Curtin Graduate School of Business
FACULTY OF BUSINESS AND LAW

Future of Workplaces

ARC Laureate Fellow Sharon K Parker

Presentation to Parliament as part of ALCOA Series 22/2/2023

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What will work be like in the future?

Dystopia?

Utopia?

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From: Will There Be Any Jobs to "How Will Work Change"?

Changes in "What and How" We Work

Changes in "Where and When" We Work

Changes in the "Who" of Work

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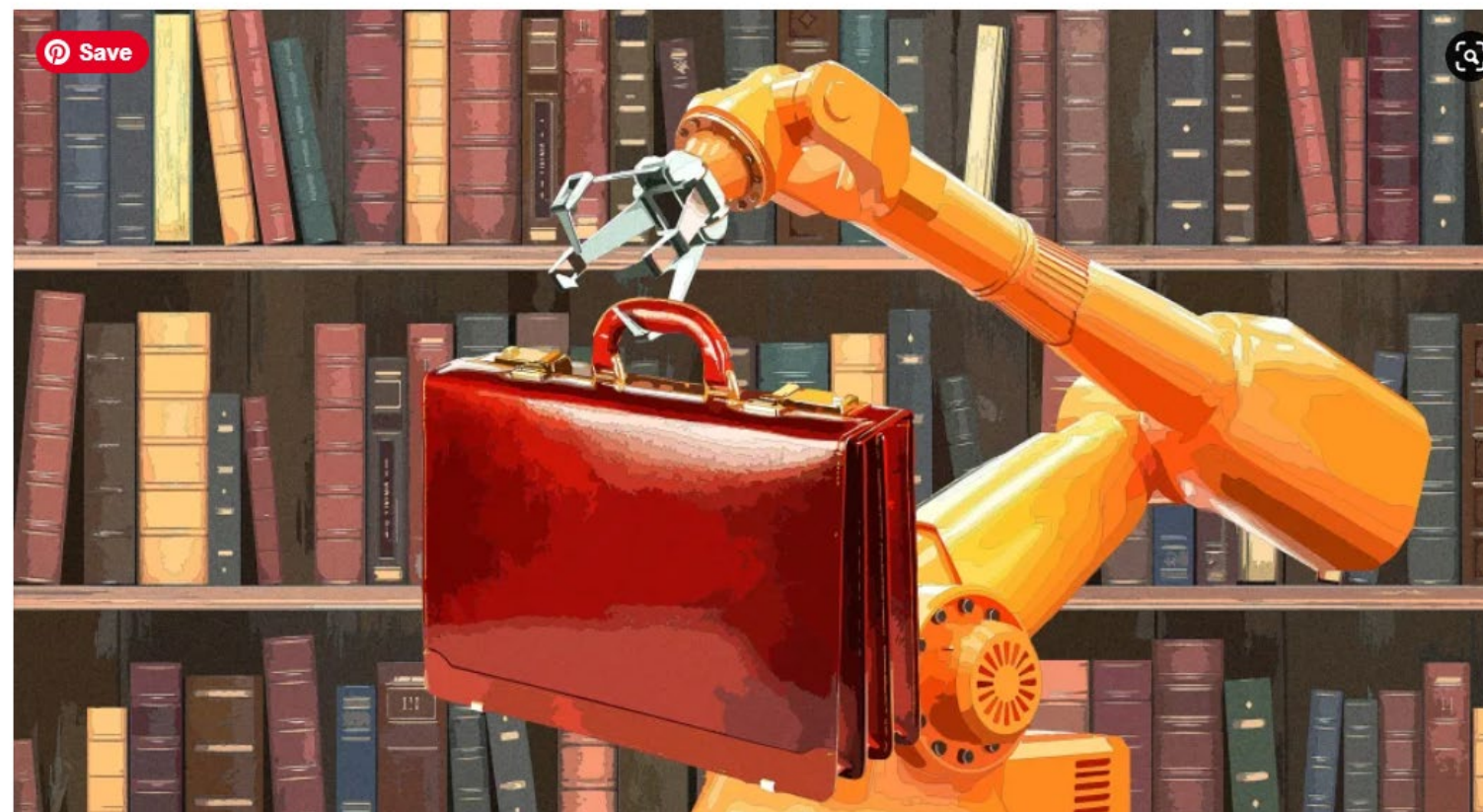FUTURE OF WORK INSTITUTE
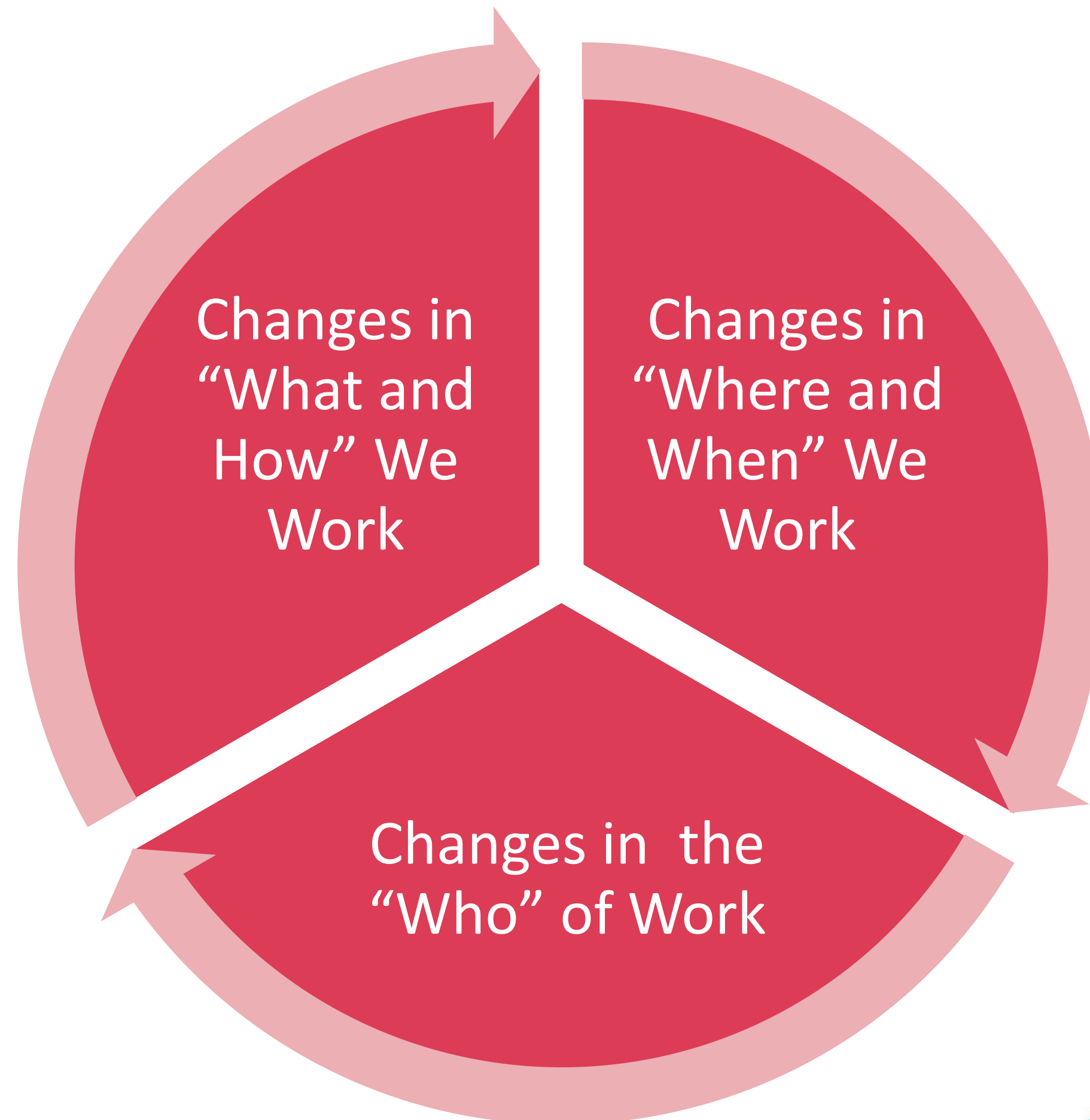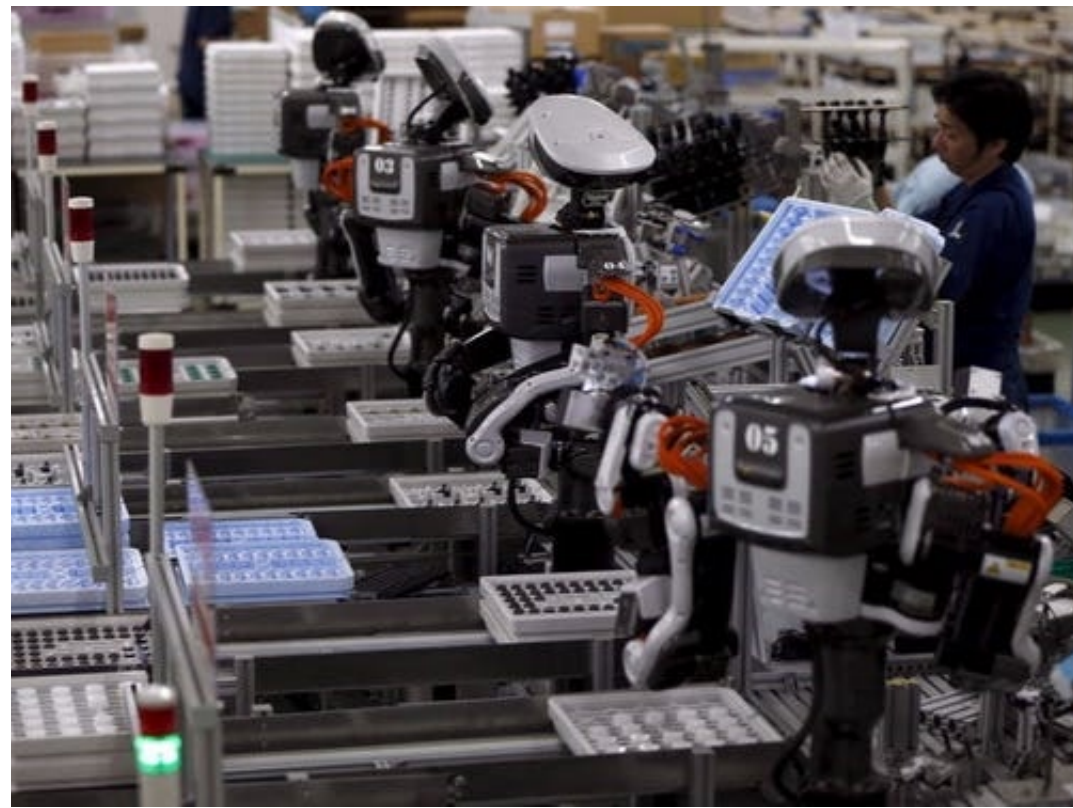
Automation of physical labour

