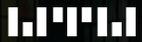
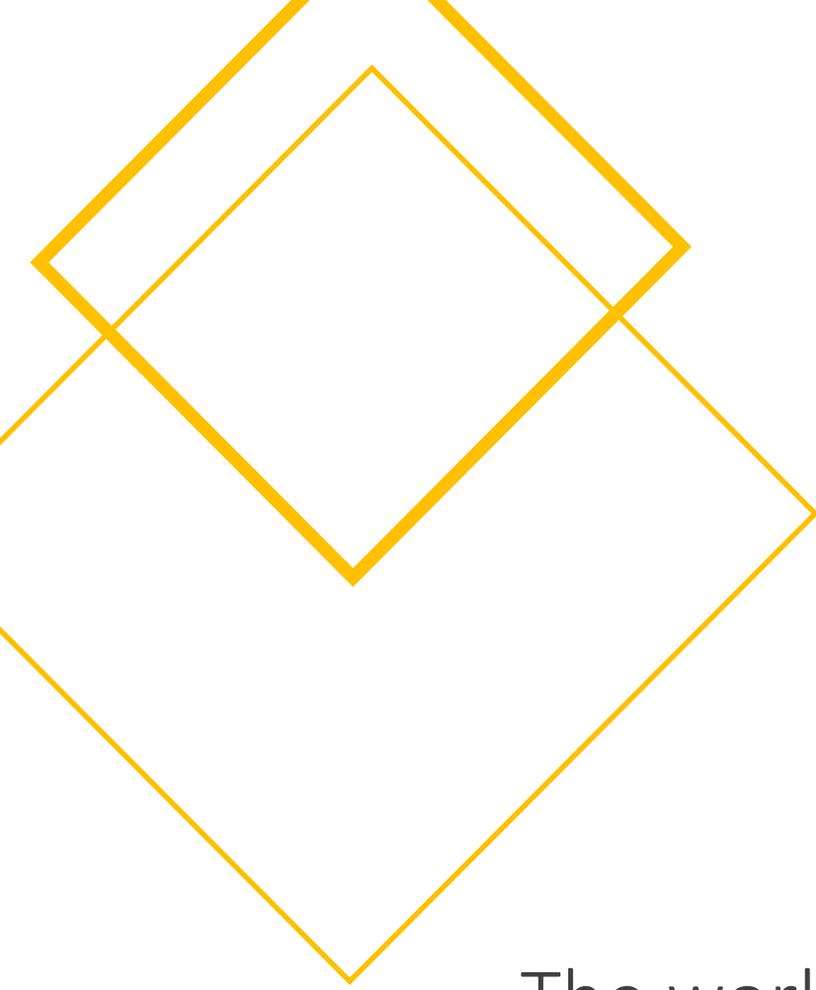




ACHIEVING A SUSTAINABLE RESET

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The world as we know it
has changed.

