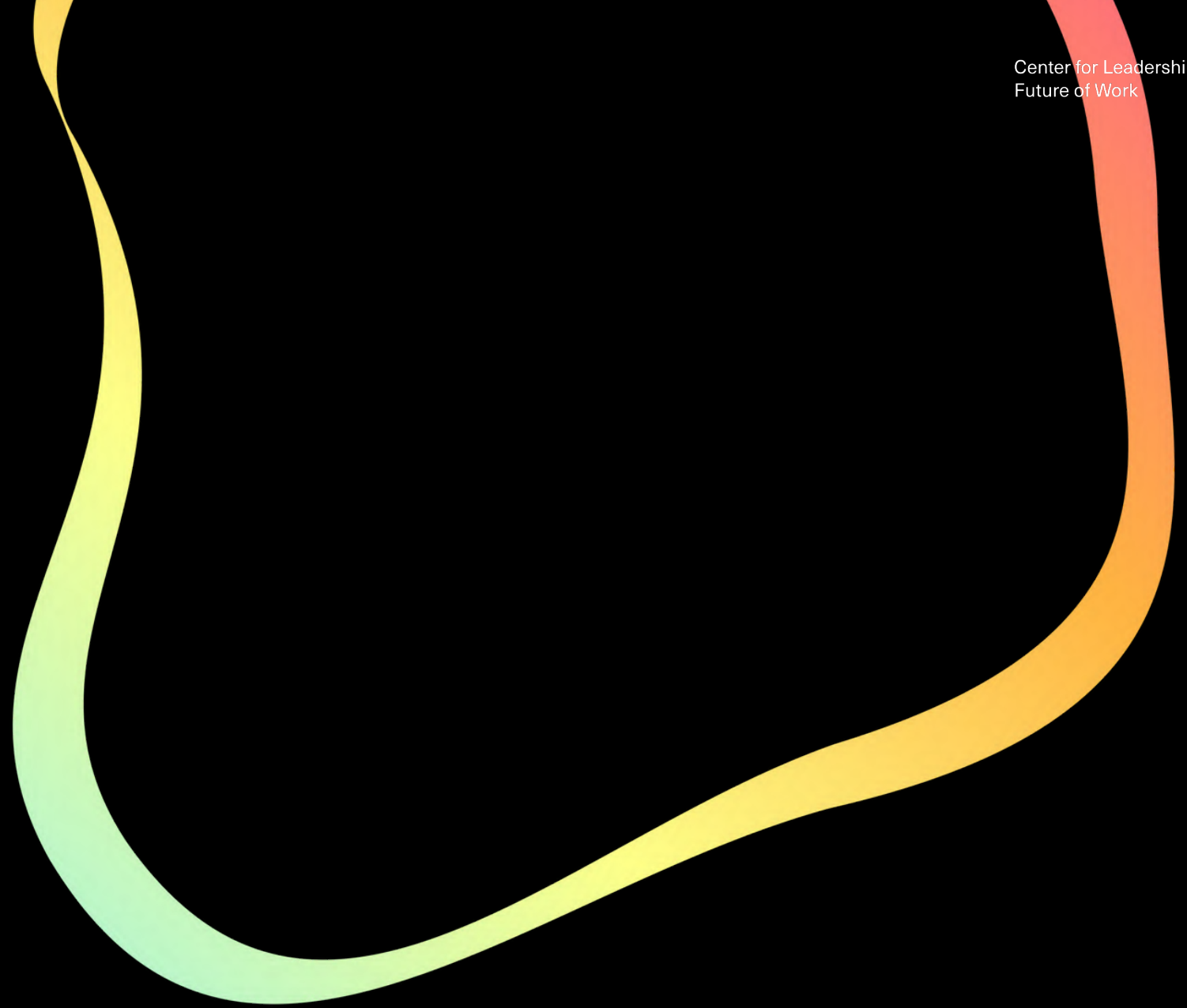


Creating a More **Human** Future of Work

Prof. Dr. Lauren Howe
University of Zurich

Athens,
March 23rd, 2023

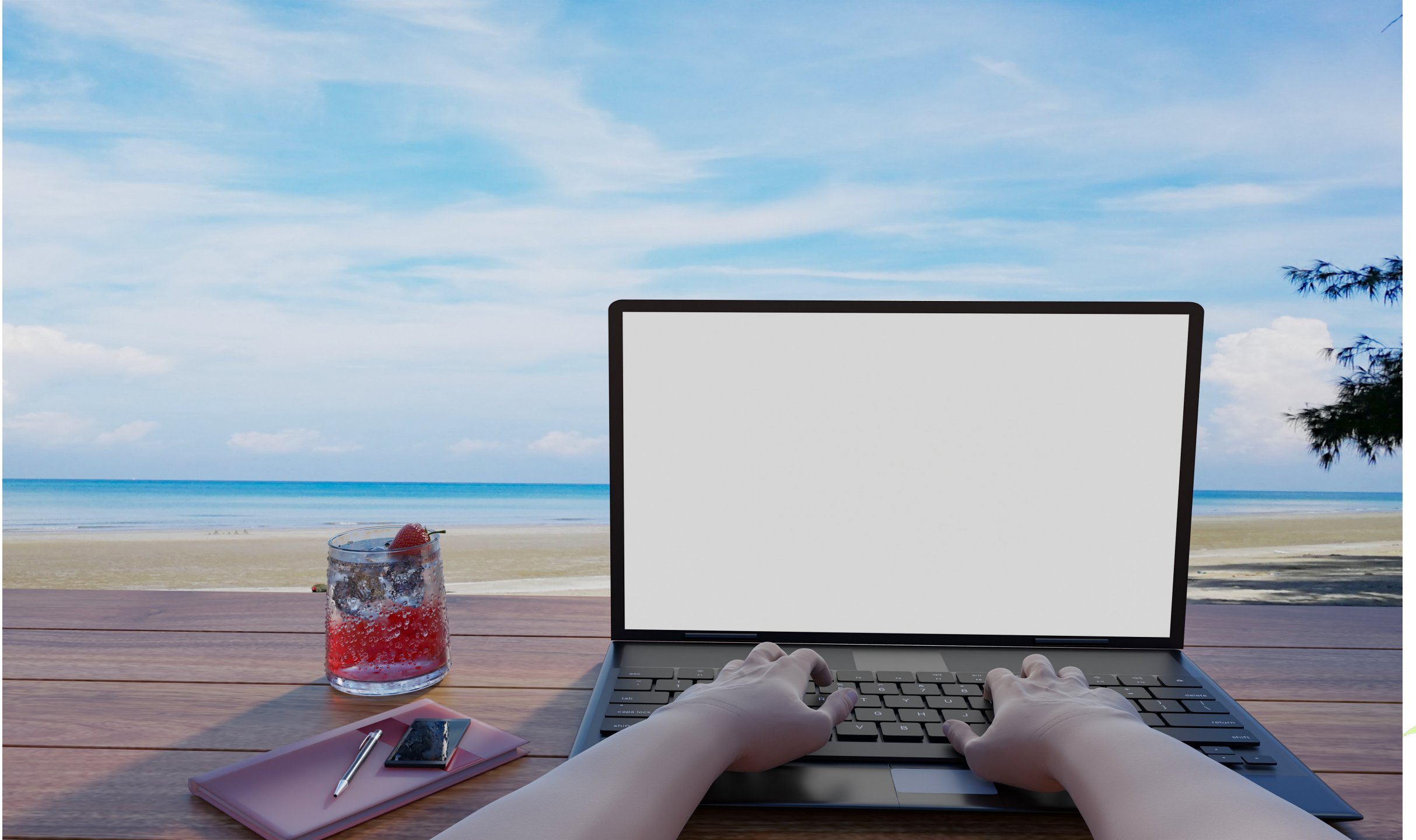


**What will the future
of work look like?**









When people **imagine** the future of work

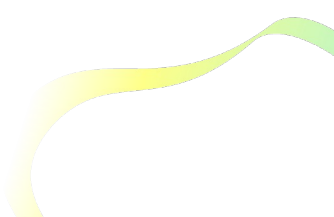


We need a global reskilling revolution – here's why



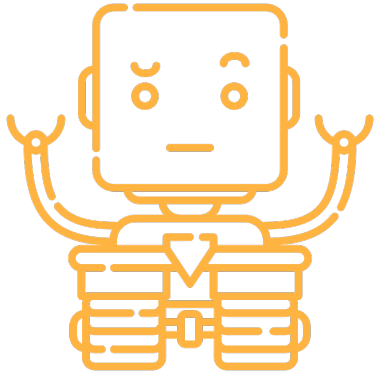
1 billion jobs will be transformed by technology in the next decade. Here's how we can prepare the workforce. Image: NESAs by Makers/Unsplash

What kinds of skills will be **most valued** in the future of work?

1. **Technical skills** (e.g., programming, technology design)
 2. **Social skills** (e.g., social perceptiveness, coordination)
 3. **Complex problem-solving skills** (e.g., research, creativity)
 4. **Systems skills** (e.g., judgment and decision-making)
 5. **Resource management skills** (e.g., financial management, time management)
- 

The role of **fundamentally human** skills in the future of work

“Bottlenecks” that prevent jobs from being automated



Social Intelligence	Social Perceptiveness	Being aware of others' reactions and understanding why they react as they do.
	Negotiation	Bringing others together and trying to reconcile differences.
	Persuasion	Persuading others to change their minds or behavior.
	Assisting and Caring for Others	Providing personal assistance, medical attention, emotional support, or other personal care to others such as coworkers, customers, or patients.

