

# Future of Work

## STRATEGIC INTELLIGENCE BRIEFING

Curated with Technical University of Munich

Generated for Patricia Caratozzolo on 17 March 2023

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# Executive Summary



Strategic Intelligence on Future  
of Work

The world of work is changing fast - and mapping out healthy new work models is necessary to channel that change into the creation of stronger, sounder livelihoods and sufficient safeguards. Job creation was already high on the global agenda before a global pandemic upended global labour markets, as was policy-making that can ideally help both workers and their employers. The most successful approaches will take into account shifting demographics and changing job roles, and will leverage disruption as a means to design workplaces that genuinely serve everyone's needs.

This briefing is based on the views of a wide range of experts from the World Economic Forum's Expert Network and is curated in partnership with Prof. Dr. Isabell M. Welpe, Chair for Strategy and Organization, and Felix Rank, Research Fellow, at the Technical University of Munich.

The key issues shaping and influencing Future of Work are as follows:

## Social Protection

New work models and technology disruption call for innovative regulation aligned with the needs of workers

## Reskilling

The Fourth Industrial Revolution and demographic shifts require short-term reskilling to meet labour market demands

## Inclusive Labour Markets

The technological disruption of labour markets creates both challenges and opportunities for people

## Job Creation and Entrepreneurship

The changing global economy can quickly create value but is slow to generate sustainable jobs, calling for new approaches

## New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment

## Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work

Below is an excerpt from the transformation map for Future of Work, with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.



For the very latest information about Future of Work, visit our [transformation map](#) on the [Strategic Intelligence website](#) or [apps](#).

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# Latest insights

The latest publications from our network of over four hundred content partners.

Below are your latest updates on the topic of Future of Work spanning 10 different sources.



Frontiers

## Psychological status of medical staff dedicated to nucleic acid collection in COVID-19 epidemic during closed-loop management: A cross-sectional study

10 March 2023

**Background** To investigate the depression, anxiety and somniphathy situation occurred in the nucleic acid collection staff during the closed-loop management period of COVID-19. And try to understand the influencing factors of related psychological status. **Methods** A cross-sectional study of 1,014 nucleic acid collection staff from seven Chinese hospitals was conducted. Various investigation methods were involved in the questionnaires to collect data, including 12-items self-made questionnaire survey of basic demographic information, 9-items patient health questionnaire depression scale (PHQ-9), 7-items generalized anxiety disorder scale (GAD-7) and Pittsburgh sleep quality index (PSQI). Data analysis was performed using SPSS version 26.0 and Excel software. Mann-Whitney U-test, Chi-square test, correlation analysis, mono-factor analysis and binary logistic regression were applied accordingly for further analysis. **Results** The positive rate of depression, anxiety and sleep disorder of 1,014 nucleic acid collectors under closed-loop management were 33.5, 27.2, and 50.1%, respectively. Depression was significantly positively correlated with anxiety and sleep ( $P < 0.05$ ). The scores of depression scale were positively correlated with the age and the fear for infection ( $r = 0.106, 0.218$ , both  $P < 0.05$ ); The scores of anxiety scale were also positively correlated with the age and the fear for infection ( $r = 0.124, 0.225$ , both  $P < 0.05$ ); The...



The Atlantic

## A Chatbot Is Secretly Doing My Job

27 February 2023

A Chatbot Is Secretly Doing My Job

On creating serviceable copy using ChatGPT

I have a part-time job that is quite good, except for one task I must do—not even very often, just every other week—that I actively loathe.

Four weeks ago, I began using AI to write this paragraph. The first week, it took about 40 minutes, but now I've got it down to about five.



ESCP Business School

## What can mindfulness do for management?

17 February 2023

Cécile Dejoux reflects on the trend followed by many companies which have started teaching mindfulness in the office.

The post What can mindfulness do for management? appeared first on The Choice by ESCP .



