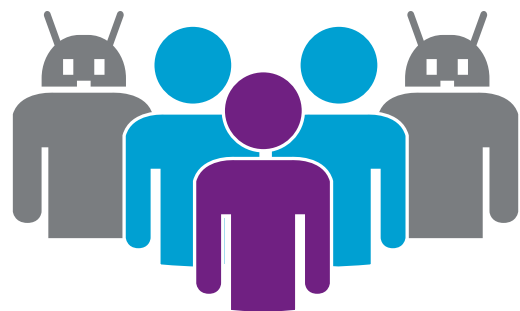


# Five myths about the future of work – busted

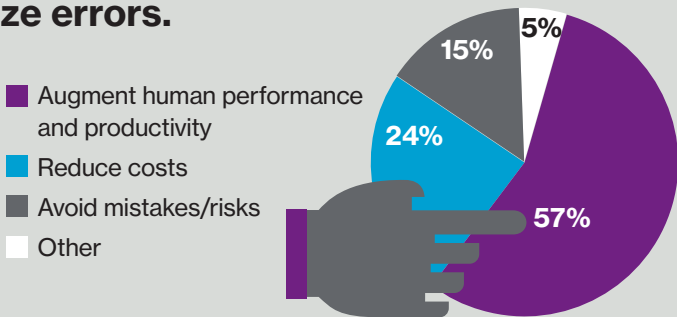
## Findings from our Global Future of Work Survey

As automation increasingly becomes the norm, workplace automation myths and stereotypes are giving way to new realities of what it takes to engage and lead talent in an evolving work ecosystem.



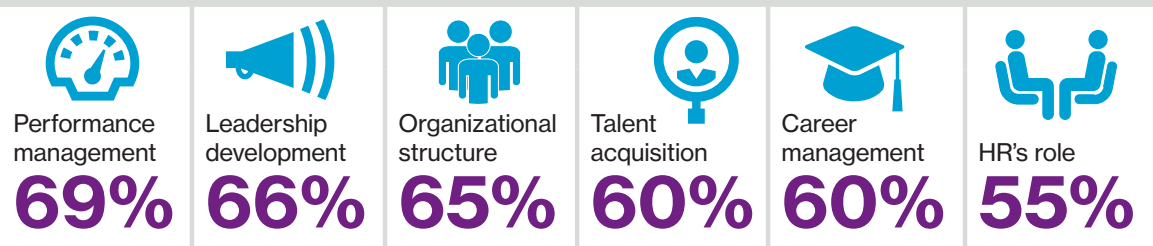
### Myth #1: Organizations use automation primarily to reduce costs and minimize errors.

**Busted!** Over half of employers say the key goal of automation is to **augment human performance and productivity**. This might suggest an emerging shift from the “first wave” of automation, which primarily focused on labor substitution, towards a more evolved application of work automation.



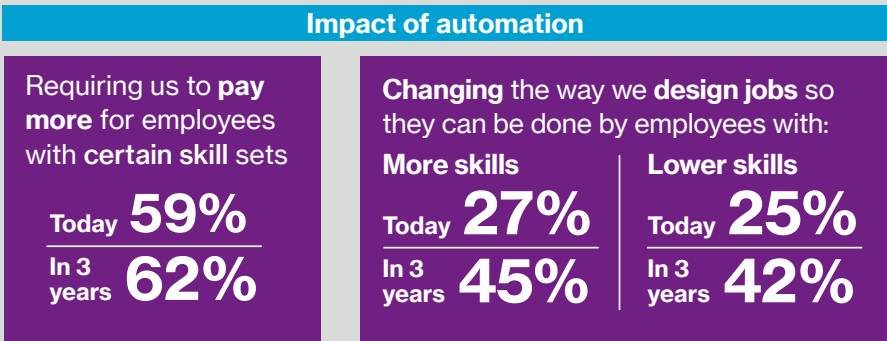
### Myth #2: Workplace automation is the exclusive domain of IT.

**Busted!** A majority of employers say it will take breakthrough approaches **in HR** to meet the challenges of automation. The following chart shows the areas in which employers believe breakthrough approaches will be needed, and what percentage believe this:



### Myth #3: Workplace automation will have a largely negative impact on workers and jobs.

**Busted!** Automation will result in new combinations of work, skill requirements, talent and work relationships involving a range of workers from FTEs to contingents. As jobs are deconstructed and certain tasks are automated, new types of work will be required. Skill premiums at both the high and low end will shift.



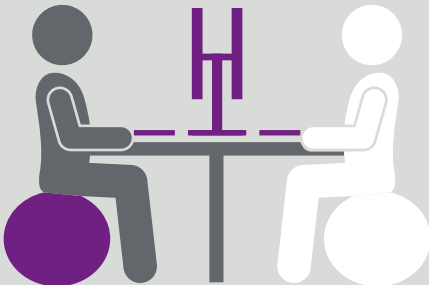
### Myth #4: Workplace automation will drive job losses across all categories of workers.

**Busted!** While organizations expect to minimally reduce the percentage of full-time employees, they also anticipate using more contingent workers.

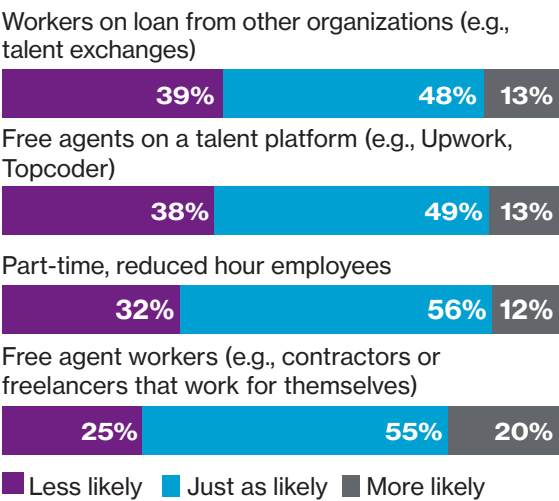
	Currently	In 3 years
Full-time employees	83%	77%
Part-time reduced hour employees	7%	10%
Free agent workers (e.g., contractors or freelancers who work for themselves)	4%	6%
Consultant or outside agencies (e.g., those who work for a consulting firm, advertising agency)	4%	4%
Worker on loan from other organizations	1%	2%
Free agents on a talent platform (e.g., Upwork, Topcoder)	.2%	1%

### Myth #5: Contingent workers are disengaged and not committed to your organization's success

**Busted!** About half of employers say that **contingent workers** – including part-timers, free agents and workers on loan from other organizations – are just as **likely to put in extra effort** as full-time employees.



**Compared to full-time employees**, how likely are each of the following groups to put in a great deal of effort beyond what is normally expected to help the organization succeed?



And over half of employers believe that these workers are just as likely to recommend their organization as full-time employees, underscoring the importance of leaders and managers engaging and leading all talent in their work ecosystem.

### A clear course of action

Breakthrough approaches are required in talent and rewards with new leader and manager activities to address shifting skillsets and a more diverse workforce.

- 1 Deconstruct and reconstruct** jobs based on how automation impacts work
- 2 Define the** reskilling pathways
- 3 Lead and engage** around the new ways of working



### Ready for the future of work?

Moving beyond the myths will help your organization better understand the many emerging options for getting work done, and identify the optimal combinations of human talent and automation.