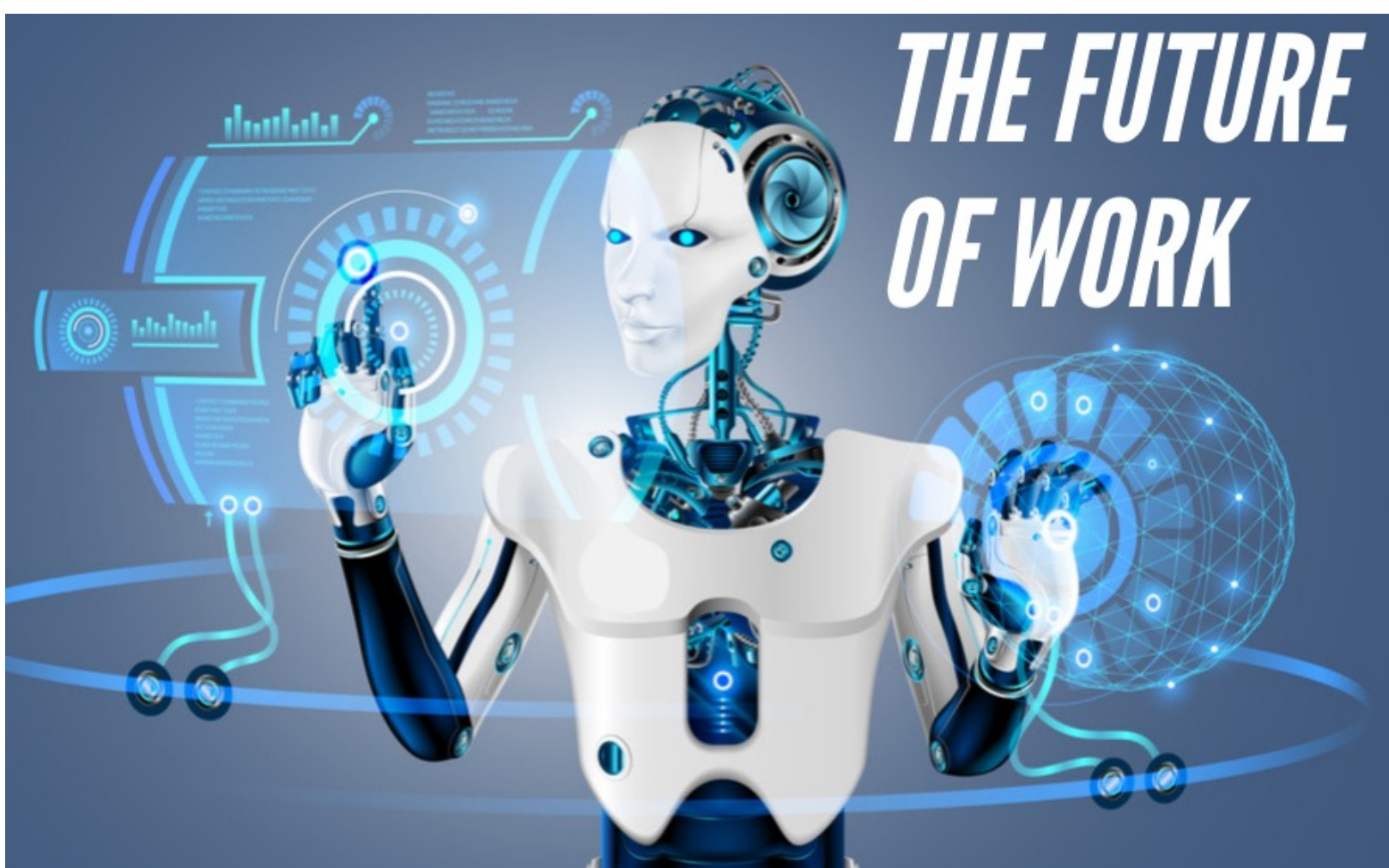
“I think the companies that are doing best are creating what I call **STEMpathy jobs**—**jobs that combine science, technology, engineering, and math with human empathy, the ability to connect with another human being.** When you put those two things together in a manager or in an employee, I think you have the sweet spot of where work has to go.”

– Tom Friedman, journalist



When people **imagine** the future of work

- In a study of 123 executives, **55.6% said that the growing importance of technical skills** will significantly shape the future of work, versus only **39.3% for soft skills**
- In a study of 800 students asked to list the skills that will be valued in the future of work, **51.6% mentioned only technical skills**, while only **29.1% mentioned both technical and socioemotional skills**



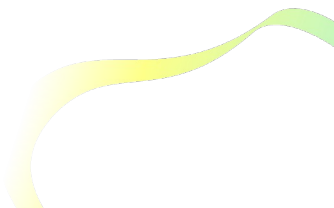
Narrowly technical images of the future of work lead to **prioritizing technical over human skills**, and risk being **less inclusive...**



...but, these images of the future of work **can be changed** to shape what we do today and thus, in part, the future we create.

Creating a more **human** future of work

- Key Takeaway #1: People's visions of the future of work can miss its more human side – but leaders can play a role in changing these visions.



Empathy is how good people are at understanding and sharing the feelings of another person.

How much do you agree with this statement?

People have a certain amount of **empathy**, and they can't really do much to change it.



Tough-to-teach intangibles such as emotional intelligence, curiosity, creativity, adaptability, resilience and critical thinking will be most highly valued

Many who mentioned the value of soft skills also noted that they are difficult to teach and difficult to evaluate in a clear-cut, objective manner in any setting

← **Tweet**

 **Pew Research Internet**  @pewinternet · Aug 23, 2017

Tough-to-teach intangibles – like creativity & critical thinking – will be highly valued skills for workers in 2026 pewrsr.ch/2vT3Ylf

THE FUTURE OF THE INTERNET

“

The skills needed to succeed in today's world and the future are curiosity, creativity, taking initiative, multi-disciplinary thinking and empathy.

– TIFFANY SHLAIN, FILMMAKER AND FOUNDER OF THE WEBBY AWARDS

”

PEW RESEARCH CENTER

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Fixed and Growth Mindsets



More fixed mindset



I believe that [intelligence, personality, character] is stable and fixed. It doesn't change.



