



# THE FUTURE OF WORK – WILL A ROBOT TAKE YOUR JOB?

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PARTNER AND ATLANTA  
CAREER BUSINESS LEADER



“What worries many job experts is that automation may prevent the economy from creating enough new jobs... Throughout industry, the trend has been to bigger production with a smaller work force... Many of the losses in factory jobs have been countered by an increase in the service industries or in office jobs. But automation is beginning to move in and eliminate office jobs, too.”

“The Automation Jobless”, TIME Magazine

# WHEN WAS THIS ARTICLE PUBLISHED?

A. 1961

B. 1981

C. 2001

D. 2011



An abstract graphic on the left side of the slide consists of numerous horizontal bars of varying lengths. The bars are colored in teal, red, and grey. They are arranged in a way that suggests a staircase or a series of steps, with some bars overlapping others. The overall effect is a dynamic, layered composition. The text 'LETS THINK ABOUT DISRUPTION' is positioned to the right of this graphic, in a clean, white, sans-serif font.

LETS THINK ABOUT  
DISRUPTION

# THE WORLD OF WORK IS BEING DISRUPTED

## FUTURE OF JOBS

AUTOMATION/ROBOTICS

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MACHINE LEARNING

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GLOBALIZATION

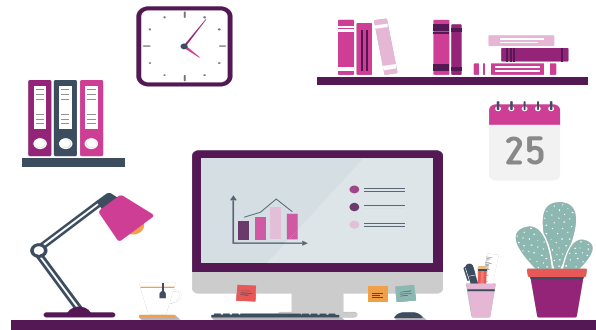
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ADVANCED  
MANUFACTURING

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DIGITIZATION

## FUTURE OF WORK



## FUTURE OF TALENT

LONGEVITY

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MULTICULTURALISM

---

ADVANCES IN FERTILITY

---

RISE OF THE FREE AGENT

---

DIGITAL SOCIAL WORLD





Word cloud featuring terms associated with Millennials and Generation Z, including: sophisticated, cell phone, Generation Z, TECHNOLOGICALLY SAVVY, SMARTER, CONNECTED, SOCIAL MEDIA, SPEEDY, educated, internet, and gadget.

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# THE WORLD OF WORK IS BEING DISRUPTED

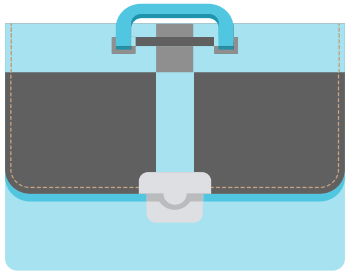
## THERE ARE CURRENTLY FIVE GENERATIONS IN THE WORKFORCE:

- TRADITIONALISTS
- BABY BOOMERS
- GEN X
- **MILLENNIALS**
- **POST MILLENNIALS**

## BY THE YEAR 2020:

- 75% OF THE WORKFORCE WILL BE MILLENNIALS
- 50% OF OUR WORKFORCE WILL WORK REMOTELY
- 43% OF OUR WORKFORCE WILL BE GIG WORKERS

# COMPETITION FOR TALENT



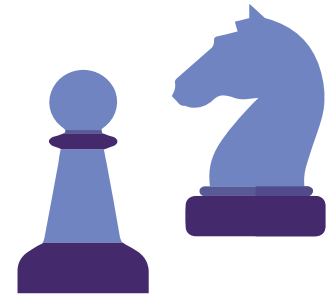
## TIGHTENING LABOR MARKETS

*Globally, many countries are at or approaching a **10-year low** in unemployment rates*



## SKILL MISMATCH

*Current employees may not meet **future needs** due to technology disruption changing the skills needed*



## COMPETITION FOR TALENT

*Employers must ensure they are poised to **attract and retain** talent in a new era*



# IMPACT ON SKILLS



**Only 50% of  
today's skills will  
be applicable in  
2020**



**Current stable  
jobs will require  
different skills in  
just a few years**



**Skills instability  
will be high  
across all  
industries**



**Existing roles  
are already  
difficult to  
recruit for**

# IMPACT ON EMPLOYMENT

Over 7.1 million jobs could be lost by 2020...  
...With a gain of 2 million in other job families

## EMPLOYMENT OUTLOOK ACROSS JOB FAMILIES

(JOBS CHANGE IN THOUSANDS, 2015-2020)

### DECLINE

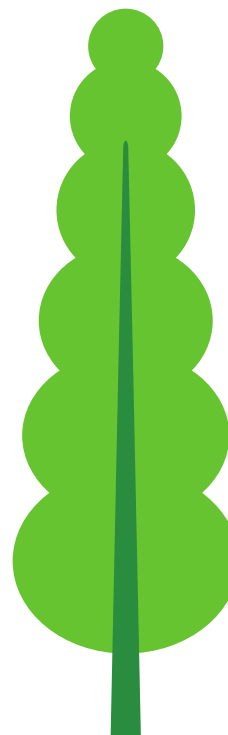
Office and  
Administrative **-4,759**  
**-4.91%**