Automation of cognitive labour

Robots are coming for the lawyers
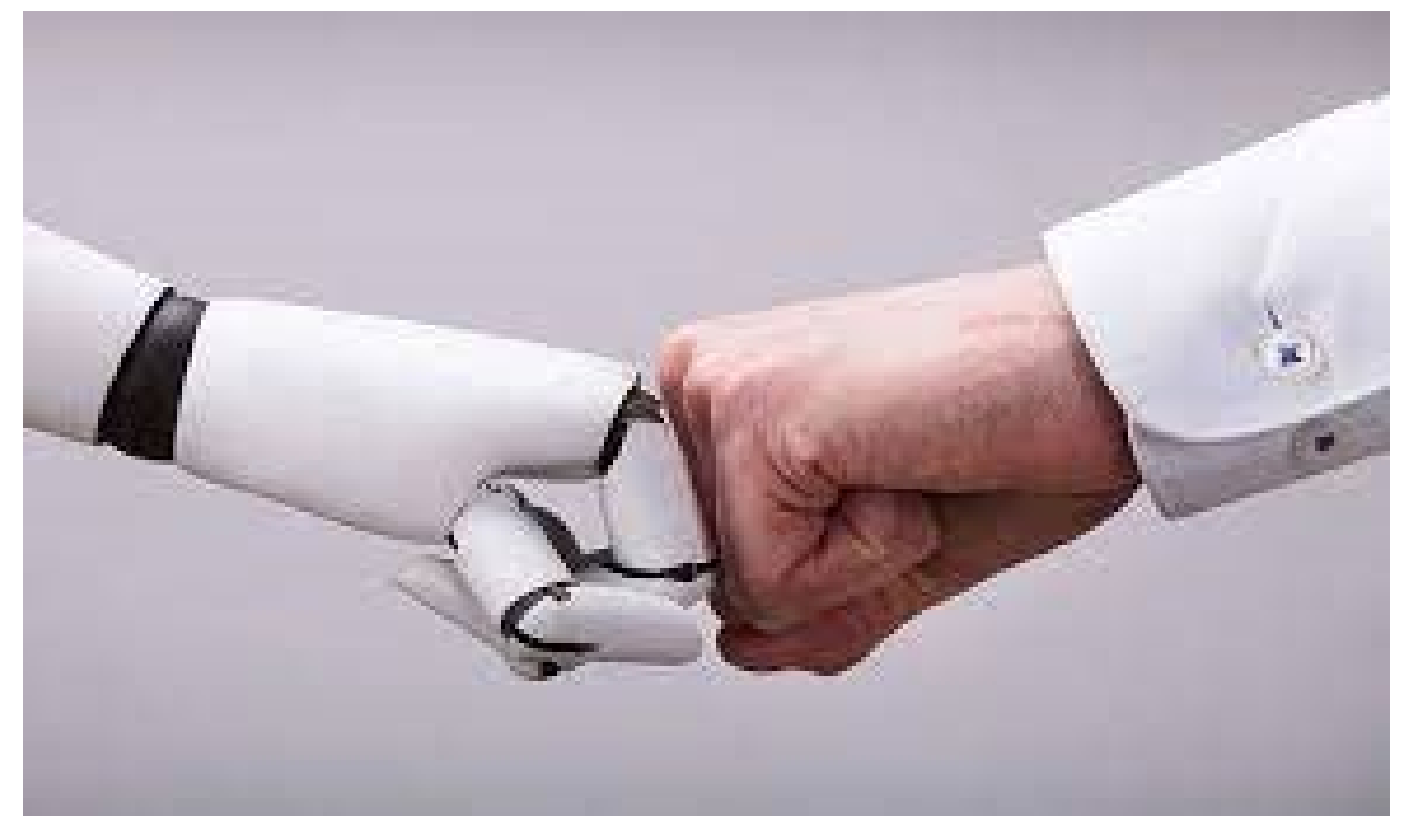Bad for lawyers' salaries, good for people who need cheap legal help.

"What and how" we work

30% of tasks in about 60% of jobs will be automated

New tech/human collaborations

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Risks of Changes in What/How

*Example A: Machines Making **Bad** Decisions*

Lion Air Flight 610, Oct 29, 2018

Ethiopian Airlines crash March 10, 2019

Design Future Work to Keep Human Workers "In The Loop"

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Risks of Changes in What/How

Example B: Machines Making Biased Decisions

Women less likely to be shown ads for high-paid jobs on Google, study shows

Automated testing and analysis of company's advertising system reveals male job seekers are shown far more adverts for high-paying executive jobs
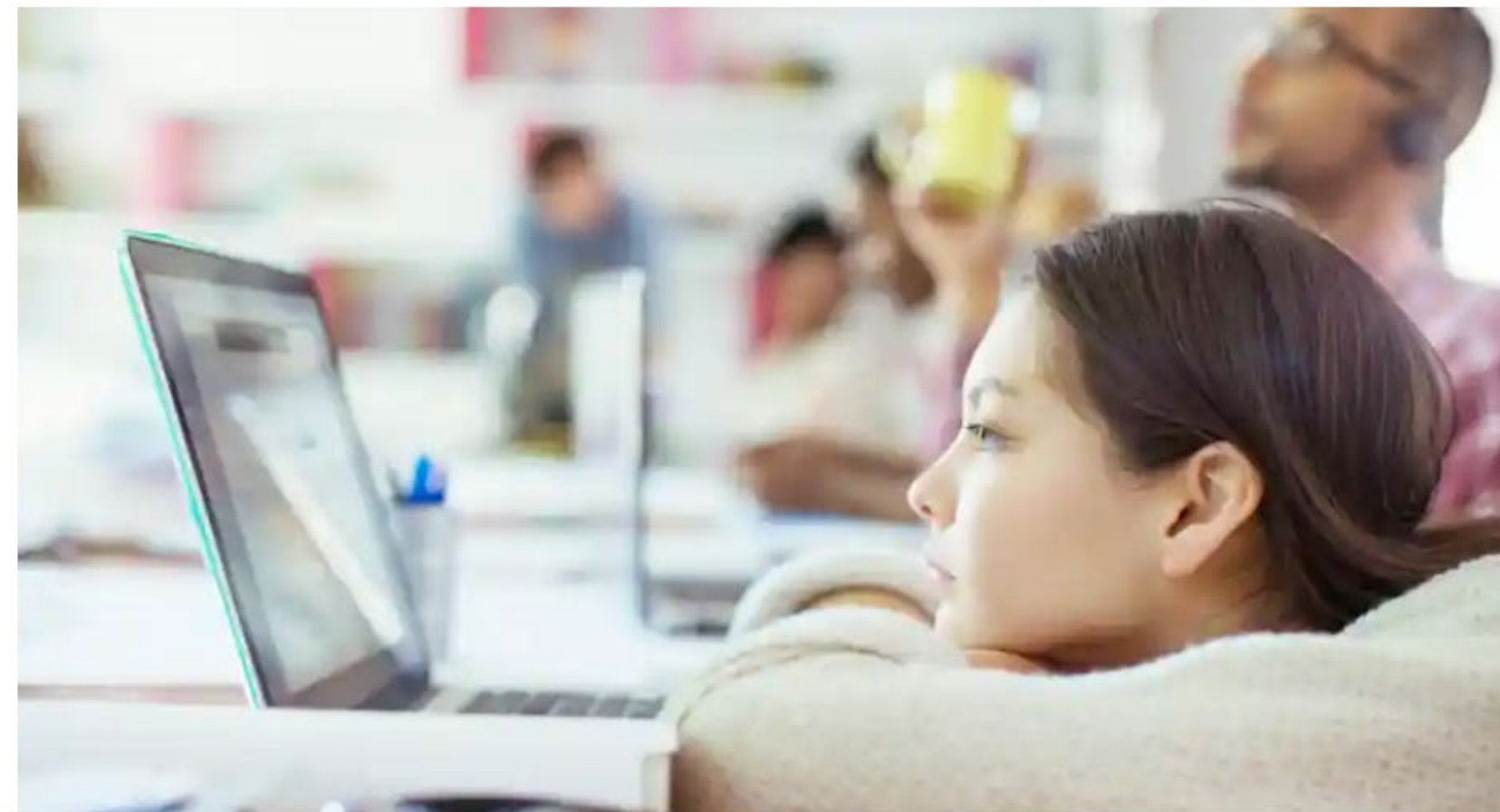
New Design Processes To Mitigate Unintended Negative Effects

