

Human Resource and Diversity Management

Preparing for the future of work



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SESSION PLAN

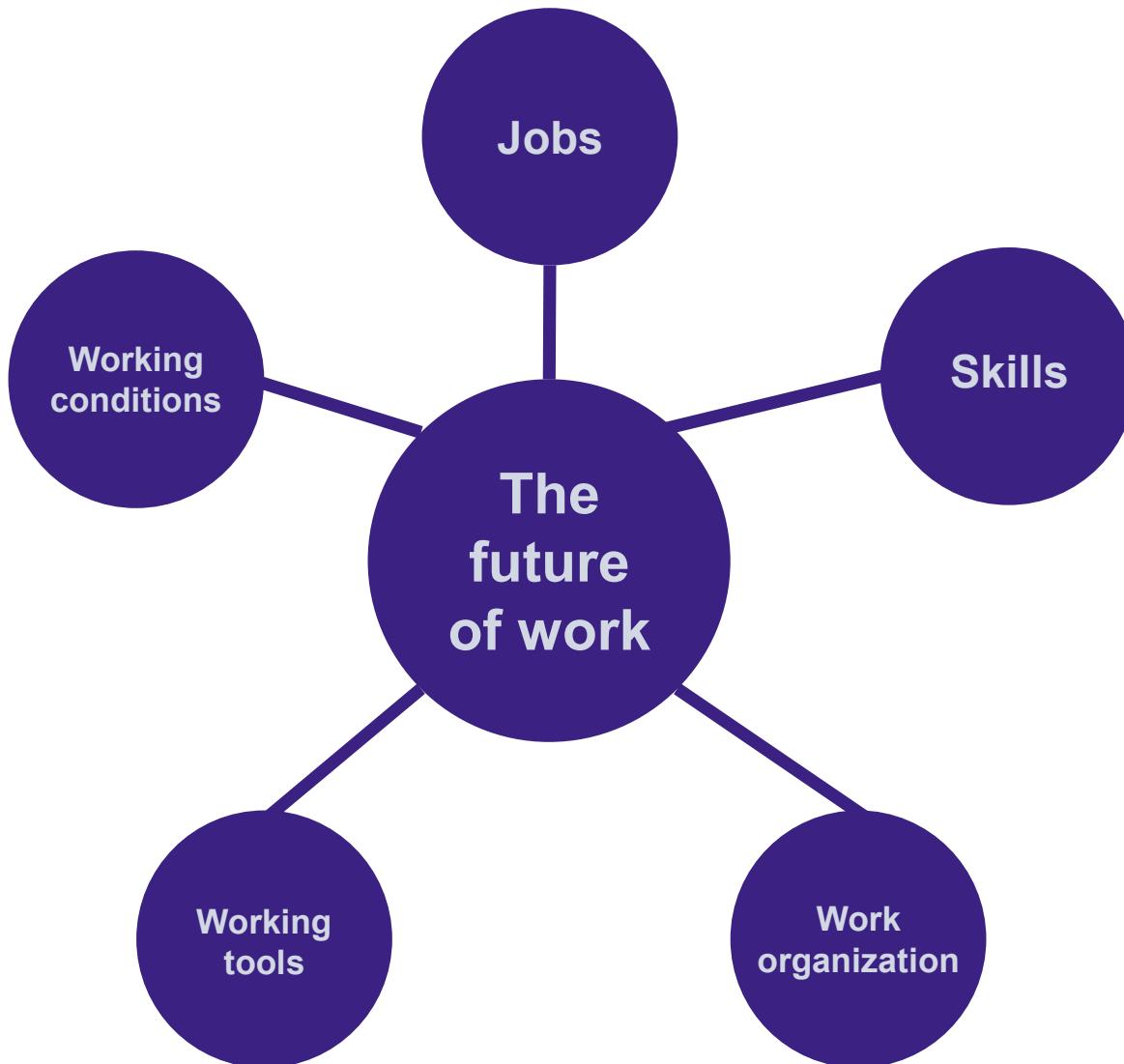
- I. The challenges
- II. The future of work and management in 2030 and 2050
- III. The future of recruitment?
- IV. The future: a return to the past?