Manufacturing  
and Production **-1,609**  
**-1.63%**

Construction and  
Extraction **-497**  
**-0.93%**

Arts, Design,  
Entertainment, Sports  
and Media **-151**  
**-1.03%**

Installation and  
Maintenance **-40**  
**-0.15%**



### GROWTH

**+492** Business and  
Financial  
**+0.70%** Operations

**+416** Management  
**+0.97%**

**+405** Computer and  
Mathematical  
**+3.21%**

**+339** Architecture and  
Engineering  
**+2.71%**

**+303** Sales and  
Related  
**+0.46%**

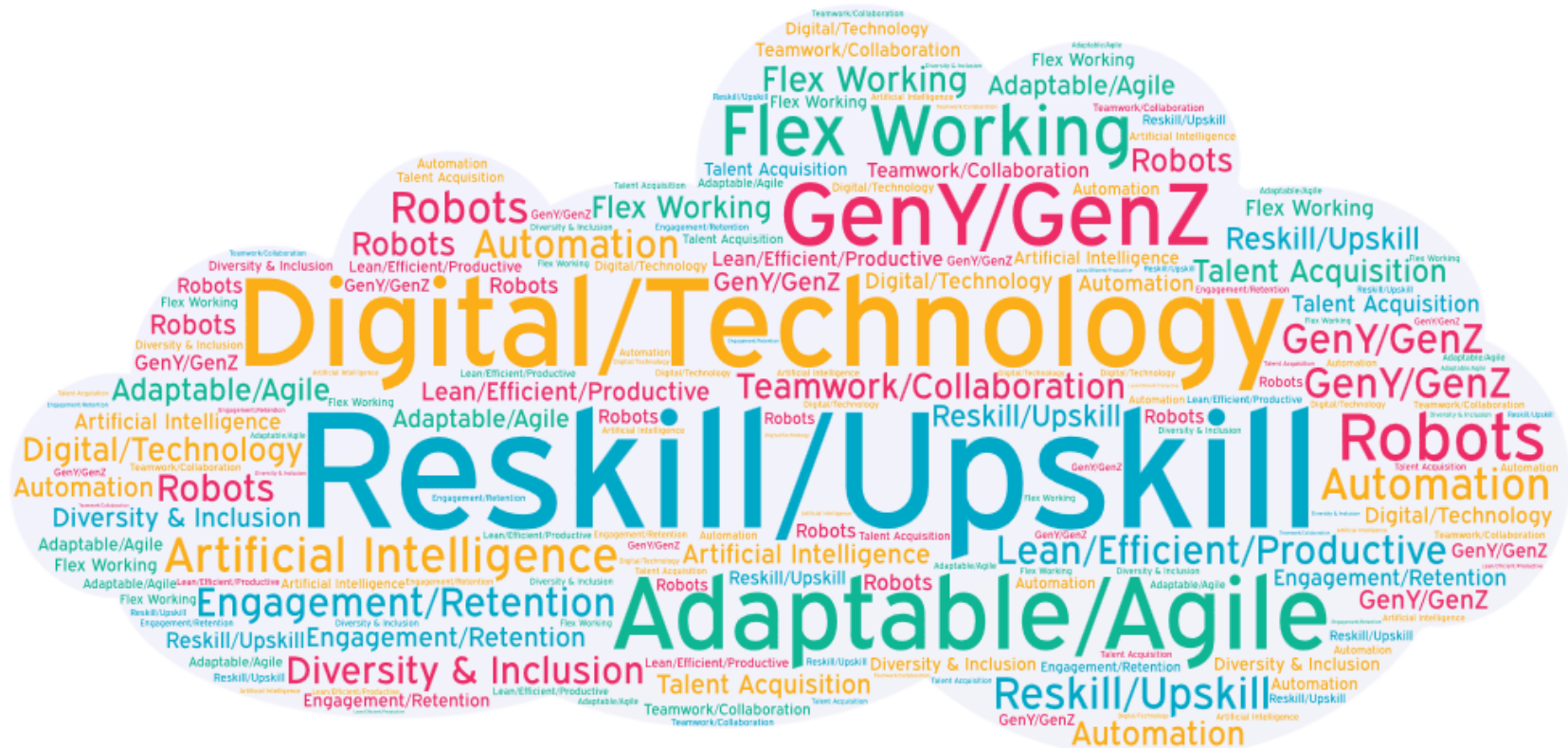
Source: Future of Jobs Report, World Economic Forum

An abstract graphic on the left side of the slide consists of numerous horizontal bars of varying lengths. The bars are colored in teal, red, and a light grey-blue. They are arranged in a way that suggests a staircase or a series of steps, with some bars overlapping others. The overall effect is a dynamic, layered composition.

