



EISENHOWER FELLOWSHIPS

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Leading Practices across the Globe in Addressing Future of Work Challenges

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Based on findings gathered on September 16, 2017 at the Future of Work Global Conference*

At the Eisenhower Fellowships' Future of Work Global Conference in Malaga, Spain, iLab9 focused on highlighting the emerging practices in Asia Pacific, The Americas and Europe that are being developed to shape preparedness for the future of work at personal, organizational, national, regional and global levels. There was a strong emphasis on learning, skills and capability development as well as relevant innovation, economic and social policy. The objective was to share some leading practices emerging in various regions of the globe to deal with the future of work, leveraging the insights of the speakers (Ted Abernathy (USA '01) focusing on North America; Pilvi Torsti (Finland '13) focusing on Europe; and Rosemary Howard (Australia '91) focusing on Asia Pacific) as well as the iLab attendees from more than 10 countries.

Context

The EF Future of Work conference highlighted the many shifting contextual issues which influence how we need to prepare for the future of work. These include:

Risk and Uncertainty

- Volatility, uncertainty, complexity and ambiguity (VUCA)
- Controversy and lack of clarity around complex and wicked problems which require cross disciplinary holistic critical thinking, moral leadership and transcendence from reductionist thinking and personal and political biases
- Shift from managing risk to managing uncertainty

Demography

- Shifts in populations with the 21st Century as the African century with its population doubling
- Other regions plateauing or reducing in population
- Aging populations
- Intergenerational issues with up to 5 generations in the work place
- Shift to the cities
- Rise in refugee numbers, 1/113 people a refugee

Science and Technology

- Powerful new technologies including AI and robotics, synthetic biology and genomics, and computational science rendering traditional science obsolete and slow: the interaction between these 3 streams accelerating the rate of innovation
- New technologies seen as posing threats to many traditional jobs, as well as creating new jobs
- Concerns about the negative consequences of new technologies including the impacts of Facebook being designed to be as addictive as possible, with social media breaking down both our ability to think long term, and to be mindful while also enabling increased transparency including whistleblowing activities (refer to Alex Pucci, Australia '87, in her book currently being published on The Self, and Sherry Turkle at MIT).

Employment and Economics

- Rise in self employment
- Loss of jobs particularly of a repetitive nature with automation and the creation of new, highly skilled jobs
- Rising inequality including unemployment, static wages and underemployment
- Poverty leading to institutionalized violence
- Post Great Recession economics with greater national and household debt
- Greater return on capital than from labor and the failure of trickle-down economics
- Lack of recognition of unpaid versus paid work
- Toxic nature of many work environments
- Increasing discussion about the role of work in a purposeful life

Environment and Agriculture

- Climate change
- Water
- Food production

Politics and Beliefs

- Decline in religious beliefs in the West and rising religious and ethnic tensions globally
- Searches for new mindsets and paradigms
- Democracy struggling to cope with the size and pace of change
- Lightly regulated capitalism struggling to cope with multinational companies and their singular focus on shareholder value, becoming more powerful than nations
- Rise of Populism with unachievable goals
- Failure of leadership
- Shift in public psyche particularly in the US from idealistic and outraged in 1964 to uncertain and fearful today
- Collective man/machine intelligence companies and nations knowing more about people than they know themselves, and therefore influencing both unconscious human behavior, and conscious human behavior through 'fake' news
- Recognition that a real challenge is how we develop a shared vision of the future, how we glue ourselves and nature together to create an optimal and sustainable future scenario through the power of strategic scenario planning
- Rise in both optimism and pessimism, but recognition of the need for hope and the power of imagination, what's possible
- Idealism and high expectations of Millennials
- Ongoing issues of gender inequity
- Decline in quality of media necessary to inform and empower citizens and the rise of fake news

- Globalization and nationalism

Education

- Education and lifelong learning being seen as key responses to the current shifts
- Focus on the importance of individuals finding inner peace and leading valuable lives
- Wide failure of knowledge management

Questions about the purpose of work in a balanced life

Given the dramatic shifts, slow thinking future analysis is required at all levels in order to shape responses to the complex and wicked problems and opportunities humanity faces. Finland is one of the few countries which has a bipartisan Future Committee to develop such policy options.

Because of the shifts and uncertainties, Finland has recognized that people, organizations and nations need to address the following principles when considering responses to Future of Work issues.

1. Overcoming people's fears
2. Distributing wealth
3. Giving people choices
4. Facilitating lifelong learning

Capabilities

The conference and the iLab identified the following as some of the capabilities needing to be developed to succeed in tomorrow's world.

