



# #reinventingjobs

Willis Towers Watson's perspective on the future of work

With so much discussion today about the future of work, it's clear that many organizations — and the people who work in them — foresee an uncertain environment awaiting them just one, two or five years down the road.

Companies are concerned, for example, that their business model will not keep pace with technology and change. Employees may envision a fully automated world in which robots take their jobs or artificial intelligence (AI) renders their skills obsolete. It's no wonder that many approach this imagined future with caution and fear.

At Willis Towers Watson, we see the future of work differently. We approach this challenge with a sense of opportunity and possibility that's grounded in fact and reality.

It's true that change has arrived. But we know — from our research, our work with clients and our deep knowledge of business and talent — that this particular change brings growth for organizations and people alike. The keys to this growth are vision and readiness; it's essential to understand how to achieve both, and how we can help.

## The future of work is already here: Where do you see yourself in it?

Willis Towers Watson helps businesses navigate the changing world of work through a combination of advice, data and software.

## The transformation of work — and the many implications for HR

Work is changing faster than ever before for two reasons: the democratization of work, and technological change and empowerment.\*

Specifically, jobs are evolving at a rapid pace with an array of options for deconstructing jobs, supporting new skill requirements, and engaging and rewarding a broader mix of workers. New employment relationships tend to be shorter in duration and more balanced between company and individual needs. They take a more agile, responsive view of work than relationships that preceded them and rely on purpose-built networks for sourcing.

At the same time, individuals are more deeply empowered through technology — the likes of which we've not seen before. Machine learning, algorithmic analytics, cloud-based computing, 3-D printing and sensors are all examples of how automation augments our own capability, often for the betterment of an organization and its customers.

\*Source: [CHREATE](https://ceo.usc.edu/research/projects/chreate/) <https://ceo.usc.edu/research/projects/chreate/>

Our future of work solutions address how, where and by whom work gets done, including by robotics and AI. They connect the requirements for work, culture and values with new ways of working and drivers of engagement for all of an organization's talent: employees, free agents and part-time workers.

Moreover, with the use of automation expected to double over the next three years, our future of work solutions equip organizations with a clear course of action enabling them to lead through the change. We've helped dozens of complex global organizations to chart a new course, tackling their greatest business and talent challenges together. Recognized for our world-class thought leadership in the form of books, articles, papers and research, we possess a depth of knowledge in this space that is unmatched.

## How are approaches to talent evolving, and why?

In the future of work, the primary impacts on talent include shifting skills, the rise of the gig economy and contingent workforce, and an increasing focus on work versus jobs.

Jobs as we once knew them are evolving at a faster pace than ever before, with new skill requirements and occupations emerging every day. We see premiums placed on some skills and discounts on others, and this skills dichotomy is creating the need for new skill pathways within organizations.

At the same time, the gig economy is on the rise. Willis Towers Watson's Global Future of Work Survey revealed that while organizations expect to reduce their percentage of full-time employees, they also anticipate using more contingent workers. This includes free-agent workers, consultants or outside agencies, workers on loan from other organizations and free agents on a talent platform – adding quite a level of complexity for talent, reward and engagement strategies.

*In the future of work, the primary impacts on talent include shifting skills, the rise of the gig economy and contingent workforce, and an increasing focus on work versus jobs.*

Finally, our research has shown that automation affects tasks, not jobs. As AI and robotics begin to proliferate within our organizations, companies need to deconstruct jobs into tasks, redeploy them to the most optimal means – whether that is robotic process automation, AI, social robotics, talent on an online marketplace or an alliance partner – and reconstruct the remaining tasks into new jobs.

All three of these factors have implications for how we design work; match talent to work; reskill, lead, engage and support talent; value and reward work; and model the risks in the organization.

## How we help

Willis Towers Watson helps leaders create what the future of work looks like in their organizations. We solve for the business and human needs of the future of work in six key ways by posing and helping clients answer critical questions that help frame the issues and lead to solutions (*Figure 1*).

