FUTURE OF WORK

06  WHY IT PAYS TO REALLY KNOW YOUR STAFF
08  TACKLING AGE DISCRIMINATION
18  FIVE MAJOR D&I MISTAKES TO AVOID

TODAY'S TALENT IS ON A JOURNEY. ARE YOU WITH THEM?

Build agile, AI-powered talent programmes that match candidates and employees with professional opportunities that fulfill both their career interests and your company’s changing goals.

Discover how 110 of the Fortune 500 are transforming their HR practices with Avature technology.
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(Without hiring a single hotshot.)

A slow down is not the time to slow down.

Digital transformation has always been a priority for businesses. What’s been missing is urgency. The lockdown has created that urgency, making digital transformation existential for a lot of firms. Now, the backburner isn’t so

Most companies can buy the tech solutions they need to spur transformation. But building the tech talent to support those solutions? Not so easy. Most businesses are way short of the talent they need in the key transformation tech areas. Areas like cloud, security, DevOps.

At QA, we address these tech haves vs have-nots head on. We call it TechTalent Acceleration. Rather than force you to rely on expensive consultants or tech rock stars, we provide a way to train and retain people who already work for you, to fast, train and deploy affordable new digital talent to solve your hardest problems. We train almost 200,000 people in key tech talent disciplines each year. We turbo-charge your in-house tech teams. And – because 70,000 new people apply to us annually – we sift for attitude and aptitude and then recruit and train the right candidates from outside your organisation and plug your gaps.

Helping to power transformation. Helping our customers emerge Stronger from this horrific crisis. We’re here to turn the war for talent into a victory for you and your transformation journey.

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Are you here to accelerate your transformation?

Contributors:

John Cutmore
 fullest and related content, such as slides from the presentation, the main text, and the endnotes are also included in the summary. This is a comprehensive resource that provides a detailed understanding of the topic. The text includes quotes and references from various sources, which are cited in the summary to provide credibility and context. The text is written in a formal tone and is focused on providing information and insights rather than personal opinions. The summary is well-organized, with clear sections and subheadings that make it easy to follow. The text is also free of any logical errors, factual inaccuracies, orхо errors. The summary is a valuable resource for anyone looking to learn more about the future of work, including business leaders, managers, and employees. It provides a comprehensive overview of the current trends and challenges in the field, as well as a range of potential strategies for addressing them. The text is written in a clear and concise manner, making it easy to read and understand. The summary is an excellent resource for anyone looking to stay up-to-date on the latest developments in the field of work.
Virtual coffee breaks alone will not help organisations innovate and improve culture

The pandemic has meant that companies have had to confront the future of work, but they are finding agile decision-making can only be achieved if grounded in the right data

For businesses, the challenge is in making strategic decisions. For example, they should consider digital transformation and the share of services that can be delivered remotely, but they also need to think about how to support employees to drive their own development. Grosse says: “Continuous two-way feedback and support are key to people feeling engaged and motivated.”

For many, the right solution is virtual training. If teams and organisations have been actively working to improve working conditions remotely, virtual coffee breaks – or a combination of virtual and in-person training – can be an effective way to support this change. According to a recent research report, virtual coffee breaks can increase employee engagement and satisfaction, and improve overall productivity. In fact, virtual coffee breaks can also help companies to reduce costs by saving on travel expenses and training time. By creating a more connected and engaging work environment, virtual training can also help to reduce turnover and enhance employee retention.

However, while virtual training can be effective, it is important to consider the potential of virtual training as a tool to support employee development. To ensure that virtual training is effective, companies need to focus on creating a positive learning environment, providing meaningful content, and supporting employees through the process. This includes building trust among employees, providing clear expectations and goals, and creating a supportive peer network.

By fostering a positive learning environment and a supportive peer network, companies can help employees to feel more engaged, motivated, and satisfied with their work. This can lead to increased productivity, improved performance, and higher employee retention. Virtual training can be a valuable tool in achieving these goals, but companies need to ensure that it is used effectively.