#reinventingjobs

Global health crisis

40-70% of the world's population could become infected with COVID-19

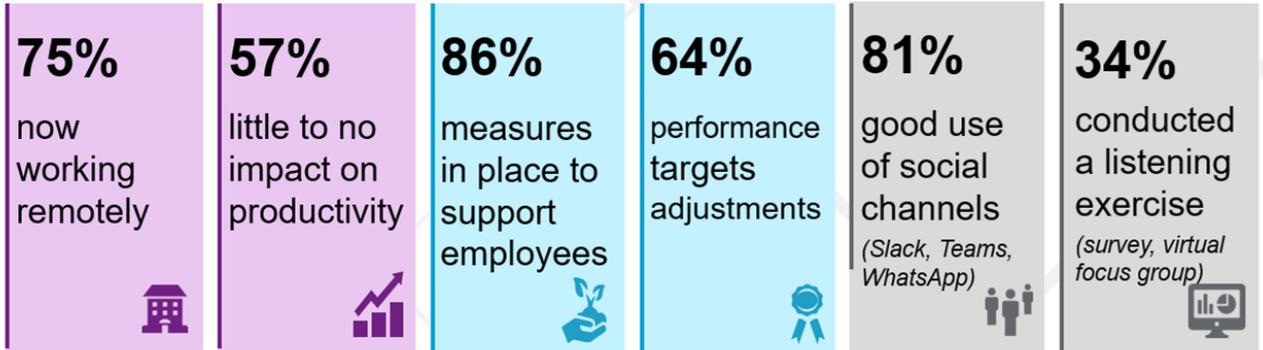
Global economic crisis

Volatile global financial markets, supply chain disruptions, increased unemployment

Humanitarian crisis

Lockdowns, self-isolation, school closures, social distancing, travel bans

What employers are doing



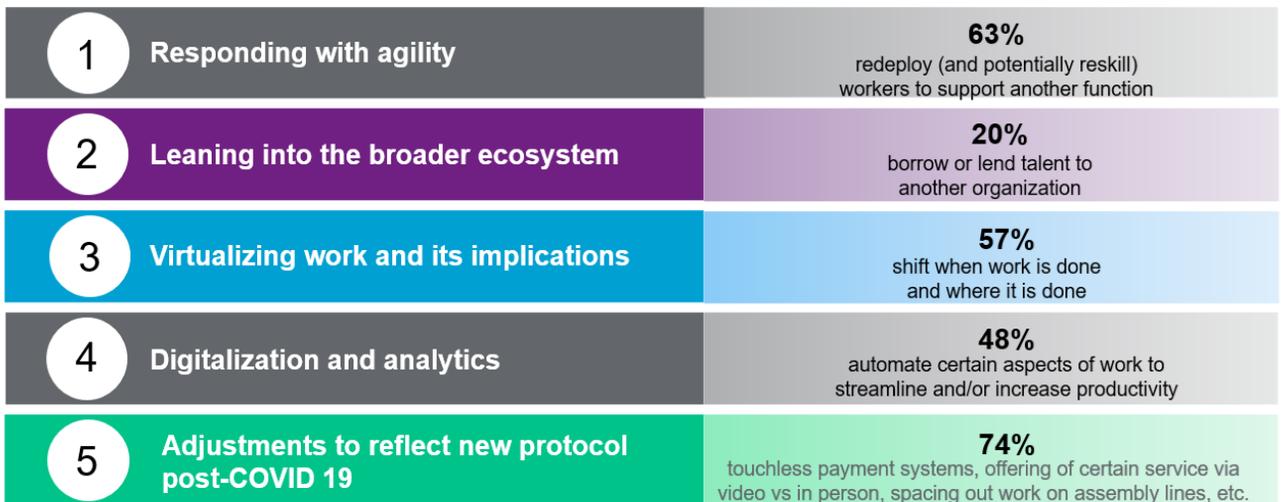
Source: Willis Towers Watson COVID-19 Employer Survey

@raviniesuthasan

COVID-19 Challenges & Opportunities

Implications for work today and beyond

% of organizations that have taken action, planning to, or considering



Sources: Willis Towers Watson Readiness Plans for Resetting Business Operations survey of 514 global employers, April 22, 2020 | Willis Towers Watson 2020 Returning to the Workplace Survey of 681 global employers, May 18, 2020



A Perspective on the Future

New watchwords:

Resilience

Flexibility

Agility

- For organizations, this means a sustainable reset
 - A portfolio approach to work (automation, gig talent, outsources, etc.)
 - Flexibility to rapidly pivot to reduce risk (work not being bound up in narrow siloes or jobs and less operating leverage)
 - Increased decision making from the edges to enable agility
 - Greater collaboration between companies
 - Work flexibility will be the hallmark of the new deal with the promise of relevance over security

The great dichotomy:

- For workers – a quest for certainty and stability
- For companies - the promise of continued relevance and clarity