Once we've answered these questions, we help clients implement Willis Towers Watson solutions that provide a toolkit and methods to:

- Analyze work, deconstructing and reconstructing jobs and designing reskilling pathways for their talent
- Understand the alternatives to full-time employment
- Identify key next steps for defining work and the talent or reward strategies that support it
- Develop needed capabilities to sustain continuous change

*Figure 2* illustrates a baseline process through which we engage clients using a customized strategy for creating their own future of work.

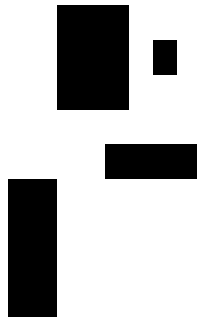
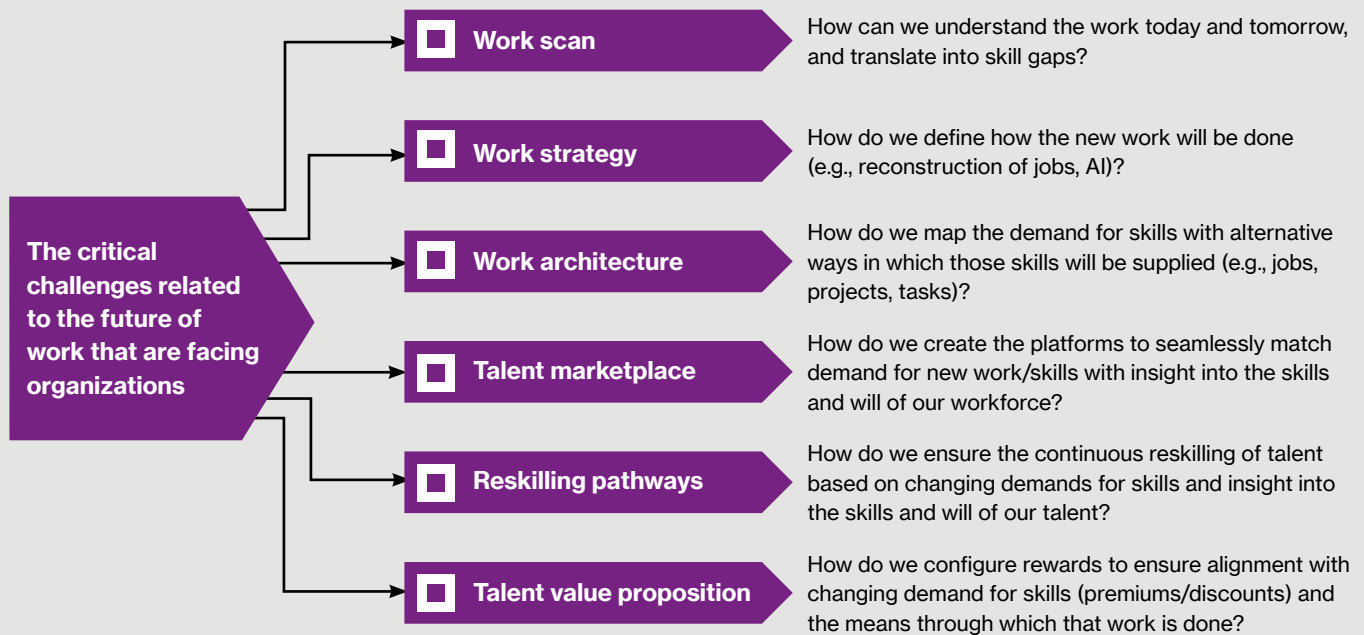
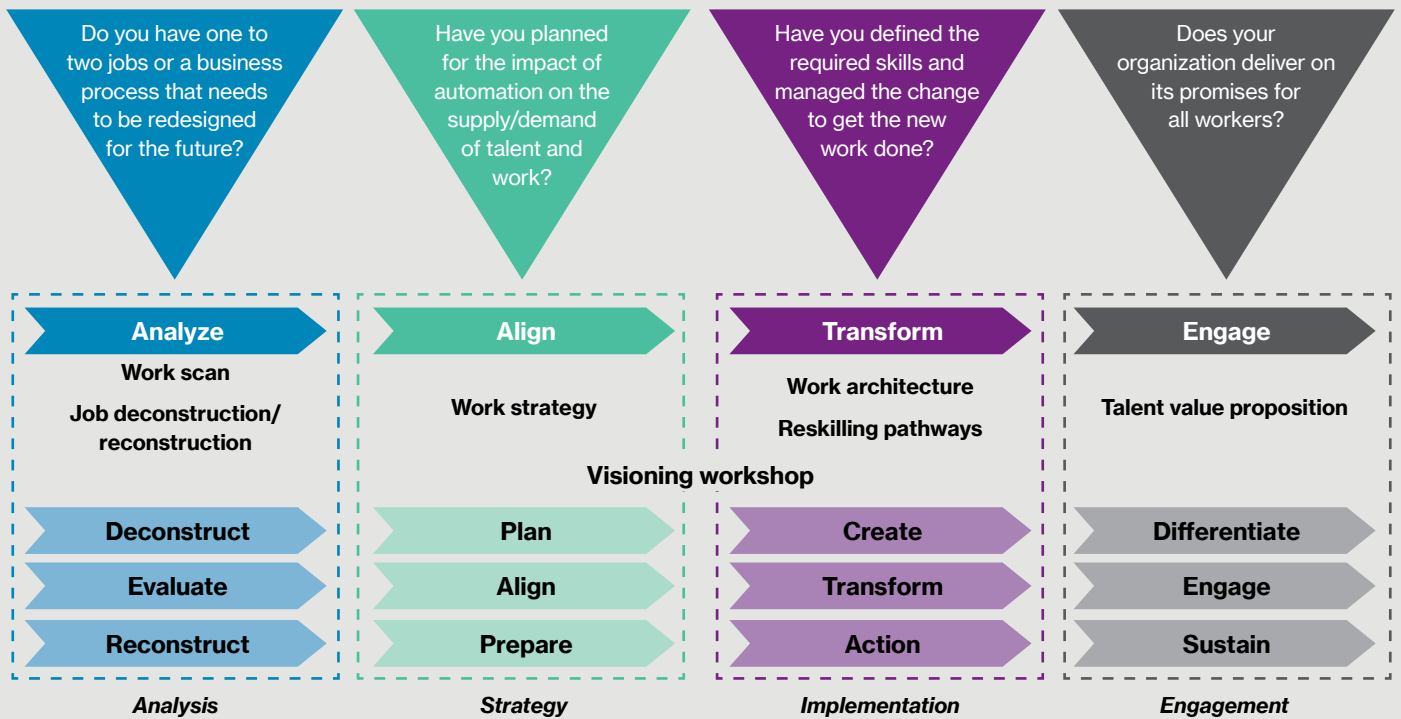