Less persistence in the face of setbacks or challenges

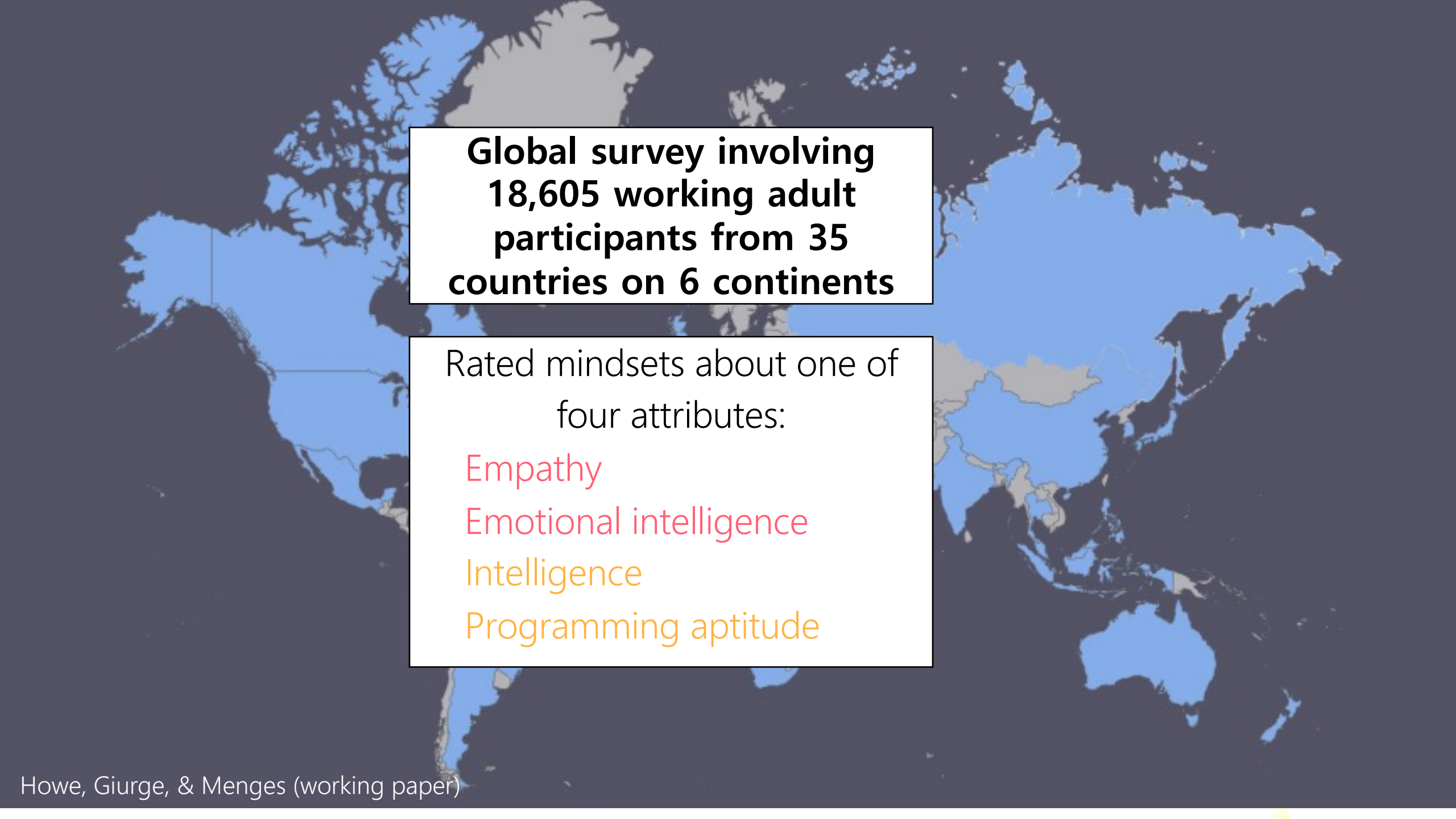
More growth mindset



I believe that [intelligence, personality, character] can be continuously developed.



More persistence in the face of setbacks or challenges

A world map with a dark blue background and light blue landmasses, showing the outlines of continents and oceans.

**Global survey involving
18,605 working adult
participants from 35
countries on 6 continents**

Rated mindsets about one of
four attributes:

Empathy

Emotional intelligence

Intelligence

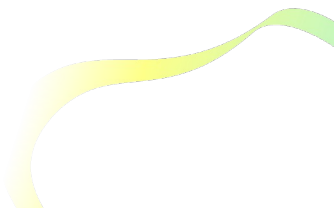
Programming aptitude

- In 26 of 35 countries (78.8%), **empathy** was perceived as most fixed
- In 7 countries (20.0%), **emotional intelligence** was perceived as most fixed
- Together: In 33 out of 35 countries (94.3%), **socioemotional attributes** were perceived as more fixed than **cognitive attributes**

When individuals held more fixed mindsets about socioemotional skills, they rated these skills as less important to the future of work

How much do you agree with this statement?

You are either the kind of person who is good at working remotely or not, and you can't really do much to change it.





By Meredith Turits 9th May 2020

In a world of telework, some people just take better to working from home. Does this productivity come naturally, or can you learn it?

Fixed and Growth Mindsets



More fixed mindset



Remote work is something that people are either naturally good at or not and can't be changed



- More negative emotion during home office
- Lower productivity

More growth mindset



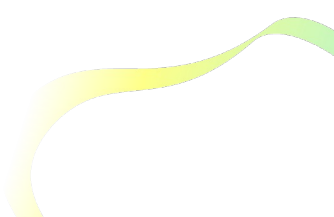
Remote work is a skill that people can learn and improve on and can be changed



- Less negative emotion during home office
- Higher productivity

Creating a more **human** future of work

- Key Takeaway #2: Our mindsets shape how we approach and adjust to the changing world of work – and endorsing a growth mindset can help us pursue a more human-centric future of work.



