

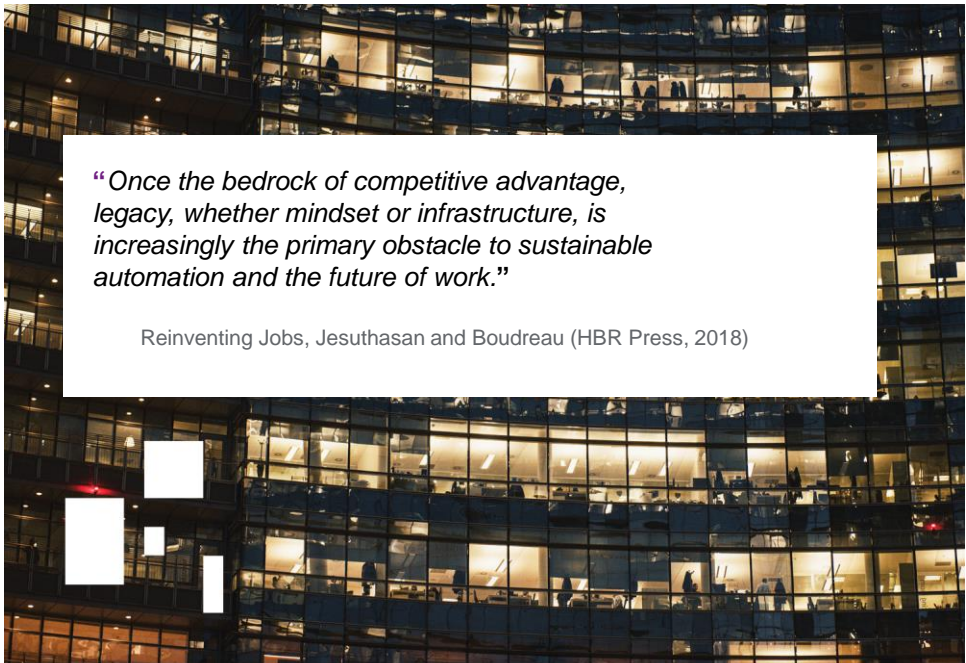


The Future Work and its Impact on the MBA

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Author and Managing Director
October 2018

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“Once the bedrock of competitive advantage, legacy, whether mindset or infrastructure, is increasingly the primary obstacle to sustainable automation and the future of work.”

Reinventing Jobs, Jesuthasan and Boudreau (HBR Press, 2018)

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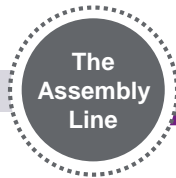
Industrial Revolutions and Work

Second Industrial Revolution

Late 19th – early 20th century –
 “The assembly line” – amplification of labor

Features:

- Companies as social institutions
- Organization of work into jobs
- Jobs as careers



Fourth Industrial Revolution / Second Machine Age

2000s – “Uberization” – *The democratization of work*

Features:

- Mobile, sensors, AI and machine learning
- Companies as platforms
- Disaggregation of work into activities
- Talent on demand

Third Industrial Revolution / First Machine Age

1960s – 1990s – “Nikefication” and core competencies –
The democratization of information

Features:

- Technology enablement and the web
- Companies as the nexus of contracts
- Streamlining of jobs to enable outsourcing

