


The Future of Work and Career Management Implications


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Profile



- Former Assistant Director of HR (NHS)
- Management Trainer for 10 years
- Member of Institute of Careers Guidance
- 10 years as an independent consultant
- Career coached 500+ clients in last 5 years
- Registered Careers Guidance Practitioner (ICG)
- Member of Chartered Management Institute
- Worked on career management programmes in 6 UK universities, 2 in Lithuania and 1 in Israel
- Senior Outplacement Consultant with Capita People Development and Hudson International Consulting



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The Future of Work

“There is no such thing as a career Path – it is crazy paving, and you lay it yourself”


Sir Dominic Cadbury




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Transition Periods in Life




Age	Characterised By:
• 18 years -	- Dreaming about what the future can be like
• 25-30 -	- Checking out progress towards the dream
	- Living out silent parental anticipations of what is expected of you e.g. my parents always thought I would become a doctor
• 30s -	- Getting on the career ladder
	- Strain between family and work
	- Marital conflict and discord



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Transition Periods in Life




- 30-42 (Mid Life Crisis)
Personal problems affect health e.g. drink, depression, infidelity
Development of concepts about old age, maturity and youth
Questioning of what you want out of life in the future (Men tend to move towards being more tender minded, women tend to move towards being more tough minded)
- 40s
Manager at plateau in work life
Threatened by constant change
Job loss becomes a reality
Move towards mentoring younger managers / staff



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Transition Periods in Life



- 50s The *New Life* (the new 40)
Looking towards retirement
Change of career
Change of lifestyle
Return to education / learning
“Putting something back”
- 60+
Unknown – new era
Silver surfers





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20th Century Social Changes

- Rapid industrialisation (post war years)
- Creation of the superpowers
- Emancipation of women/ feminist movement
- More egalitarian society – access to education (widening participation, aim higher)
- Black power
- Gay rights
- Anti – discrimination legislation




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21c Career Climate

- Competition
 - International markets
 - Political changes
 - Privatisation
 - Accountability of Public Services
 - Environmental concerns
- New Technologies
 - ICT
 - Biotechnology
- Demographic changes
 - UK's ageing population
 - Diverse workforce





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GLOBAL EMPLOYMENT TRENDS for WOMEN

BRIEF, March 2007



- In absolute numbers, more women than ever before are participating in labour markets worldwide. They are either in work or actively looking for a job.
- During the past ten years, the labour force participation rate (the share of working-age women who work or are seeking work) stopped growing, with many regions registering declines. (partially reflects greater participation of young women in education).
- More women than ever before are actually in work. The female share of total employment stayed almost unchanged at 40 percent in 2006 (from 39.7 per cent 10years ago).
- At the same time, more women than ever before are unemployed, with the rate of women's unemployment (6.6 per cent) higher than that of men (6.1 per cent).
- Women are more likely to work in low productivity jobs in agriculture and services.
- Women's share in industrial employment is much smaller than men's and has decreased over the last ten years.
- The poorer the region, the greater the likelihood that women work as unpaid contributing family members or low-income own-account workers. Female contributing family workers, in particular, are not likely to be economically independent.

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GLOBAL EMPLOYMENT TRENDS for WOMEN

BRIEF, March 2007





- The step from unpaid contributing family worker or low-paid own-account worker toward and salaried employment is a major step toward freedom and self-determination for many women.
- The share of women in wage and salaried work grew during the past ten years from 42.9 per cent in 1996 to 47.9 per cent in 2006.
- However, especially in the world's poorest regions, this share is still smaller for women than for men,
- There is evidence that wage gaps persist. Throughout most regions and many occupations women get less money for the same job.
- But there is also some evidence that globalization can help close the wage gap for some occupations.
- Young women are more likely to be able to read and write than 10 years ago.
- But there is still a gap between female and male education levels. And there is considerable doubt that women get the same chances as men to develop their skills throughout their working lives.

