ATD Research:
The Future of Work

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Welcome!

ATD is the world's largest professional membership association supporting those who develop the knowledge and skills of employees, improve performance, and achieve results for the organizations they serve. We have members in 120+ countries.

Our website is www.td.org

Association for
Talent Development

Agenda

- Our latest research on the future of work:
  - How leaders are preparing for the future of work
  - Practices associated with future-readiness
  - Predicted influences on the workforce
  - How organizations are using technologies

- We'll take questions at the end!

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Defining the Future of Work

Future of work refers to how advances in technology and transformations in the workplace will affect organizations and industries in broad, sweeping ways and on multiple levels over the next **five** years.

Technology advances include:

- big data
- artificial intelligence
- automation
- Internet of Things
- 3-D printing.

24%

of organizations have a workforce that is prepared for the future of work

(n = 444)

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Defining Future-Ready Organizations

Respondents were considered employees of future-ready organizations if they:

predicted their organization would perform better than most competitors in five years

and

predicted their organization's workforce would be well prepared (in terms of skills needed) in five years

Practices significantly correlated with future-ready organizations will be denoted by a star ★

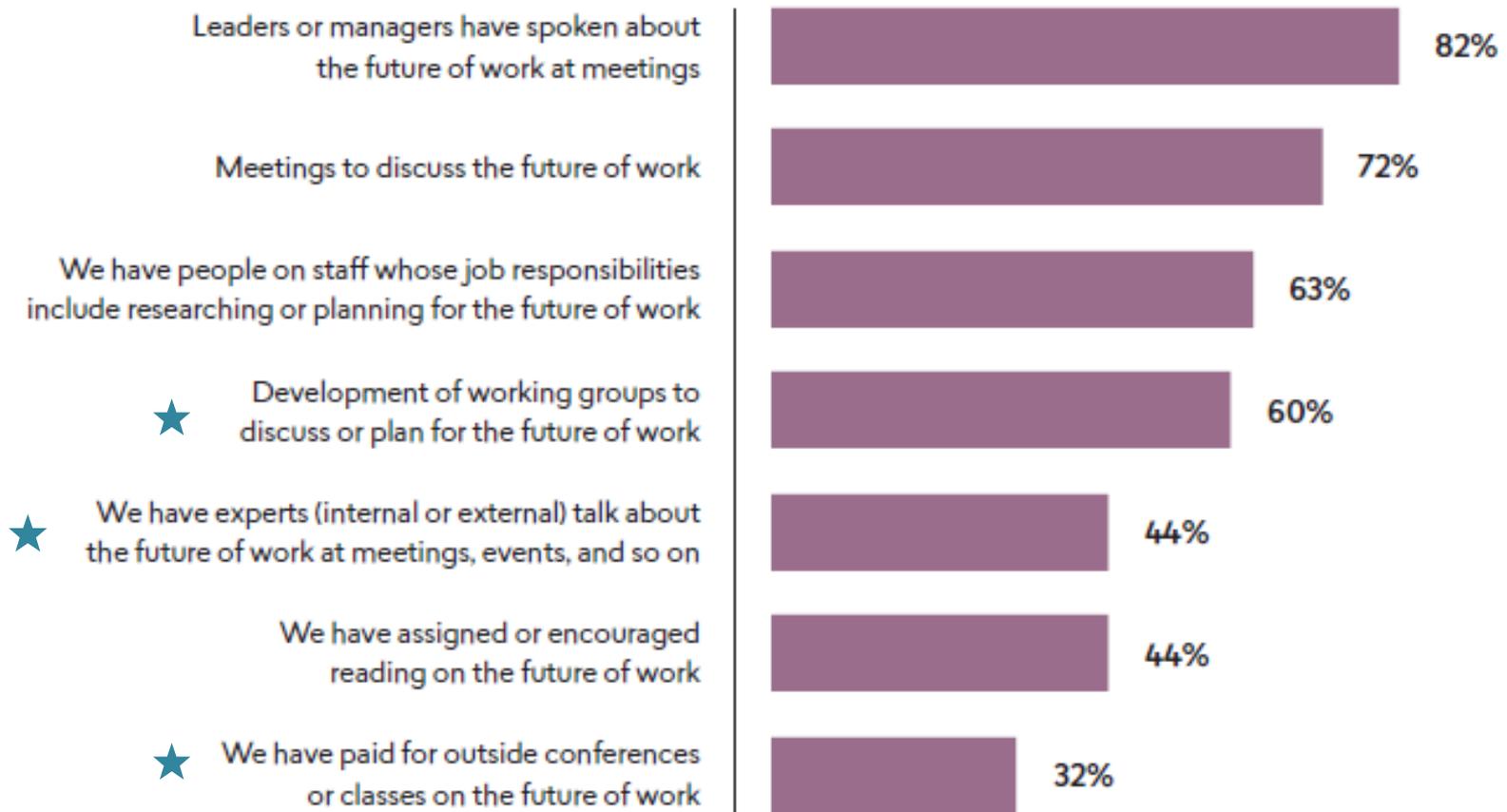# Preparing for the Future of Work

Discussions About the Future of Work

In what ways have you or others that you know of in your company discussed or researched the future of work? (Select all that apply.)

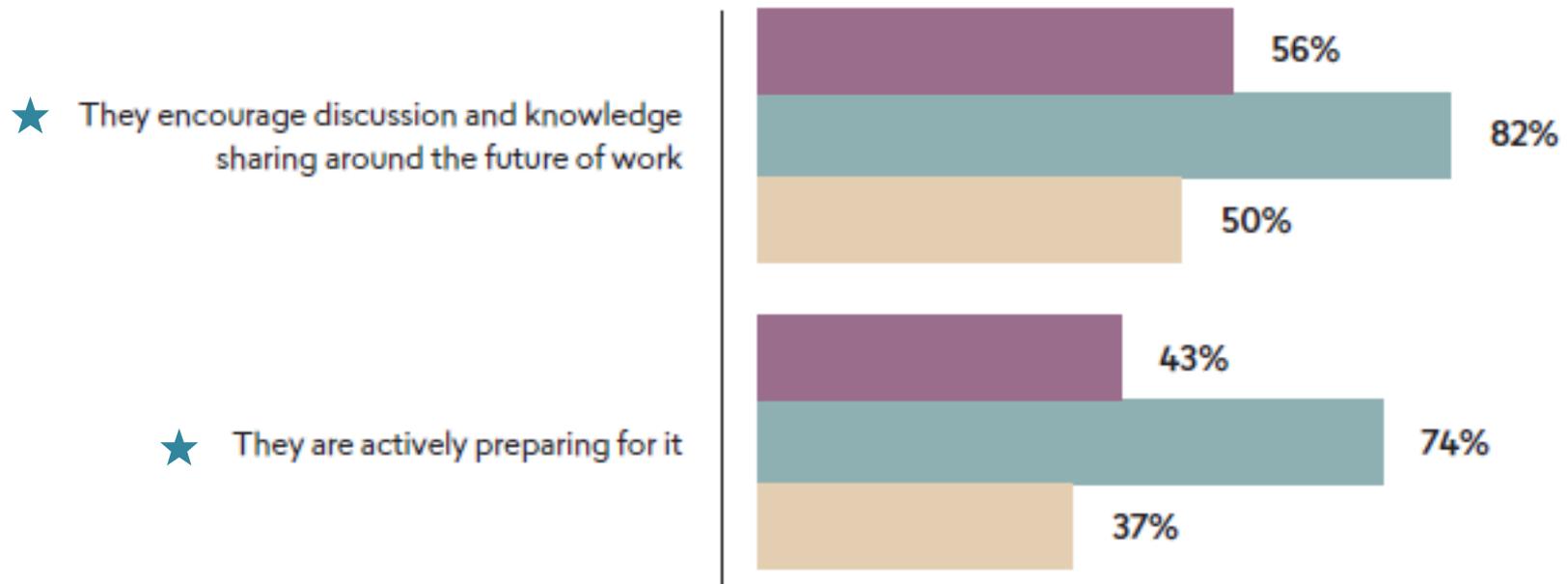|	
Informally	57%
★ Formally	55%
Neither of the above	8%

