



the work foundation

The future of work

What's the big deal about flexibility

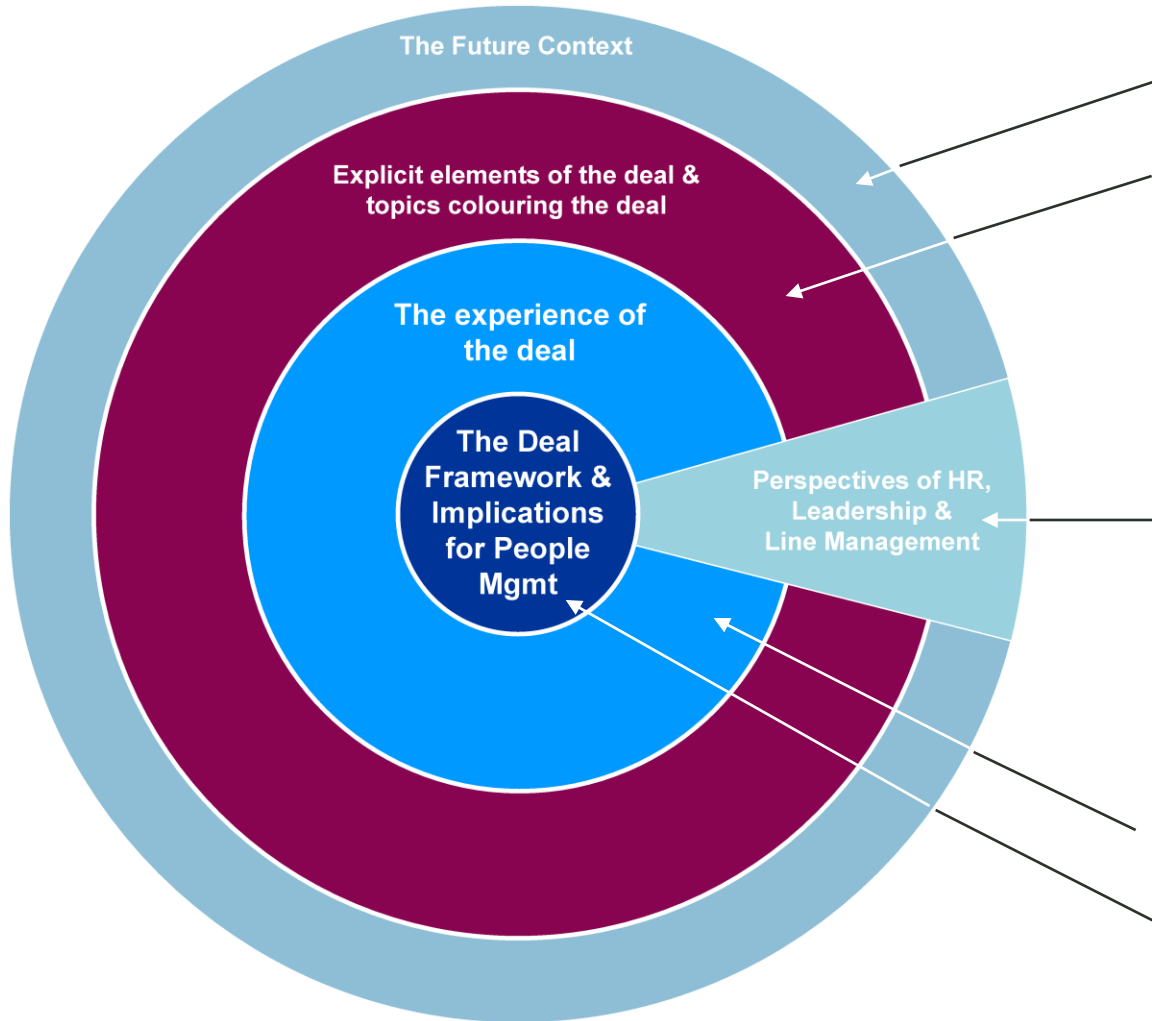
Dr Wilson Wong

“External forms of flexibility in the labour market: competition or complementarity”

Flex Work Research Centre Conference 2011, Leuven

27th October 2011

What's 'the deal'



What are the trends and factors that will impact the employer-employee relationship over the next decade?