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Trends in UK Female Employment (2002)



- Female employment stands at a record high level of 12.8 million. The working-age employment rate for women is also at its highest ever level.
- The UK has the third highest female employment rate of all the countries in the EU, and no region within the UK has a female employment rate below the EU average.
- Women's employment rates are lower for ethnic minority groups, and are particularly low for Bangladeshi and Pakistani women.
- Women's employment rates generally increase with age but fall beyond the age of 50
- Women in couples have higher employment rates than single women, and for both groups women without children are more likely to be in employment.
- Women's qualification levels are increasing over time, and women with higher qualifications are more likely to be in employment than those with lower qualifications or none.
- The majority of women work full time but they are more likely than men to be working part time or in temporary jobs. However, only a minority do so because they cannot find a full-time or permanent job.
- Female employment is concentrated in the service industries.
- Women with children and women working part time are more likely to work in occupations that are typically lower paid and lower skilled



By Melanie Duffield, Economy and Labour Market Division, Department for Work and Pensions

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Global Employment Trends – March 2008

ILO Geneva


“Economic empowerment for women has a lot to do with their ability or inability to participate in labour markets and with the conditions of employment that the women who do manage to find work face. The international community stresses more and more the fact that promoting decent work is the only sustainable way out of poverty. In fact, a new target was recently introduced in the Millennium Development Goals calling for “full and productive employment and decent work for all”.

There is also growing recognition that labour markets are the key transmission mechanism through which the benefits of growth can be distributed to the poor and disadvantaged groups.

Access to labour markets and, more specifically, to decent employment is thereby crucial in the process towards improving equality between men and women.

Decent work for women is also a precondition for economic development since, in the long run, economies cannot afford to ignore an untapped resource such as that which could be offered by female labour.”

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Projections

"New technology and new social and economic conditions mean that old working patterns are breaking down."

The idea of a job for life, once an idea globally prized, is now no more. A working life at the start of the new century might expect to comprise of six to seven jobs, some involving self employment.

New fluidity in the world of work will mean that people will have more of a chance to shape their own working lives.


Retraining and developing to meet the changing needs of employers will be a must. Peoples individual self knowledge and understanding about what and how they can contribute will be similarly valuable.

Employers too will adapt by developing the skills of their work force. The result will be a competitive labour market in which the rewards go to those who are employable.

The danger will be those faced by any self employed person. Its all too easy to become the victim of ones own success, working too hard for too long."

Linda Gratton, Dean of London Business School

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Manpower Report: Changing World of Work (2006)

- Employers want more workers over 65
- 81% employees do not intend to work beyond 65!
- 70% of employers and 63% of employees want flexibility in the workplace
- More women working – those with right skills are very much in demand
- More women will move into management
- More men to stay at home to bring up family
- Home working out of favour for most employers and workers

Source: Independent research of 2,122 UK employers and 1,085 workers

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Charles Handy - Visionary

- Beginning to see the end of the employee society
- In Europe 30+% of workforce working outside an organisation
- Trend brought on by economic, technological and demographic factors
- Emergence of federal, contractual and professional organisations
- Leaner organisations – employees will have to get their kicks by doing the job better (motivation and career development issues)
- Movement from management to leadership in organisations
- Spend 10% of our time renewing our brainpower, skills and experience
- Leisure is becoming more active, participative and more rewarding
- Key is to develop the ability to adapt and cope with change

Source: From an interview with Maxim Jean Louis (Arsenal Pulp Press)


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Generation X (13 Generation) (Those born between 1958 - 1964)

- Disaffection with governance, a lack of trust in leadership, particularly institutional leadership
- Rampant political apathy
- Increase in [divorce](#) (institution of marriage)
- Increase in mothers in the workplace
- The [zero population growth](#) movement
- Availability of birth control pills ("Children were things you took pills NOT to have")
- "Devil-child films"
- Increase in [educational](#) variance
- Decrease in educational funding and loan availability (simultaneous with increase in advertising for military service)
- Inception of the [Internet](#)
- The end of the [Cold War](#)

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"Gamers" Defined


- Born after 1970..... 90 million strong
- Raised on video games
- Competitive and love a challenge
- Excel at risk-reward calculations
- Highly achievement oriented
- Believe anything is possible and that they are capable of amazing things, but resist doing things "just because"
- Value collaboration
- Understand how to communicate with others
- Accept and expect failure- but they also expect to ultimately win
- Expect big rewards for the value they create
- Are extremely serious about achieving in their professional careers

Dr. Kate S. Brooks
The University of Texas at Austin

John P. Carvana
University of the Pacific

Middle Pacific Association of Colleges and Employers
Conference Presentation
December 7, 2005


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EU Expansion & Migrants to UK Since Accession

