4. RECRUITMENT: ATTRACTION—BUT NOT DETECTION

Achieving the diversity required to amplify organizations means tapping into multiple intelligences, work styles, media choices, and geographies. The products of collective intelligence—articulated solutions, insights, and capabilities—are produced by the contributions in the area she chooses and in the manner that suits her best. For an organization to be able to do this, it must establish a flexible environment that rewards new employees and entices them to contribute in the areas of expertise. Beyond hiring, the goal must be to attract, engage, and connect amplified individuals to the organization so that they see it as the most important and powerful role in their highly networked and distributed career paths. Organizations need to think in ways that suit these individuals rather than traditional promotions and compensation packages—increased freedom, ability to choose particular projects, ability to publish outside, etc.

5. SKILLS: TRAINING IN VISUAL LITERACY

Organizations and individuals will have to use new types of highly sensory-rich interfaces—artistic visualizations, simulations, and interfaces utilizing sound, movement, colors, etc.—to take advantage of massive amounts of data that are being produced. Managers and workers will need to possess visual literacy and have the ability to present, analyze, and interact with visual information. Visual acumen is a survival skill in the future workplace and is necessary for the world of games, virtual reality, and new sensory technologies. The world of video games and virtual reality will naturally be more adept at this, but just because someone is younger doesn’t mean they will automatically possess such skills. Think about how to promote visual literacy standards for your organization, how to identify those with the best visual skills, and how to train employees to become proficient in dynamic, image-supported collaborative explorations of data.

6. HUMAN RESOURCES: MATHEMATICIANS AND NEUROSCIENTISTS?

Hiring practices, training, and management will draw from a deeper understanding of neuroscience and complex behavioral algorithms. While innovation startups have emerged that promise to train individuals to increase their mental acuity, focus, and efficiency based on brain science, companies will need to be able to understand the language of these disciplines and collaborate with mathematicians and neuroscientists. The fast pace of research in mathematics and neuroscience makes it difficult to keep up with the latest research. For example, the recent explosion in the field of complex systems and the study of networks has created a need for new tools to analyze, and interact with visual information. Visual acumen is a survival skill in the future workplace and is necessary for the world of games, virtual reality, and new sensory technologies.

7. LEADERSHIP: GIVING VOICE TO THE COMMONS

The world of amplified individuals calls for a different type of leader—not one who dictates and makes pronouncements, and not necessarily those with the most charisma and unitary vision. Rather than assuming authority, effective leaders in amplified organizations must work to understand the values and goals of their employees and to create a productive dialogue about what the group embodies, what it stands for, and, thus, how it should act. Good leaders become what we call “speakers for the commons”—those who are able to give voice to what the commons members, including non-employees, want, and to provide the infrastructure and resources for accomplishing this. It doesn’t mean the end of vision; the vision of amplified organizations is not enforced from the top but emerges in dialogue and conversations from the bottom up, dependent upon cooperation and support of constituents.

The Technology Horizons Future of Work research intends to prepare you for discipline changes at the intersections of work and technology over the next decade. This map works together with two companion pieces, Future of Work Perspectives (SR-1092A) and Technology Horizon’s Future of Work (SR-1092B). Use this map as a big picture “first look” at the research. The technology horizons for the next decade offer a set of forecasts that map the stories and signals of most interest to your organization, processes, and challenges. When you’re ready to learn more, all of the ideas on the map are examined in more detail in the Perspectives. The understanding technologies driving these big stories are explored in the Foundations report. The foresight presented on the map is designed to inspire insights that will help you identify the action steps you need to take and your organization for the future.

This map is organized around six key themes. These are big stories that will define the interaction of work and technology. Each key theme is comprised of three or four forecast clusters—important shifts in their early stages now that will grow over the next decade.

With new tools, structures, and skills come new dilemmas—tensions within the workplace and organizations that won’t be easily solved. Different require strategies and leadership that go beyond “either-or” thinking. Around each cluster are smaller signals: the details that add up to the big stories and forecasts. These are the early indicators, tools, technologies, and processes that together point to major shifts for the future of work.

