A FoW Report on Shifting Identities
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Our research at the Future of Work has benefitted from the contributions of the following members over the last eight years:
INTRODUCTION

The business case for diversity seems intuitive. Diverse workforces are more representative of customers. They offer a mixture of viewpoints and a broader range of experience, which enhances innovation, decision-making and problem-solving. A strong focus on diversity can also help a company secure access to wider sources of talent, gain a competitive recruitment advantage and improve its global relevance. Today, most companies have diversity and inclusion leaders who superintend an impressive array of programmes focused on the needs of a diverse workforce. Yet plethora of studies suggest that inclusion remains elusive in most organisations. With only 21 female Fortune 500 CEOs1, 5 black Fortune 500 CEOs2 and only 15% of autistic adults in full-time employment in the UK3, the gap between the rhetoric and the reality of diversity is clear. Indeed, the rhetoric of diversity has far outpaced the reality and an increasing number of people are beginning to express ‘diversity fatigue’.

With this in mind, it was FoW’s ambition to explore what organisations need to do differently to move the needle on their diversity efforts. This FoW report reflects the insights of our academic research, as well as the practical insights shared by our delegates and expert guest speakers at the Shifting Identities Masterclass, which took place on 1st June, 2017.

1. GAP BETWEEN THE RHETORIC AND THE REALITY OF DIVERSITY

According to a team of world-renowned social psychologists led by Dr. Mahzarin Banaji of Harvard University, the root of the disconnect between rhetoric and reality of diversity may lie in the unconscious mind.4 Most leaders would agree that it is unfair and unwise to choose a CEO because of height, overlook a manager for promotion solely because he is gay, or penalize employees for working flexibly. Yet these are real examples of how we unconsciously make decisions every day in favour of one group, and to the detriment of others, without even realising we are doing it.5

Even when leaders declare a commitment to fairness in their organisations, their unconscious bias causes them to evaluate equal performers differently, as Emilio Castilla of Massachusetts Institute of Technology, and Stephen Benard of Indiana University, have demonstrated in their research on the ‘paradox of meritocracy’.6 According to their research, when leaders and managers work for meritocratic organisations, they believe they are more impartial, and thus unconsciously allow themselves permission to act on their biases.

It is essential to understand that unconscious biases are not deliberately created; the human brain is hard-wired to make hasty decisions that draw on a variety of assumptions and experiences. Consider this: we are exposed to as many as 11 million pieces of information at any one time, but our brains can only functionally deal with about 40.7 So how do we filter out the rest? We do it by developing a perceptual lens that filters out certain things and lets others in. As a result of these pre-established filters, we see things, hear things, and interpret them differently than other people might. Only occasionally do we realise how subjective those determinations are, and how much they are impacted not by what is in front of us, but by what we interpret is in front of us.8
Can we outsmart the brain? According to the renowned behavioural economist, Daniel Kahneman, it is very hard to eliminate our individual unconscious biases. Hundreds of studies have examined the relevance of interventions for reducing bias. It turns out that the positive effects of diversity training rarely last beyond a day or two, and a number of studies suggest that people often respond to compulsory courses with anger and resistance, with many participants actually reporting more animosity towards other groups afterward.

So what can we do? Our research indicates that it is time to rethink diversity. Organisations ought to change their diversity agenda and see people as individuals with multiple identities rather than as representatives of one group. Organisation also need to understand that these identities do not remain static, but instead shift and evolve over a person’s life. The aforementioned approach will allow and enable a conversation that is more powerful and unifying than the current approach which is often divisive. However, the end goal of a more diverse and inclusive organisation will still be fulfilled as enabling the integration of

**Preference for familiarity**

Drawing on in-depth interviews and first-hand observations of hiring practices at some global organisations, Lauren Rivera of Northeastern University found that evaluators advocate most passionately for people who are most like them. However, women and minorities champion fewer people than white men do. This is because women and minorities who actively push for diversity are punished by their organisations – they get lower performance ratings than those who do not. As white men do most of the championing in organisations, the playing field is tilted heavily in favour of ‘white, affluent, athletic graduates of super-elite institutions’.