NOW LETS  
CONSIDER THE  
WORKFORCE OF THE  
FUTURE

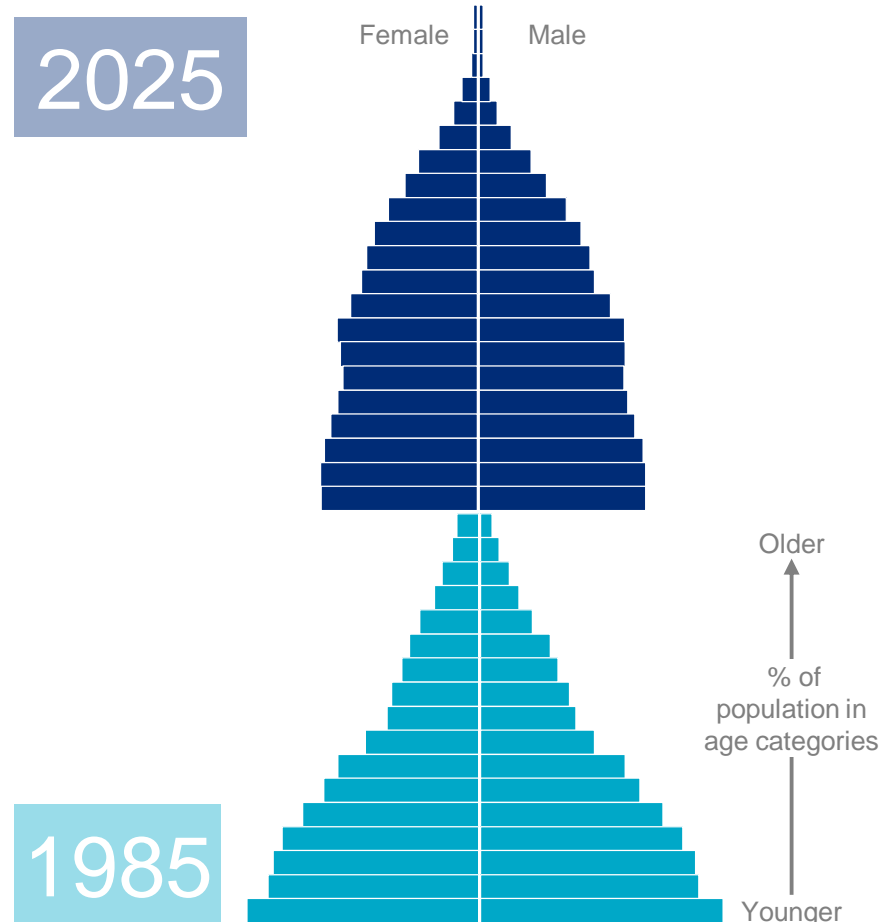
# 2018 GLOBAL TALENT TRENDS STUDY C-SUITE EXECUTIVES

WHAT DOES “WORKFORCE OF THE FUTURE” MEAN TO YOU?

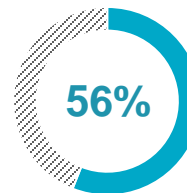


# WHAT IS CERTAIN... THE TALENT SUPPLY SIDE

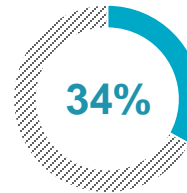
## AN AGEING GLOBAL POPULATION...



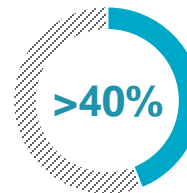
## ...WITH LIMITED DIGITAL SKILLS



of adults have no Information and communication technology (ICT) skills or only very basic skills



of workers possess advanced cognitive skills enabling them to evaluate problems and find solutions using technology



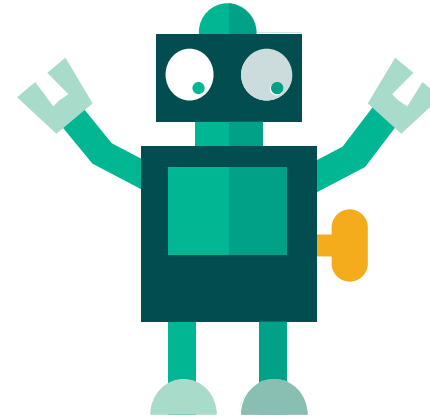
of those using software at work every day do not have the skills required to use digital technologies effectively