I. The challenges



THE VARIOUS DIMENSIONS



ALBERT ROBIDA'S CASE

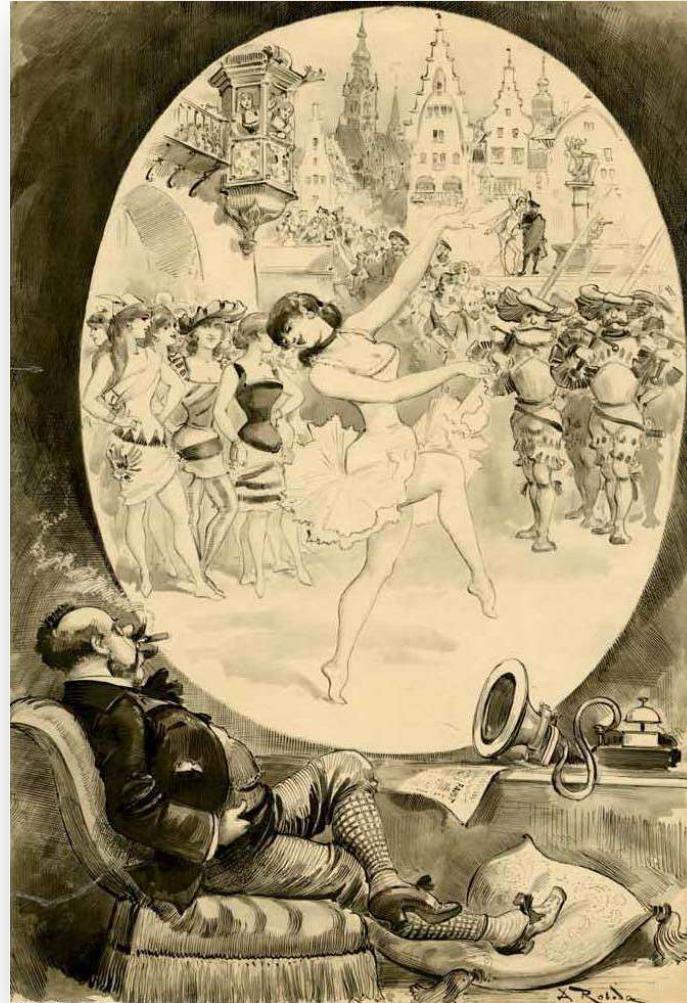


ALBERT ROBIDA'S CASE



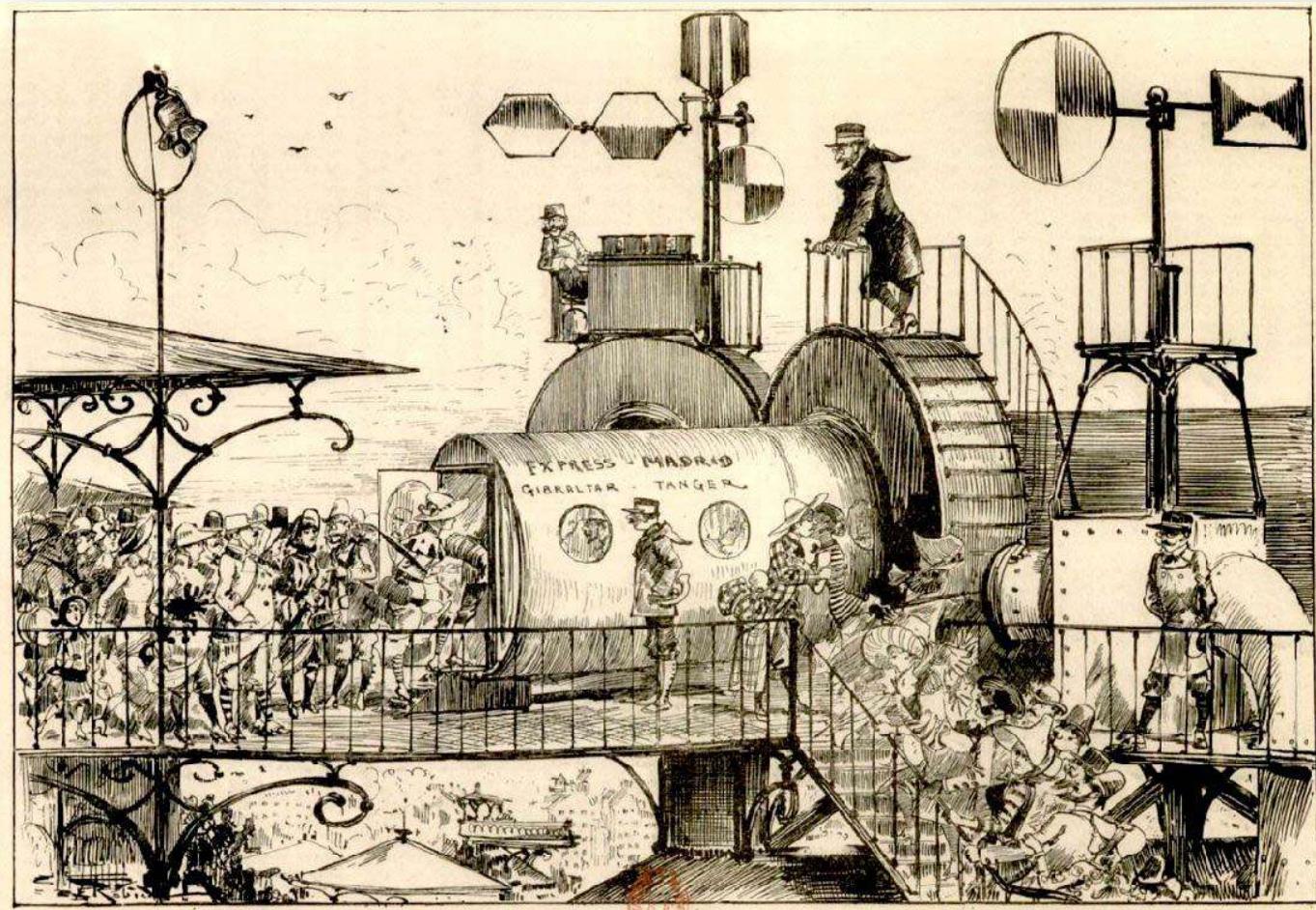
ALBERT ROBIDA'S CASE

- Albert Robida - *The theater at home by the Telephonoscope (1883)*



ALBERT ROBIDA'S CASE

- Albert Robida - *The tubes. South tube station in Paris (1883)*



II. The future of work and management in 2030 and 2050



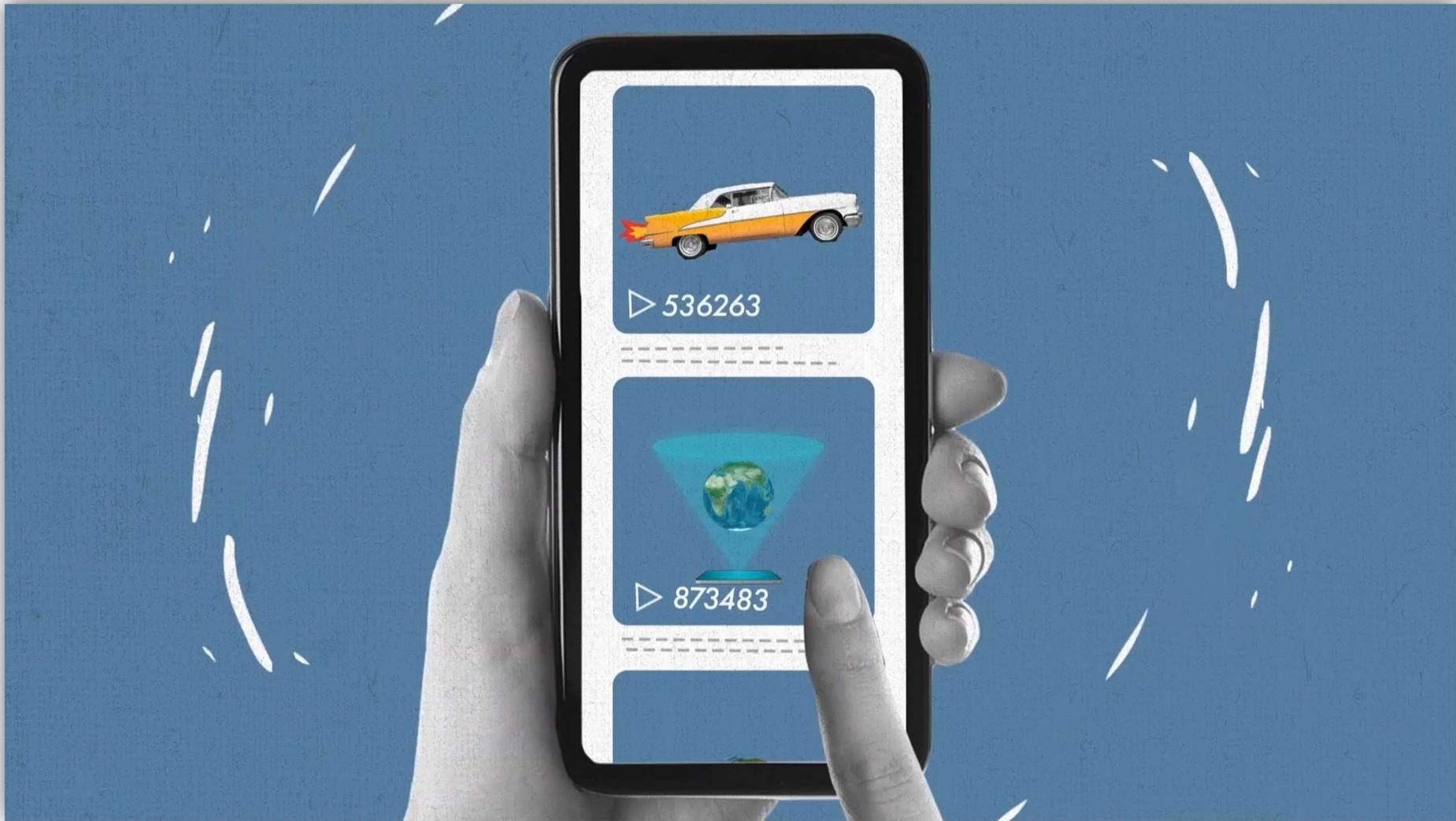
IMAGINING THE FUTURE

- Saudi Arabia's controversial mega-city project: The Line (Engadget, 2022)



IMAGINING THE FUTURE

- What is the Future of Work? (World Economic Forum, 2022)



A HUNDRED VIEWS ON MANAGEMENT IN 2030

Two main questions:

- What **major changes** in society will have the greatest impact on the management of organizations and people?
- What do you think will be the **consequences of these evolutions** on the management of organizations and people?



A HUNDRED VIEWS ON MANAGEMENT IN 2030

1. Acceleration: 30
2. Globalization: 32
3. Digital: 62
4. Financially: 17
5. Institution: 10
6. Feminization: 37
7. Sustainable: 21
8. Emotion: 26
9. Generation: 61 + young: 53, but aging: 7
10. Pleasure/life quality: 40

And also:

- Meaning: 128
- Time: 64
- Transformation: 62
- Agility: 56
- Innovation: 36

A HUNDRED VIEWS ON MANAGEMENT IN 2030

1. Technological revolutions

- Innovation, Internet and Cloud
- Social networks everywhere
- Permanent connection
- Explosion of connected objects
- ... then the other revolutions