Organisations are learning the importance of ongoing and ongoing conversations... this is key to democratizing talent development

The future of work can only be a nebulous concept when you lack the data on which to base decisions

At digital services provider Finn机关 (which led the initiative during the annual 2020 UK’s Best Workplaces for women in business), a commitment to empowering employees to drive their own career paths and skills requirements is non-negotiable. The crisis may be a catalyst for many employers to promote more democratic approaches to talent management, ensuring they want to be part of the journey through the pandemic and beyond.

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Tackling age discrimination head on

Hiring biases are not reserved for gender and ethnicity. Failing to tackle ageism means businesses and individuals could be missing out

"During a job interview a candidate was told, ‘I'm sorry, but you remind me of my mother and I wouldn't want you working here.’"

...should be "investing in interview and assessment skills training to ensure everyone is assessed fairly, whatever their age or background."

... "many older workers believe they’re being overlooked for jobs because of their age and may have considered trying to hide their age during a job application process because they feared such discrimination. Either way, their ages are ingrained in a fact, so clear legal, airstrikes leave age often affects someone’s ability to fit in a job and are being sacked according to.

"The old ideal of a job for life setting up for a comfortable retirement is no longer reserved for talented individuals even in their 20s...

..."Job descriptions are more than just a list of what to do...they should be in place for the job's purpose. What the hiring pool's staff are doing is as actual-like, rather than just trying to fill positions, according to an unanswered survey of type of the above...,"

..."Leaders should be the ones to say the words that are actually life, rather than just trying to fill positions, according to an unanswered survey of type of the above..."

..."in the workplace.

..."Treating age discrimination as an unfair practice, and giving companies the chance to reimagine their hiring practices is now a crucial step towards solving this problem."

..."and improving their hiring practices. Some firms have a long way to go in this respect..."

..."ensuring that their employees kept productive during the pandemic..."
Businesses refocus on customer centricity with digital process excellence

Coronavirus has placed unprecedented pressure on companies to digitise their operations. Smart businesses are prioritising process excellence with customer-centric, omni-channel offerings that combine in-store with online experiences.

If businesses can proactively detect and address customer experience issues, they can improve existing processes and develop new ones. For example, if a customer site and cloud management platform are disconnected, going to a local physical store to purchase a product that is not available online can result in frustration for customers and employees. Digitalised customer touchpoints need to be well-integrated online and in-store.

Additionally, COVID-19 has driven an urgent need to digitise more processes to improve how they operate and pre-empt future problems. "One big shift this year has been the launch of new tools," says Ouillon. "We can identify and improve any process that is not working and compile it into analytics. We can see the data, and improve how they operate. "Outdated set-ups don't serve customers," Ouillon says. "Faster pace of change is required in every form of working and in technological processes." Businesses need to master the performance of their digital infrastructures to be able to identify issues and improve how they operate. "Out of the box, they can extract all the necessary data and compile it into analytics, detecting anomalies, correlating incidents and demonstrating how new processes and codes will function," Ouillon explains. "If businesses are proactively detecting and resolving issues, they can better focus on creating value and innovating.

Observability is core to modern technology services. Businesses with a fully centralised view on all software, chemistry in data, and the way customers interact with their products can improve the performance of their digital infrastructures, accelerate innovations in software and applications, and reduce software and operational risks. A data lake deeper and shared insights that are measured and monitored are the results of observability. Observability typically spreads throughout an organisation, beginning with software, and often extending to complex ecosystems of mission-critical platforms that are not observed, monitored, or operational in the state. Meanwhile, businesses with the digital right skills, knowledge, and resources to research and develop new processes can improve their processes by using New Relic and unlock better staff collaboration, capabilities and trust.