VoxEU

## The sources of wage growth

08 March 2023

Understanding how educational choices affect life-cycle earnings is crucial. This column compares wage growth for German workers who enrolled in apprenticeship training after secondary school with that for workers who entered the labour market directly. Twenty years later, the wages of workers who went through an apprenticeship are 15% higher than those of the untrained. Apprenticeship training is linked to persistent wage growth, access



to better jobs later in the lifecycle, reduction in layoffs, and improved hiring prospects. While apprenticeship training is costly for firms and taxpayers, it provides significant returns to the individual and society.



IESE

### **There is no new normal in 2023**

24 February 2023

In retrospect, the pandemic marked the end of a period of relative stability: We had low interest rates, low inflation and relatively little conflict between great powers. Today, all of that is over.



VoxDev

### **Informal labour markets and rent-extraction from the unemployment insurance system: Evidence from Brazil**

23 February 2023

When eligible for unemployment benefits, workers and firms make strategic layoffs in the presence of informal labour markets

Editor's note: This article covers similar themes to those summarised in our recent VoxDevLit on Informality.

Experiencing shocks to labour income is one of the most salient risks faced by households (Rothstein and Valletta 2017). To allay adverse effects of job loss on household incomes, government-mandated unemployment insurance (UI) programmes have been in place in developed countries for decades. However, adverse labour supply effects of UI can generate a trade-off between providing insurance against income shocks and distorting labour supply.



World Economic Forum

### **5 ways to repair trust at work once it's broken**

14 March 2023

One of my best employees lost trust in me. I was moving fast; I wasn't communicating. It felt like someone was twisting a nail around my heart—rusty and rotten. I was frustrated. I wrote a book on trust and I still blew it.

I was disappointed in myself for hurting an employee. I had one chance to exude confidence and competence, and I blew it, causing her pain and anguish and destroying her trust. This trust fallout (which was my fault), came from a lack of connection. I didn't give her the essential time, respect, or communication when she most needed me.



London Business School Review

### **Why is hybrid work here to stay?**

28 February 2023

Think at London Business School

Business trends to watch in 2023

What we know, what we don't know and how to make sense of what's coming down the line

By Julian Birkinshaw, Anna Pavlova, Freek Vermeulen, Lynda Gratton, Linda Yueh

Please enter a keyword and click the arrow to search the site



LSE Business Review

### **Train in vain? Skills, tasks, and training in the UK labour market**

16 March 2023

Chancellor Jeremy Hunt pledged that measures in the budget would help break down barriers that stop people working. One issue is how to ensure we have the skills the economy needs. The UK has faced – and is facing – a change in the nature of work. Nye Cominetti, Rui Costa, Andrew Eyles, Kathleen Henahan and Sandra McNally present an analysis of how the skills needed in the labour market have changed over the past decades and how well placed our system of training and particularly on-the-job training is to help us adapt to these changes.

|#LSEUKEconomy|



VoxEU

### **Teachers' use of class time and student achievement**

19 February 2023

Research has increasingly made clear the magnitude of the differences between teachers, prompting educators, researchers, and policymakers to investigate and debate how best to improve teaching. This column combines classroom observation of teachers by teachers and the test scores of the students they teach to identify which teaching practices contribute best to raising pupils' exam grades. The results show that teachers make very different decisions on how to spend class time, and these differences matter for exam scores. Interestingly, different classroom activities are important for maths and for English.



VoxDev

### **The impacts of parental job loss and job insurance policies on children: Evidence from Brazil**

17 February 2023

Parental job loss has significant negative effects on children, which can be partly mitigated by access to unemployment insurance

Job loss is among the most widespread economic shocks around the globe and ranks among the top

concerns for citizens in 28 different countries (IPSOS 2019). A wealth of research has demonstrated that it generates large income losses that persist for many years. For instance, Bertheau et al. (2022) show that earnings losses range from roughly 20% in Sweden, Denmark and France to 40% in Italy and Portugal in the year following displacement.