- Estimated 600,000 entrants to UK (Government expected 20,00)
- Approved applicants to work = 427,100
 - Poland – 264,560 (62%) – estimate of real number is over 500,000
 - Lithuania – 50,535 (12%)
 - Slovakia – 44,300 (10%)
 - Latvia – 26,745
 - Czech Republic – 22,555
 - Hungary – 12,870
 - Estonia – 5,110

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UK Labour Market Effects

- 82% are aged between 18 – 34
- 46% (1100) of new dentists in UK are migrants
- Reports of pushing UK students out of temporary job market and lowering wages in some sectors
- Older UK employees working longer to supplement pensions – Age Discrimination legislation introduced in 2006 will theoretically make this easier
- Perception that migrant workers are “harder working”
- Recent report (February 2008) suggests that Polish migrants now returning to Poland

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Top 10 Fastest Growing US Industries over next 10 years

- Accounting & Auditing
- Business Services
- Child Day Care services
- Computer & IT services
- Health Services
- Job Training services
- Management & Public Relations
- Nursing, residential & personal care
- Personnel supply services
- Social Services

Source: US Dept of Labour, Bureau of Statistics

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Predicted Rise And Fall Of Specific Occupations - 1995-2010

Licensed to Work' (1995) by Sherman & Judkins

- education
- health care
- residential care for the elderly
- Law & order, including penal institutions
- corporate data-processing
- computer security
- Psychiatric care
- retail shops - especially at the two ends of the spending spectrum: budget/specialist
- television companies & production houses
- telecommunications/computer (telematic) communication companies
- information collection
- collation & distribution companies
- entertainment, e.g. pubs & clubs
- scrap & waste materials
- micro-electronics production
- industrial design houses
- market research houses
- design & manufacture of hand made goods, such as clothing, accessories & furniture
- charities & other voluntary bodies.

NB Expand in terms of output, although not necessarily employing more people.

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Licensed to Work by Sherman & Judkins (1995)

- predicted growth areas for employment

- Person-to-person health care, including nursing, medical ancillaries and 'medical companions'
- other personal manual services, such as beauty care, chiropody and massage (most of these jobs will be part-time/temporary)
- doctors specialising in psychotherapy, tropical and infectious diseases, and ageing/geriatrics
- interpersonal buffer services - internal company therapists, therapists of all descriptions, corporate affairs staffs
- research scientists and technicians
- electronic engineers
- systems analysts
- systems designers
- computer animators and other specialist programmers
- 'navigators'- individuals (or very small companies) providing personal and corporate services cleaning specialised information from networks
- artists/entertainers
- plumbers
- cable installers/service technicians
- parking attendants
- sales staff & assistants
- telecommunications sales staff
- private police and security
- prison officials.


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Areas of predicted employment loss

- typists & pool secretaries (word processor & computer voice control will be in place well before 2010)
- general office clerical staff
- filing clerks
- bookkeepers
- invoice clerks
- printers
- administrators
- middle & junior management tiers in almost every function from personnel, through production and marketing to finance
- bank & building society tellers
- currency & stock-market dealers
- health service managers
- skilled metal-working jobs
- labouring jobs
- skilled and semi-skilled engineering jobs
- light assembly jobs
- construction jobs, especially electricians (new 'wireless' systems by 2010)
- warehousing and storage jobs
- railway staff
- Low-level computer jobs, such as operators and batch programmers (increasingly performed overseas in low cost developing countries).


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Implications of the Changing World of Work - Summary

- Fewer opportunities to climb corporate ladder
- Career development – lateral
- Increased responsibilities / greater pressure
- Need to respond positively to change
- Need to embrace new technology
- Greater flexibility / hot desking / portfolio working
- Displacement of non core activities
- Employers paternalism disappeared
- Career change / lifelong learning – norm
- Employability rather than employment
- Knowledge management critical
- 40:40 replaced by 1:2:3
- Career planning / management will become critical


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Women in the Workplace

- Limited impact of equality legislation in UK
- Schools still stereotyping and channelling students
- Careers advisers criticised for not promoting "non stereotypical" careers
- Gender bias in recruitment and selection
- Glass ceiling still exists in many professions
- Access to CPD often "denied" to women
- Men reluctant to follow "successful" wives/partners
- Some of worst discrimination by women against women e.g. NHS

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Business Case for Women at Senior Management Level

