Innovation through the performance zones, choosing the optimization strategies and the skills that are perhaps the ultimate skill of human enterprise.

Investing in an equitable economy

Resilience

Human-machine collaboration

Getting ready for our new economy

Over the coming decades, enterprises and workers alike will need to build new skills and behaviors for the performance zones. The diagram below illustrates the differences between a strong workforce and one that’s ill-prepared for the changes ahead.

The world is building a new kind of workforce: globally connected, technologically enhanced, and ready for change at a moment’s notice.

Pop-up enterprise without the organization

Sensing and navigating the complex realities of a high-resolution world

Reputation management

Getting fit for a new kind of workforce: 5 peak performance zones

Eugene Kaspersky

© 2018 Institute for the Future. All rights reserved. All brands and trademarks are the property of their respective owners.
Over the coming decade, enterprises and workers alike will need to build new sets of skills to navigate the fast-changing performance zones for the future workforce—ones that will help build strong enterprises as the world undergoes massive transformations in the coming decade. Think of it as a workout plan to get fit for this new world of work—with three steps to get you started.

### HOW TO USE THIS MAP

**LET'S GET STARTED**

This map is a guide to five peak performance zones for the future workforce—zones that will help build strong enterprises as the world undergoes massive transformations in the coming decade. Think of it as a workout plan to get fit for this new world of work—with three steps to get you started.

1. **Design a zone strategy** for you and your organization.

   - Start by getting to know the five peak performance zones. Read the description of each zone. Determine the areas where you and your organization are currently fit and the areas where you need to improve.
   - Explore the strategies for your starting place zone. Then choose a function in your organization to make your strategy a success. Select a function with the strategy skills and tools.

2. **Choose an optimization pathway and STRATEGIZE!**

   - Map out your path to optimize the workforce for a future of work. Start with a different imperative. Innovation, Learning, Sustainability, and Well-Being. Choose one or more of these paths to grow and optimize your enterprise by creating awareness and networking its core functions and workforce with the strategies and skills along this path.

3. **Connect the dots to build your enterprise identity.**

   - Build a new identity from the bottom up by selecting 5-7 future skills across the five peak performance zones on the map and building the right strategies for your starting zone. The strategies and skills are used to ensure your core competencies. Try out different combinations of skills to build your current competencies and to explore the ways that adding two or three new competencies might transform your enterprise.
   - Design a work plan to build peak performance to create the most compelling future for your workforce.

**HUMAN-MACHINE COLLABORATION**

Getting ready for a new workforce era

The next decade will usher the world into a future of ubiquitous sensors producing masses of data that tell the world about who we are and what we can do. Enterprises and workers alike will scramble to make sense of this data, using digital algorithms and AI for a repetitive task becomes no more challenging than creating a Facebook page. Over the coming decade, advanced artificial intelligence will help build a new kind of workforce—ones that will help build strong enterprises as the world undergoes massive transformations in the coming decade. Think of it as a workout plan to get fit for this new world of work—with three steps to get you started.

- **Resilience**
  - Investing in an equitable economy
  - The role of the human workforce
  - The rise of the new virtual work force

- **LEARNING**
  - Learning paths
  - Learning intelligence
  - Learning new ways of doing work

- **SUSTAINABILITY**
  - Sustainability and well-being
  - Resilience and the environment
  - The human workforce and sustainability

- **FUTURE SKILLS ENTERPRISE**
  - Getting fit for what's next
  - Fitting the enterprise
  - Fitting the worker

**Future Skills: Getting fit for what's next**

This map is a guide to five peak performance zones for the future workforce—zones that will help build strong enterprises as the world undergoes massive transformations in the coming decade. Think of it as a workout plan to get fit for this new world of work—with three steps to get you started.

1. **Design a zone strategy** for you and your organization.

   - Start by getting to know the five peak performance zones. Read the description of each zone. Choose a function in your organization to make your strategy a success. Select a function with the strategy skills and tools.

2. **Choose an optimization pathway and STRATEGIZE!**

   - Map out your path to optimize the workforce for a future of work. Start with a different imperative. Innovation, Learning, Sustainability, and Well-Being. Choose one or more of these paths to grow and optimize your enterprise by creating awareness and networking its core functions and workforce with the strategies and skills along this path.

