

Economic Recovery After COVID-19: The Future of Work

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Fluid Agile Work: Perpetually Upgraded



Fluid Employment: Deconstructed and Reinvented Jobs

Maine-based company [Flowfold](#), which ordinarily makes outdoor gear [pivoted](#) to producing face shields, which required new workflows, materials, and training, as well as getting product design ideas directly from frontline health care workers.

A custom outdoor furniture cushion maker in North Texas [transformed](#) in less than a month to make over 1,000 gowns and 700 face shields per day, as a way to retain employees, who pivoted their sewing abilities to the new products.

General Motors (GM), [JR Automation](#) (A Hitachi Group Company) and Esys Automation [created immediate capacity](#) to manufacture face masks. The GM/Hitachi team designed an end-to-end production line, sourced and repurposed supplies, and transformed a GM cleanroom into a mask factory in only six days. Employees volunteered to transition from making automobiles to making masks, with GM filling 13 shifts (315 people) in less than two hours. "I sent out one email to the entire Southeast Michigan group of GM employees and everybody responded," says Sean O'Sullivan, employee volunteer engagement officer, GM Corporate Giving. "A lot of our employees were looking to respond to COVID-19 in a positive way."

Fluid Employment: Inside Gigs

Many organizations were experimenting with "[internal talent marketplaces](#)," with work projects sometimes called "[inside gigs](#)." These are platforms available only to an organization's regular employees, but that match *melted jobs* (tasks or projects) with *melted job holders* (skills and capabilities).

Unilever [FLEX Experiences](#): "By accessing the platform, Unilever employees can work on projects for a small or large proportion of time, increase the depth of their expertise of a current skill or build new skills and experiences. Through the power of AI, people are suggested opportunities that match their profile and aspirations, and at the same time, giving full visibility to all opportunities available globally across all areas of the business, ultimately democratising and giving transparency to the way the company develops talent."

Cisco [created](#) a "gig economy for employees," to open up more fluid careers, work arrangements and development: "A Talent Marketplace, which allows individuals to find short term 'stretch assignments,' or longer term rotation assignments aligned to their interests. In essence, we're creating an on-demand database within Cisco's four walls."

Fluid Employment: Work Automation

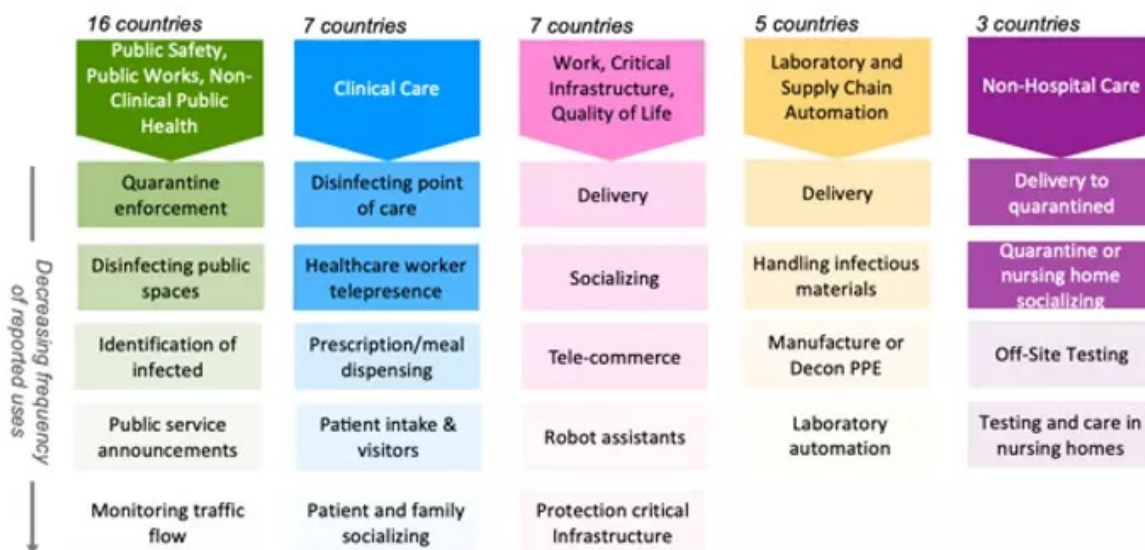
Scientists at the University of Liverpool have a new lab assistant with a very strong work ethic: a [robot chemist](#) that conducts experiments by itself. The 1.75-metre-tall intelligent robot moves around the laboratory, avoiding human co-workers and obstacles while performing a wide range of different tasks independently. It can even decide for itself which tests to do next based on previous results.