Figure 1. Solving for the business and human needs of the future of work



■ Indicates Willis Towers Watson solution

Figure 2. Places to get started



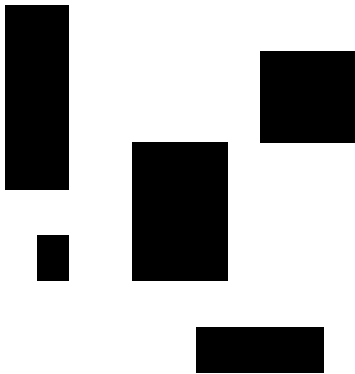
## Getting started

Not sure where to begin? Many of our clients elect to start with a one-day visioning workshop that helps them to:

- Gain an understanding of how digitalization is transforming work, including the implications for HR and other business leaders, as well as the industries represented
- Learn to build leadership capability around the future of work, for example how to:
  - Upgrade an approach to getting work done with a strategy for leveraging technology and talent resources
  - Determine the right path and pace of change
  - Match talent and skills to emerging work
  - Develop the skills required for successful leadership in the digital world
- Experiment with deconstructing and reconstructing a job, and seeing for themselves the transformative implications for organizational cost, risk, capability and agility

## Capturing the opportunity

In this time of unprecedented change, what feels like a challenge can quickly become an opportunity. Start thinking and planning now for an imminent future, full of possibility, around how your organization approaches the future of work – with Willis Towers Watson’s consulting and software expertise to help guide the way.



## About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has over 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at [willistowerswatson.com](http://willistowerswatson.com).



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