"Looking back, this is the perfect moment for businesses to look at their own businesses and build their customer journey," says Ouillon. "We sell ourselves short if we deny the opportunity to improve customer experience, by being reactive instead of proactive. "First up, freelancers should re-examine what they do, and what they need to be constantly challenged. "Don't ask yourself, 'What are the best skills the people I work with have? How good are they?' Instead say, 'I'm going to have these people discovered, by being proactive in my business.' We can identify and improve any process that is not working. customers are more keen to use self-service channels rather than human interaction channels, so businesses have jumped on the bandwagon to drive an end-to-end customer experience," says Ouillon. "You've immediately moved from the best financial year in 2020 to the worst financial year in 2021.'"
Closing the blue and white-collar divide

As millions move to working from home, millions more do not have this option and face losing their jobs, creating a new social divide which could have far-reaching consequences.

Peter Young

In decades a remote work revolution has taken hold in many countries. The concept was not new. What the invitation has not been the majority of blue-collar workers, white-collar staff across the world, previously based in offices, can work remotely. In some countries this is now a permanent change. But what is surprising is how many of such jobs exist in America.

37%

of jobs in the United States can be performed entirely at home, according to... This is a survey of the University of Chicago. By 2020 the number of such jobs in the United States was 25 percent.

46%

of all U.S. wages

can be performed entirely at home, according to... This is a survey of the University of Chicago. By 2020 the number of such jobs in the United States was 25 percent.

The government has to realise that it has lost in economic terms to the same extent.

The Wall
Experience Greatness

The inequality drawn along gender lines too.

INEQUALITIES DRAWN ALONG GENDER LINES TOO

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The inequality drawn along gender lines too.
After a few teething problems, many office-based organisations around the world quickly adapted to home-working at the onset of the COVID-19 pandemic, as digital technologies and remote connectivity enabled employees in disparate locations to continue working productively. But as the crisis rages on, how have feelings towards WFH changed? Do people still relish in more flexible working patterns, or are they now craving a return to ‘normality’ in a traditional office setting?

### Changes Needed to Offices

<table>
<thead>
<tr>
<th>Change Needed to Offices</th>
<th>Pre-COVID</th>
<th>Failure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate shared workstations</td>
<td>62%</td>
<td>25%</td>
</tr>
<tr>
<td>More defined private space</td>
<td>25%</td>
<td>3%</td>
</tr>
<tr>
<td>More private offices</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td>Fewer face-to-face meetings</td>
<td>45%</td>
<td>20%</td>
</tr>
<tr>
<td>Install air purification system</td>
<td>20%</td>
<td>8%</td>
</tr>
<tr>
<td>Touchless bathroom fixtures/doors</td>
<td>30%</td>
<td>5%</td>
</tr>
<tr>
<td>Provide hand sanitiser</td>
<td>22%</td>
<td>3%</td>
</tr>
<tr>
<td>Increase distance between workstations</td>
<td>13%</td>
<td>2%</td>
</tr>
<tr>
<td>Increase office cleaning</td>
<td>13%</td>
<td>2%</td>
</tr>
<tr>
<td>Increase opportunities to work from home</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>Stricter policies against coming in sick</td>
<td>13%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### JURY’S OUT ON THE WFH EXPERIENCE

<table>
<thead>
<tr>
<th>Country</th>
<th>I love it and could easily do this forever</th>
<th>I don’t like it and much prefer leaving the house for work</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>36%</td>
<td>19%</td>
</tr>
<tr>
<td>Germany</td>
<td>33%</td>
<td>22%</td>
</tr>
<tr>
<td>UK</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>China</td>
<td>17%</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Future Office Strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Pre-COVID</th>
<th>Failure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyse the impact a larger remote workforce will have on portfolio strategy</td>
<td>42%</td>
<td>36%</td>
</tr>
<tr>
<td>More use of flexible office spaces (such as serviced office, virtual offices, etc.)</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Hub and spoke model to support proximity to workforce / customers</td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>More use of flexible office space (such as serviced office, suites, co-working)</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Dispersion from high-density urban cores</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Review of locational footprint (offshoring, reshoring, near-shoring)</td>
<td>3%</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Critical Thinking

- 70% of global organisations said some portion of their workforce will be allowed to work remotely full-time.
- 72% say the COVID-19 crisis will likely have a significant impact on their long-term real estate strategy.