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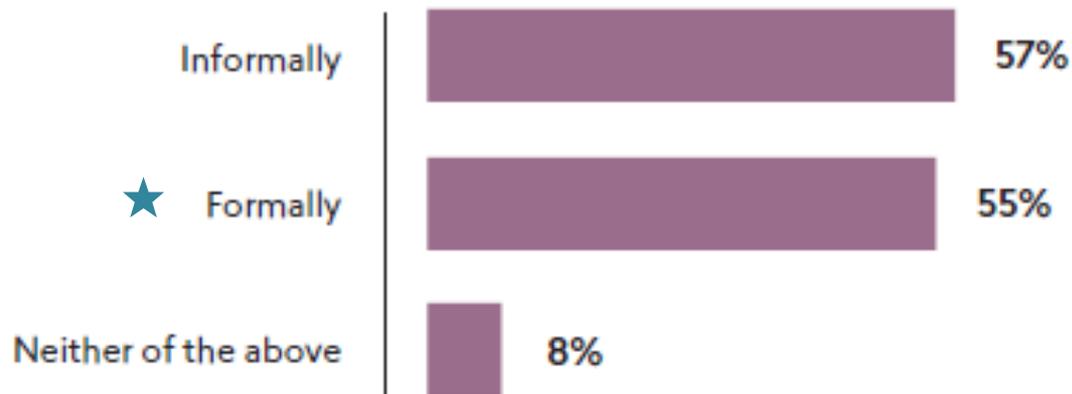
Top Formal Practices

Which of the following formal practices has your organization undertaken as part of discussions or research about the future of work? (Select all that apply.)

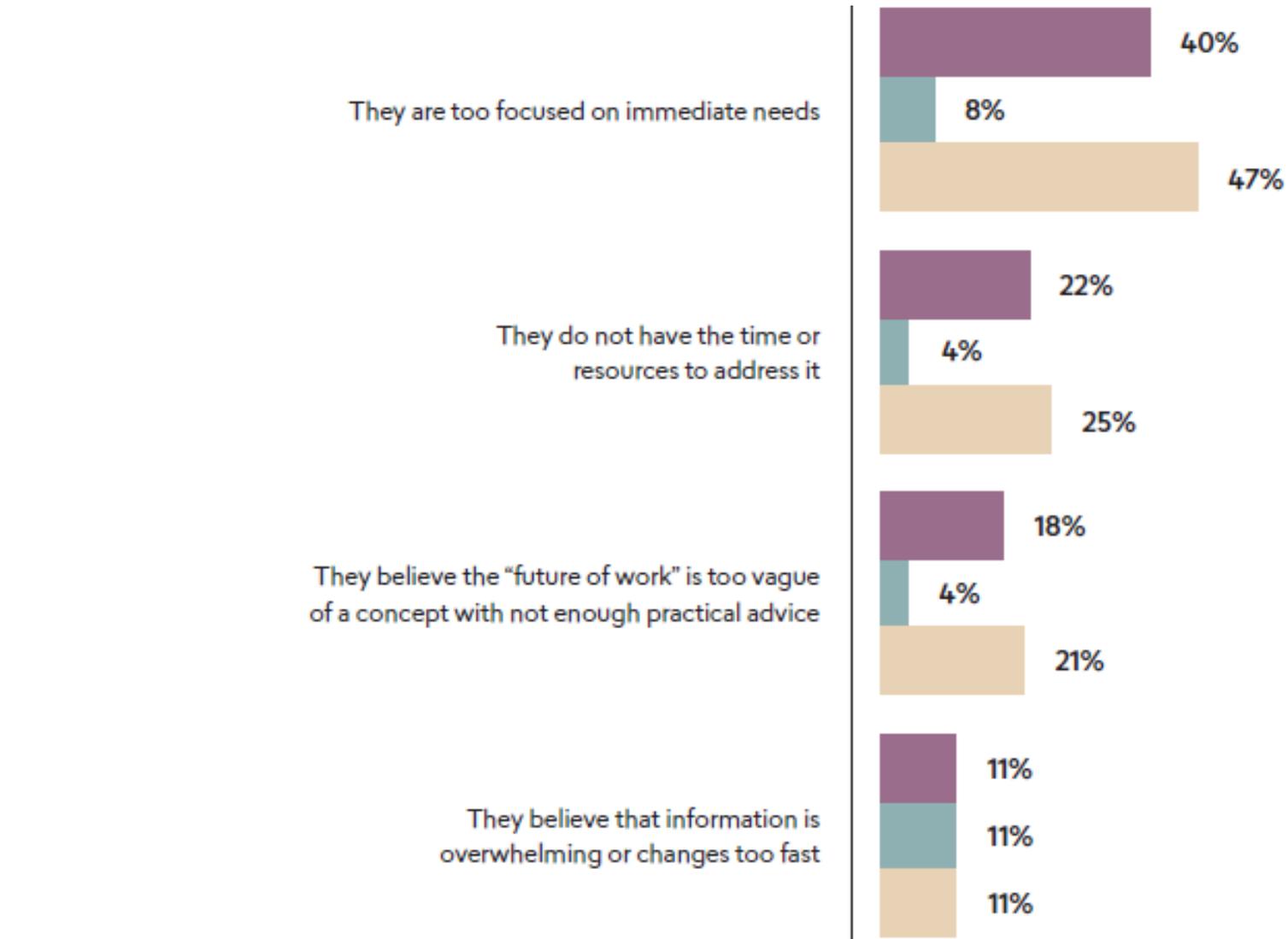| Practice	Percentage
Leaders or managers have spoken about the future of work at meetings	82%
Meetings to discuss the future of work	72%
We have people on staff whose job responsibilities include researching or planning for the future of work	63%
Development of working groups to discuss or plan for the future of work ★	60%
We have experts (internal or external) talk about the future of work at meetings, events, and so on ★	44%
We have assigned or encouraged reading on the future of work	44%
We have paid for outside conferences or classes on the future of work ★	32%

