUTE FOR
WORKING FUTURES



DEAKINCo.

Prof. Marcus Bowles

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