- Courage and humility
- Collaboration and working in teams as the unit of effective organizations
- Resilience
- Deliberate practice and conscious, slow thinking
- Strategic thinking and holistic 6 Capital decision making
- Technology know how
- Critical thinking and questioning
- Citizenship
- Complex and wicked problem solving
- Hope, imagination and curiosity
- Philosophy and humanism
- Self-leadership, Life and career planning
- History and cross cultural knowledge and language
- Empathy, caring, respect for differences
- EQ
- Inclusive leadership including empowerment and accountability
- Understanding of nature
- Communication and soft skills
- Entrepreneurship
- Growth mindset
- Can do mindset and the ability to get things done in an increasingly complex world
- Ethics and values, with a strong moral compass

Future of Work initiatives in Asia Pacific

In much of Asia Pacific as in other developing geographies such as Africa, the focus is largely on having an income today versus positioning learning for the future of work at the individual level. A notable exception is Singapore which is now, like Finland, very focused on building the capabilities needed to succeed tomorrow. China is also addressing such issues through its purposeful 5 year planning process. Despite Asia Pacific as a whole not being as future oriented as Finland and Europe more generally, there are some excellent examples of future of work initiatives in the region.

1. **Building Resilience and Purpose**

From kindergarten and primary school children to senior managers and executives, people are being taught to better lead themselves by building holistic wellbeing, resilience and purpose. Very similar approaches are being used by EF Fellow Vishal Talreja (India '14) of [Dream a Dream Foundation](#) in India, [Broadmeadows Primary School](#) in Australia, located in an area of social disadvantage, and senior executives and managers in executive education using the [Corporate Athlete approach](#). These programs are achieving significant results through improving physical, emotional and intellectual wellbeing, as well as building a defining sense of purpose which includes career planning and adoption of a lifelong learning approach to leadership and deliberate practice.

2. **Organizational Purpose**

In most countries, by law, the goal of listed companies is solely shareholder value. However shifts are occurring as the financial and reputational risks of inattention to social, economic and employee issues is becoming evident, aided by increased transparency, whistleblowing, social media and rising public and investor expectations. In some countries (eg 13 states in the USA), Benefit Companies can, by law address more than shareholder value outcomes. In Australia this model is now also being reviewed in order to create a similar legal framework. A number of companies in Australia and elsewhere are now applying the 6 Capital approach (financial, manufactured, social, environmental, human and intellectual) to fully consider and publicly report on their impacts, often using the emerging international Integrated Reporting approach.

3. **NZ Living Wage**

Christchurch City Council in NZ is already paying staff a living wage of NZ\$20 per hour, the amount considered necessary to have a decent quality of life, even though the minimum wage in NZ is only NZ\$15 per hour. Shortly this will be extended to contractors to Christchurch City Council, and Auckland City Council has announced it is going to introduce a similar scheme.

4. **Australian Indigenous Land Care, Farming and Hunting**

In Australia, state governments are realising the long term land care know how which indigenous people have developed over tens of thousands of years, using 'cold' fire burning techniques to manage bushfire risks and to replenish land. Indigenous people are now being employed by the relevant agencies to manage land in this traditional and highly effective manner, and to pass on their knowledge to others. It is also being recognized in Australia that indigenous people living in traditional communities have excellent knowledge of native plants which can be used for food and medicine, and ways to farm and hunt sustainably.

5. **Wangdao in Taiwan**

Stan Shih in Taiwan, former CEO of Acer, has developed Wangdao, an eastern version of holistic leadership and management practices which focuses on considering the longer term outcomes of an organization, not merely short term shareholder value. This approach provides the opportunity to integrate leading eastern and western approaches to effective organizational leadership going forward.

6. Education in Singapore

Singapore (like Finland) through the Workforce Development Agency has identified that the traditional education system is not working effectively to build future capabilities. These two countries have now refocused on building life skills, creativity, resilience, digital skills, and lifelong learning. Outside class room activities and projects to learn how to design and achieve outcomes are very much part of the curriculum with less focus on text books and a traditional curriculum. The focus has been on skills development for Singapore, now it's shifting to skills development for the ASEAN region.

7. Education and infrastructure in India

NGOs are focusing on literacy, computer skills and entrepreneurship skills in remote villages. All government services are accessible via a mobile and every Indian has a digital identify. TATA Consultancy is focusing on industry, youth and rural development. The PURA initiative is taking urban amenity to rural areas. The government is rolling out broadband to 55k villages. The Delhi mayor is focusing on huge increases in public education.

8. China's 5 Year Plans

China's 5 year plans focusing on long term and increasingly broad objectives, show the power of strategic planning to successfully set out and realise national goals including education for the future.