What is the current evidence and received wisdom about the 'deal' and tenets of the deal (e.g. pay, voice, etc...)?

What are the wider contextual factors (trust, generational differences, etc.) that colour the deal?

What are the assumptions and implications of this evidence for people management (HR, leadership and line management)?

What is the employee experience of the deal? How do they construct the deal? What is the impact when the deal changes or they wish to change the deal?

What needs to change in terms of people management roles, structures, relationships and capability to deliver the deal?

Forecast for 2000 and beyond

- Desalination of sea water
- Oral contraceptives
- Ultralight materials
- Automated language translation
- Transplanting organs
- More reliable weather forecasts
- Centralised data banks
- Artificial organs
- X-ray lasers
- Psychotropic drugs
- Self-replicating molecules
- Synthetic proteins
- Some control over hereditary defects
- Controlled thermonuclear power
- Biochemical general immunisation
- Limited weather control
- Manned landing on Mars



Report predictions realised



Under developed or not realised yet

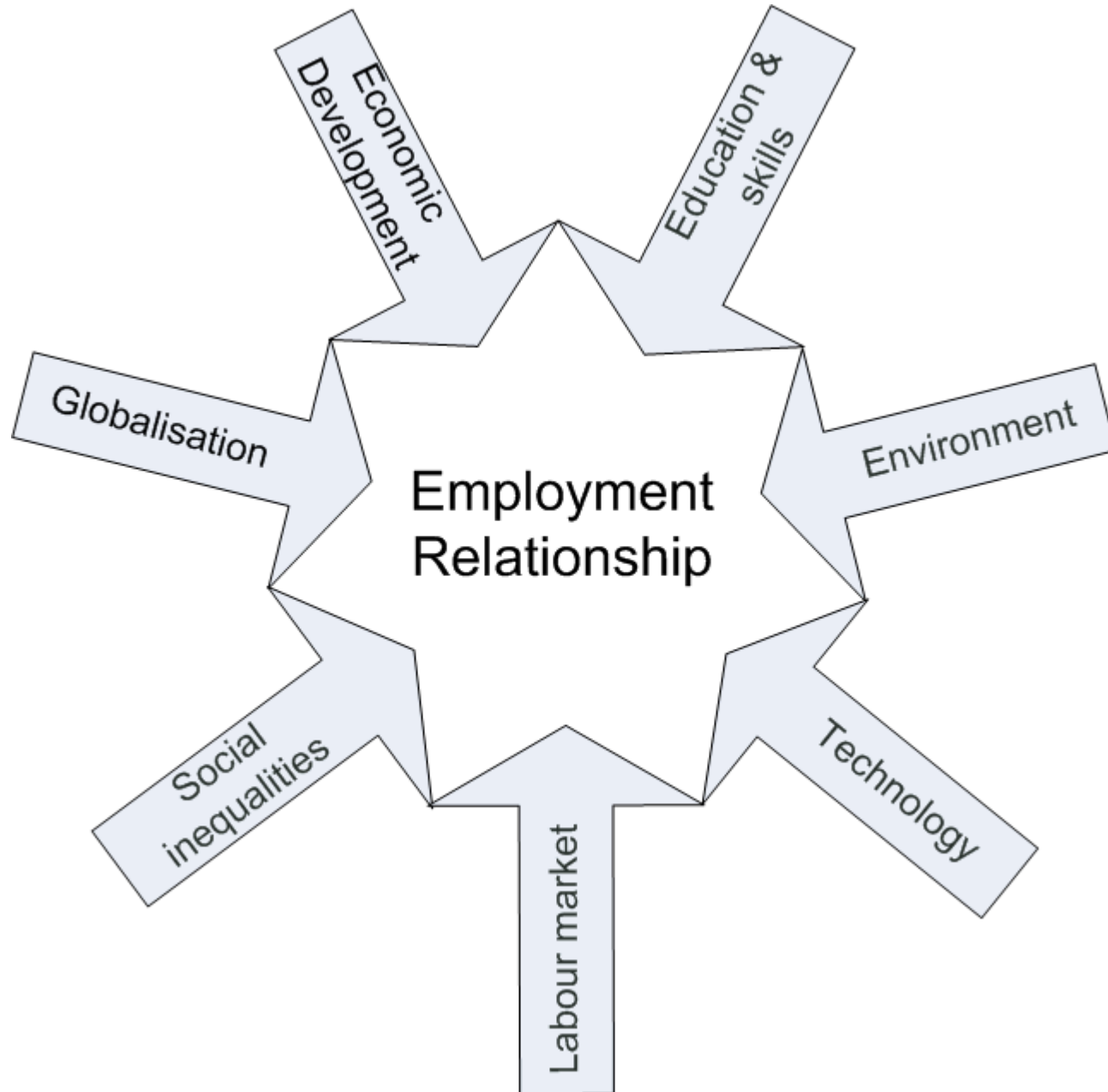
Gordon, T.J. & Helmer, O. (1964). Report on a long-range forecasting study. Rand.