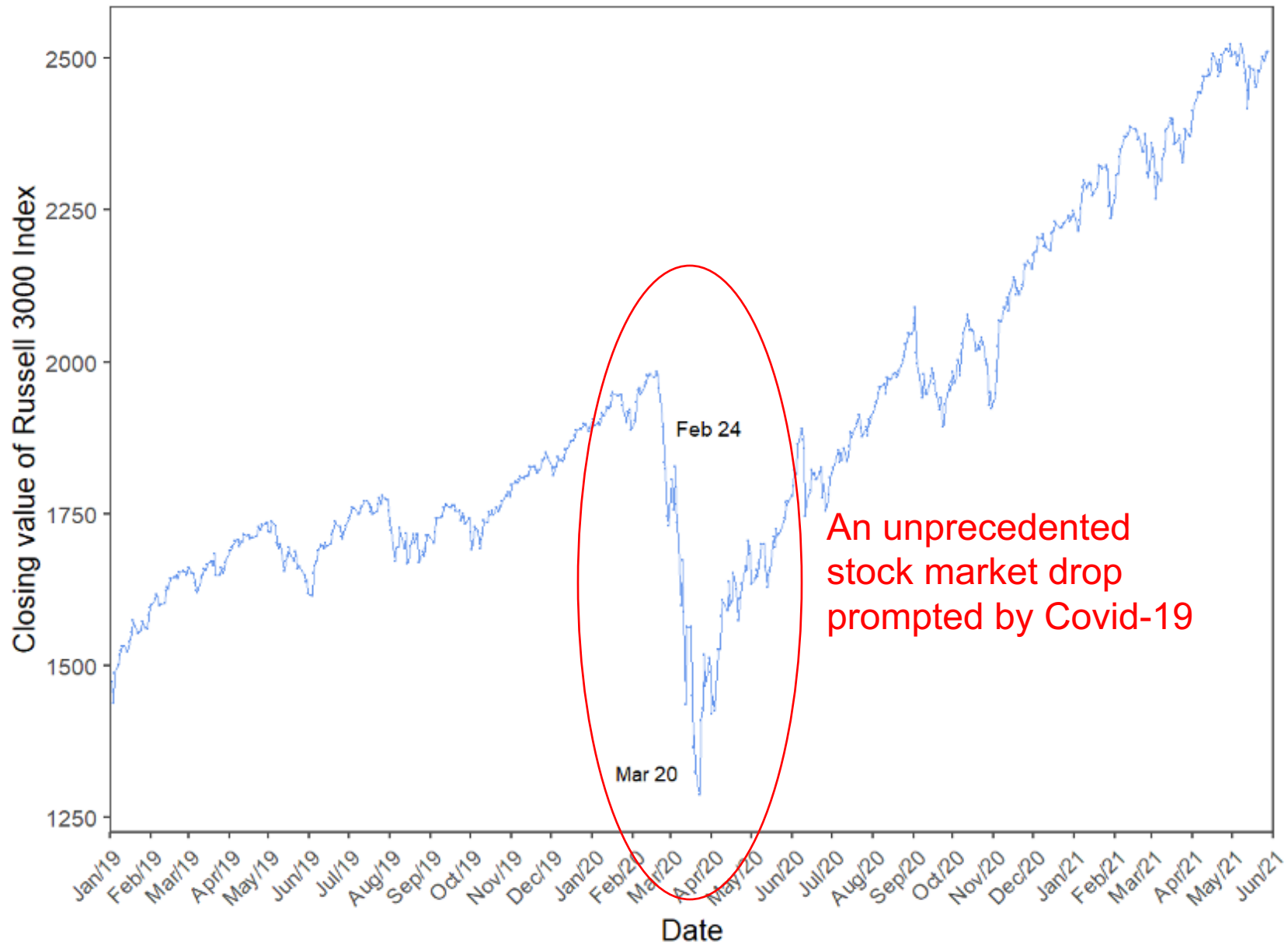
Some CEOs acknowledged the **human cost** of Covid-19 in earnings conference calls with analysts



"Obviously, the coronavirus makes a very fluid situation. [...] I'll start by saying, our first priority is making sure that our employee, partners and customers are safe. And this is a human story more than anything, I think."



"Okay, then there's the COVID-19 topic. [...] We find ourselves in a more challenged environment here at the moment, we believe we can still prevail through that. And we look at the long baseline record of the company, and we've sold in up markets and down markets and come out of down markets reasonably fast."

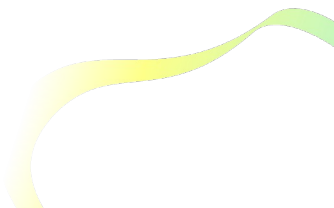


Do companies fare better on the stock market if CEOs mention the **human costs** of crisis in earnings conference calls?

- Among 448 CEOs of Russell 3000 companies who spoke about Covid-19, **only 51.8% mentioned human costs**
- Mentioning human costs predicted higher cumulative returns on the stock market during the crisis period, with companies of CEOs who acknowledged human costs more frequently experiencing about **2.12 percentage points higher cumulative returns**
- Given that the median market value of equity in our sample was approximately \$3.17 billion, this effect amounts to **around \$67 million of company financial value preserved** in the wake of the crisis

Creating a more **human** future of work

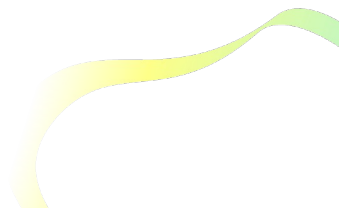
- Key Takeaway #3: Leaders taking a moment to focus on people, even – or perhaps especially – in times of crisis and economic turbulence, can pay off.