5 key principles for shaping an effective course of action



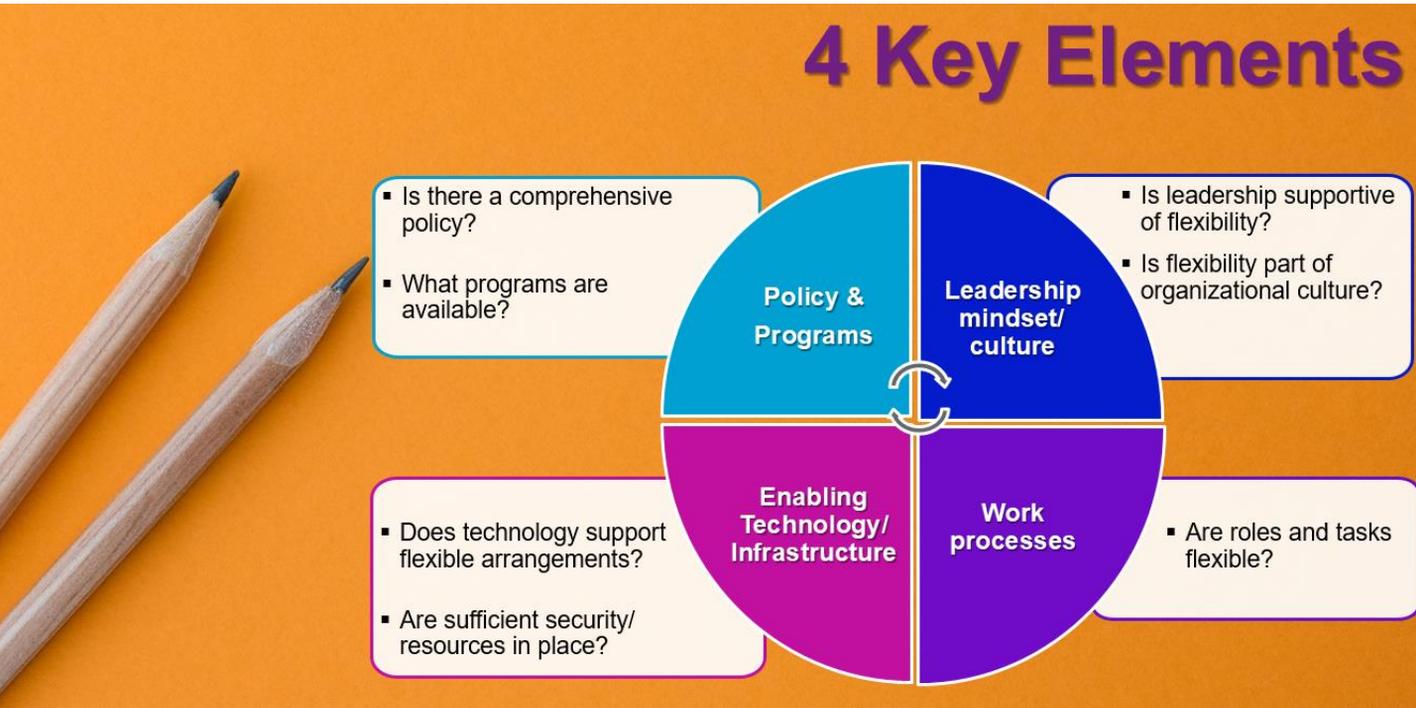
Source: World Economic Forum (Workforce Principles for the Covid-19 Pandemic)

Reconsider Work Design: 4 action areas



1. Sustainably manage the shift to flexible/remote working

- Prior to the pandemic, 8% of all wage and salaried employees worked from home at least one day a week, according to the Bureau of Labor Statistics; about 2% worked from home full time. Today, we are at about 35%
- Balance the needs of employees and the company



2. Rethink workforce strategy to incorporate contingent labour/gig talent while optimizing the role of automation in a responsible manner