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Risks of Changes in What/How

Example C: Loss of Productivity

How IBM's Watson Went From the Future of Health Care to Sold Off for Parts

BY LIZZIE O'LEARY

JAN 31, 2022 • 9:00 AM

**Professor Fiona Wood
AO**

"Artificial intelligence …will be artificial stupidity **if we don't engage at the coalface with the work people actually do**. Be it health care or construction, **AI disengaged from workers is fraught with error and bound to fail**"

Design and Use Technology With The Input of Workers

Risks of Changes in What/ How

Example D: Loss of Work Meaning

"We were only allowed to make the instrument tables ready and (at the end) clean up the whole mess... we didn't really have a role" *(scrub nurse)*

"We're the band-aid until the techies get there to fix things... Originally train drivers were up there with airline pilots and they were one of those careers everyone aspired to... Now we're just forgotten, we're the band-aids..." (operator)

Design Meaningful Future Work

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Risks of Changes in What/ How

Example E: Machines That Control & Intensify Work

Home » Privacy

Worker surveillance is on the rise

Emma Woollacott, Contributor   Updated on: 22 June 2022

Image by Shutterstock

WE ARE HUMANS NOT ROBOTS!

MSPI NIGHT SHIFT STOW WALK-OFF!

Peeing in trash cans, constant surveillance, and asthma attacks on the job: Amazon workers tell us their warehouse horror stories

SHONA GHOSH
MAY 3, 2018, 8:53 PM

TIME

I Worked at an Amazon Fulfillment Center; They Treat Workers Like Robots

I Worked at an Amazon Fulfillment Center; They Treat Workers Like Robots

Design Future Work That Prevents Psychological Harm

"Where and when" we work

Remote/ Hybrid Work

Virtual surgery/ HIVE

Gig work

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Risks of Changes in Where/ When

Example A: Remote/ Hybrid Work

Women Face a Double Disadvantage in the Hybrid Workplace

by Martine Haas

March 24, 2022

Support from **colleagues when working in the office** was strongest predictor of loneliness

Knight, C., Olaru, D., Lee, J. A., & Parker, S. K. (2022). The loneliness of the hybrid worker. *MIT Sloan Management Review, 63*(4), 10-12.
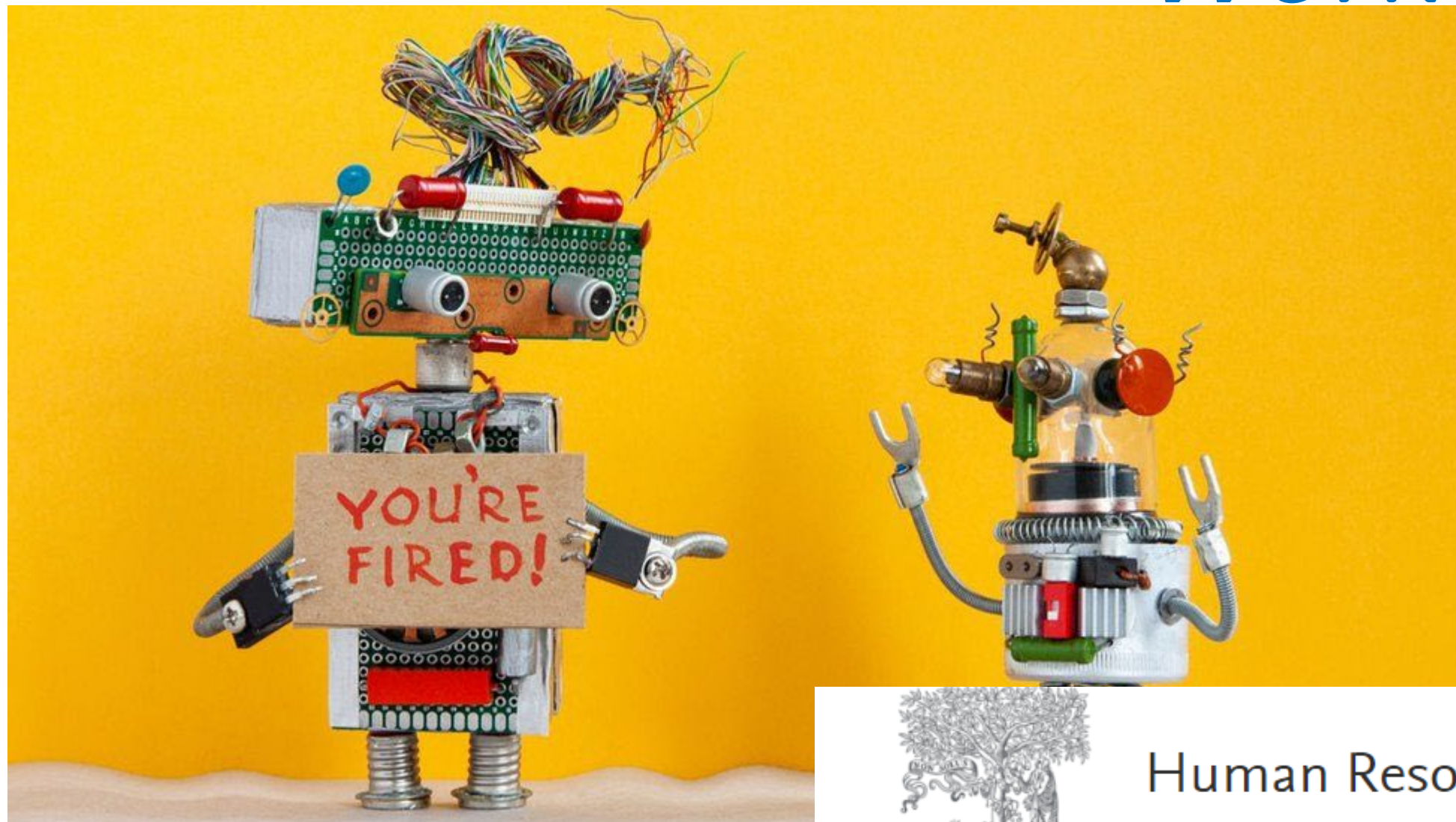
Fully Evaluate the Impact of New Work Forms

Risks of Changes in Where/ When

Example B: Algorithmic Management of Gig Workers

I was fired. There was nothing my manager could do about it. There was nothing the director could do about it. They stood powerless as I packed my stuff and left the building. (Ibrahim Diallo)

Human Resource Management Review
Volume 32, Issue 3, September 2022, 100838

ELSEVIER

Algorithms as work designers: How algorithmic management influences the design of jobs

Xavier Parent-Rocheleau [a], Sharon K. Parker [b]

Go Beyond Efficiency Criteria When Designing Future Work

1. Future worker skills

The "who" of work

2. An ageing workforce

Why are rates of mental illness so high among junior doctors and nurses?

