The Changing Nature of Work and the Workspace

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Reactions to Change

• The way things have always been done are best
• New-fangled ideas won’t catch on
• The change will lead to job losses / high unemployment
• Ultimate acceptance that changes are beneficial.
Focus on Four Areas

• Individualism / Meritocracy versus Hierarchy / Seniority

• Communications with and Management of People

• Work / Family Integration

• Role of the Customer
Meritocracy vs Hierarchy

- Sharp decline in SMEs
- Large organisations and micro businesses
- Backroom functions outsourced
- Flatter management structures
- Individual’s contribution noted
- Need for continual reskilling – life long learning
Communication with and Management of People

• Move from rules based to commitment to organisational goals
• Challenge to keep workers engaged
• 2013 over 4 million people in UK worked from home – 65% male
• Employers need to trust staff and recognise people can feel isolated
• UK Trades Union Congress “Employers who offer the flexibility that workers want will be best placed to attract, retain and motivate good staff”.

Communication/Management ctd

- Technology can provide good management tools @goRoster app
- http://www.goroster.com
- But need personal interventions
- “Indeed, it sometimes seem that some people have lost the ability, or inclination, to actually speak to each other”.

Employment Authority Decision Griffiths v A1 Bobcat and Concrete Ltd [2013] NZERA 74
Work Family Integration

• Home is no longer a refuge
• 63% take employer-provided devices on holiday
• Information overload leads to paralysis
• Parties closest to the problems must shape solutions
• Workplace culture must support part-time or flexible options
• Dialogue must overcome resistance and resentment
Role of the Customer

• By 2020 main source of new product and service ideas will be customers
• Ability of customers to react immediately to good or bad service
• Can’t hide bad behaviour, high prices or poor service
• Customer is king!
Predictions

Work will be more:

- Cognitively complex
- Team-based and collaborative
- Dependent on technological competence
- Time pressured
- Mobile and less dependent on geography
Predictions

Organizations will be:

- Leaner and more agile
- More focused on identifying value from the customer’s perspective
- More tuned to dynamic competitive requirements and strategy

- Less hierarchical in structure and decision authority
- Less likely to provide life long careers and job security
- Continually reorganising to maintain or gain competitive advantage