**Masterclass Insight: Storytelling**

At our Shifting Identities Masterclass, Darren Ali, Head of HR, Hungary & EMEA Head of HR Platform & Operations at BlackRock shared how BlackRock have started to use the Storytelling technique to foster belonging and inclusion within their organisation. As part of this initiative, employees are encouraged to share with others their stories of being excluded or included. According to Ali, we, as humans are wired to react to stories. Hearing a story with a beginning, middle, and end causes our brains to release cortisol and oxytocin. These chemicals spark our human ability to connect and empathize. These moments of belonging are not that hard to create, and they do not require an organisation-wide initiative or policy change. With a few minutes and some level of vulnerability, organisations can have a positive impact on their company’s culture, and foster belonging and inclusion. For example, as part of this initiative, BlackRock asked the women’s leadership forum to share the times they have felt excluded. They then played the audio file at their global leadership team meeting. The meeting room was darkened in order to create more impact and impression. The results of this process were hard hitting and encouraged the leadership team to start thinking about how they can improve the experience of women at Blackrock.

Simply put, familiarity is what the brain favours. This can apply to everything, important or trivial. For example, in her book, Willful Blindness, Margaret Heffernan highlights that we like products and things that share our initials. A meta-analysis of the most severe hurricanes between 1998 and 2005 indicated that people were more likely to donate to relief funds if the hurricane’s name shared their first initial. There is also some evidence suggesting that we favour people who look like us. According to Herffernan, ‘our preference for familiarity leaves us willfully blind: unable or unwilling to see talent when it does not look like us, sound like us, think like us.’
multiple identities within an individual will yield diverse perspective at the individual and team level.

2. RETHINKING DIVERSITY

Conversations about diversity today often focus on one element of a person – their race, their gender, their sexuality – to the exclusion of all else. As Professor Ashleigh Shelby Rosette of Duke University points out, ‘we tend to boil diversity down into tidy dichotomies - male/female, white/black, dominant/minority, and so on. However, the reality is a lot messier than that. No one is just female, or just black, or just Muslim. Each person is a whole package of multiple identities.’

Simply put, employees have several identities, both in and outside of the workplace, that are important to them. In general, each individual holds between five and seven important identities, although they may all be at various states of activation at a given time. These identities can be grounded in a number of factors including race, gender, sexuality, nationality and profession. What is interesting is that these identities are not static and may shift over time. According to Harvard Psychologist, Dan Gilbert, ‘all of us are walking around with an illusion, an illusion that we have just recently become the people that we were always meant to be and will be for the rest of our lives. However, time is a powerful force. It transforms our preferences. It reshapes our values. It alters our identities. We seem to appreciate this fact, but only in retrospect. Only when we look backwards do we realise how much change happens in a decade.’

What all this means is that each person at a given point in time has a spectrum of many possible selves. These possible selves are future articulations of who they might be and what they might do. They represent an ideal of what they might become, what they would like to become or what they are afraid of becoming. Our research indicates that the notion of possible selves is becoming increasingly tangible and pronounced for three reasons: longer working lives, greater reflexivity and new social norms.

**Longer working lives**

More years have been added to life expectancy in the last century than in all previous millennia of mankind. Life expectancy has been increasing by 2.5 years every decade in advanced economies and the life expectancy for 50% of babies born in such regions is now over a hundred years. A longer life means a longer working life, with some predicting that we will be working until we are 80. In this context, a longer working life provides more productive hours, presents more opportunities to be grasped and more identities to be explored. Simply put, longer working lives present an increasing range of possible ways of living.
Greater reflexivity
We are seeing an increasing disintegration of societal traditions enabling us greater freedom to think about and construct who we want to be. According to sociologist Ulrich Beck, we now live in a 'risk society' where tradition has less influence and people have more choice. Structural forces hold less influence over our choices than in previous generations and individual autonomy is seen as more important than the demands of broader society. Traditional socially imposed models of lifestyle or ethics have been replaced by a 'standard deviationism' in which we each develop our own life stories and choices.