3. Staff mental health & well-being

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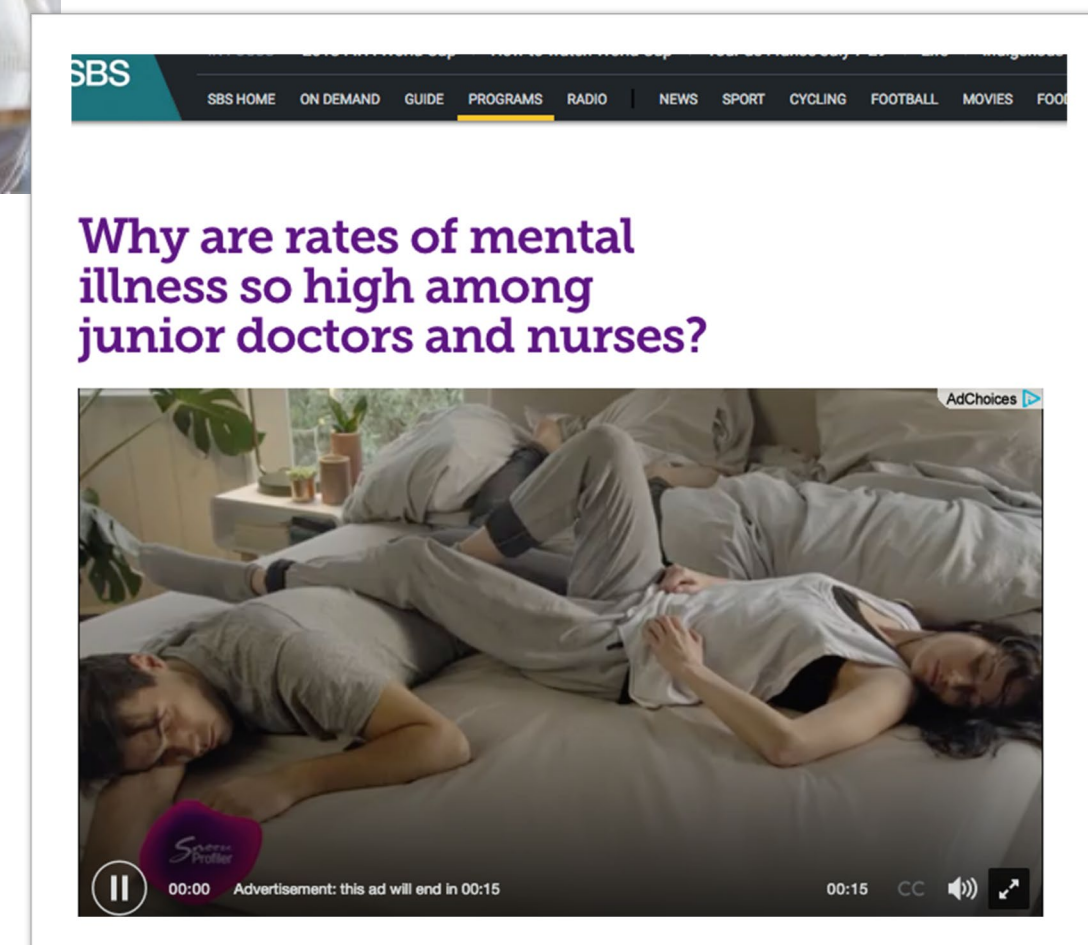
Skills for the Future

The "who" of work

Increasing unpredictability

Increasing interdependence & connection

	Mastery	**Agility**	**Proactivity**
Individual	Traditional focus of management systems		
Teams and networks			

The MAPNet Model of Future Skills

(Griffin, Parker, & Neal)

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Work Skills & Capabilities For The Future…

	Mastery	Agility	Proactivity
Individual	**Digital skills** Planning/work-plan development; time management and prioritizing Integrity	Agile thinking Adaptability*** Ability to learn / self-development Understanding own emotions & triggers Understanding strengths*,self-awareness Self control and regulation* Coping with uncertainty**	Creativity and imagination Courage, risk taking Driving change & innovation, Energy, passion & optimism* Breaking orthodoxies Self-motivation & wellness Self-confidence, ownership and decisiveness, achievement orientation**; grit and persistence
Teams/ networks	Communication (story telling, public speaking; asking the right questions; synthesizing messages**) Fostering inclusiveness* Motivating different personalities, resolving conflicts	Empathy, trust, humility, sociability	Crafting an inspiring vision Organisational awareness

Create education/training systems for wider employability in future work

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Risks For The Future

Learning of residents reduced:
- Fewer opportunities to "do"
- Peripheral participation
- Closer supervision
- Errors magnified

Beane et al., 2018

*"They trained in (top) programs that teach robotic surgery...**And they suck**.. I mean these guys can't do it. They haven't any experience doing it. They watched it happen. Watching a movie doesn't make you an actor, know what I am saying?"* (Chair, Urology)