# WHAT IS CERTAIN... THE TALENT DEMAND SIDE

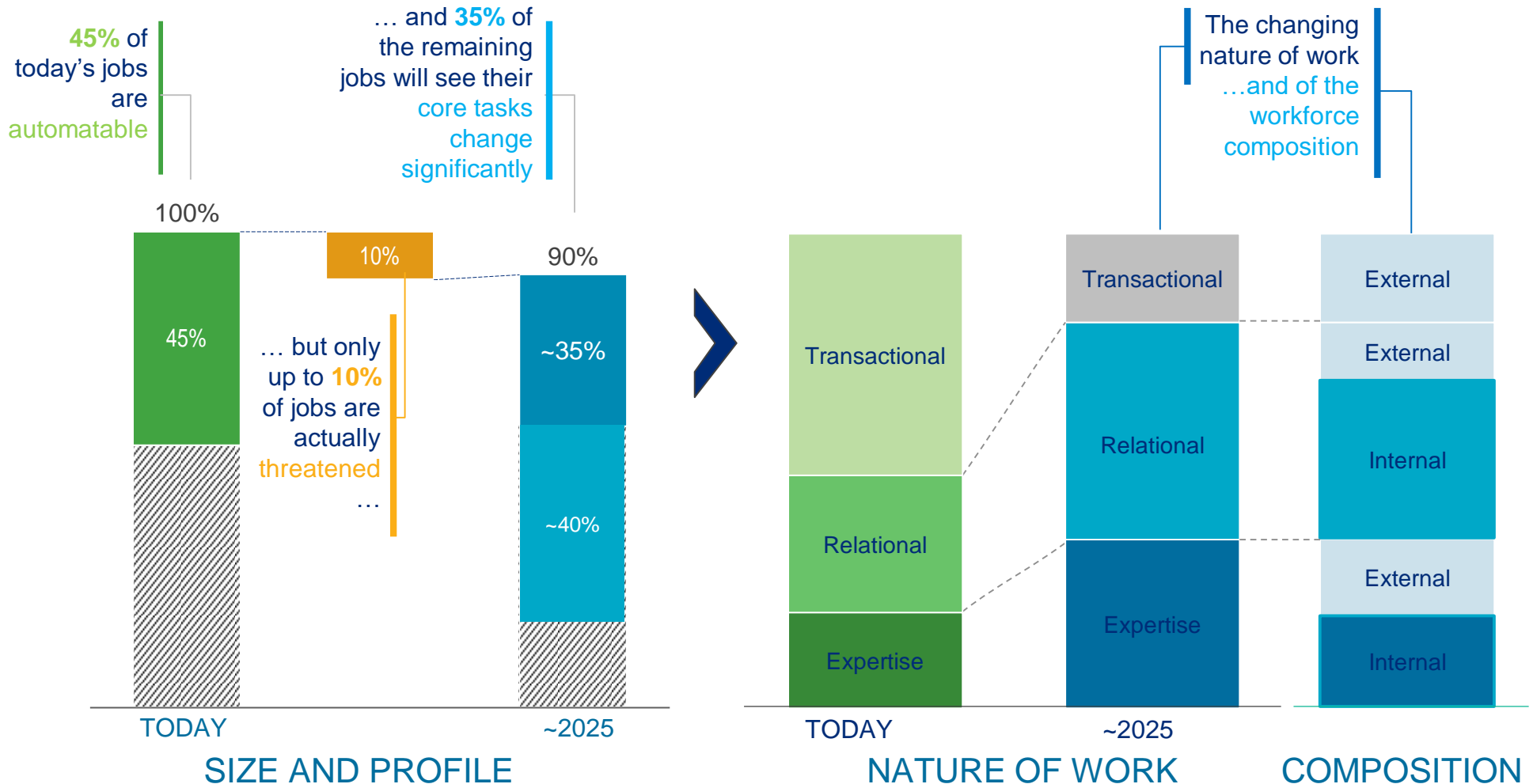
## 1 | DIGITIZATION



## 2 | ROBOTIZATION



# WHAT IS CERTAIN... THE NATURE OF WORK SIDE

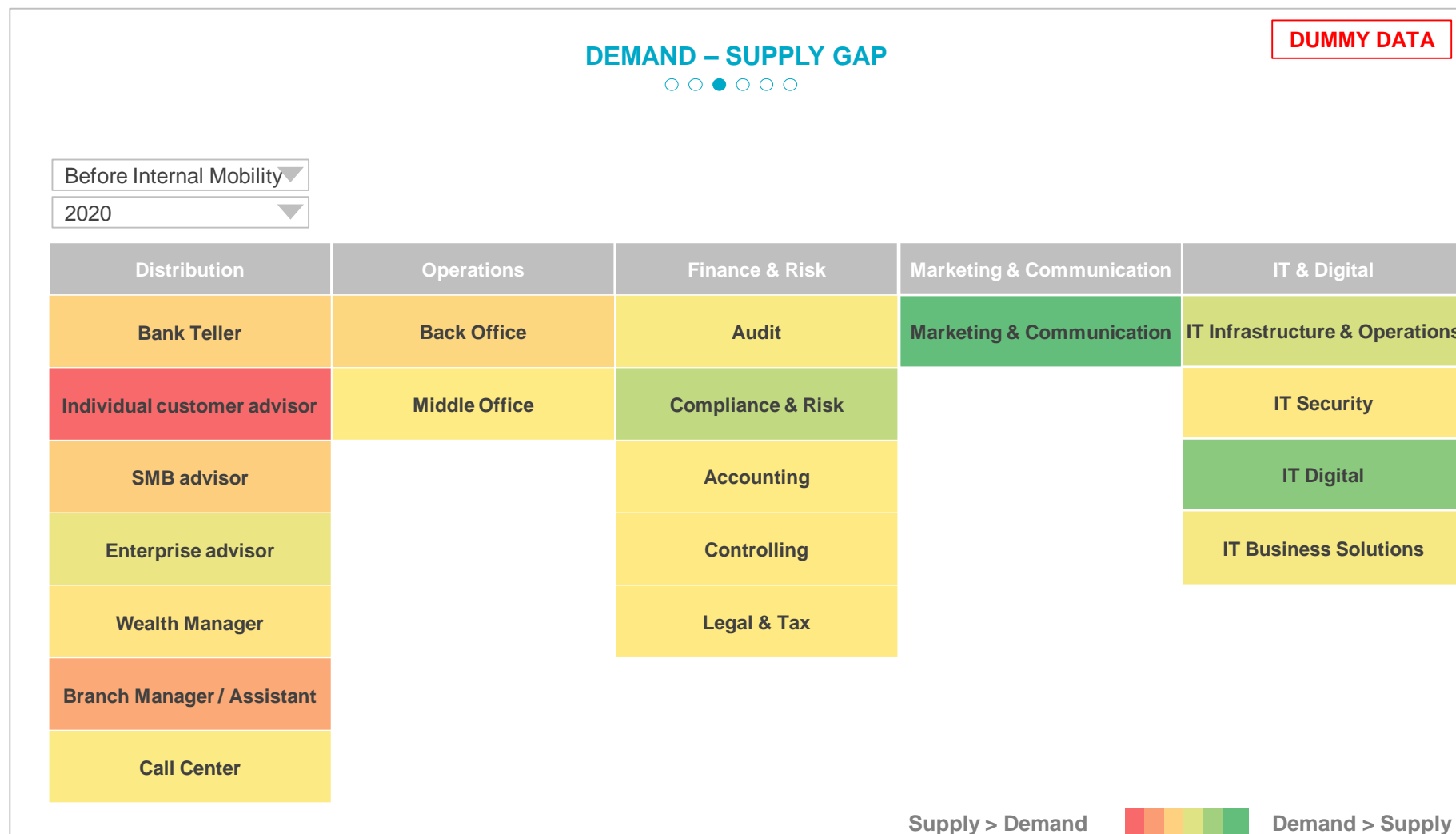


Source: Oxford University, OCDE, France Stratégie, World Economic Forum, Mercer and Oliver Wyman analysis



# FUTURE JOB OUTPUT CHARTS

## DEMAND - SUPPLY GAP (HEATMAP)



# FUTURE JOB OUTPUT CHARTS

## SKILLS GAP ASSESSMENT

DUMMY DATA

### SKILLS GAP ASSESSMENT

○ ○ ○ ○ ● ○

2020

**47%** of FTEs will experience high change in required skill set

Distribution	Operations	Finance & Risk	Marketing & Communication	IT & Digital
Bank Teller	Back Office	Audit	Marketing & Communication	IT Infrastructure & Operations
Individual customer advisor	Middle Office	Compliance & Risk		IT Security
SMB advisor		Accounting		IT Digital
Enterprise advisor		Controlling		IT Business Solutions
Wealth Manager		Legal & Tax		
Branch Manager / Assistant				
Call Center				