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Leadership Views

In your opinion, how does your organization's leadership view the future of work? (Select all that apply.)

★ They encourage discussion and knowledge sharing around the future of work
- 56%
- 82%
- 50%

★ They are actively preparing for it
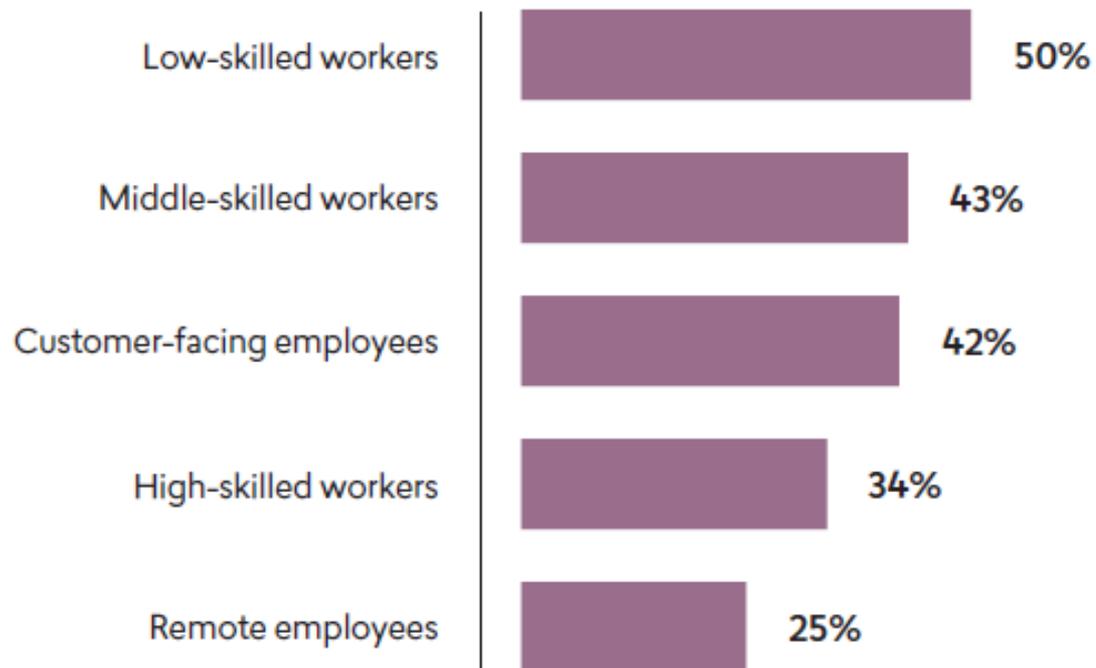- 43%
- 74%
- 37%

Legend:
- ■ All organizations (includes both future-ready and non–future ready organizations)
- ■ Future-ready organizations
- ■ Non–future ready organizations