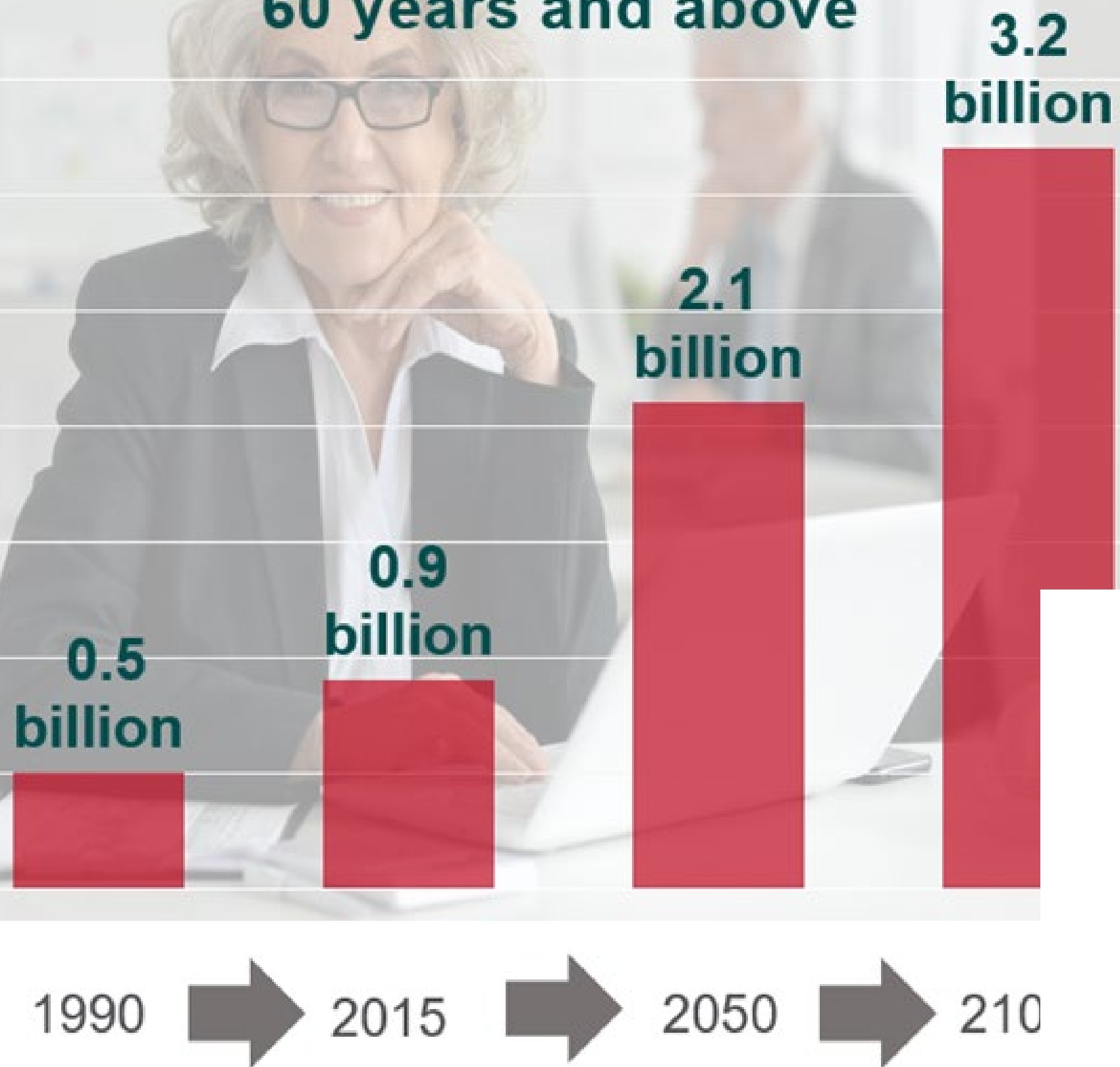## Understand and Enable On-the-job Learning and Development

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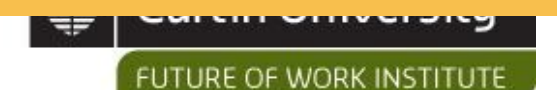
Population Ageing

AGEING POPULATION
Projected global population aged
60 years and above

- 0.5 billion — 1990
- 0.9 billion — 2015
- 2.1 billion — 2050
- 3.2 billion — 210

Labor demand-supply gap

Figure 9: Labor Supply and Demand Model for Australia. *Source*: UN Population Projections 2015, EY Analysis
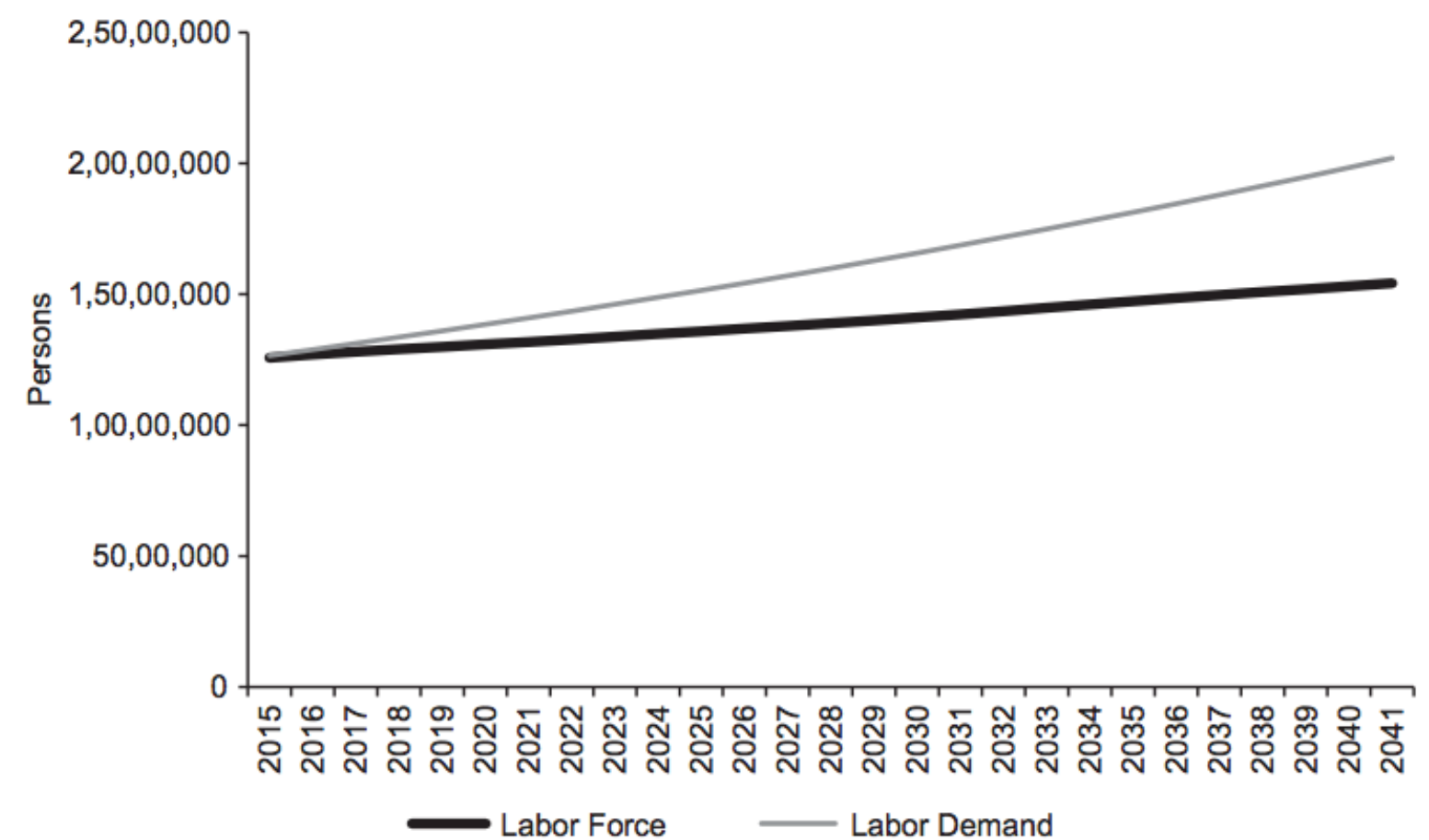
Risk for the future