“Believe it or not, I’m naturally shy. My shyness has never disappeared completely – I still get nervous from time to time.”

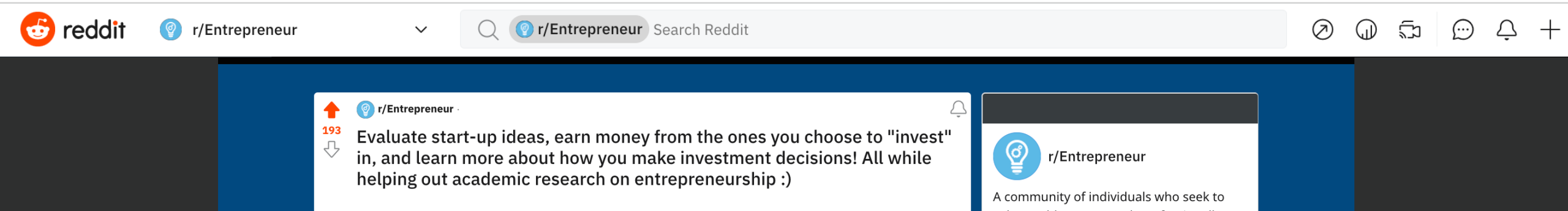


*Richard Branson, entrepreneur turned billionaire
and founder of the Virgin Group*



Does showing **one's human sides** by exposing flaws benefit entrepreneurs seeking investments?

226 investing enthusiasts recruited online via Reddit to play an investment game



We gave these investors \$10 to invest across 18 different start-ups

Virtual World

"At Virtual World, our goal is to enable people to become fully immersed in a wide variety of virtual settings. Our flagship product is a lightweight, portable, cost-effective all-direction treadmill that revolutionizes exercise by allowing people to walk, jog, or run through any type of 3D virtual environment in any direction. I started Virtual World because I care deeply about helping people to start, maintain, and adhere to programs of exercise. Exercise is just as good for your mental health as your physical health. One of my biggest issues is social anxiety, and exercise is critical to quelling those fears. Through Virtual World, I hope to give people the tools they need to be healthy both physically and mentally." - *Virtual World* CEO Reagan Hawkins

\$

Zen Wear

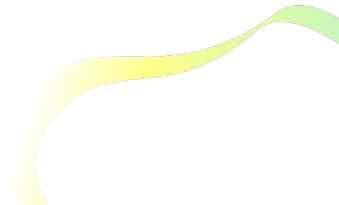
"Zen Wear is a monthly subscription service that sells cruelty-free and ethical beauty products and clothing to the modern woman. Our products are non-toxic and plant-based and represent the best in ethical consumerism. I started Zen Wear because I care about promoting women's self-esteem. Zen Wear is about helping women to feel great in their own skin while also feeling certain that the products they purchase are supporting ethical companies and making the world a better place." - *Zen Wear* CEO Toni Perry

\$

Endeavor Tech

"The mission of Endeavor Tech is to re-define performance monitoring, so that it involves no accessories, only comfortable compression clothing that is easy to wear. We integrate smart-data modules into clothing to monitor key body performance indicators like muscle action, heart rate, and motion. Endeavor Tech was born out of discussions about how important feedback is during exercise to encourage people to

Investors earned money based on these start-ups' actual success in fundraising campaigns



DISCLOSED NO FLAW: Zen Wear

“Zen Wear is a monthly subscription service that sells cruelty-free and ethical beauty products and clothing to the modern woman. Our products are non-toxic and plant-based and represent the best in ethical consumerism. I started Zen Wear because I care about promoting women’s self-esteem. Zen Wear is about helping women to feel great in their own skin while also feeling certain that the products they purchase are supporting ethical companies and making the world a better place.” - *Zen Wear* CEO Toni Perry

Admit Insecurity

DISCLOSED INFERIORITY FLAW: Zen Wear

“Zen Wear is a monthly subscription service that sells cruelty-free and ethical beauty products and clothing to the modern woman. Our products are non-toxic and plant-based and represent the best in ethical consumerism. I started Zen Wear because I care about promoting women’s self-esteem. **I’m not the most confident person – some people might even describe me as insecure – and for me, dressing up confidently helps me build that low self-confidence.** Zen Wear is about helping women to feel great in their own skin while also feeling certain that the products they purchase are supporting ethical companies and making the world a better place.” - *Zen Wear* CEO Toni Perry