Source: Willis Towers Watson

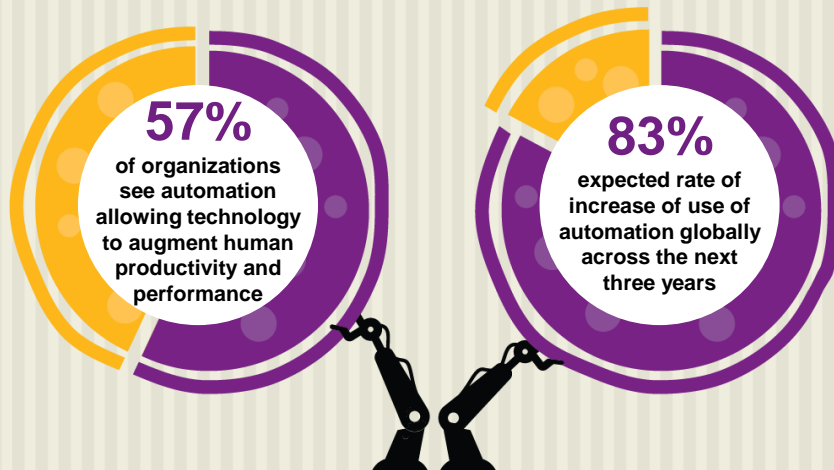
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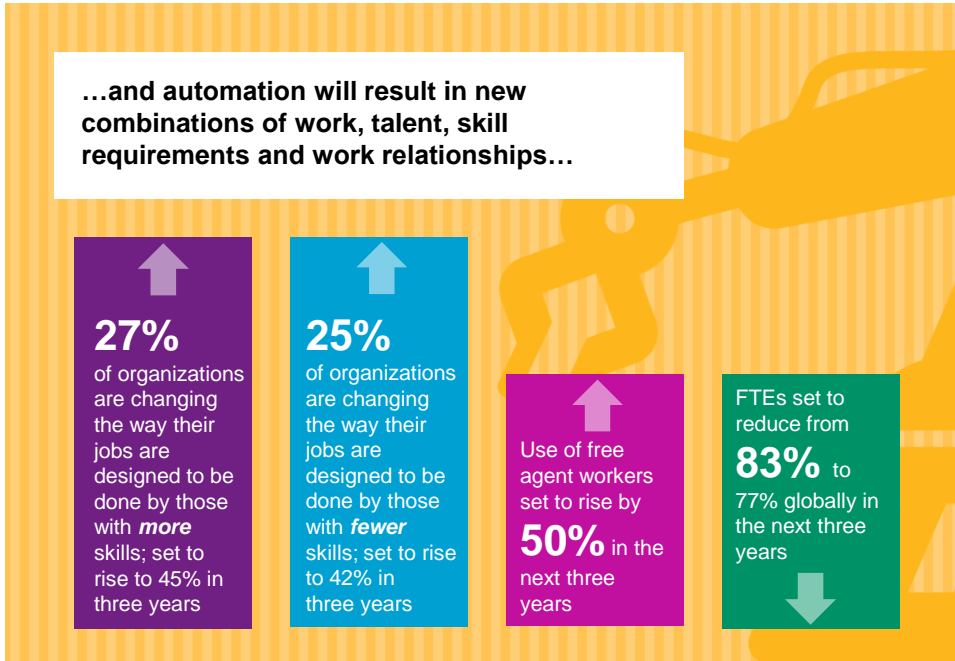
Automation of other work is now more transformative than supporting, augmenting human performance and productivity...



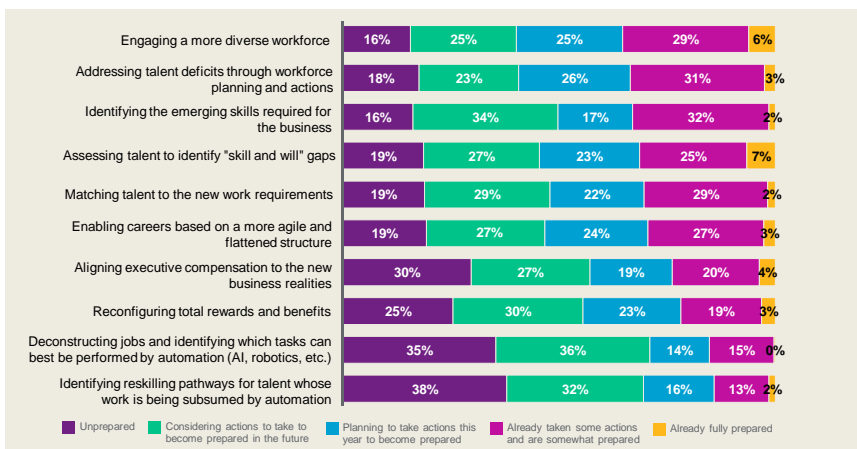
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Early actions being taken: Organizations have started to take actions to prepare for change, but are unprepared for deconstructing and reconstructing jobs and identifying the new reskilling pathways required for responsible and sustainable automation.



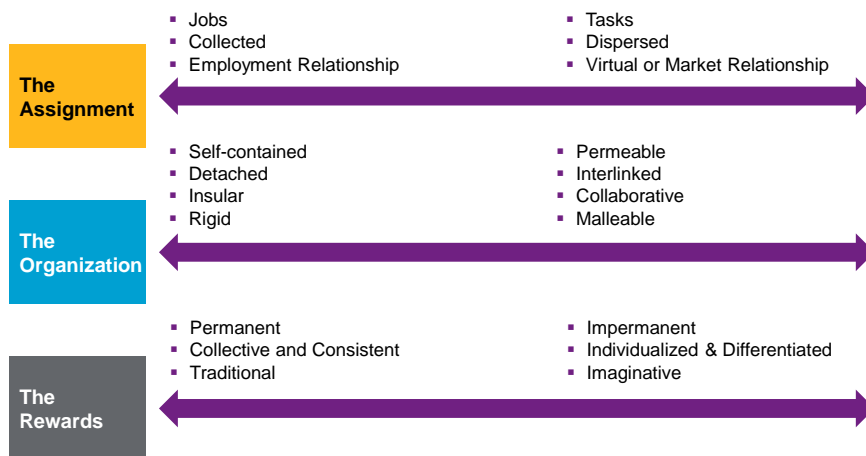
Source: 2017 Willis Towers Watson FOW Global Survey

Not “binary” anymore: the employment relationship is changing
 A plurality of work is already here...