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They are too focused on immediate needs
- All organizations: 40%
- Future-ready organizations: 8%
- Non–future ready organizations: 47%

They do not have the time or resources to address it
- All organizations: 22%
- Future-ready organizations: 4%
- Non–future ready organizations: 25%

They believe the "future of work" is too vague of a concept with not enough practical advice
- All organizations: 18%
- Future-ready organizations: 4%
- Non–future ready organizations: 21%

They believe that information is overwhelming or changes too fast
- All organizations: 11%
- Future-ready organizations: 11%
- Non–future ready organizations: 11%

Legend:
- All organizations (includes both future-ready and non–future ready organizations)
- Future-ready organizations
- Non–future ready organizations

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Impacts on Workers

Which groups do you think will be most strongly affected by the future of work? (Select up to two.)

Group	Percentage
Low-skilled workers	50%
Middle-skilled workers	43%
Customer-facing employees	42%
High-skilled workers	34%
Remote employees	25%

One Solution for Impacted Workers: Upskilling and Reskilling Workers

- A way to meet changing business needs and retain talent when job roles are being eliminated

- Some common aspects programs may involve:
  - On-the-job learning
  - Internal certification programs
  - Tuition assistance or employer-provided education benefits

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Technologies

Plans for Technologies

What statements are true about your organization's use of the following technologies?

	Big Data	AI	Automation	Internet of Things	3-D Printing
We have not discussed or planned for its influence	30%	49%	47%	42%	78%
We have formally discussed and planned for its influence	28%	27%	25%	28%	12%
We have started experimenting with, using, or developing it	46%	30%	33%	38%	11%
We have deployed training on how to use or leverage it	16%	10%	15%	15%	5%
We will increase our use of it in the next year	26%	13%	20%	17%	8%

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Recap: Preparing for the Future of Work

- ✓ Formal discussions about preparing for the future
- ✓ Identify upskilling and reskilling needs
- ✓ Develop employees' future skills
- ✓ Focus on culture to engage and retain talent
- ✓ Explore how to apply new technologies and train employees in how to use them

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Learn More
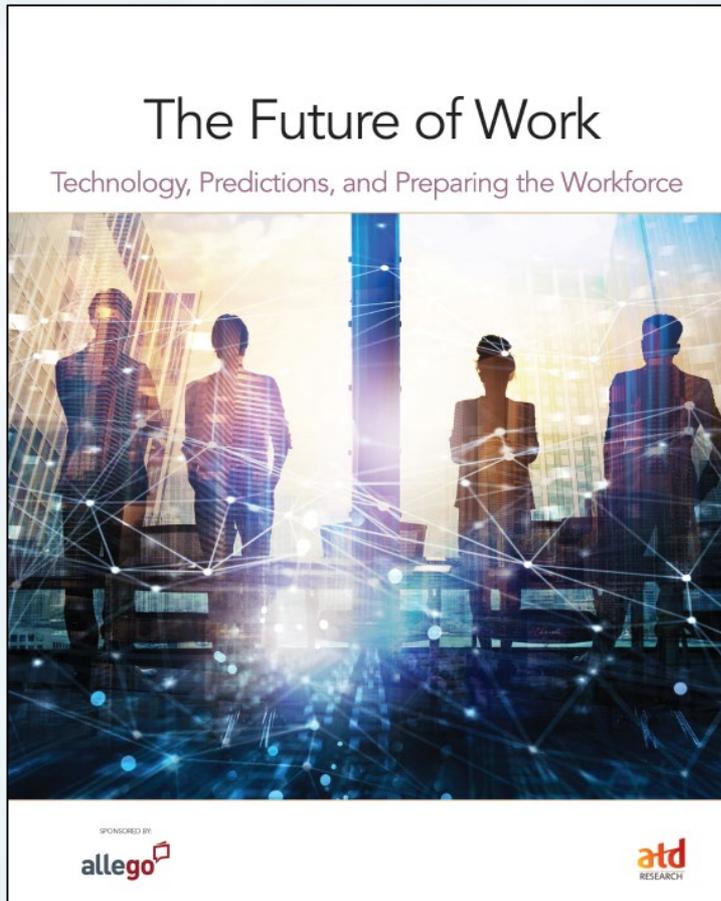
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