Low impact in terms of skills     High impact in terms of skills

# THE CHANGING SIZE AND PROFILE RISE AND FALL OF TECHNICAL SKILLS

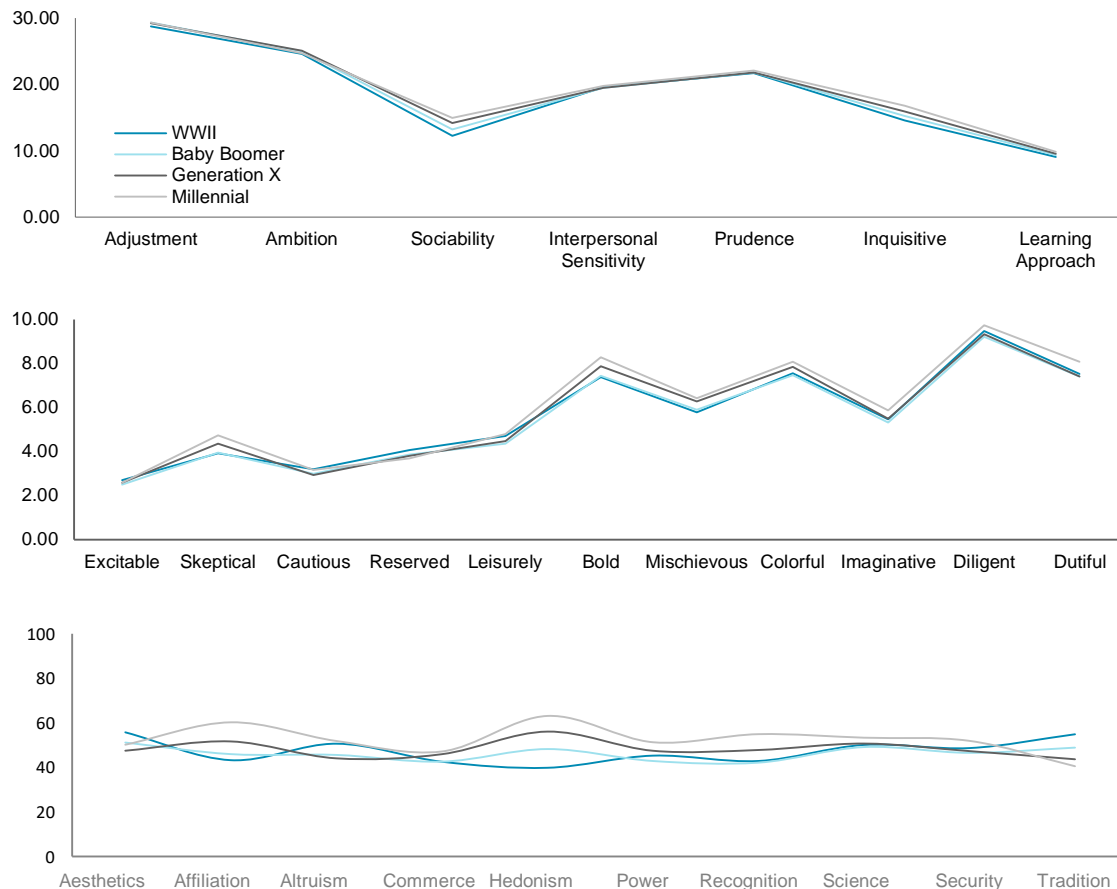


# THE CHANGING SIZE AND PROFILE RISE AND FALL OF TECHNICAL SKILLS



# AND THE MORE PREDICTABLE PATTERS OF HUMAN BEHAVIOURS

## COMPARISON OF PERSONALITY TRAITS ACROSS GENERATIONS



What does  
this mean  
for work in  
the future?

Source: Mercer Analysis, Sirota Hogan Assessments database

*“My father had one job in his lifetime. I will have six jobs in my lifetime. And my kids will have six jobs at the same time.”*

Robin Chase

# A NEW LEARNING ENVIRONMENT EMERGES

The rise of the Talent Ecosystem

**A new focus  
for  
Corporate  
Learning**

Digitization of work

**Rapidly  
changing  
training  
needs**

Life in flow and use of agents

**From training  
to  
qualifications**

Data as an asset class

**Personalized  
training... but  
really  
personalized**

Augmented reality

**Real time  
guidance and  
on the job  
training**



# WHAT DOES THIS MEAN FOR HR?

## BUSINESS ROLE

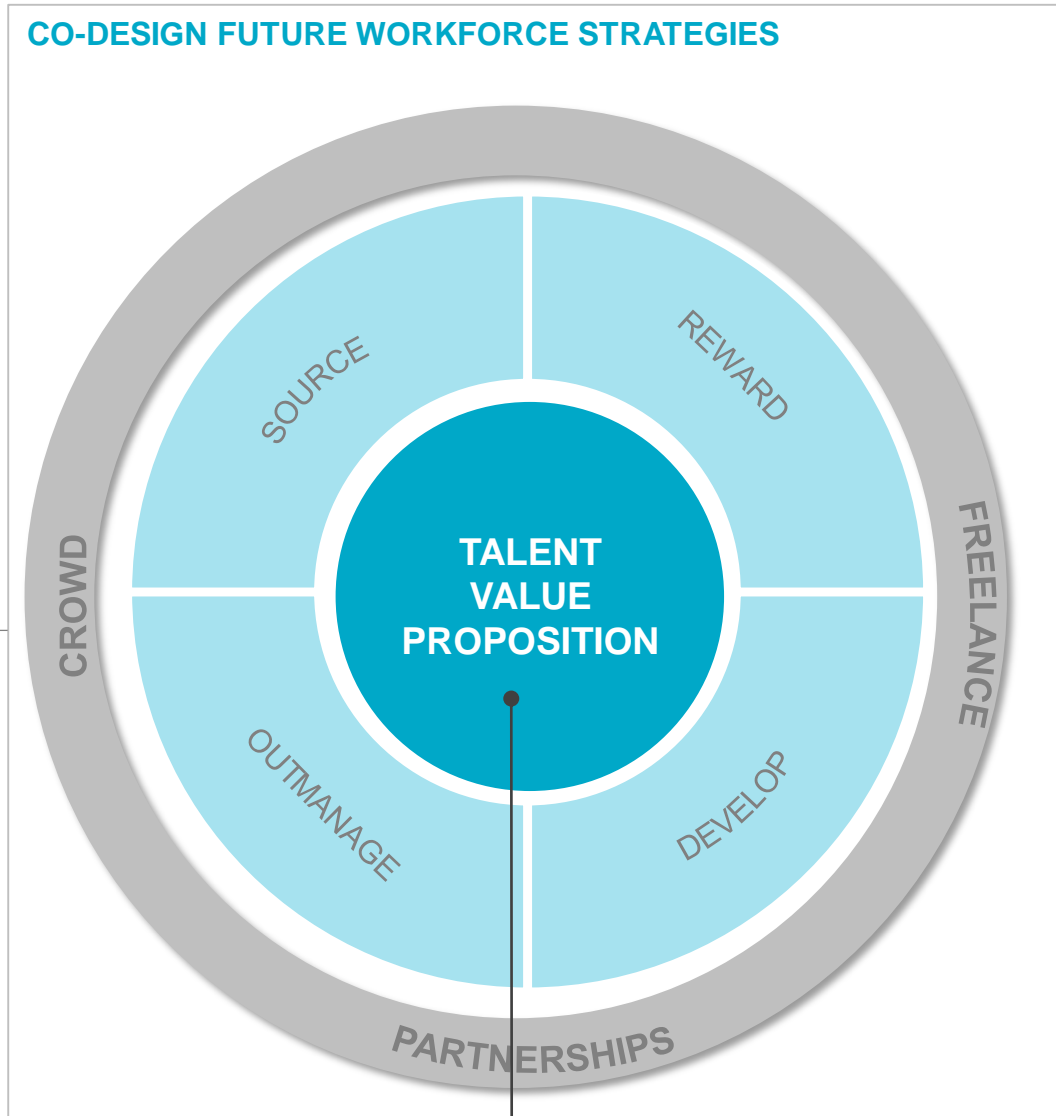
**From ...** focus on tactical FTE reduction