9. Australian Capital Gains Tax

In Australia, it was only 1985 when tax was introduced on capital gains. We now know from Picketty and other economists that returns on capital exceed those on labor which is resulting in the rich getting richer and increased inequity. It is likely time to raise CGT once again to counter stagnating wages and the rise of robots and automation, to ensure benefits are more equitably distributed.

10 NZ Superannuation

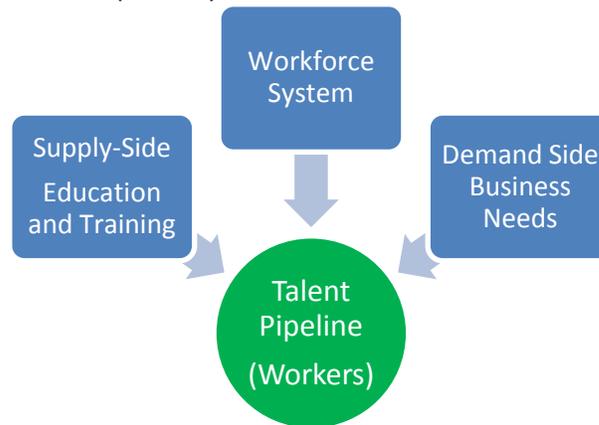
in NZ everyone becomes entitled to a government funded superannuation payment or pension when they are 65, irrespective of whether they have been working or not and in addition to their own personal savings or superannuation they may have accrued during their lives. The government funded payment commences with a letter from the Prime Minister of NZ, thanking the retiree for their contribution to NZ during their lifetime.

Future of Work Initiatives in the Americas

As demonstrated in Michael Moore's film "Where to Invade Next", the United States is not currently at the forefront of countries enabling citizens to optimize themselves for the future of work. However there are a number of leading programs which have been developed across the country.

1. Emerging demand side focus of workforce programs and specifying skills gaps in the Americas

Traditional workforce development programs prioritize and focus on the needs of citizens, their education, training and job placement. Education and workforce providers create training opportunities to learn new things and improve skills. The workforce system then traditionally acts as a connector, to identify opportunities and match the job seeker with the jobs. More often today, the system is migrating toward a demand approach, understanding the needs of business, broader distribution of information on emerging jobs, salaries and skill requirements and an emphasis on work experience and career pathways.



The second area of focus is the skills gap. The education and skills of workers will be the most important competitive factor for the future economic success of both people and places. Today, across the globe, in developed and developing countries, employers consistently point to gaps between what they need to be successful and the skills of the available work force. The availability of a qualified labor pool is currently the number one site location factor, and the availability of a skilled workforce is projected to become even more important in the coming years.

When groups of leaders discuss skills, naming and framing the skills is often a hindrance to addresses the problem. The following breakdown frames the skills being prioritized for people to successfully compete for better jobs in the future.

Basic Knowledge is the set of core competencies being taught by primary and secondary public and private schools. From the employers' perspective, this course of study results in proficiency in reading comprehension, writing, critical thinking and, increasingly important, applied mathematics.

Life Skills are made up of those personal attributes that are sometimes described as "soft skills." They include motivation (initiative), responsibility, honesty, punctuality, personal accountability, flexibility/adaptability and conflict resolution. They also often include insurmountable current barriers to employment such as drug use, criminal records and other employer restrictions.

Work Skills are sometimes considered "soft skills" since many are viewed as personal traits. These skills are extremely important to employers, and they are also generally transferable between jobs. Today, most jobs demand that a good employee has teamwork, problem solving, flexibility, perseverance and communication skills. Today, innovation, creativity, leadership, selling and negotiation abilities are also highly valued.

Job Skills are specific to an individual job. A diesel mechanic, stone mason, nurse or pastry chef must receive specific training for the task. Whether it is an apprenticeship, degree or certificate, many employers are demanding more skills than the basic knowledge conferred by a high school diploma.

Finally, **Future Skills** are emerging as abilities that can add worth to the employee, especially in these rapidly changing economic times. Once, being able to use a computer was new. Today, the ability to use and interface with technology, manage multiple simultaneous priorities, comfortably absorb and apply data, and successfully interact with colleagues and customers that are different are highly valued. These skills should be gained during school years and augmented by ongoing education and practice.

Around North America, many programs have emerged to try to address different components of the skills gap.



A youth workforce development program in Latin America and the Caribbean, GANAR, has worked with over 13,000 young adults between 16-24 through sports. The program uses technical training, internships, mentoring, and community service with a focus on life skills developed by participating in team sports, math literacy, job training and internships and either job placement or school reintegration. The program reports 75 percent successful outcomes.