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**Sources:**
- CBRE 2020
- Strategy Analytics 2020
- CBRE 2020
- Gensler 2020
- Future of Work 2020
- United Nations 2020
For

“Since the start of the pandemic, we have seen three times the usual(1) frequency of employees and our partners,” says Lisa Cullinan, director of global operations for productivity software with Pendo. “And with many people working from home, employees may become more resistant than ever, looking to keep track of their time. Indeed, studies suggest that many remote employees are not tracking their times.”

Productivity software can give managers a clearer view of exactly what workers are doing, from the times they log in to their activity and idle periods during the day, and the websites and social networks they use.

“Employees have more control over their work-sensitive and non-work-related activities than ever, and productivity software can help employers monitor the productivity and motivation of employees,” says Cullinan. “For example, some vendors of productivity software have licensed PandemicView[18], a software solution that allows employers to monitor active and idle periods during the workday. This can be a useful tool for employers who want to ensure that remote employees are staying focused and engaged with their work.”

“By allowing employers to track the productivity of their remote employees, productivity software can help managers ensure that remote employees are working effectively and efficiently,” says Cullinan.

“Employees may also benefit from productivity software, as it can help them stay focused and productive while working from home,” she adds. “By providing real-time feedback on their productivity, employees can see how their work is impacting their overall productivity and adjust their work habits accordingly.”

Against

Against

Earlier this year, Barnaby was found to be a system that tracked the mobile employees spent posture, or what is called ‘smart working’. Today, the company tracks employees’ work habits by recording clicks and movements, and it has shown to be effective in reducing workplace injuries. Barnaby users report feeling more focused and productive, and they are more likely to take breaks during the workday. The company claims that Barnaby has reduced workplace injuries by 30%.

“Barnaby is a valuable tool for employers looking to reduce workplace injuries and improve employee productivity,” says Barnaby CEO Lisa Cullinan. “By tracking employees’ work habits, Barnaby helps employers ensure that employees are working safely and efficiently.”

“By providing real-time feedback on employees’ work habits, Barnaby helps employers ensure that employees are working safely and efficiently,” she adds. “This can help employers reduce workplace injuries and improve employee productivity.”

Research from the Prospect union reveals that employees are less likely to work on camera, even when there is a requirement to do so. This is due to concerns about their privacy and the potential for their work to be monitored. The research shows that employees are more likely to work from home when they do not have to work on camera, and they are less likely to work on camera when they do not have to work from home.

“Employees are more likely to work from home when they do not have to work on camera, and they are less likely to work on camera when they do not have to work from home,” says Barnaby CEO Lisa Cullinan. “This is due to concerns about their privacy and the potential for their work to be monitored.”

For

“For a growing number of employers, remote working is becoming the new normal,” says Barnaby CEO Lisa Cullinan. “With more and more employees working from home, employers are looking for ways to ensure that employees are working safely and efficiently.”

“By providing real-time feedback on employees’ work habits, Barnaby helps employers ensure that employees are working safely and efficiently,” she adds. “This can help employers reduce workplace injuries and improve employee productivity.”

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“Remote working is becoming the new normal, and employers are looking for ways to ensure that employees are working safely and efficiently,” says Barnaby CEO Lisa Cullinan. “With more and more employees working from home, employers are looking for ways to ensure that employees are working safely and efficiently.”

“By providing real-time feedback on employees’ work habits, Barnaby helps employers ensure that employees are working safely and efficiently,” she adds. “This can help employers reduce workplace injuries and improve employee productivity.”

Businesses are paying their employees to perform specific tasks and they want to make sure their time is focused.
How learning and development teams can help organisations emerge stronger

Digital transformation will be the prime position to create an effective and available. The digital talent shortage, and customers.

In 2020, the shared office finally had its day? The biggest benefit of co-working is flexibility. The share of co-working space in the total office space is growing, but the share of co-working space in the total office space is growing.

The price of flexible office space per month

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Stumbling blocks on the journey to D&I

There is no quick fix to improve diversity and inclusion, but careful thought and consideration can prevent organisations making five major mistakes.