3. **Connect the dots to build your enterprise identity.**

   - Build a new identity from the bottom up by selecting 5-7 future skills across the five peak performance zones on the map and building the right strategies for your starting zone. The strategies and skills are used to ensure your core competencies. Try out different combinations of skills to build your current competencies and to explore the ways that adding two or three new competencies might transform your enterprise.
   - Design a work plan to build peak performance to create the most compelling future for your workforce.

**INSTITUTE FOR THE FUTURE**

**www.iftf.org**

through the performance zones, choosing the optimization strategies and the skills that, in the
word, is perhaps the ultimate skill of human enterprise.

Investing in an equitable economy

As enterprises of all kinds develop strategies to get fit for this new world of work—with three steps to get you started.

1. Choose an optimization pathway

Identify and optimize for the most compelling future for your workforce. Choose an optimization pathway that builds strong enterprises as the workforce undergoes organization shifts:

a. Scale performance zones

b. Choose an optimization pathway

c. Foster the ability to create shared reputation pathways

2. Choose an optimization pathway

Strategy a success. Make a plan to build peak performance with those skills.

Identify the ways you might redesign the function to implement the map strategies. Then identify the most compelling future for your workforce.

3. Tap the evolving science of healthy life strategies

In the face of the most extreme circumstances, they find themselves in extreme environments, from migrant settlements to post-disaster
to optimize for each of the most compelling future for your workforce.

...
5 PEAK PERFORMANCE ZONES

As the social, technological, economic, environmental, and political landscapes shift—generally called the STEEP shift—the important performance zones will shift, too. This map is a workout plan to help organizations and the larger workforce get fit for the shift.

REPUTATION MANAGEMENT

HUMAN-MACHINE COLLABORATION

POP-UP ENTERPRISE

SENSE MAKING

ORGANIZATIONAL SHIFTS

BIG STORIES

algorithmic data

narrative neuroscience

imersive stories

COMPLEXITY CRIBS

counterbalanced simulation

collaborative design

cognitive empathy

CONTINUOUS SENSEMAKING

urgent futures
digital twins

ubiquitous changemaking

SUPER-ORGANISM

big body data

environmental genetics

biological organizations

ORGANIZATIONAL SHIFTS

Planning

Resource Allocation

Boundaries

5 ORGANIZATIONAL SHIFTS: new ways to get things done

Organizations are a social technology—a means of getting things done, creating economic value, and maintaining social order and cohesion. The STEEP shift of the coming decade will transform the way we get things done, and seven key organizational shifts lay the tracks for the strategies and skills that will be required in each peak performance zone.

Planning: from periodic strategic plans to continuous feedback loops

- HUMAN-MACHINE COLLABORATION

Resource Allocation: from management structures to process design

- POP-UP ENTERPRISE

Scaling: from growing staff to connecting networks of contributors

- SENSE MAKING

7 ORGANIZATIONAL SHIFTS: new ways to get things done

Boundaries: from securing closed systems to branding open systems

- POP-UP ENTERPRISE

Synchronization: from co-located employees to distributed coordination of remote freelancers

- HUMAN-MACHINE COLLABORATION

Recruitment: from filtering resumes to tapping into reputation streams

- POP-UP ENTERPRISE

Compensation: from monetary rewards to portfolios of incentives

- HUMAN-MACHINE COLLABORATION

4 PATHS TO OPTIMIZATION

As a social technology, organizations can optimize for many different outcomes to meet their enterprise goals. The imperatives of a world undergoing rapid change will drive four winning paths to optimize enterprises for a stronger future for everyone.

- INNOVATION

- LEARNING

- SUSTAINABILITY

- WELL-BEING
INNOVATION

To achieve peak performance, enterprises will each forge their own winning pathways. These needs will, in turn, drive diverse strategies—different optimization pathways—for skill kinds of assets, both human and machine—in both the physical and digital worlds—to rebuild a new AI literacy.

HUMAN-MACHINE COLLABORATION

Getting ready for user-generated intelligence

The world is building a new kind of workforce: globally connected, technologically enhanced, and ready for change at a moment’s notice.

The coming decade will usher the world into a future of ubiquitous sensors producing masses of data that will help build strong enterprises as the workforce undergoes massive transformations in the coming decade. Think of it as a workout plan to get fit for this new world of work—with three steps to get you started.

1. Design a zone strategy for your and your organization
2. Choose an optimization pathway and STRATEGIZE!
3. Connect the dots to build your enterprise identity

The world is building a new kind of workforce: getting fit for a new kind of workforce.