In Canada, Job Grants recognize both the costs to businesses and the ultimate value to the economy of on-the-job training. Grants provide the funds for third-party training and wage reimbursement for up to 83 percent for small businesses. Several high-demand industries and occupations are targeted including advanced manufacturing, customer service and women in the trades.

In the United States, Certified Work Ready Communities use career readiness certificates that have been certified and quantified by businesses to help businesses identify work-ready candidates. Communities can boost the number of pre-certified work-ready citizens.

Dozens of programs are emerging at the state and local level that better engage businesses, expand the information available to educators, students, parents and the public, and use technology to better match supply and demand. Reprioritization of technical training, increase in work experience

opportunities, and recruitment of nontraditional populations into targeted trades are each emerging as public responses.

2. Deloitte, Mexico

Talent management focuses on mentoring millennials, career planning, continuing learning, train the trainer and outplacement for those not succeeding at Deloitte, and sponsoring disadvantaged girls into kindergarten.

3. Modular Education in North Carolina

In North Carolina in the USA, all educational materials are available through one portal so students young and old can personalise their programs across the whole suite of offerings from any level and any institution.

4. Argentina Education 2020

Focus is on training and retraining public school teachers to raise public education to the private school level.

Future of Work initiatives in Europe

1. National Finish Education

Finland, like Singapore, has revised its education systems. Focus is on vocational as well as university training and personalized modularity rather than trying to fit people to rigid testing objectives. Positive discrimination is a feature of education policies. Helsinki has a focus on AI and implications for work roles. By comparison it was noted the UK is far behind, with teachers having very little recognition, standardized and outdated education and the lack of serious education policy development over the last 30 years.

2. Finish Future Committee

Finland has a Parliamentary Future Committee which advises both parties on future trends which is resulting in bipartisan approaches to national future of work policy.

3. Finish Smart Suburbs and Cities

These are being invested in as pilots of leading practice.

4. Finish Training Incentives

In Finland, companies that give employees 3 days a year of training pay reduced tax. Companies letting people go are required to support 1 month of retraining.

5. France

A basic income approach is being explored.

6. Malaga, Spain as a transformed city

The City of Malaga itself is an example of what long term strategic planning can achieve given the fantastic economic and social revitalization of the city over the last 20 years achieved through the sustained implementation of a future oriented, long term strategic plan to make Malaga a cultural centre. Malaga has attracted 32 museums, including a Picasso and Pompidou, over that period. Malaga has also revitalized its Roman, Moorish and Christian historical sites and its botanical

gardens, paved streets and made them into elegant pedestrian walk ways, and developed the largest tropic gardens in Europe. Today Malaga has a very pleasant harbor which can accommodate up to 6 cruise ships at a time, and a high speed rail link to Madrid, as well as a very large international airport. Early 20th Century hotels on the Mediterranean have been restored through attracting appropriate investment. Malaga is a striking example of what can be achieved by long term commitment to an excellent plan which has turned this city into a post-industrial cultural centre creating work for many people through services jobs and tourism having become a sought after destination for European and overseas visitors.

7. EU wide initiatives

Europe is the first to take a region wide approach under the Social Europe EU umbrella to develop and deploy Future of Work initiatives. As such, Europe is the most progressed region in addressing Future of Work issues with work/life balance initiatives including paid leave and part time work for mothers and fathers having children, and longer periods of annual leave.

8. Gender targets

Scandinavia leads the way with the adoption of mandated gender targets, for example in Norway 40% of board members must be women and 40% must be men.

Gaps for EF

EF is an excellent vehicle for fellows to share and promote leading practice evidenced based policy initiatives in relation to the Future of Work and to encourage city or suburb scale pilot initiatives by fellows as a means for co-creating a better future.

Summary

The education system from kindergarten to higher education is at present broken in many countries in terms of preparing people for the future of work and life. Current education systems are entrenching and enlarging existing inequalities in socioeconomic advantage, including by gender. Finland and Singapore are the two outstanding national exceptions. A shift to a lifelong learning approach is required with emphasis on leadership of self, overcoming fears, building wellbeing and resilience, empathy and EQ, digital know-how, cross cultural learning and collaboration, creativity, self-motivation and making deliberate choices about goals and values.

A number of successful leading practices can be more widely adopted. Examples include holistic wellbeing for disadvantaged children in India and Australia as well as for executives and managers, smart suburb and city initiatives, integrating eastern and western management and leadership approaches, e.g. Wangdao in Taiwan, leveraging unique traditional indigenous land care knowledge in Australia, living wage initiatives in NZ, future thinking and long term planning in Finland, China and Malaga and the initiation of regional initiatives most progressed in the EU.