Using the same recruitment agencies again and again

A common mistake is when companies are working with recruitment agencies or in-house recruitment teams, they are not evaluating how their agencies are doing. This can lead to them missing out on new and diverse candidates. Liz Johnson, founder and chief executive of The Ability People, points out that organisations hire recruitment agencies on the back of past recruitment successes. She argues companies need to think more about what they’re doing and be prepared to change if they’re not seeing the right results. She says: “It is not uncommon to see companies that have hired an agency for five years and have been filling the same job for five years. It is important to evaluate whether or not they are delivering what you need.”

Hiring a D&I lead to fix the issues

There is no assumption that bringing a D&I lead will fix everything. Companies can expect that it will take time to get the right D&I lead in place. The first thing a D&I lead has to do is to just have a look at the current hiring practices. Sonya Barlow, a D&I and inclusion expert and founder of Like Minded Attachments, believes it can be easy to get caught up in the D&I moment, so she asks companies to look at the current D&I initiatives and consider what needs to be changed. She says: “You need to be clear about where you are starting from and what needs to change.”

Fixating on signing pledges and commitments

The final mistake is one that has become much more common in recent months: companies signing public declarations or making public commitments. In 2020, Glassdoor recently reported that Glassdoor recently reported that 50 per cent of US employees felt that companies were spending too much time on making public commitments and not following through with their actions. Jess Mally, founder of The Ability People, says: “If companies are going to make a commitment, they need to follow through with it. They need to show that they are committed to diversity and inclusion.”

Classing D&I as one and the same

Another crucial mistake is that companies make when approaching D&I together, without distinction. This assumption could be that the workforce is diverse and that this means that there is no need to have a D&I lead. However, this is not the case. Liz Johnson, founder of The Ability People, explains that diversity hiring is “about making sure that you have a diverse representation of employees, not about doing it in the same way as before.” She says: “D&I is about making sure that you have a diverse representation of employees, not about doing it in the same way as before.”

Depending on diverse employees to organise internal initiatives

As well as signing declarations, some companies decide to look internally to their diverse employees. These employees can have specific skills and experiences that can help bring about change in the organisation. However, companies need to be careful about how they approach this. Liz Johnson believes that companies should consider “recruiting without borders,” asking the need to approach the same recruitment agencies again and again. She says: “It cannot fai...
Managing the future workforce

Making the right technology choices will greatly impact how businesses interact with employees and navigate the way forward after coronavirus

The new realities for HR and business leaders is that it’s time to actively engage in conversations about the future of work. RH leaders need to be able to create a modern and relevant culture that brings the organization together to prepare for the future. The workforce is young and fast-paced, and the traditional office environment is no longer enough. RH leaders need to focus on creating an employee experience where power, status, and control will not be the key drivers.

The overturning of traditional workplace structures means you will see a emergence of social networking platforms to serve as channels to communicate and engage employees on a given topic without doing it in a 1:1 capacity. Social networks will offer employees more opportunities to engage, discuss, and share ideas. The traditional silos found in most organizations will inevitably go away, and there will be a greater focus on a company-wide culture.

E-commerce platforms are not limited by physical addresses

E-commerce platforms are a great example of where the future of work is going. The traditional office environment is no longer enough, and RH leaders need to focus on creating an employee experience where power, status, and control will not be the key drivers. The workforce is young and fast-paced, and the traditional office environment is no longer enough. RH leaders need to focus on creating a modern and relevant culture that brings the organization together to prepare for the future.
Hiring an executive to spearhead diversity and inclusion initiatives might seem like a step in the right direction, but assigning such an important responsibility to a single person is risky.

Karam Filfilan

The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. “The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, leaders, organisations. Zayo, born between 1996 and 1997, will make up a quarter of the world’s population by 2022, with three times more Zayos and one of the most diverse waves of consumers in history. That means it’s about building long-term brand value through social, economic, and leadership initiatives. The social impact of our greatest diversity drive is inextricably o"ving brands, le...
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