A cylindrical robot [rolls into a treatment room](#) to allow health care workers to remotely take temperatures and measure blood pressure and oxygen saturation from patients hooked up to a ventilator. Another robot that looks like a pair of large fluorescent lights rotated vertically travels throughout a hospital [disinfecting with ultraviolet light](#).

Meanwhile a cart-like robot [brings food to people](#) quarantined in a 16-story hotel.

Outside, quadcopter drones [ferry test samples to laboratories](#) and [watch for violations of stay-at-home restrictions](#).

Reported Use of Robots (Ground, Aerial) Worldwide for COVID-19 as of 20 April 2020



Source: World Economic Forum <https://www.weforum.org/agenda/2020/05/robots-coronavirus-crisis/>

Inside Your Organization, Where and How has Work Become More Fluid (Deconstructed)?

- Jobs Deconstructed and Reinvented
- Inside Gigs for Employees
- Work Automation

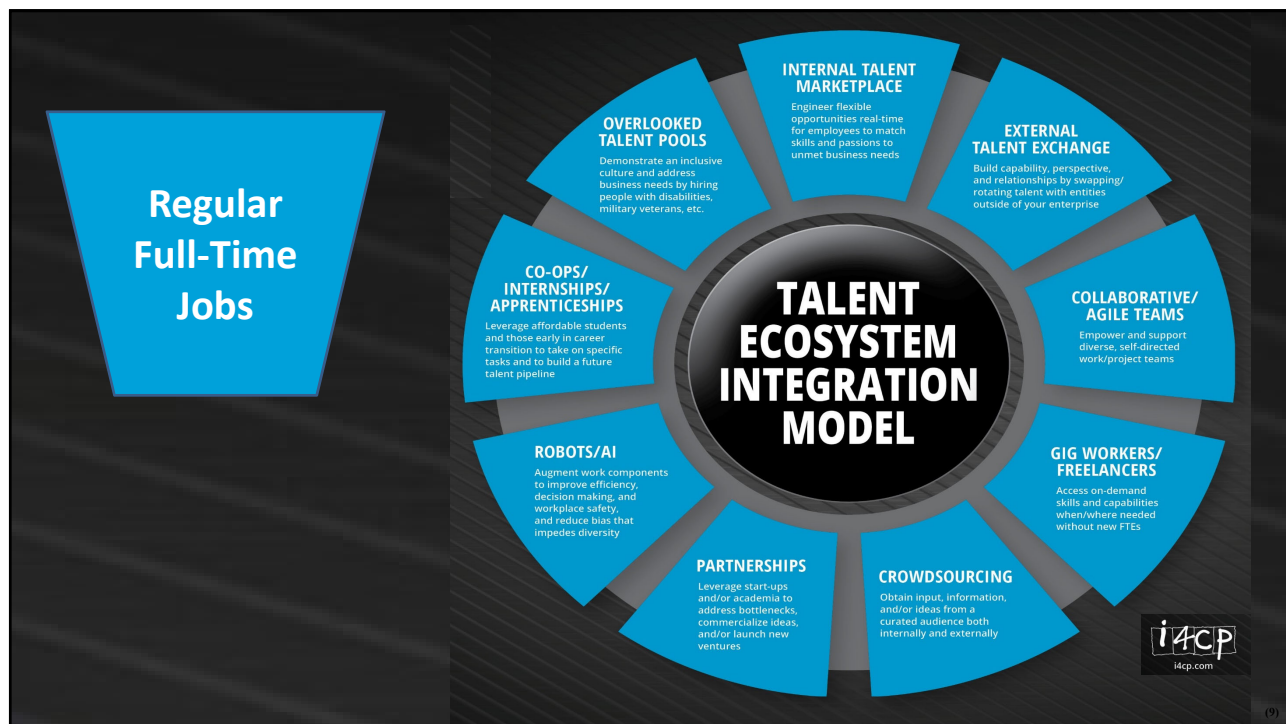
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Fluid Work Boundaries: Tapping New Worker Sources