Oliver Wyman

### **Strategic Workforce Planning As A Competitive Advantage**

27 February 2023

Regardless of size or industry, it is a rare organization that hasn't set broad and aggressive digitalization goals as part of its strategic plan. Whether those goals are to increase revenue growth or customer satisfaction, reduce costs or risk, or address a strategic goal such as carbon neutrality, achieving them depends on continually refreshing digital tools and techniques.

While organizations typically focus significant effort on building and deploying digital technologies, few apply the same diligence to ensuring their workforce is appropriately organized, sized, and equipped with the digital skills to deliver effectively. Failing to do so poses significant risk to realizing expected returns on transformation investment.

Digital advances almost always translate to impacts on structure, workforce role requirements, and skills and capabilities.



IESE

### **Inamori management philosophy: putting faith in employees**

22 February 2023

Create value for society and help people realize their potential: Kazuo Inamori's management philosophy, an alternative to profit-maximization only.

When Kazuo Inamori, founder of the Japanese ceramics and electronics company Kyocera, passed away in 2022, many obituaries appeared around the globe recounting his influential employee-centric management philosophy. A tribute in the Financial Times summarized: "Long before stakeholder capitalism and the need to serve employees along with investors became vogue in the west, Inamori's management philosophy had centred on his belief that companies should focus

on the livelihood and wellbeing of employees instead of simply pursuing profits."

LSE Business Review



### **LGBTQ inclusion can explain cross-country differences in the quality of human capital and innovative ability**

20 February 2023

Socially excluded groups can be as productive as anybody else and excluding them from the workplace may undermine firm-level productivity. Given that national innovation hinges upon the accumulation of better skills, Trung Vu finds empirical evidence that countries with stronger legal rights and protections for LGBTQ people are relatively more innovative.

There exists an overwhelming consensus among economists and policymakers that the social, economic, and political exclusion of women and other marginalised groups within a society is detrimental to economic development (Duflo, 2012; Knowles et al., 2002). However, discrimination against lesbian, gay, bisexual, transgender, and queer (LGBTQ) individuals remains a widespread social concern in many countries across the globe (Ayoub & Kollman, 2021; Badgett et al., 2019; Bailey et al., 2016).

Establishing an LGBTQ-inclusive environment requires a profound understanding of whether and how LGBTQ inclusion matters for socio-economic performance.



World Economic Forum

### **What is 'strategic silence' and how can it help employees?**

24 February 2023

According to a new study, workers who use 'strategic silence' are often rewarded by managers and seen as more valuable to companies. Strategic silence is when the highest-performing employees intentionally withhold information, ideas, or concerns until the time is right to speak up. Researchers found that employees who use strategic silence consider three factors in deciding when and how to speak up: issue relevance, issue readiness and target responsiveness. When strategically silent employees finally present their case, managers perceive it as deliberate, thoughtful and well-timed.