Our Delphi Experts

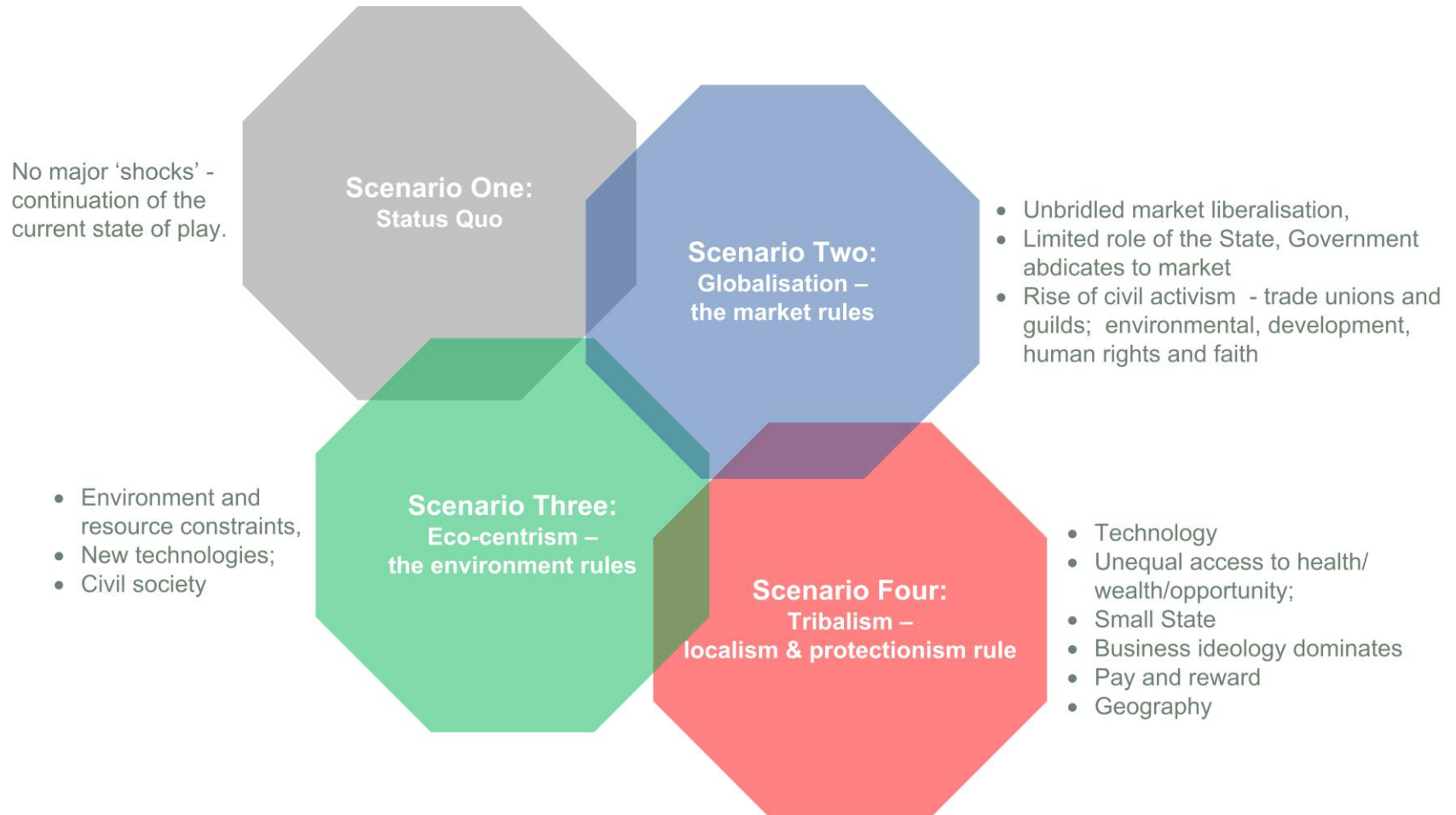


- **Professor William Brown CBE**, *Darwin College, Cambridge University*
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- **Professor David Guest**, *King's College London*
- **Ms Liane Hornsey**, *Google*
- **Mr Will Hutton**, *The Work Foundation*
- **Ms Ruth Jarratt**, *Royal Opera House*
- **Professor Raphael Kaplinsky**, *The Open University*
- **Professor Jeffrey Kenner**, *University of Nottingham*
- **Professor Bill Lucas**, *Talent Foundation UK*
- **Professor David Miller**, *Nuffield College, Oxford University*
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- **Ms Julia Unwin CBE**, *Joseph Rowntree Foundation*
- **Mr Simon Waldman**, *The Guardian Media Group*
- **Professor Robert Wilson**, *University of Warwick*
- **Dr Linda Yueh**, *St. Edmund Hall, Oxford University*

The Delphi Drivers



Synthesised Scenarios



Tribalism



Concerns common to all Deal 2020 scenarios

- Managing, attracting and retaining talent
- Rapid obsolescence – education and skills
- Flexibility and mobility
- Engagement of existing people
- Leadership

Challenges for the journey to 2020



- Moving beyond cost effectiveness to decision effectiveness
- Managing and sustaining the multiplicity of Deals
- Managing values, organisational culture and brand

Delivering Security Making progress
Challenging Training
Support from colleagues