2. Societal disruptions

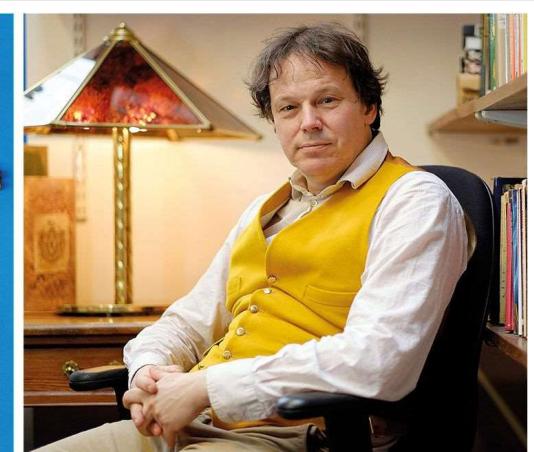
- “Real” interculturality
- The advent of female leadership
- Aging of the population and late retirement
- Expectations and behaviors of younger generations
- Automization of a growing number of jobs



A HUNDRED VIEWS ON MANAGEMENT IN 2030

3. Search for meaning and pleasure

- Decline of salaried employment in favor of entrepreneurship
- Strong expectations of recognition
- Desire to take one's destiny into one's own hands, personalize one's career
- Desire for a more democratic company
- Inflexibility in terms of responsibility and exemplarity
- Aspiration to conviviality and more well-being in the workplace



A HUNDRED VIEWS ON MANAGEMENT IN 2030

4. Organizational transformation

- Agility as a permanent standard-adaptation
- Constant increase in complexity: creation of ecosystems, interdependencies
- Progressive uberization of the entire economy
- Robotic assistance
- More horizontal organizations that require:
 - more collective intelligence and collaboration
 - increasing autonomy
 - a project-based functioning, with a redefined meaning each time



A HUNDRED VIEWS ON MANAGEMENT IN 2030

5. Changes in management practices

- Weakening of the hierarchical and statutory link
- Growing expectation of a “humble” leadership that :
 - illuminates every task with meaning
 - focuses on trust rather than control
 - leads rather than directs
 - coaches more than trains
 - knows how to learn and unlearn
 - builds relationships of partnership, not subordination.