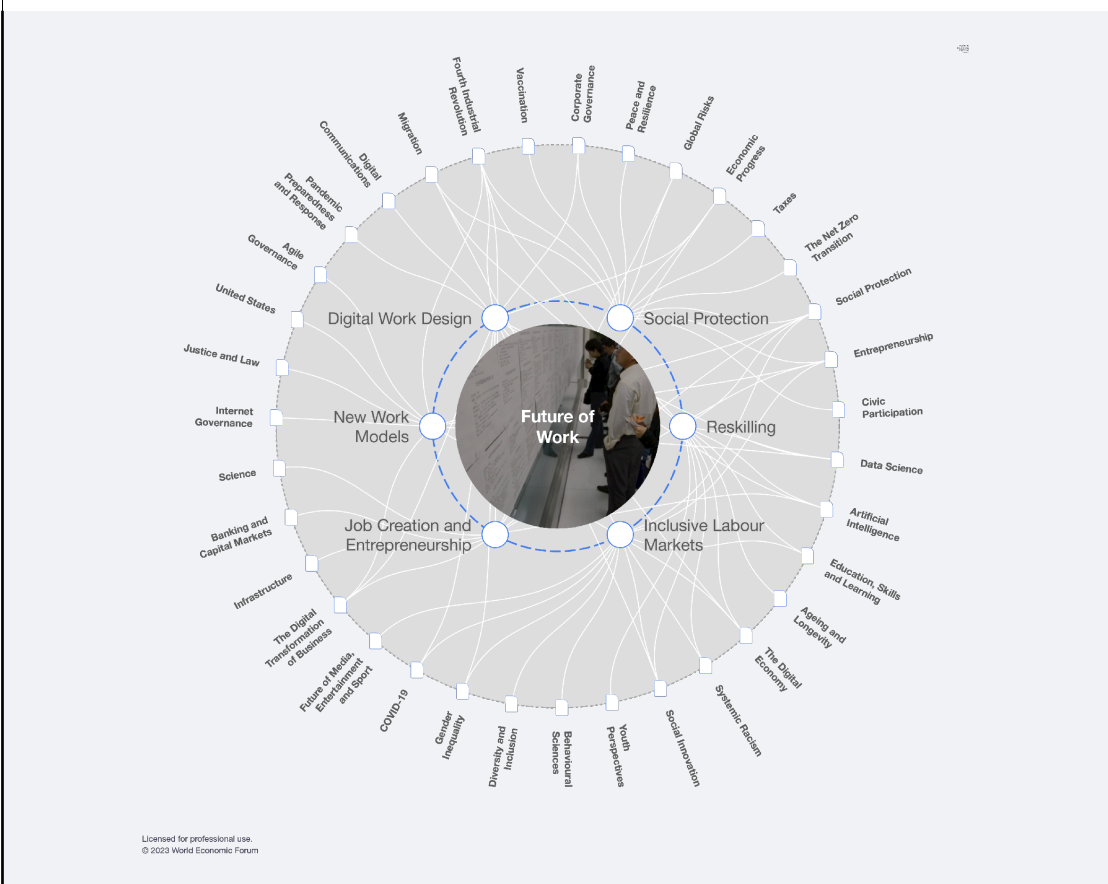
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# The strategic landscape around Future of Work.

The world of work is changing fast - and mapping out healthy new work models is necessary to channel that change into the creation of stronger, sounder livelihoods and sufficient safeguards. Job creation was already high on the global agenda before a global pandemic upended global labour markets, as was policy-making that can ideally help both workers and their employers. The most successful approaches will take into account shifting demographics and changing job roles, and will leverage disruption as a means to design workplaces that genuinely serve everyone's needs.

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FIGURE 1 Transformation map for Future of Work



The following key issues represent the most strategic trends shaping the topic of Future of Work. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

## 2.1 Social Protection

*New work models and technology disruption call for innovative regulation aligned with the needs of workers*

Adequate safety nets can provide workers with (at least) short-term buffers against periods of unemployment and skills that have become obsolete. These crucial protections help ensure human dignity in the face of the large-scale economic and social disruption triggered by the Fourth Industrial Revolution. However, according to the International Labour Organization, only 29% of the global population currently enjoys social security coverage that is adequate for weathering labour market disruption. More than 220 million people do not hold citizenship in the country where they live - a group equivalent in size to the fifth-largest nation in the world by population - denying them many labour protections enjoyed by their peers - according to a study published in Oxford Development Studies. Globally, only 55% of migrants receive social protection in their country of residence but have no access if they leave that country, 23% have access and portability, and 22% lack any at all, according to the Swiss Agency for Development and Cooperation (in some cases unilateral social protection programmes issued by origin countries mitigate non-transferability). Transnational social protections could help mitigate the vulnerability of workers, and of entire healthcare systems in host countries.