The key themes and forecasts will be driven by seven underlying technologies—Proactive Computing, Amended Collaboration Tools, Sensemaking and Visualization, Design Web and Sensory Web, Ubiquitous Displays, Ambient Computing and Connectivity, and 3D Graphical Interfaces. More information on these can be found in the accompanying foundations report.

The evolution of technologies for ubiquitous, detailed, real-time reporting will change how we perceive the work environment. The participants for their insight. Even though they are embedded with clients, and IFTF researchers to draw out potential implications. The following seven implications are a result of that work, and we thank the participants for their insight. Even though they are embedded within the narratives of The Future of Work Perspectives (SR-1092A) and are part of each story we tell in this set of forecasts, we’ve included the implications here on this map as well as make recognising them is instrumental to getting there early. These are by no means the only implications, so take some time to reflect on them and add to them as you plan your action steps to prepare for the future of work.

1. ORGANIZATIONAL CULTURE AND DESIGN: PLAN FOR TRANSPARENCY

The evolution of technologies for ubiquitous, detailed, real-time reporting will change how we perceive the work environment. The participants for their insight. Even though they are embedded with clients, and IFTF researchers to draw out potential implications. The following seven implications are a result of that work, and we thank the participants for their insight. Even though they are embedded within the narratives of The Future of Work Perspectives (SR-1092A) and are part of each story we tell in this set of forecasts, we’ve included the implications here on this map as well as make recognising them is instrumental to getting there early. These are by no means the only implications, so take some time to reflect on them and add to them as you plan your action steps to prepare for the future of work.

2. TOOLS: PHYSICAL PLACE IS A PART OF THE TOOLKIT

An important outcome of the visible world will be the convergence of human-computer interaction—new tools, structures, and skills come new dilemmas—tensions within the workplace and organizations that won’t be easily solved. Different require strategies and leadership that go beyond “either-or” thinking. Around each cluster are smaller signals: the details that add up to the big stories and forecasts. These are the early indicators, tools, technologies, and processes that together point to major shifts for the future of work.

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How to use this map

Welcome to the IFT Technology Horizons’ Future of Work Map. As a society we face complicating forces at the intersection of work and technology. We are changing the key voices of measuring and making work. Our investigations of these forces, including what we see as a new world of visual literacy, led us to map our current and future stories that suit these individuals rather than traditional promotions and compensation packages—increased freedom, ability to choose particular projects, ability to publish outside, etc.

For every forecast there exists a litany of potential implications. By drawing out the most crucial implications from each of our six main themes, we attempt to address the complexity of the future with a set of pointers that will help organizations better prepare for what’s to come. For this research, we gathered a small group of experts, clients, and IFTF researchers to draw out potential implications. The following seven implications are a result of that work, and we thank the participants for their insight. Even though they are embedded within the narratives of The Future of Work Perspectives (SR-1092A) and are part of each story we tell in this set of forecasts, we’ve included the implications here on this map as well as make recognizing them is instrumental to getting there early. These are by no means the only implications, so take some time to reflect on them and add to them as you plan your action steps to prepare for the future of work.

3. PHYSICAL SPACE: DESIGNING FOR HEALTH

Healthy workplaces are no longer just about a lack of harmful toxins—fluorescent lights and cubicles are giving way to green spaces and sunlight. Employers will assess workplaces that reflect their understanding of health as a value. Successful future workplace design will bring together large-scale architectural understanding of the workplace community, healthy spaces, anthropological understanding of small group dynamics, and information science. Ergonomic consultations will go from optional to mandatory. Employers will need to know how the location choices they make will impact health, as a result. Producers and other advanced technologies will be in the workplace environment cycle. Offering incentives for healthy behavior could prove a good way to attract biocitizens, but watch out for making such incentives coerced and, thus, perceived as paternalistic and intrusive.