THE 7 “NEW NORMS” OF THE FUTURE GLOBAL WORKFORCE

Johnny C. Taylor, Jr.
NEW NORM #1:
“THE TALENTED” DEFINED VERY DIFFERENTLY

<table>
<thead>
<tr>
<th>TIMESPAN</th>
<th>TALENT</th>
<th>TOOLS</th>
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</thead>
<tbody>
<tr>
<td>HUNTER – GATHER ERA</td>
<td>AGRICULTURAL ERA</td>
<td>INDUSTRIAL ERA</td>
</tr>
<tr>
<td>MILLENNIUMS</td>
<td>CENTURIES</td>
<td>DECADES</td>
</tr>
<tr>
<td>STRENGTH + SPEED</td>
<td>KNOW HOW + STAMINA</td>
<td>EFFICIENCY + OPTIMIZATION</td>
</tr>
<tr>
<td>LABOR EFFICIENCY</td>
<td>LABOR AUGMENTATION</td>
<td>LABOR REPLACEMENT</td>
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<td>LABOR AUGMENTATION</td>
<td>LABOR REPLACEMENT</td>
<td>COGNITIVE REDUCTION</td>
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Concept of Augmented Era © Jeff Kowalski, CTO Autodesk
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NEW NORM #2: LIVING LONGER + CHANGING FASTER

VELOCITY OF CHANGE

SINGULARITY = HYBRID HUMAN + MACHINE
ARTIFICIAL INTELLIGENCE + AUTONOMOUS VEHICLES
INTERNET OF THINGS
MOBILE
INTERNET

STEAM ENGINE
COMBUSTION ENGINE + ELECTRICITY
TELEPHONE + TELEVISION

LIFE EXPECTANCY
PARADIGM SHIFTS

1750 37
1850 40
1950 69
2050 90

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NEW NORM #3: VUCA

VOLATILITY    UNCERTAINTY    COMPLEXITY    AMBIGUITY

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COMPLICATED VS. COMPLEX

YESTERDAY

The World of Work Required Learning A Skill or Expertise with a Discrete Disciplinary Focus

TODAY

The World of Work Requires Constant Learning, Adaptation, Sense-making, Interdisciplinarity As Norm
NEW NORM #4: A MULTIGENERATIONAL WORKFORCE

TRADITIONALISTS (1928-1945)
- One Employer for Life
- Unionized Perspective
- ~1% of Workforce

BABY BOOMERS (1946-1964)
- Career Builders
- Focused on Family
- 6% of Workforce

GEN X (1965-1980)
- Corporate Climbers
- Focused on Spending Power
- Driven to Succeed
- 35% of Workforce

MILLENNIALS (1981-1996)
- Entrepreneurs
- Corporate Transparency
- Societal “Change Engines”
- 33% of Workforce

GEN Z (1997-present)
- Born Digital
- Consumers of Work Culture
- GIG-Oriented
- Fiscally Tight
- 25% of Workforce
NEW NORM #5: THE EMPLOYEE ACTIVIST

20TH CENTURY
Collective Labor Movements

21ST CENTURY
Collective Individual Activism

Increasingly, Employees expect their Company to speak up on non-work issues
# NEW NORM #6:
**CULTURE IS EVERYTHING**

<table>
<thead>
<tr>
<th>Model/Examples</th>
<th>Cultural Characteristics</th>
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<tbody>
<tr>
<td><strong>TEAL</strong> Evolutionary</td>
<td>Self Management, Wholeness, Evolutionary Purpose</td>
</tr>
<tr>
<td><strong>GREEN</strong> Culture Driven Organizations</td>
<td>Empowerment, Value Driven Culture, Stakeholder Model</td>
</tr>
<tr>
<td><strong>ORANGE</strong> Large Corporation, Charter Schools</td>
<td>Innovation, Accountability, Meritocracy</td>
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<tr>
<td><strong>AMBER</strong> Governments, Churches, Public Schools</td>
<td>Formal Roles, Hierarchies, Processes</td>
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<tr>
<td><strong>RED</strong> Gangs, Mafias, Mercenaries</td>
<td>Division of Labor, Command Authority</td>
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</table>

Laloux Model from *Reinventing Organizations*, Image from Philippe Bailleur
NEW NORM #7:
DIVERSITY IS A GIVEN... INCLUSION IS A MUST

I&D is replacing D&I

Organizations lacking effective inclusion are ten times more likely to disappear within the next five years.
MAKING THE LUBRICANT INDUSTRY ATTRACTIVE

- Opportunities to Apply Skills
- Compensation
- Job Security
- Relationship with Supervisor
- Culture
- Purpose