It will be critical for countries to carefully review their existing safety nets, in order to prevent labour market changes from worsening inequality - and to better ensure the efficiency and utility of worker benefits. Current systems vary in terms of balancing the responsibility for workforce protection between governments and employers. Government-provided social safety nets, where they exist, can be outdated. Meanwhile employer-based insurance systems for health, unemployment, and retirement may not be well suited for an era when workers no longer remain with a single employer throughout much of their careers. Bolstering social protections could aid the switch from informal to formal employment for many workers, and a United Nations report has suggested that there has been a rapid expansion of social assistance programs in developing countries in the last 15 years, including non-contributory pensions and employment guarantee schemes. The development of new instruments and new incentives could lead to greater related innovation. Indicators of the success of these tools may include the ability to ensure minimum income security, and to guarantee human dignity. And a key question for any policy-maker looking to reform existing approaches will be how to introduce efficiencies while re-structuring benefits systems.

Related topics: [Civic Participation](#), [Corporate Governance](#), [Entrepreneurship](#), [The Net Zero Transition](#), [Global Risks](#), [Social Protection](#), [Vaccination](#), [Economic Progress](#), [Migration](#), [Taxes](#), [Peace and Resilience](#), [Fourth Industrial Revolution](#)

## 2.2 Reskilling

*The Fourth Industrial Revolution and demographic shifts require short-term reskilling to meet labour market demands*

Given the pace of the Fourth Industrial Revolution compared to those of the previous three, there is an uncomfortably short interval available to build the training systems and labour market institutions necessary to develop new skillsets. A report published by Gartner predicted net job creation through the use of artificial intelligence by 2020, and two million net-new jobs as a result of the technology by 2025. However, related public spending has fallen steadily for years in most Organisation for Economic Co-operation and Development countries, according to the McKinsey Global Institute. The AI & Machine Learning Imperative, a guide published by MIT SMR in 2020, predicts a growing gap between the sophisticated tools companies can produce with technology, and the parts of these companies that can actually use the tools in production - due to a lack of skills. Enabling the three billion members of the global workforce to navigate this industrial revolution requires a greater variety of adult training and learning opportunities. Only about 11% of adults in the European Union aged between 25 and 64 were participating in education and training programs as of 2019, according to a European Association for the Education of Adults report.

Gaining formal qualifications alone will not equate to successful re-skilling, however; lifelong learning opportunities such as modular short-cycle courses, experience on the job, and exposure to new projects are necessary to help more people gain the skills that match labour market demand (certifications do enable workers to validate their skills wherever they may apply them, it should be noted). Businesses need to recognize and invest in their "human capital" as an asset, rather than see it as a liability, according to a World Economic Forum report. Global demographic shifts are impacting economic growth tremendously, and drawing distinctions between established, rapidly ageing economies, and developing regions with large, burgeoning populations of young people. Strategies for bridging this emerging division include automation



(used extensively, for example, in Japan) and encouraging immigration flows (as has been the case in Germany and Italy) in older countries, and working to ensure that school systems are well funded in younger countries (such as in the Middle East and sub-Saharan Africa). According to the OECD, closing the skills gap will require a solid understanding of the current skill base, proactive talent management strategies, and sustained dialogue among companies, governments and education providers.

Related topics: [Systemic Racism](#), [Youth Perspectives](#), [The Digital Economy](#), [Social Protection](#), [Ageing and Longevity](#), [Social Innovation](#), [Fourth Industrial Revolution](#), [Artificial Intelligence](#), [Education](#), [Skills and Learning](#), [Data Science](#), [Migration](#)

## 2.3 Inclusive Labour Markets

*The technological disruption of labour markets creates both challenges and opportunities for people*

The creation of labour markets that enable everyone to participate regardless of race, ethnicity, or background has been a long-time goal of many organizations. While some advances have been made with regard to the share of women in the workforce, and laws barring discrimination, a lack of inclusivity has persisted - not least in relation to women and young people from developing countries. According to the World Economic Forum's 2020 Global Gender Gap Report, there is a necessity for action as women occupy just 21% of the ministerial positions in the world, and spend at least twice as much time on unpaid work as men. Meanwhile the integration of migrants and refugees into labour markets requires linking up a wider array of stakeholders, supporting entrepreneurship, and facilitating the identification, assessment, and validation of skills. There is more to addressing inclusion than simply reforming education - research has shown that qualified women often exit the technology industry because they have concerns about their work environment, and a lack of ethnic diversity and ageism have been documented at some of the fastest-growing companies.