Providing a high quality service
Opportunities to develop
Contributing
Openness
Pay
Freedom to make changes
Flexibility
Achieving
Listening
Friendly
Independence
Feedback

Social interaction
Satisfying the customer
Trust
Intellectual challenges
Career
Control
Independence
Opportunities
Autonomy
Communication
Progression
Recognition
Listening
Making a contribution
Variety
Work-life balance
Commission
Promotion
Feedback
Working from home
Pay
Benefits
Flexibility
Autonomy
Communication

pay
exciting
challenging
results
knowledge
benefits
being appreciated
stability
team
achieving
different
tough learning
treated like an adult
interested in your opinion
praise
package
job security
make decisions
know where you stand
second family
trust
consultation
make decisions
know where you stand
second family
trust
consultation
make decisions
know where you stand
second family
trust

flexible working
benefits package
achieve results
push yourself
salary
summer hours
pension
responsibility
flexibility
reward
friendly
variety
strategy
protective
delivered
benefits package
achieve results
push yourself
salary
summer hours
pension
responsibility

job rotation
pay increments
clear expectations
thank you
improve your own judgement
fewer complaints
reduction in errors
praise
grow
relationships
career progression
freedom
trust
recognition
financial stability
rewards
promotion
salary
support learn
knowledge
stability
rewards
promotion
salary