Reasons for a more gender - balanced management team


- **Corporate governance** – more diverse boards have better governance.
- **Market capitalisation** – companies with the largest capitalisation tend to have more women at the top of the organisation.
- **External marketing** – the board should be able to reflect the competition of their marketplace.
- **Workforce demographics** – there is going to be a massive shortage of white men in their 50s soon, so organisations need to take account of the whole of the talent pool and not just 50% of it.
- **Employer branding** – organisations are focusing on this at the moment, in order to attract and retain the best people, and women don't like to go to work for organisations where they can't see evidence of women succeeding at the top.
- **Brain drain** – women are choosing to take their knowledge and intellectual capital elsewhere because they don't like what they see at the top of the organisation, which is clearly not good for the business.
- **Innovation and decision-making processes** – there is ample research showing that homogenous groups aren't good for innovation or good decision-making.
- **Corporate social responsibility (CSR)** – any organisation that is scoring points on CSR will get improved stakeholder relations, which improves the bottom line.

Source: Ruth Sealey, Cranfield School of Management


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Gender Pay Discrimination



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TUC Report – 11 March 2008 Gender Pay Differentials

- Difference between men's and women's pay more than trebles when women reach their 30s
- Women leaving school at 16 going into f/t job earn 9.7% more than male contemporaries
- From age of 18 and throughout rest of working life they earn less than men
- In their 20s the pay gap for full timers is a modest 3.3%
- In their 30s women take home 11.2% less than men
- In their 40s (peak age for discrimination) the gap rises to 22.8%
- TUC assert that the "undervaluing" of women in the workplace was partly due to a "motherhood penalty"


Source: Guardian Newspaper Report 11/03/08

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The Norwegian Model

- According to Norwegian law, women must fill 40 per cent of the country's corporate board seats. Norway's work with gender equality has been noticed by the world, and now also by Malaysia.
- The 4th of January a two page article in the New Straits Time described how the Norwegian equality rights have developed over the years and made a difference in Norwegian working life.
- The Norwegian law was passed in 2004, and most companies have already complied.
- Norway with its 4.7 million inhabitants has the highest ratio of female directors worldwide, and more women than men in the government.
- Norway was the first country in the Europe to accept female political candidates when it introduced universal suffrage in 1913.
- The first Norwegian female prime minister, Mrs. Gro Harlem Brundtland, appointed 8 female ministers of a total of 18 Cabinet posts when she took office a second time in 1986. Her initiative has had a very positive influence on increasing the number of women in leading positions in Government as well as in business.



Source: Norway Embassy Web Site 31/01/08

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What psychological contract?

In a survey carried out for Management Today

- 67% of managers dismiss the idea of a Job for Life
- For under 35s this % rises to 77%
- 72% of over 55s want to stay with their employer
- 73% of under 35s said they wanted to move on
- More than half of the under 35s had had at least 4 employers

Source: RHIL (2000)

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Why do people change jobs?

In a survey carried out for the CIPD, of people who had changed their jobs in the last 12 months:


- Most people changed jobs because they wanted to get away from their existing job
- 1 in 3 said it was to improve pay or prospects
- 1 in 3 found the job too easy or saw no scope for development
- Most of the remainder left because of inconvenient hours or location
- Only 1 in 6 moved because they had got a better job

Source: CIPD (2001)

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Personal Action Plan

Think about what you want to achieve in your career, short, medium and long term.



- Set yourself some objectives and SMART targets
- Be realistic particularly with time frames
- Think about who can help you
- Review your progress on a regular basis (perhaps use a coach?)
- Expect to encounter barriers – this will test your motivation
- Remember – those who can do, those who can't become teachers and those who are completely useless become management consultants!!!!!!

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Who & What?



- Lawyer
- Civil Servant
- Doctor
- Politician
- Pilot
- Journalist
- PR / Marketing
- Model
- Engineer
- Or.....

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Female Role Model




Marin Alsop
Music Director
Baltimore Symphony Orchestra
First woman to lead a "major League" symphony orchestra in the USA.
Former protégé of Leonard Bernstein
Former Music Director of Bournemouth Symphony Orchestra

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The Future of Work

The company of the future will only have two employees

A man to watch the machinery




A dog to bite the man if he touches the Machinery



Warren Bennis
Professor of Business Administration
University of Southern California

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