New social norms
An increased acceptance of homosexuality is perhaps the best example of new social norms forming. For example, whilst 70% of people believed gay marriage was wrong in 1973 this figure went down to almost 40% by 2010. In contrast, the percentage of people who thought that there was nothing wrong with gay marriage increased from just 10% in 1973 to over 40% in 2010.18

How do new social norms form? According to anthropologist, Anthony Wallace when individuals find they cannot begin to meet certain cultural and social expectations, they deviate in their behaviour. At first this change is viewed as an individual problem, but once the number of individuals behaving in this way reaches a certain level, it impacts wider society, which must adapt as a result. This creates new social norms, which then continue to influence behaviour.

Indeed, the rise in individualisation and its resulting impact on social norms explains why people are comfortable in both expressing and accepting a wider range of identities.

3. STEREOTYPES TO CHALLENGE

In order to update their diversity agendas, organisations need to challenge their static view of identities. To this end, our research has aimed to explore and question the following six stereotypes organisations hold about identities. Our research indicates that only by facing up to and questioning unfounded assumptions and stereotypes of identities, can organisations create workplaces where people are accepted for themselves:

Stereotype 1: gender is binary

Among many young people, the whole notion of ‘binary’ - female and male - gender norms are increasingly being seen as limiting and unnecessary. Half of all US young people believe that gender exists on a spectrum, and should not be limited to the categories of male and female, according to Fusion's Poll, which surveyed 1,000 people aged 18-34. Some young people are defining their identity as gender fluid. People who are gender fluid may feel their gender identity is neither male nor female or switches back and forth between male and female.19 The battle against gender binaries gained scientific traction in 2015 with the publication of a study by researchers at Tel Aviv University showing that there is no ‘male’ or ‘female’ brain, but instead ‘multiple ways to be male and female’.20

With more young people refusing to be put in the binary-gendered box, organisations must move away from their rigid expectations of what defines male or female and evolve their people practices and processes accordingly. In February 2015, Facebook added a third option to its standard male and female options: custom. From a drop-down menu, users can select from 58
different identities, including agender, androgyne, gender fluid, trans female, trans male, trans person, cisgender, and two-spirit. For users who do not fit into the 58 pre-populated list of gender identities, Facebook offers a 59th option: fill in the blank.\textsuperscript{21}

**The Descent of Man**

Grayson Perry’s book ‘The descent of man’ explores how rigid masculine roles can destroy men’s lives. According to Perry, the shocking suicide rates in the UK – men aged between 20 and 49 are more likely to die from suicide than any other single form of death – is just one reason why we urgently need to address our gender stereotypes. Indeed, according to research published by the American Psychological Association, ‘masculine traits’ have been linked with mental health issues such as depression and substance abuse. The research collated results of more than 70 US-based studies involving more than 19,000 men over 11 years.’


**Stereotype 2: a family consists of an ever-married couple with two children and clear role definition**

Within the US and Britain today, the rise of divorce, greater gender and sexual equality and evolving social norms mean that alternative family forms now outnumber the ‘traditional’ family. Families are also much more fluid, with households changing their composition and organisation over time. Sociologist, Kathleen Gerson has noted that ‘family pathways’ is a more apt descriptor today than static family types.

Today, the traditional nuclear family is giving way to unmarried couples with and without children, single-parent households, and patchwork (or blended) families.\textsuperscript{22} A 2016 Report by the Office for National Statistics in the UK found that opposite sex co-habitating couple families were the fastest growing family type over the last 20 years, increasing from 1,474 in 1996 to 3,259. The diversification of family structures is likely to continue over the next decade. The OECD projects that most of its member countries will see a particular rise in single-parent households, couples without children, and single-person households by 2025-30.\textsuperscript{23}
We are also observing the breakdown of traditional role definition in families. In the past, families were often more stable, because the roles of each member were clearly defined, however, the rise of gender equality, individualism and diversity of family structures has led to the ‘negotiated family.’ People’s actions are more influenced by self-interest than a sense of obligation to others, and people increasingly want to be part of a family that meets their specific needs and expectations.

Organisations must adapt to meet the needs of diverse families in terms of career paths, working arrangements and performance. Most organisations concentrate their efforts narrowly on ‘visible working parents’ e.g., new biological mothers. Organisations needs to realise that increasingly working parents comprises both men and women, biological and adoptive, gay and straight, in all kinds of family structures. Aligning your organisation’s programmes to this reality better targets the issue in its broad-spectrum reality and it also sends a more inclusive message.