Some of the most common measures used to combat bias include diversity training - and it has been shown that shifting social norms and affecting the collective mindset can be more effective than solely focusing on changing individual outlooks. The influence of TV and the media in general appear to be of particular importance in this regard, as evidenced by a Brazilian study on the effect of telenovelas on decisions about family size and female participation in the labour market made by their audiences. The COVID-19 pandemic has increasingly made work virtual, which has had an impact on teamwork and interaction. In addition, technologies such as blockchain have created greater entrepreneurship opportunities, as they make traditional intermediaries less relevant. In the coming years, we can expect that increasing globalization will give even more people the opportunity to work virtually (and independently) from anywhere in the world. This means that more will theoretically be exposed to employment opportunities that were previously inaccessible. In order to truly boost the inclusivity of labour markets, however, this trend must be accompanied by initiatives to re-regulate employment and bolster social protection systems.

Related topics: [Future of Media, Entertainment and Sport](#), [Social Protection](#), [Migration](#), [COVID-19](#), [Systemic Racism](#), [Entrepreneurship](#), [Diversity and Inclusion](#), [Behavioural Sciences](#), [Social Innovation](#), [Gender Inequality](#), [Education](#), [Skills and Learning](#)

## 2.4 Job Creation and Entrepreneurship

*The changing global economy can quickly create value but is slow to generate sustainable jobs, calling for new approaches*

Recent decades have witnessed significant change in the ranks of the most predominant companies. In some places, up to 90% of the firms considered the strongest and most successful as of the 1980s no longer enjoy that status. The past 15 years in particular have seen the rapid and successful rise of firms equipped with new, digital business models that have departed from the more traditional methods of former market leaders. For many older and established firms, this period has not just been a referendum on their success, but on their survival - and their ability to preserve jobs and offer the employment opportunities that they have traditionally provided. Many of the new, digital, and platform-based firms have been able to win both significant market valuations and large (often dominant) market shares both quickly - and with relatively few employees, and scant job opportunities. For example, Kodak, the one-time market leader in analogue photography, once employed close to 150,000 people - whereas Instagram, a leader in digital imagery and sharing, had roughly a dozen employees when it was sold to Facebook in 2012 for about \$1 billion.

As economies become increasingly automated and machine-driven, their general ability to create new jobs will likely become more limited. According to the US Bureau of Economic Analysis, returns to capital and to labour in the US have diverged in the past - and the current prognosis is that both wages and the numbers of jobs available in classic industrial sectors will continue to decline, as automation and machines increasingly take over (and low-paying jobs are at particular risk). In order to address these challenges, creative entrepreneurship will no doubt be necessary. However, global entrepreneurship surveys suggest that actual entrepreneurial intention, stability, and feasibility differ greatly between and even within countries. Social-, infrastructure-, human- and financial-capital need to be directed at increasing overall entrepreneurial activity. And, the private and public sectors, including the scientific community, need to work together much more closely, in order to enable the fundamental research at universities to either be commercialized by existing firms, or by new firms created for that specific purpose. Meanwhile efficient startup ecosystems need to embrace all stakeholders, create regional networks, and provide necessary support and infrastructure.