Stan Jewell, president and CEO of Renfro, Corp. a sock making company, [pivoted](#) to making one million face masks per week. “The hard part” was finding 550 temporary workers to assemble and package the masks in seven locations. He solved it by attracting 16-20 year-olds not yet even in the labor market. “What we really learned is that we’re much more agile than we thought ... How do we use those skill sets that we just figured out that we’re really good at and apply them in new ways?”

The [Kroger](#) supermarket company [borrowed furloughed employees](#) for 30 days from [Sysco](#) corporation, a wholesale food distributor.

Iowa State University’s Center for Industrial Research and Service ([CIRAS](#)) program [enabled](#) two companies located 200 miles apart ([Dimensional Group](#) in Mason City, and [Angstrom Precision Molding](#) Inc. in Ottumwa) to collaborate in making 100,000 face shields per week. [Winnebago](#) joined a coalition of manufacturers coordinated by a 3-D printer company to print visor parts for clear acrylic face masks.



Where and How Has Your Organization's Work Boundary Become More Fluid?

- Contractors
- Freelancers/Gig
- Volunteers
- Tours of Duty
- Borrow From Partners

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Guiding Future Work With Policies?

Policies are rules that define decisions. They often beg the question:

“How can such divergent policies be logically consistent?”

Twitter and Square announced in May, 2020 that their employees could “[work from home forever](#).”

Jamie Dimon of JPMorgan Chase announced that he expects a [gradual return to the office](#), with lasting damage if workers don’t return.

[Google](#) extended their work-from-home policies by a year, to summer 2021, and plan to accommodate remote work indefinitely.

[Microsoft](#) offered all of its employees the option of working from home less than 50% of the time without approval.

Yet, a June 2020 [article](#) in *The New York Times* reports decades of setbacks that suggest that remote work may be more perilous than many such policies reflect.

Sources of Future Work Policies

- **Fads** (What are the most notable CEO’s or Companies doing?)
- **Fashions** (What are the most common among our peers?)
- **Favorability** (What are most popular among our leaders, managers, employees?)
- **Fairness/Consistency** (What can be applied to everyone?)
- **Function** (What policies are required by functional compliance with IT, Legal, HR, Security, Facilities, Safety, Health. etc.?)

Your Future Work Policies?

- **What is their Source?** (Fads, Fashions, Favorability, Fairness, Function)
- **What is their Logic?** (compliance, equity, consistency, tradition, etc.)
- **What is their Flexibility or Discretion?** (managers, employees, communication, oversight, etc.)

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GOOD LEADER



1. INTEGRITY
2. ABILITY TO DELEGATE
3. COMMUNICATION
4. SELF-AWARENESS
5. GRATITUDE
6. LEARNING AGILITY
7. INFLUENCE
8. EMPATHY
9. COURAGE
10. RESPECT

Source: <https://www.ccl.org/blog/characteristics-good-leader/>



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How Has (or Should) Leadership Change To Encompass Fluid Work and Boundaries?

- **Leader Traits** (Learning Agility, Self-Awareness, Self-Confidence, Courage)
- **Leader Behaviors** (Empathy, Vulnerability, Communication, Learning)
- **Work Outcomes** (Trust, Engagement, Openness, Resilience)
- **Strategic Goals** (Innovation, Constructive Conflict, Speed, Agility, Diversity)

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Implications For Different Organization Types

Large Enterprises: Opportunity to lead by innovating at scale; Use your voice and influence to encourage social and economic policies that enable more fluid work; Incorporate fluid work into agile strategic planning; Encourage large system vendors to do more to support fluid work; Invest in experiments with fluid-work startups; Engage local community ecosystems of educators, job platforms, local governments, etc.; Model an approach to work automation that combines human and automated work.