Average retirement age currently 55.8 years

We need to address:

- Exclusion of mature workers due to bias

- Premature exit or poor performance because needs not met

- Loss of knowledge

Older workers end up on scrap heap

3rd Sep 2017 5:00 AM

f 257

TOUGH MARKET: If you lose your job past the age of 45, you are in the hardest age bracket to find work again.

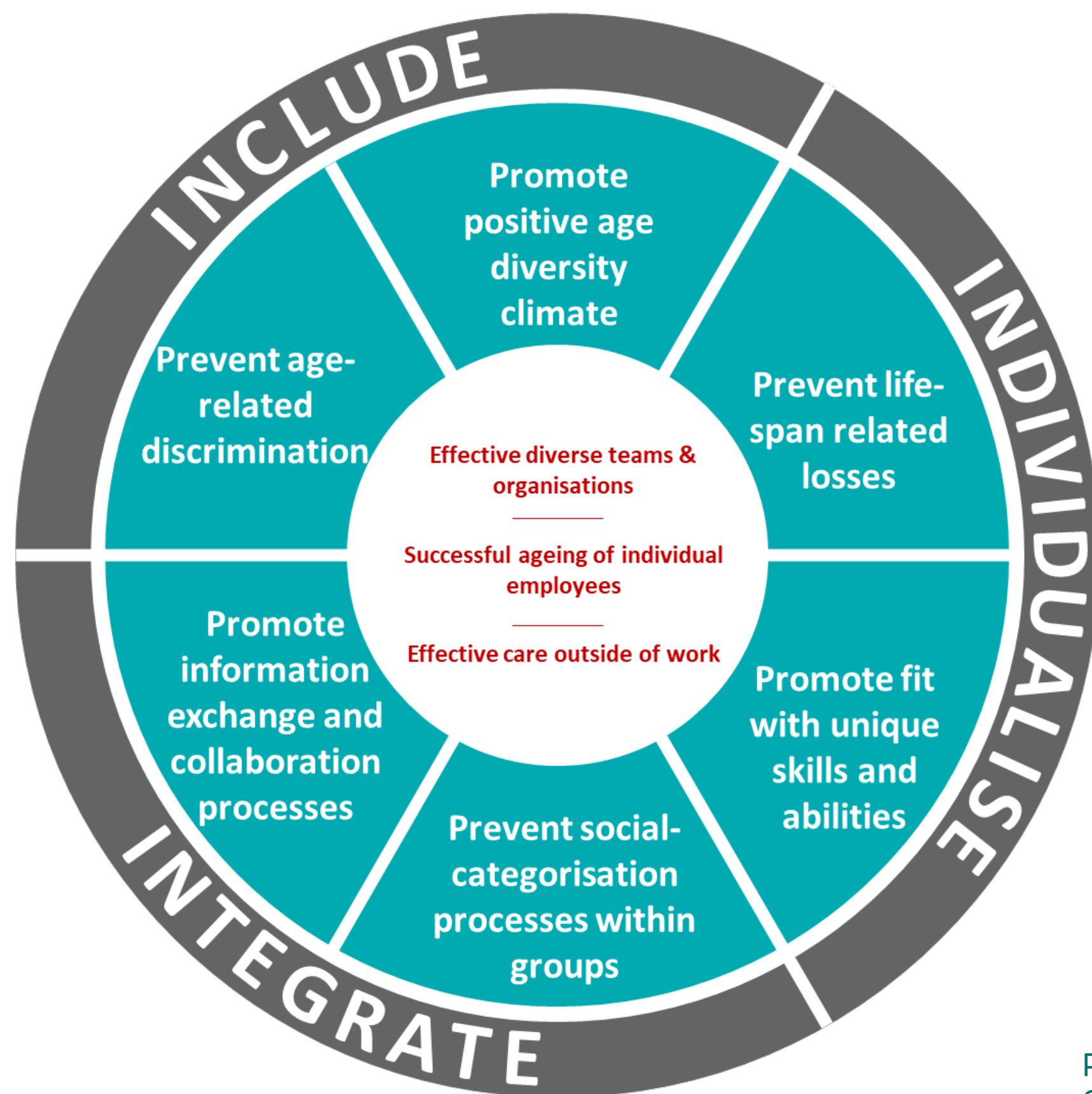Design workplaces to attract and retain mature workers, and to optimise their health and performance

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The 3i model: Meta-strategies for managing mature workers & age diversity

INCLUDE

Mature workers are included and their contribution is valued, without discrimination or stereotyping.

INDIVIDUALISE

The needs of mature workers are accommodated in their jobs and careers, to ensure workability, productivity & retention.

INTEGRATE

The strengths of mature workers are actively used through effective team design and positive interactions across different age groups.

Parker, S. K., Andrei, D. M (2019). Include, Individualize, and Integrate: Organizational Meta-Strategies for Mature Workers, *Work, Ageing, and Retirement*, 6(1), 1-7.