Related topics: [Infrastructure](#), [Social Protection](#), [Fourth Industrial Revolution](#), [Artificial Intelligence](#), [Science](#), [The Digital Transformation of Business](#), [Entrepreneurship](#), [Global Risks](#), [Banking and Capital Markets](#), [Economic Progress](#)

## 2.5 New Work Models

*Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment*

Global labour statistics tend to overlook temporary, part-time, and independent contracting work, and focus solely on full-time and permanent employment. Yet, research suggests that a significant portion of net employment growth since 2005 has occurred in the independent and self-employed categories - meaning that what was once deemed “non-standard” work is becoming the new norm. Managers are now more likely to oversee diverse, geographically-dispersed teams, to assess worker performance with new types of analytics, and to expand their searches for new recruits to non-traditional environments. The rise of “platform” economies (based on broad, far-reaching digital entities like Amazon or Uber) has created more flexible work opportunities and a “gig” economy. However, this flexibility is only rarely an advantage for workers, and mostly only a benefit for contracting entities. Workers must rely on their prioritization skills to maintain a work-life balance, and on their ability to cope with demands for near-immediate availability and instant comparisons (in the form of ratings) with their gig worker competition - which is constantly expanding. Customers are meanwhile exerting their own power via ratings and related algorithm tweaks, which creates more risk for individual workers than for the companies hiring them on a contract basis.

Concerns related to the lack of governance and legal protections for contractual work have increased, not least because its prevalence is poorly captured in current statistics. Most related studies have relied on data shared by relatively few digital talent platforms, and few countries have completed comprehensive labour market analyses that include these new forms of work. Data published by the US Bureau of Labor Statistics in 2017, for example, showed a surprising decline in American workers with “alternative work arrangements” compared with 2005, according to a report published by the Brookings Institution. However, it is estimated that by the year 2027 more than half of the roughly 145 million working Americans will fall within the “independent worker” category. Current legal standards in many countries for what constitutes an actual employee, rather than a contractual worker, are vague at best. Worker classification and related labour model regulation require updating, in order to formally recognize the needs of growing segments of the global workforce. It is crucial that more related data, research, and information be made available, and that relevant terminology and measurement standards are harmonized within and across countries.

Related topics: [Fourth Industrial Revolution](#), [Justice and Law](#), [The Digital Economy](#), [Social Protection](#), [Agile Governance](#), [United States](#), [Data Science](#), [Internet Governance](#), [Entrepreneurship](#), [The Digital Transformation of Business](#)

## 2.6 Digital Work Design

*Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work*

Finding new ways to organize work - both within firms and at their fringes - has become a central factor in economic success or failure. As the focal point of organizations shifts alongside the global economy from an emphasis on products to information, a shift is also occurring from linear to exponential organizations.

Organizations now need to be ambidextrous, in the sense of providing structure, culture, and processes for older, established work and products, while at the same time they provide new and different work designs for the technology-product-market combinations of tomorrow. One related trend that has only been accelerated by the advent of the COVID-19 crisis is the importance of being able to work globally in virtual teams. As more companies (such as Twitter and Microsoft) announce that employees can now work from home at least part of the week indefinitely, a new work reality will take hold that is more bottom-up than top-down, and shifting from concentrated, large structures to distributed smaller structures, and from hierarchical organization to team-and-work-group-based structures across departments and even whole entities.

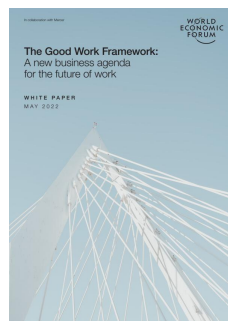
This calls for new ways to ensure entrepreneurship, and for the identification of ways colleagues can function even while having never met face to face. One key for organizing this new work paradigm will be setting the correct defaults - as they are the most effective and efficient way to influence behaviour. In some parts of an organization, control may be the best default, whereas in others it may be trust. Some parts of a company may flourish through bureaucracy and perfection, whereas others produce the most value possible through iteration and experimentation. Digital work design will be influenced by some developments that will continue indefinitely. Greater openness, for example, means companies will have more permeable boundaries, allowing permanent employees to work together with “free permanent” employees handling project based work on a temporary contract - in turn giving both companies and workers the benefits of “flexicurity” (flexibility and security). In addition, democratization and de-hierarchization will increase participation in decision-making at multiple levels, and will involve everything from choosing team members and leaders to direct ownership through equity stakes.