Small businesses and startups: Band together with other businesses to create larger talent ecosystems where talent can move fluidly across boundaries; Institutionalize using platform-based work as a standard option; Join with local education and governments to build a work ecosystem that is more fluid; Incorporate automation using a holistic concept that combines humans and automation; Encourage local social policies that support fluid work.

NGO's: Draw talent from localities using platforms; Encourage micro-financing and portable benefits; set strong criteria for platforms to meet standards of transparency, equity, inclusion, voice, etc.

Local and State Governments: Incorporate fluid work platforms into institutional talent planning; Implement local policies that support fluid work; Encourage and organize local and regional education, business and other constituents to create fluid work ecosystems; Avoid assuming that "good work" equals "good jobs".

Subject Matter Experts: Avoid assuming that "work" equals "jobs." Expand concepts such as "work," "voice," "careers," and "learning" beyond traditional ideas; Incorporate fluid work into your work planning.

World Economic Forum Principles for Good Platform Work

1. **Diversity and inclusion:** Platforms should strive to be inclusive and usable by a diverse population of workers, and should encourage qualified participants from all national, religious, gender, sexual orientation and ethnic backgrounds, including persons with disabilities.
2. **Safety and wellbeing:** Platforms should have policies or guidelines in place, appropriate to the locations and modes of work, to help protect workers from health and safety risks, and should endeavor to protect and promote the physical and mental wellbeing of workers.
3. **Flexibility and fair conditions:** Terms and conditions should be transparent, clearly stated, easily understandable, and provided to workers in an accessible form. Platforms should establish processes to challenge decisions where relevant, with multi-stakeholder support if applicable.
4. **Reasonable pay and fees:** Workers should have full transparency on the basis for what they will earn before deciding whether to accept tasks. Workers who set their own rates should be able to do so in a way that reflects market dynamics.
5. **Social protection:** Governments and platforms should collaborate to ensure that workers have access to a comprehensive set of reliable and affordable social protections and benefits that meet their individual needs, taking into account local conditions, and are well informed about their options.
6. **Learning and development:** Platform work should encourage and enable individual professional development. All stakeholders—notably governments and platforms—should collaborate to ensure that workers have access to affordable educational and upskilling programmes to support their professional development.
7. **Voice and participation:** Workers should be able to express their views on platform guidelines and practices to the platform, and platforms should provide processes, channels and/or forums as appropriate for those discussions to occur.
8. **Data management:** Workers should be able to view a complete history of their platform use and, where applicable, an aggregate review rating at any time, in an easy-to-read, understandable and transferable format, in accordance with jurisdictional requirements, and based on the development of appropriate formats for transferability.

<https://www.weforum.org/reports/the-charter-of-principles-for-good-platform-work>



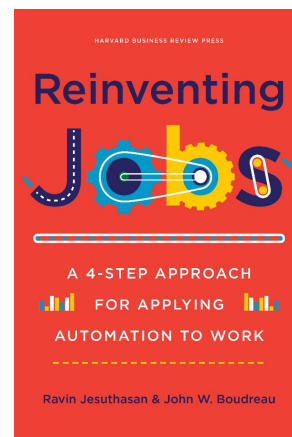
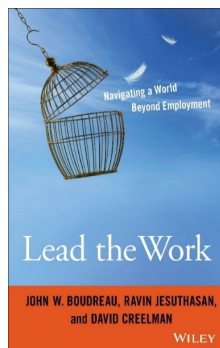
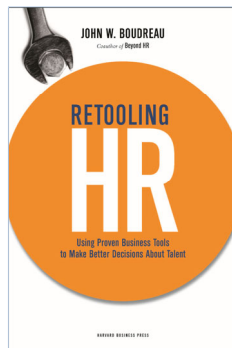
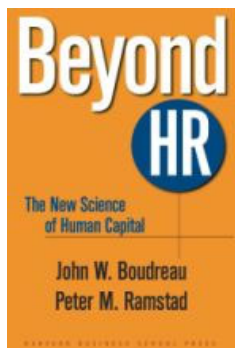
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Thank you!

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