Admit Arrogance

DISCLOSED SUPERIORITY FLAW: Zen Wear

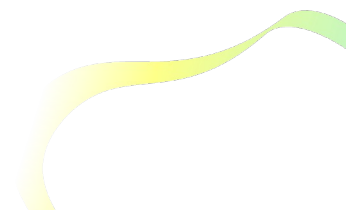
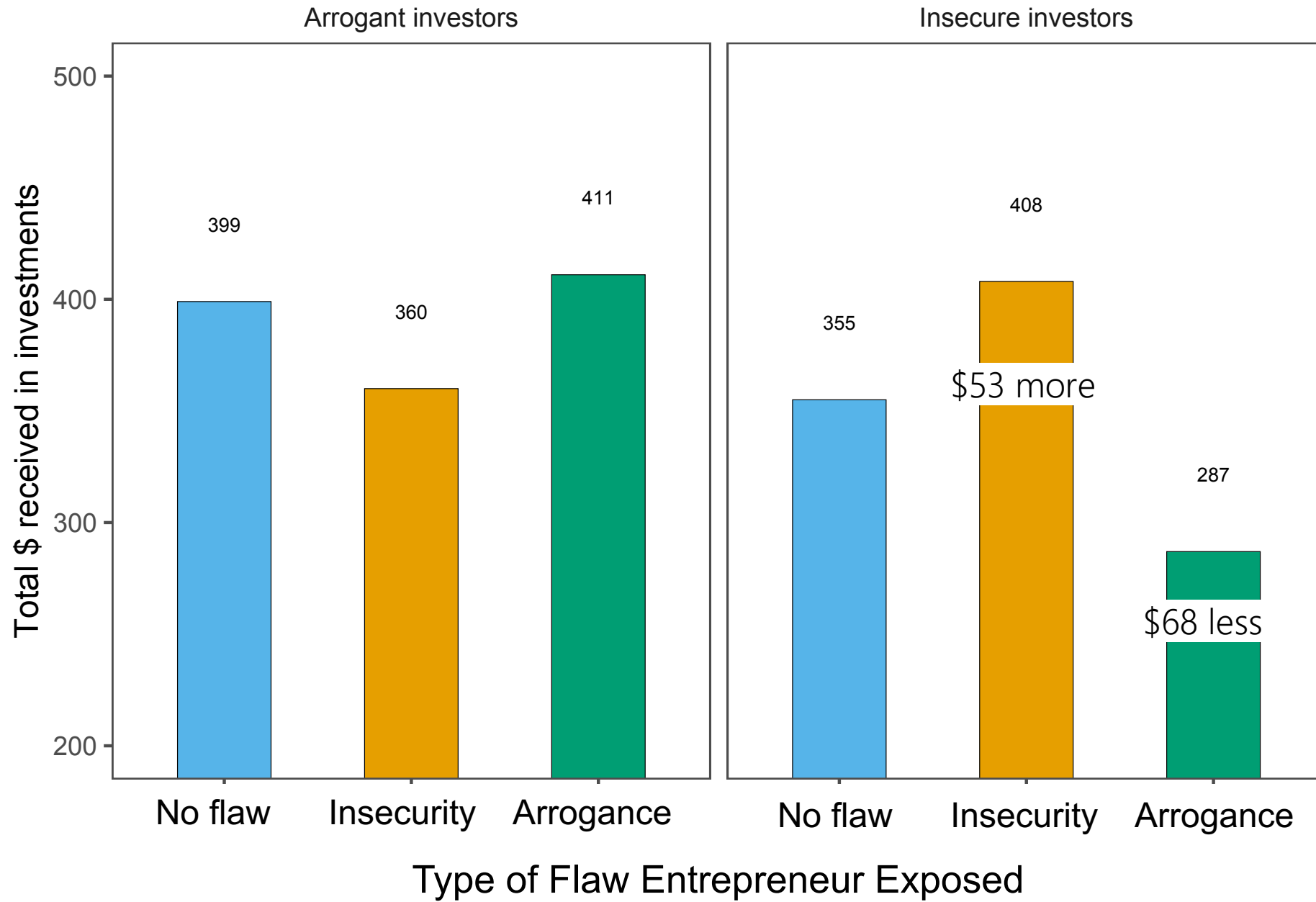
“Zen Wear is a monthly subscription service that sells cruelty-free and ethical beauty products and clothing to the modern woman. Our products are non-toxic and plant-based and represent the best in ethical consumerism. I started Zen Wear because I care about promoting women’s self-esteem. **I’m an extremely confident person - some people might even describe me as cocky - and for me, dressing up confidently helps me project that high self-confidence.** Zen Wear is about helping women to feel great in their own skin while also feeling certain that the products they purchase are supporting ethical companies and making the world a better place.” - *Zen Wear* CEO Toni Perry

Does showing **one's human sides** by exposing flaws benefit entrepreneurs seeking investments?

Investors self-categorized as insecure or arrogant

Below you will see some statements about who you are as a person. Please select which of the two statements describes you best.

I am imaginative <input type="radio"/>	I am practical <input type="radio"/>
I am insecure <input type="radio"/>	I am arrogant <input type="radio"/>
I am tense <input type="radio"/>	I am relaxed <input type="radio"/>



How do top business leaders like CEOs show that they, too, are human?



CORNER OFFICE

Sheryl Palmer on Her ‘Shoes Off’ Leadership Style

By Adam Bryant



“At 15, I got a job at McDonald’s, and worked there through high school and college. ... Every 16-year-old should have to work at McDonald’s, because you really do learn how to work. You have to pull back the equipment and sweep behind. There are no shortcuts. You had to do it right because it was such a part of their brand. There were a lot of life lessons in that job.”