**To ...** engaging with HR to deliver the new business model

## HR ROLE

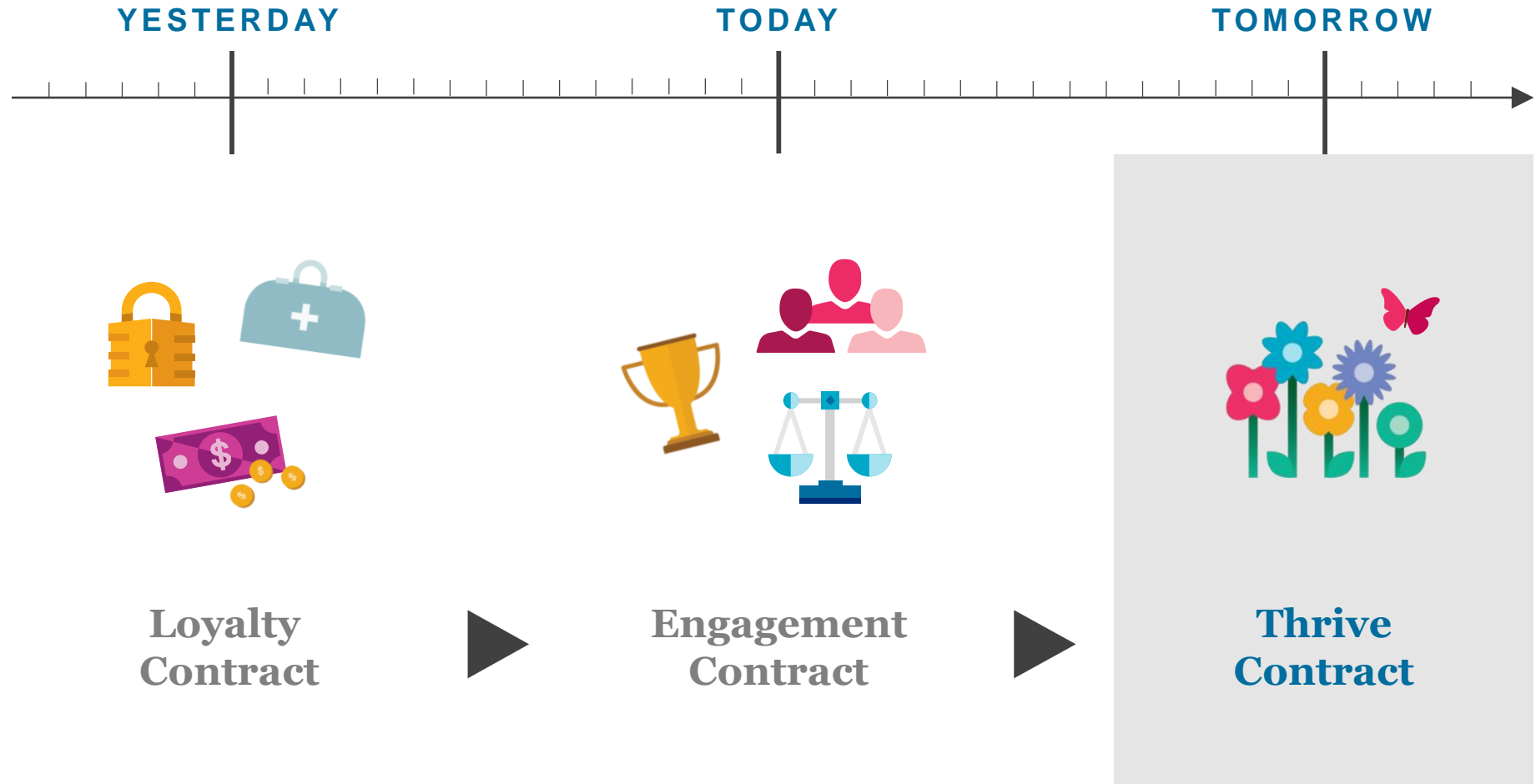
**From ...** operating in silos

**To ...** stepping up to true “business partner” role



*What is our talent ecosystem looking for in their work?*

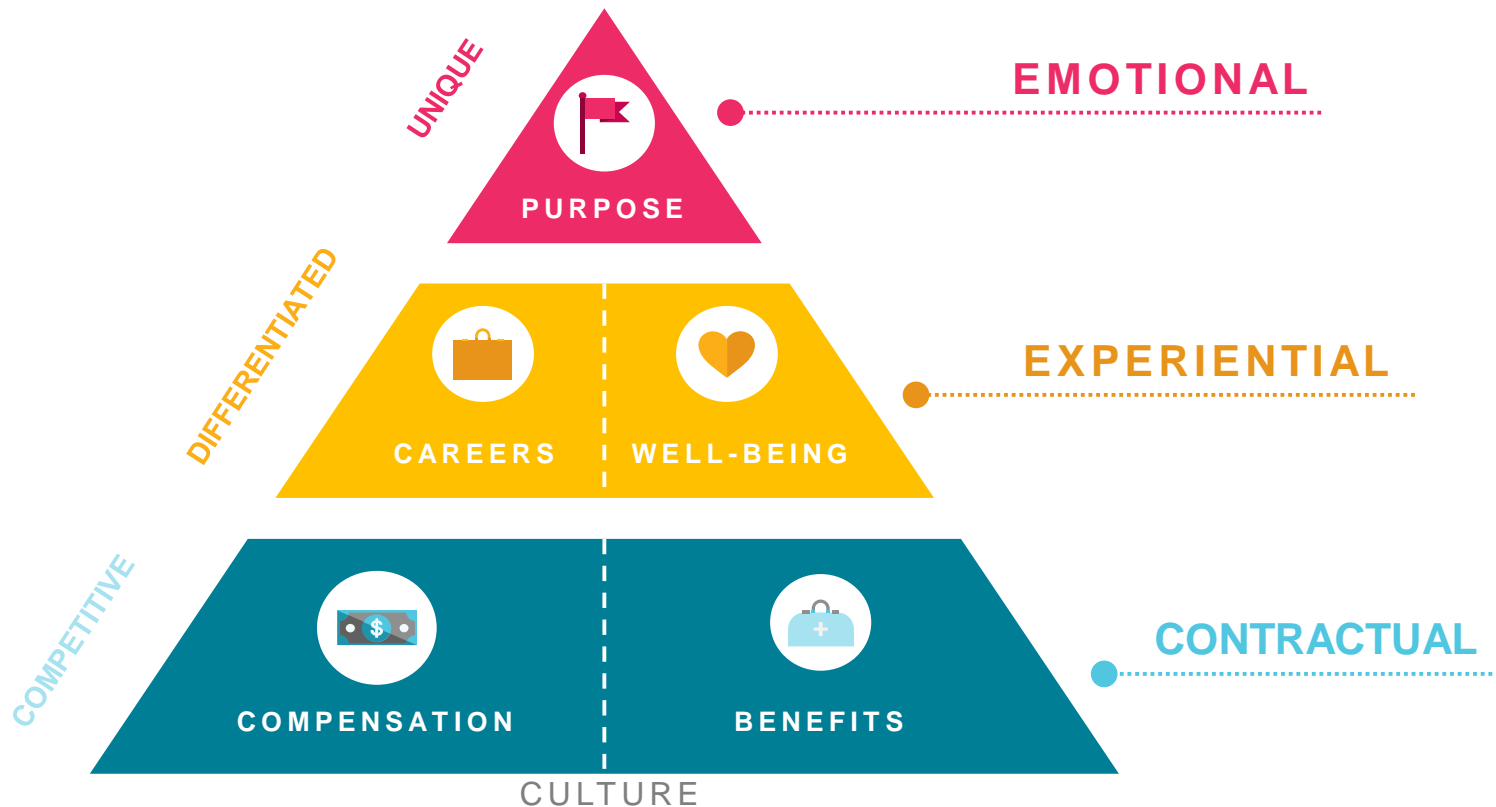
# WHAT DOES THIS MEAN FOR REWARDS?



# WHAT DOES THIS MEAN FOR REWARDS?

## TAKE A HOLISTIC APPROACH

*Define the employee experience that will make the right talent want to join, stay and deliver their best performance*



# WHAT DOES THIS MEAN FOR REWARDS?

## SHIFT FROM TOTAL REWARDS TO TOTAL VALUE FOR AN INDIVIDUAL





THANK YOU!



# MERCER

MAKE TOMORROW, TODAY