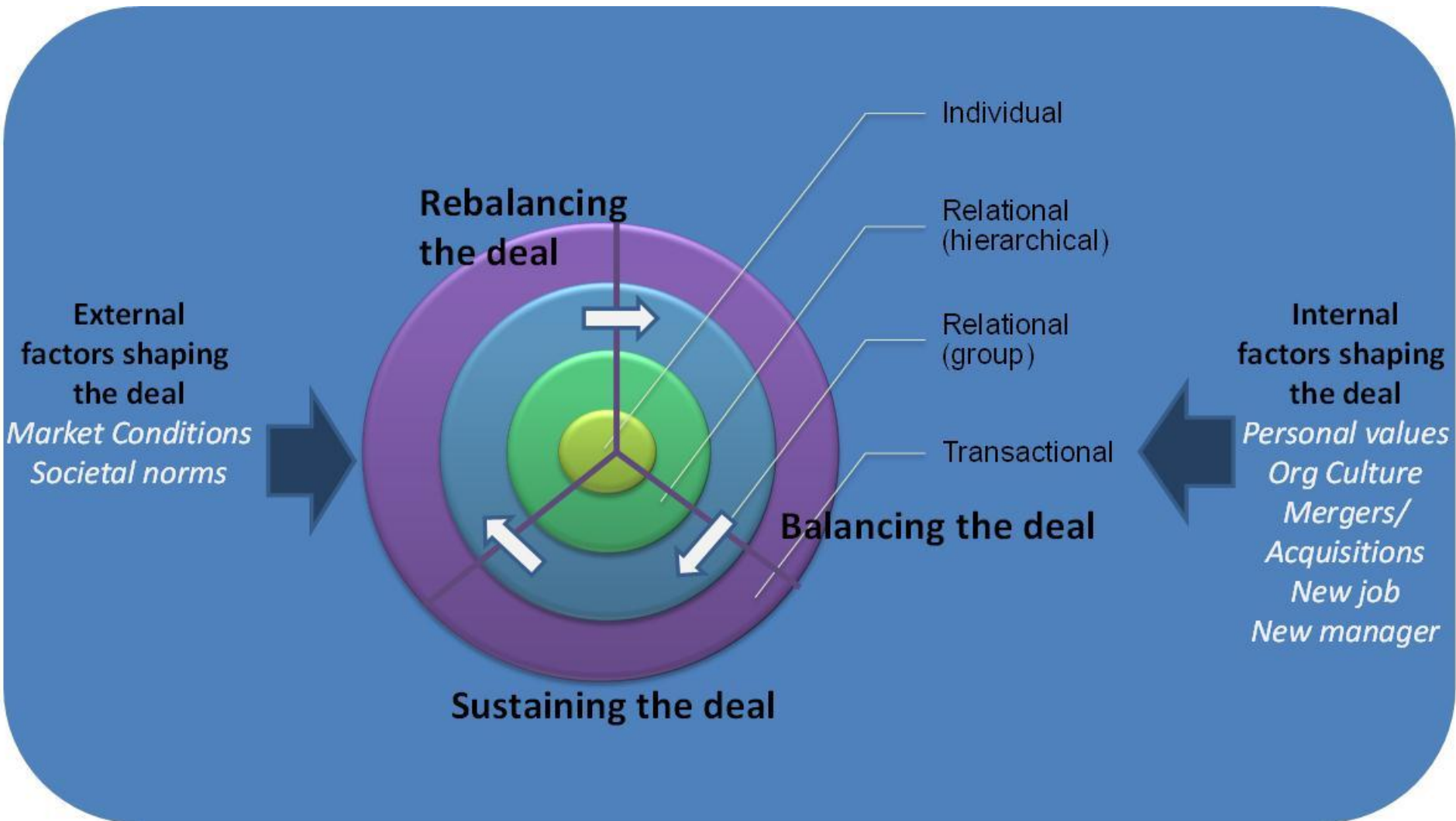
Openness
Flexible working
Team spirit
Achieving an end result
Variety
Supportive
Work-life balance
Autonomy
The people
Promotion
Make your own decisions
Challenge
Job for life
Get on with the job
Flexibility
Progress
Honesty
Job security
Listening
Feedback
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feedback
not 9-5
autonomy
friendly
fairness
challenging
work-life balance
delivering
providing a high quality service
freedom to make changes
making a difference
progression
trust
flexible working
my career
get on with the job
money
supportive
acknowledgement
opportunities to develop
sense of achievement
benefits solving problems
recognition
social interaction



disseminate
job security
sense of achievement
promotion
training
good atmosphere
work life balance
rewards
treated fairly
my career
opportunities
support
increase
progression
money
bonus
challenge
values
recognition
trust

The Deal Framework



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The Future of Human Resource programme

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