Taylor Morrison

Overview

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Taylor Morrison Reviews

Updated Nov 12, 2019

4.7 ★★★★★



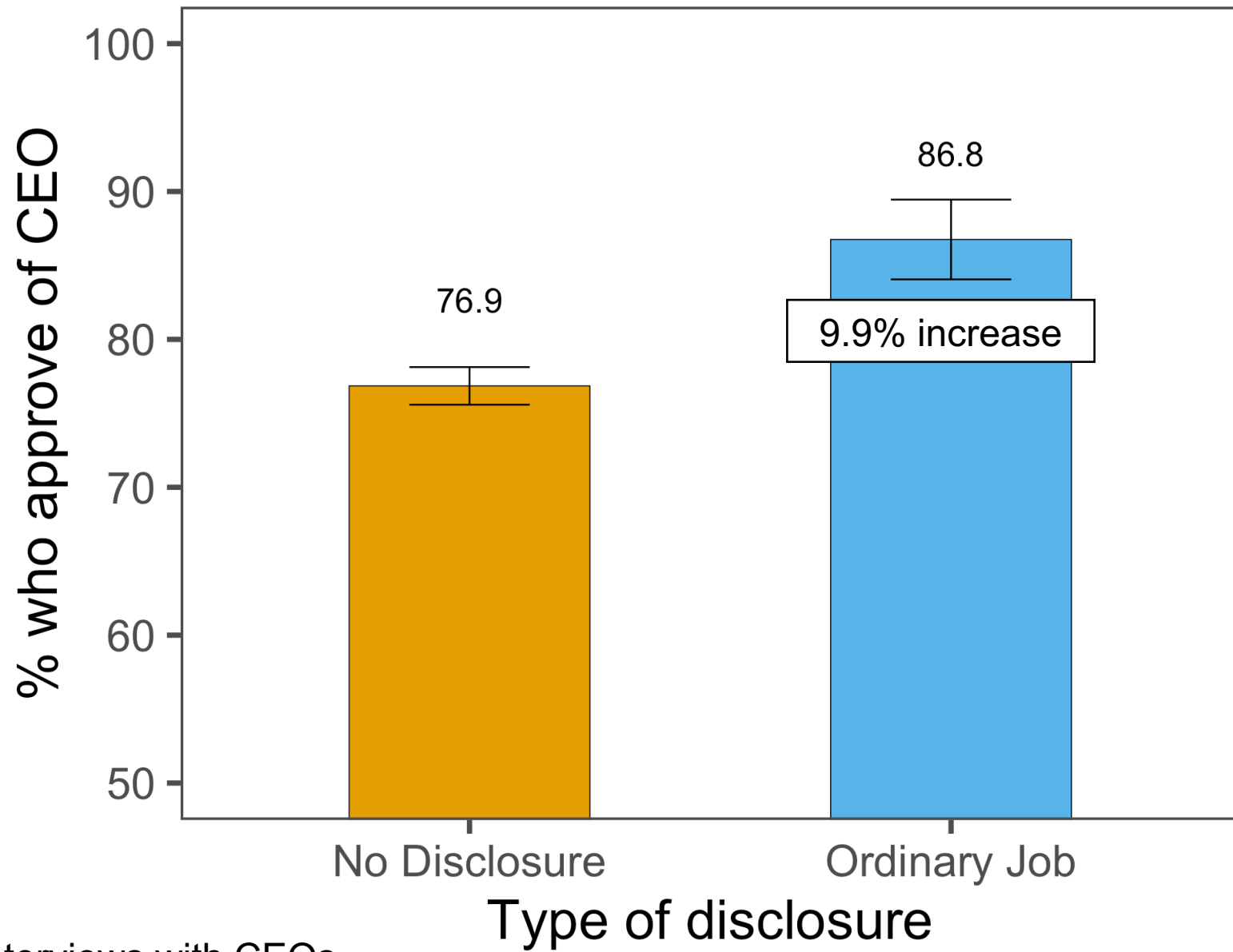
Recommend
to a Friend



Approve
of CEO



Sheryl
Palmer
365 Ratings



Analyzed 234 interviews with CEOs

Accounting for:
CEO gender, company size, year founded, type of company,
revenue, date of CEO interview, # of reviews, industry

Howe, Menges, & Côté (in preparation)

Does **showing one's human side** by disclosing experience in ordinary jobs benefit CEOs?

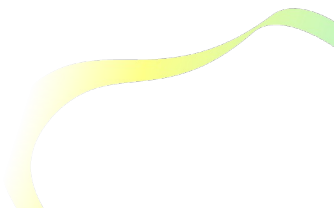
Jeff Bezos's experience as a fry cook at McDonald's



- Experiment with 922 workers on Amazon's Mechanical Turk
- Workers read an interview in which Bezos either disclosed that he had been a fry cook or an interview in which he did not mention this
- Then, these workers rated whether they approved of Bezos as their CEO
- Disclosing experience in an ordinary job boosted ratings of Bezos by 7.1%

Creating a more **human** future of work

- Key Takeaway #4: Leaders who embrace their own more human sides can sometimes be more compelling – but pay attention to what you reveal and your audience.

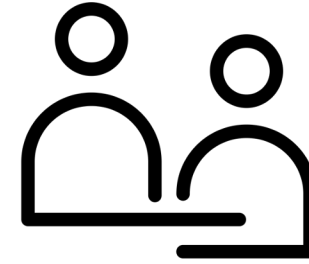


The “human side” of the future of work



How **human beliefs** shape
the future of work

Our beliefs shape the opportunities
that we create –
highlighting how people are active
co-creators of change



How **being more human**
makes leaders more effective

Leaders focusing on people and
appearing more human pays off,
highlighting how human
relationships are core to leadership

Thank you for your attention!

Questions? Comments?

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Website: www.leadthefuture.org

Find me on LinkedIn or Twitter @howelaurenc