- Certain industries (e.g., distribution and logistics) are seeing a spike in demand and are resourcing that spike with talent from the gig economy. However, as organizations pursue the flexibility afforded by gig talent, it is critical that they do so ethically and responsibly
- As organizations continue on their journey towards greater automation, it is essential that they do so in a responsible and sustainable manner that balances the needs of all stakeholders including workers. Instead of merely looking to replace humans with automation, employers should reinvent jobs to achieve the optimal combinations of humans and machines

World Economic Forum Principles for Good Platform Work

- | | |
|---------------------------------|--------------------------|
| ▪ Diversity & inclusion | ▪ Social protection |
| ▪ Safety & wellbeing | ▪ Learning & development |
| ▪ Flexibility & fair conditions | ▪ Voice & participation |
| ▪ Reasonable pay & fees | ▪ Data management |



Not “binary” anymore: the employment relationship is changing

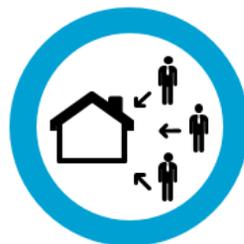
A plurality of work is already here...
and accelerating with the pandemic.



Traditional employees



Outsourcing



Free agents



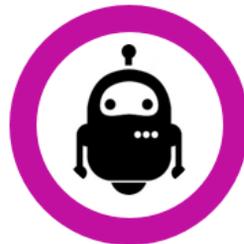
Alliances



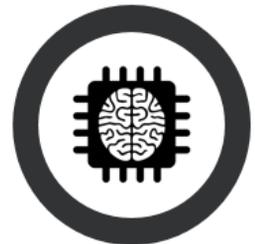
Talent platforms



Volunteers

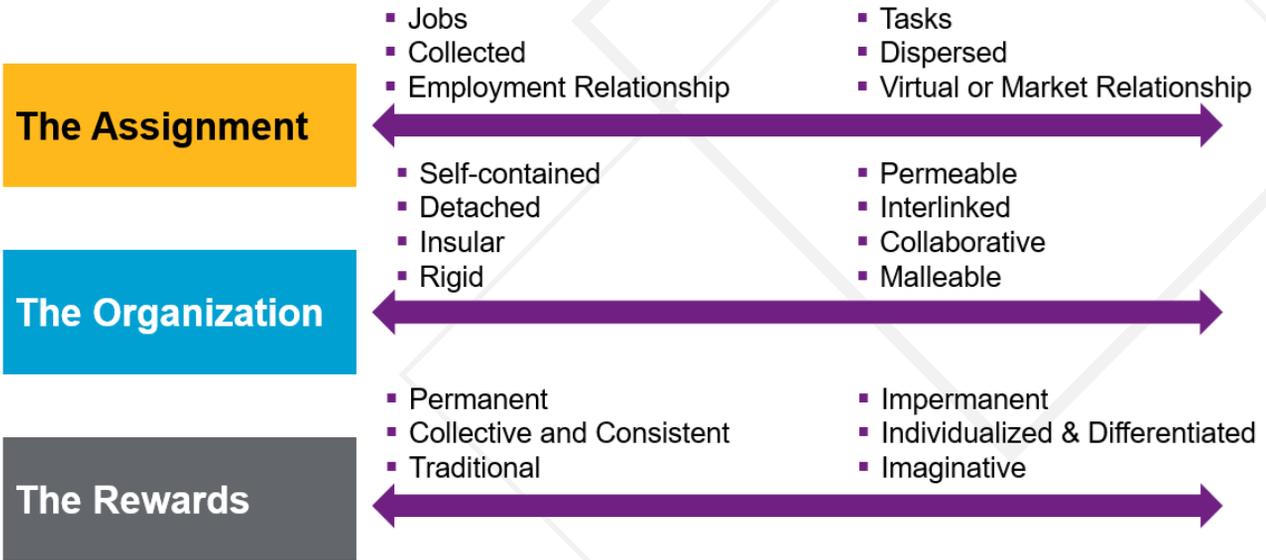


Robotics



Artificial Intelligence

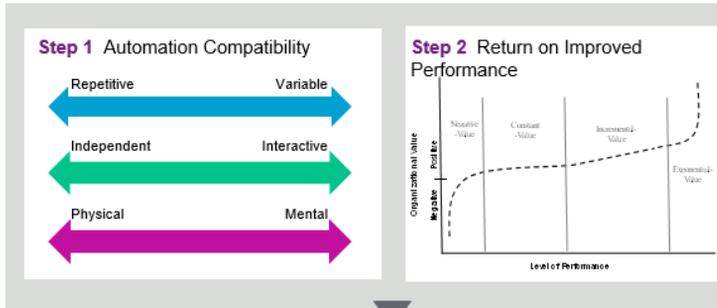
Lead the Work Map



Source: *Lead The Work: Navigating a World Beyond Employment*, John Boudreau, Ravin Jesuthasan and David Creelman, Wiley, 2015

Optimizing work + automation

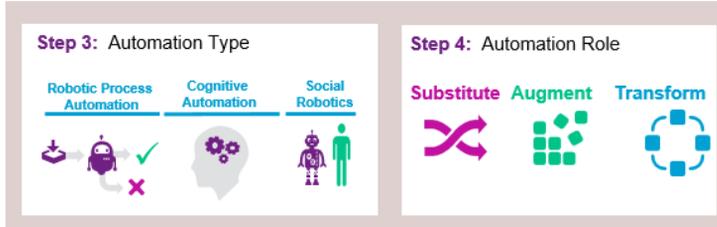
Deconstruct the Work



Optimize the Work

- RPA substitutes for repetitive, independent mental work to reduce mistakes
- Social robotics substitutes for repetitive, independent, physical work to reduce variance
- Cognitive automation augments variable, interactive, mental work to incrementally improve productivity
- Social robotics creates new variable, interactive, physical work to exponentially improve performance

Automate the Work



Reskilling Pathways



Source: *Reinventing Jobs*, Jesuthasan and Boudreau, Harvard Business Review Press, 2019