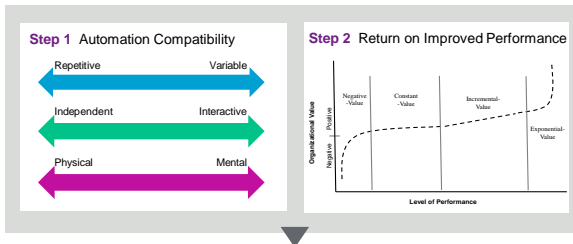
How will you educate a new generation of leaders who have 4X the number of options to execute their business models than their predecessors did?

Lead the Work Map



Optimizing Work + Automation

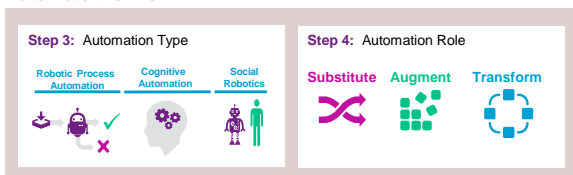
Deconstruct the Work



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
- Etc. ...

Automate the Work



Reinventing Jobs, Jesuthasan and Boudreau, Harvard Business Review Press, 2018

Changing requirements of leaders

The shift that will be asked of your students

From	To
Organizing and filling jobs	Deconstructing, automating/redeploying and reconstructing
A mindset of "learn, do, retire"	A mindset of learn, do, learn, do, rest, learn,...
Employment qualifications	Work readiness
Salaries for intact jobs	Market prices for activities and tasks that can be aggregated in multiple ways based on each person's unique circumstances
Job architectures and movement from one job to another	Work architecture that provide seamless and continuous matching of skills to tasks
Traditional career ladders or lattices	Reskilling pathways that reflect individual motivations, attributes, enabling skills and technical competencies

Reinventing Jobs, Jesuthasan and Boudreau, Harvard Business Review Press, 2018

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The Emerging Pivotal Skills

- Leaders: **Orchestration** of a new ecosystem of work to optimize the business model
- Managers: **Coordination** of alternative options to execute strategy

Is this what we are preparing them for?

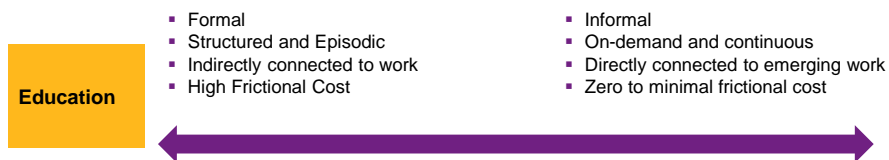
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Transforming Education

To support a world where skills are the currency of the labor market



How might you deconstruct the MBA and redeploy the learning?

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Transforming Education

Trends driving technology adoption in higher education

Short-Term

Growing Focus on Measuring Learning

Redesigning Learning Spaces

Mid-Term

Proliferation of Open Educational Resources

The Rise of New Forms of Interdisciplinary Studies

Long-Term

Advancing Cultures of Innovation

Cross-Institution & Cross-Sector Collaboration

Source: NMC Horizon Report: 2018 Higher Education Edition

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Agile Means Perpetual Obsolescence

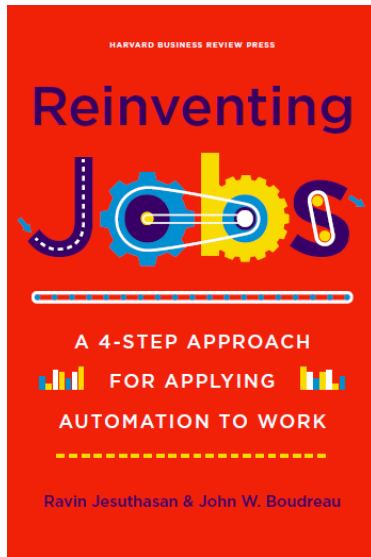


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