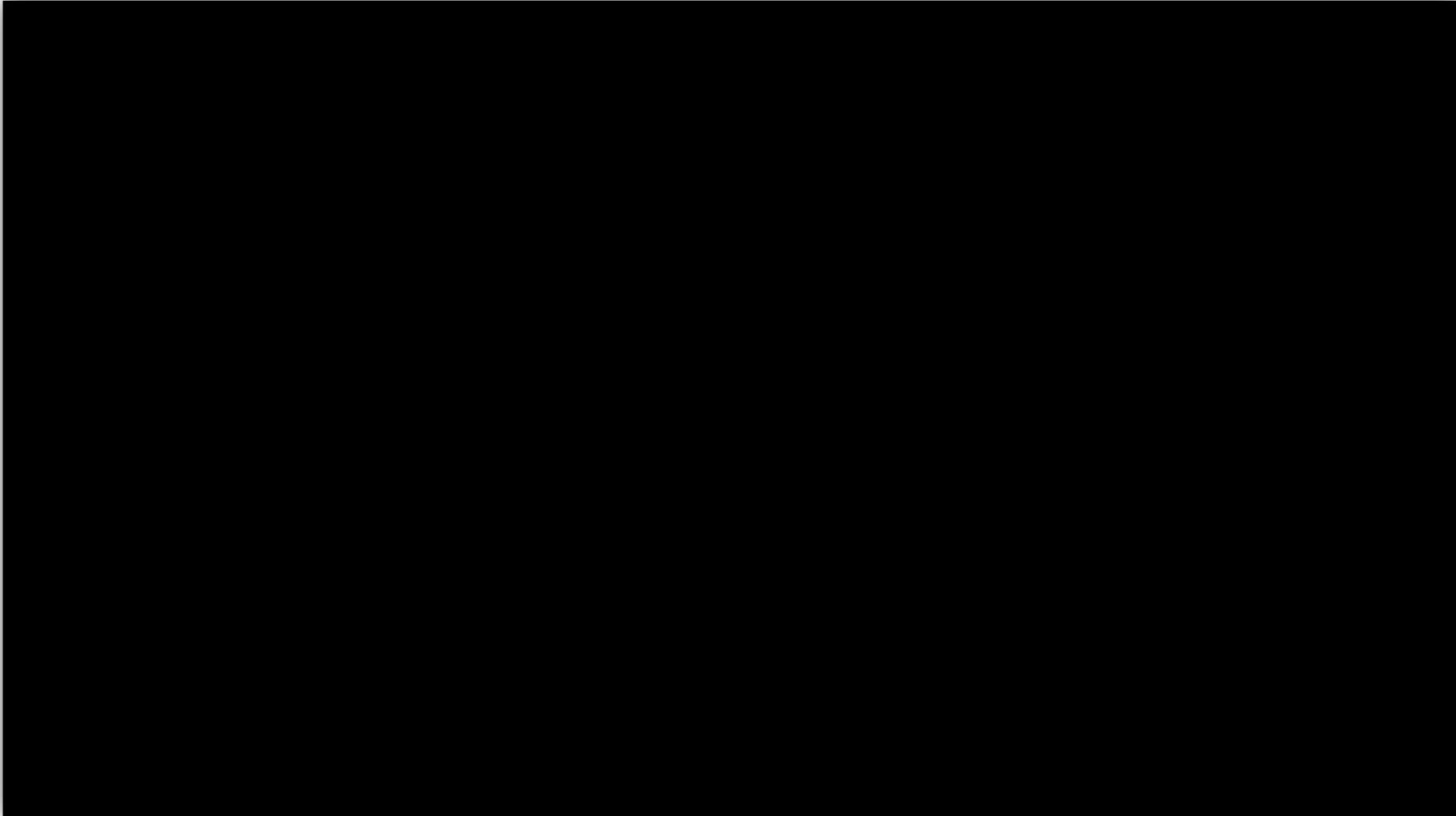
IMAGINING THE FUTURE

- Workplace of the future: How will you work in 2030? (JLL, 2016)



IMAGINING THE FUTURE

- How will we work in 2050? (Financial Times, 2020)



III. The future of recruitment?



THE FUTURE OF RECRUITMENT?

- Robot Recruiter: Artificial Intelligence used to hire employees
(TRT World, 2018)



TRT WORLD

THE CHALLENGES OF ARTIFICIAL INTELLIGENCE (AI)