Related topics: [Data Science](#), [Digital Communications](#), [Pandemic Preparedness and Response](#), [Corporate Governance](#), [The Digital Economy](#), [Social Innovation](#), [Gender Inequality](#), [The Digital Transformation of Business](#), [Economic Progress](#), [Fourth Industrial Revolution](#), [COVID-19](#), [Artificial Intelligence](#)

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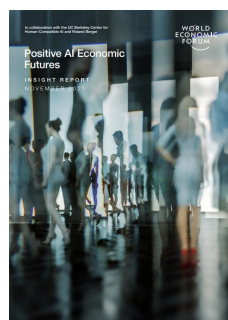
## Further reading

Explore the latest World Economic Forum reports related to Future of Work.



17 May 2022

[The Good Work Framework: A new business agenda for the future of work](#)



22 November 2021

[Positive AI Economic Futures](#)



21 October 2020

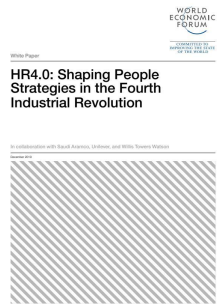
[Resetting the Future of Work Agenda: Disruption and Renewal in a Post-COVID World](#)



20 October 2020

[The Future of Jobs Report 2020](#)





11 December 2019

[HR4.0: Shaping People Strategies in the Fourth Industrial Revolution](#)





# About Strategic Intelligence

## Our approach

In today's world, it can be difficult to keep up with the latest trends or to make sense of the countless transformations taking place. How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information - some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context? We need new tools to help us make better strategic decisions in an increasingly complex and uncertain environment.

This live briefing on Future of Work, harnesses the World Economic Forum's [Strategic Intelligence](#) platform to bring you the very latest knowledge, data and context from our 300+ high quality knowledge sources. Its aim is to help you understand the global forces at play in relation to Future of Work and make more informed decisions in the future.

Each day, our Strategic Intelligence platform aggregates, distills and synthesizes thousands of articles from around the world. We blend the best of human curation with the power of machine learning to surface high-quality content on over [two hundred global issues](#) to our one million users globally. Our hand-picked network of [content partners](#) from around the world means that we automatically exclude much of the noisy clickbait, fake news, and poor quality content that plague the Internet at large. We work with hundreds of think tanks, universities, research institutions and independent publishers in all major regions of the world to provide a truly global perspective and we are confident that our data are well positioned when it comes to the intrinsic biases inherent to open text analysis on uncensored content from the Internet. For further context on our approach, you may be interested to read [Strategic trend forecasting: anticipating the future with artificial intelligence](#) and [These Are The 3 Ways Knowledge Can Provide Strategic Advantage](#).

↓ A leading expert presenting a transformation map at our Davos Annual Meeting



# Transformation maps

Our [Transformation Maps](#) are dynamic knowledge visualisations. They help users to explore and make sense of the complex and interlinked forces that are transforming economies, industries and global issues. The maps present insights written by experts along with machine-curated content. Together, this allows users to visualise and understand more than 250 topics and the connections and inter-dependencies between them, helping in turn to support more informed decision-making by leaders.

The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

## Continue online

Our suite of Strategic Intelligence tools are available to help you keep up to date across over 300 topics.

### On the web

Visit [Strategic Intelligence](#) on your desktop or laptop. All modern browsers supported.



### In the app stores

You can find our [Strategic IQ app](#) on the Apple App Store, Google Play Store or Huawei App Gallery.



You can also follow Strategic Intelligence [on Twitter](#).

## Go further with our Pro offering

Our Pro membership allows you to create unlimited custom transformation maps and the ability to collaborate on them with your colleagues. We also give you access to Advanced Analytics, to help you understand the dynamics surrounding a particular topic in more detail. You also get the ability to export transformation maps images and Powerpoint presentations. To learn more, [visit our membership site](#).

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# Acknowledgements

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ESCP Business School

Frontiers

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VoxEU

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