Reconsider Work Design: 4 potential action areas



3. Consider a cross-industry talent exchange

- Re-deploy select talent with comparable skills from industries facing reduced demand to those facing a significant increase in demand for a limited period of time
- Significantly minimize the frictional cost and time associated with traditional employment transitions while supporting workers in developing new skills and new networks

The World Economic Forum estimates that by 2022, 42% of core skills required to perform existing jobs are expected to change, with over 133 million new jobs created in major economies.

4. Make progress towards your longer-term upskilling & reskilling agenda

- Learning is moving from the fringes to become a centrepiece of the employee experience; this crisis provides companies the opportunity to turn their commitment to continuous learning into a reality for all workers
- Take advantage of this time to identify the skills that talent in various roles should acquire to stay relevant and ensure they have access to the digital resources that can help them develop those skills
- Conduct learning with a view to rapid redeployment within different parts of a business

Using work redesign as a response to the COVID-19 crisis

Automate  Insurance company redesigning Customer Service job to increase use of automation for 15% productivity gain in call handling	Use Non-Traditional Talent  Energy distribution company identified 8% of Advisor work to be moved to freelance talent	Make Work Portable  Financial services company re-deploying reporting activities to central services and mobilizing agile teams for customer-focus
Shift the <u>Where</u> of Work  Utility company shifting field operations' data collection work to data center	Shift the <u>When</u> of Work  Technology company implemented new work schedules such as "same team shift-work" to minimize on-premise exposure risks	Borrow or Lend Talent  Airline baggage handlers moving to eCommerce logistics in talent exchange

Learn more:

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Harvard
Business
Review



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