AREAS WHERE AI WILL IMPACT RECRUITING



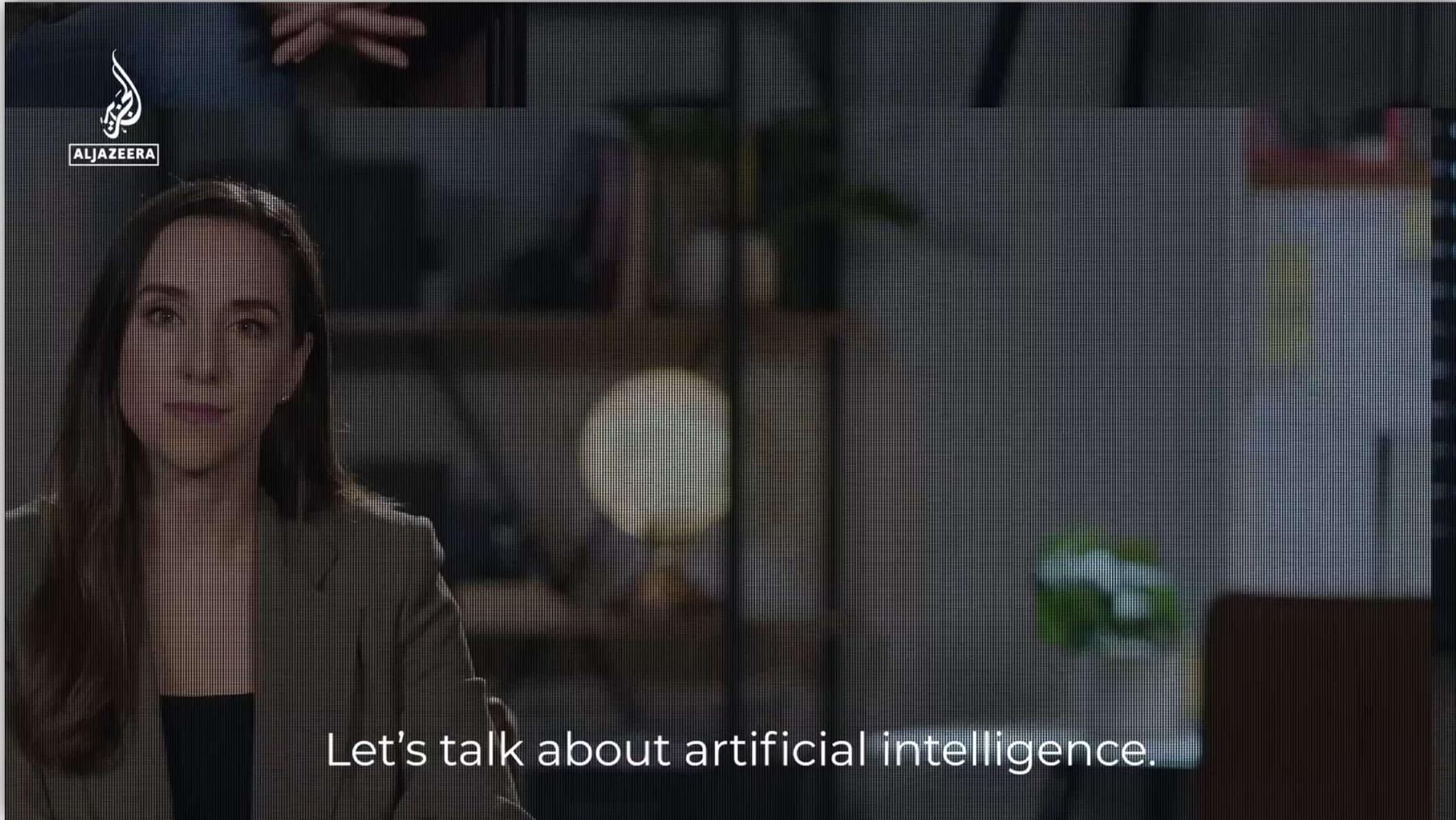
GLOSSARY

- Algorithm
- Chatbot
- Artificial Intelligence (AI)
- Machine Learning
- Mechatronics
- Robot
- Cobot



THE CHALLENGES AROUND ARTIFICIAL INTELLIGENCE

- Is artificial intelligence out of control? (Al Jazeera English, 2022)



IV. The future: a return to the past?



THE COMEBACK OF THE OLD OCCUPATIONS?

- Magali Perruchini - *New Artisans. Portrait of a generation that shakes up the codes* (2018)