Motivate organisational stakeholders to proactively manage mature workers

Within the wheel diagram:

INCLUDE — INDIVIDUALISE — INTEGRATE

- Promote positive age diversity climate
- Prevent life-span related losses
- Promote fit with unique skills and abilities
- Prevent social-categorisation processes within groups
- Promote information exchange and collaboration processes
- Prevent age-related discrimination

Effective diverse teams & organisations
Successful ageing of individual employees
Effective care outside of work

Mental Health & Well-Being: .
Risks for the Future

Microsoft's latest Work Trends Index Report finds Australi... among the world's most burnt out.

Australians to go beyond 'quiet quitting' with 2m set to leave jobs

Mental-health related workers compensation cost > $10B per year and are growing

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Not just workers who are not resilient. Not just "COVID 4ᵗʰ wave"….
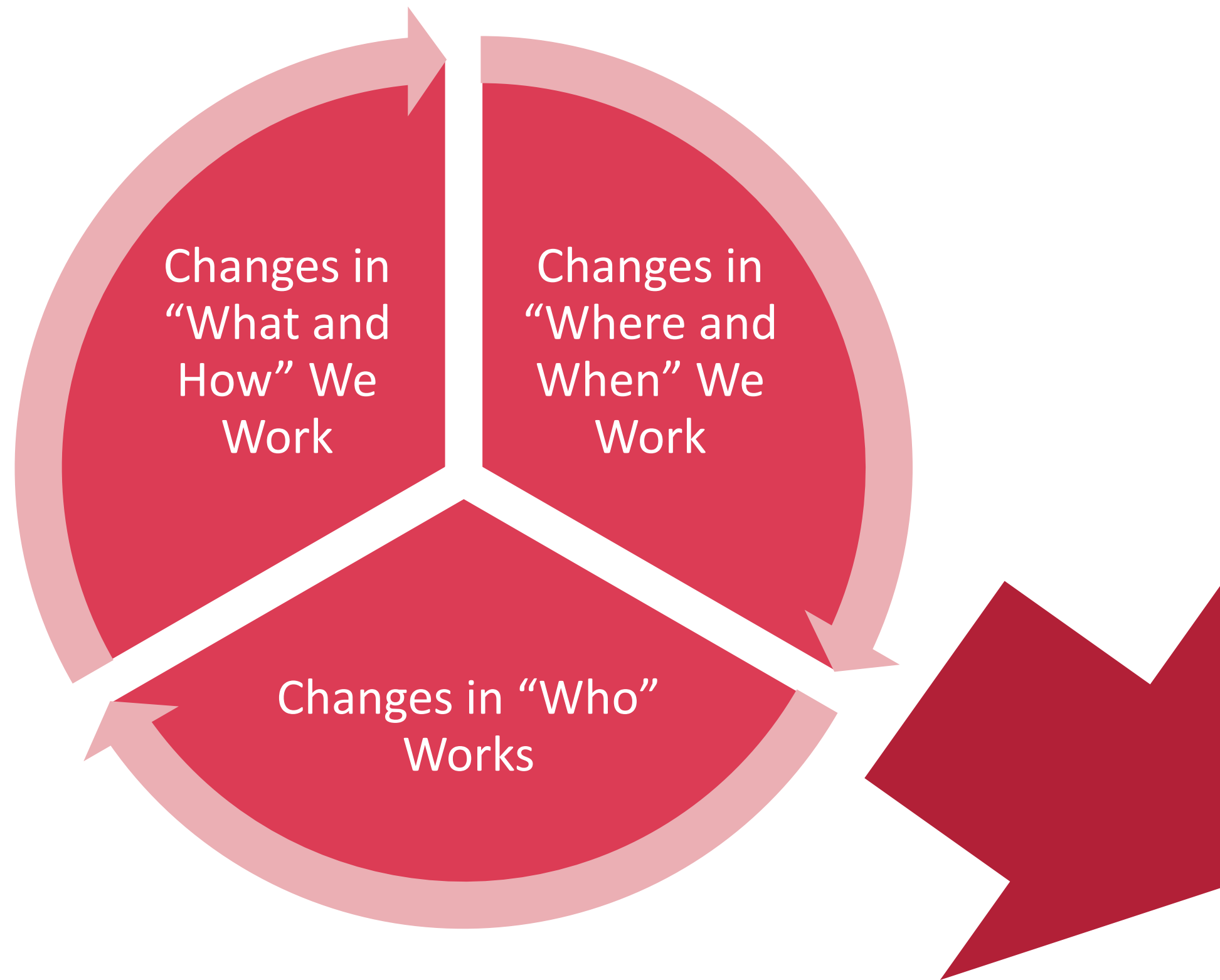
Symptoms e.g. work stress

Root Cause

Poorly designed work

SMART work

"We need to go beyond 'yoga and fruit-bowls' (Lucy Brogden)

Train & develop organisational leaders & other relevant stakeholders (H&S, unions, HR, etc) to design better quality work

Summary

Changes in "What and How" We Work

Changes in "Where and When" We Work

Changes in "Who" Works

Productivity & safety

Mental health, well-being

Inclusion & fairness

Moving Forward

Creating better work is possible!

Nurses' role vastly improved because frustrated resident asked nurse to assist

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BUT CHANGE IS NEEDED

1. From **technocentric to sociotechnical** approach in organisations, research, and government

91.7% invested in technological capability

$1.2B Australia's Digital Economy Strategy for 2030

<10% on human & org issues, and most of that on inc. digital skills

Commonwealth of Australia (2021). Digital economy strategy 2030. Retrieved from:
https://digitaleconomy.pmc.gov.au/sites/default/files/2022-02/digital-economy-strategy.pdf

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2. From **short-term, reactive approaches** to human work issues (skill development, mental health, mature workers, technology design and use) to **long-term, proactive approaches**

Hope is not a strategy

Report

Select Committee on the Future of Work and Workers

Hope is not a strategy – our shared responsibility for the future of work and workers

19 September 2018

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What will work be like in the future?

The future is not some place we are going to, but one we are creating. The paths are not to be found, but made...

(John H. Scharr)

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Thank You & Questions

Sharon K Parker

ARC Laureate Fellow, Professor, Researcher... It's Time To Talk About Great Work

The Centre for Transformative Work Design

Please connect with me on LinkedIn

SharonKParker

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