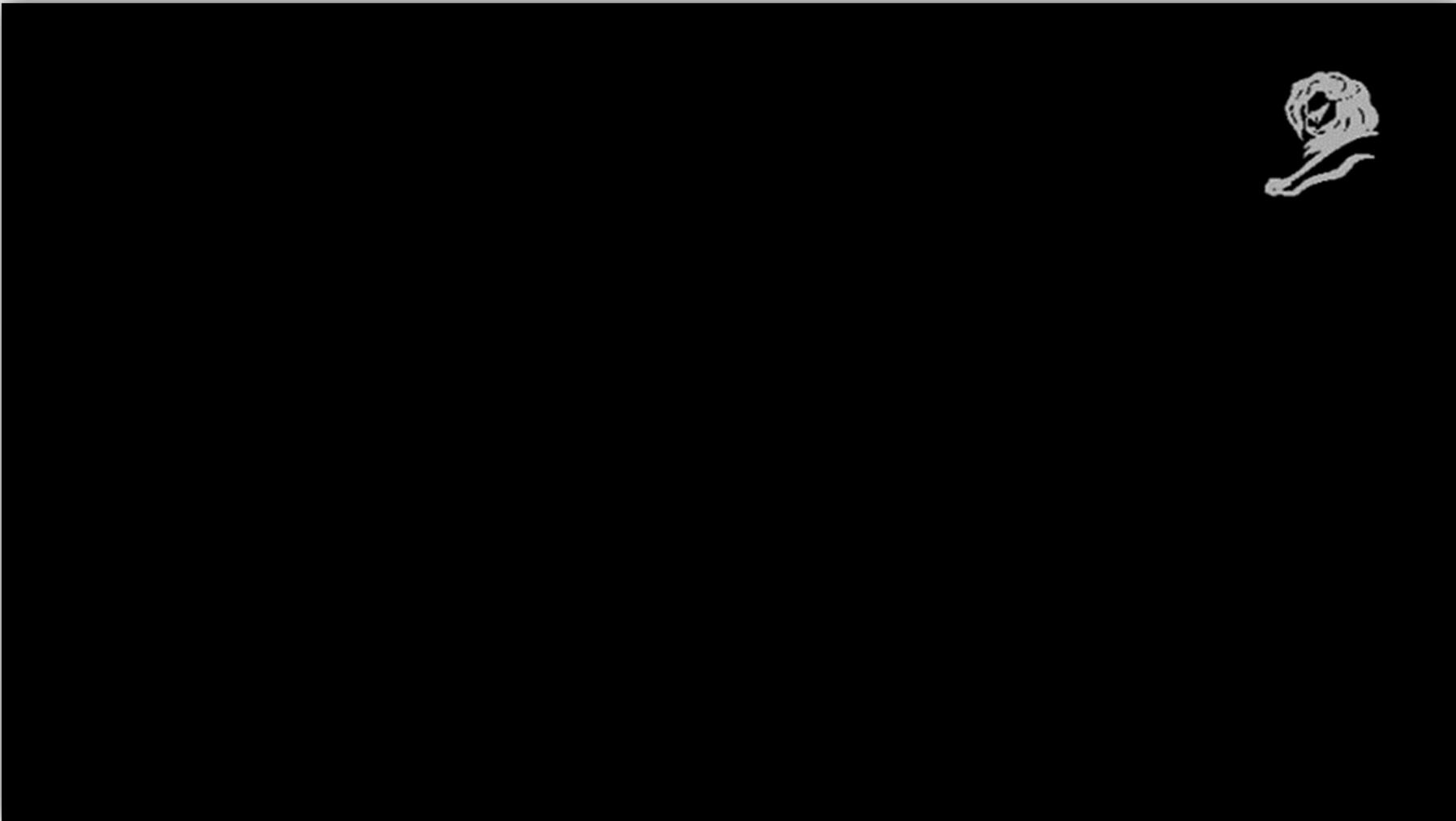


THE COMEBACK OF THE OLD OCCUPATIONS?



THE COMEBACK OF THE OLD OCCUPATIONS?

- Life without craftsmanship (Das Handwerk, 2015)



THE PRAISE OF LOW TECH

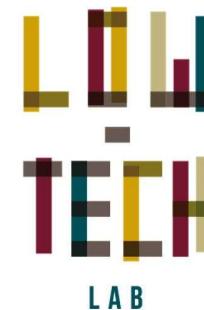
- Philippe Bihouix - *The age of low tech. Towards a technically sustainable civilization* (2014)



THE PRAISE OF LOW TECH

3 criteria for a “low tech”

- Useful
- Sustainable
- Affordable



CONCLUSION

■ Key points

- The question of the future of work does not require reading into a crystal ball.
- It is a matter of using current trends to sketch out the trajectories of tomorrow.
- We must prepare for the upheavals brought about by digital technology and Artificial Intelligence (AI).

■ Managerial challenges

- Seek to anticipate in order to be better prepared.
- Make room for human in the midst of AI.
- Train to new practices.