Masterclass Insight: Engaging Working Parents

At our Shifting Identities Masterclass, Jennifer Petriglieri of INSEAD shared the following action points to effectively respond to the needs of working parents. She highlighted that all of these solutions are microclimate dependent:

- Offer agile working
- Offer split parental leave
- Offer lumpy working
- Offer reduced hours
- Offer sabbaticals
- Offer job swapping instead of full relocation
- Provide plurality of paths to the top

Stereotype 3: age is stage

Today, organisational policies and practices are largely based on assumptions that similar age cohorts are engaged in similar types of activities and work during the same stages of life. Those leaving full-time education are typically in their 20s; those taking time off tend to do it as young parents in their 20s and 30s; those retiring do so in their mid-60s. From a corporate human resources perspective, age has been a reliable predictor of likely aspirations and motivations. In fact, there is a view, held by the sociologists Gunhild Hagestad and Peter Uhlenberg, that...
modern Western societies institutionally segregate the young, the adults and the old through the mechanism of the three-stage life. This reinforces the link between age and stage.\textsuperscript{24}

The traditional highly standardised trajectories of school, work and family formation have changed markedly in the last century and especially since the 1960s. There is an increased diversity in the sequence of school completion, home-leaving, entry into the labour market, marriage and parenthood.\textsuperscript{25} Our research indicates that the three-stage life of education, work and retirement will be dismantled further due to longer working lives, coupled with profound technological changes. In its place is coming – for all employees regardless of their age – a multi-stage life that blends education, exploration, and learning, as well as corporate jobs, freelance gigs, and time spent out of the workforce.\textsuperscript{26} Inevitably the variety of these stages and their possible sequencing will result in both greater varieties within age cohorts, whilst also providing opportunities for different ages to engage in similar activities. In other words, work activities will become increasingly “age agnostic” and the link between age and stage will break down.\textsuperscript{27}

Organisations will increasingly be engaging with a workforce about which few assumptions can be made. In this context, the challenge is to create agile working practices for all rather than defined flexibility options for some. Organisations will increasingly need to trust that each individual will design a scheme that will work both for the organisation and the individual him- or herself.

**Masterclass Insight: Most organisations are unprepared to hire and engage older workers**

At our Masterclass, delegates worked with team members to assess whether their organisations are able to effectively attract, engage and retain diverse personas provided to them. The personas had various multiple and shifting identities. Of all the diverse identities provided to them, majority of participants reported that their organisations are least prepared to hire and engage older workers.

Indeed, too often, organisations view older people as a liability rather than an asset. It is time to rethink how organisations can tap into the experience and wisdom older employees offer. The motivation for change is a simple one: longevity means people are living longer and staying healthier for longer. In addition to older individuals being healthier and fitter than previous generations, growing automation is boosting older workers’ productivity. The result is that the current generation of older workers is able to be more productive than past generations, and advances in technological augmentation will boost their productivity still further.\textsuperscript{28} According to a recent survey completed by more than 10,000 people from across the world aged 24 to 80, there are far fewer differences between the age groups than we might have imagined. In fact, many of the traits and habits commonly attributed to younger people are shared by the whole workforce.\textsuperscript{29}

**Stereotype 4: a high performing brain is neurotypical**

The neurodiverse population remains a largely untapped talent pool in most organisations. Unemployment runs as high as 80% in US. However, it is increasingly being acknowledged that neurological differences like autism and ADHD are the result of natural variations in the human
genome. Simply put, everyone is to some extent ‘differently abled’, because we are all born different and raised differently.30

Many people with these disorders have higher-than-average abilities. Research shows that some neurodiverse conditions, can bestow special skills in pattern recognition, memory, or mathematics.31 The case for neurodiverse hiring is especially compelling given the skills shortages that increasingly affect technology and other industries. For example, the European Union faces a shortage of 800,000 IT workers by 2020, according to a European Commission study. The biggest deficits are anticipated to be in rapidly expanding areas such as data analytics and IT services implementation, whose tasks are a good match with the abilities and skills of some neurodiverse people.32

A growing number of prominent companies have reformed their HR processes through adopting nontraditional, noninterview-based assessment and training processes in order to access neurodiverse talent; among them are SAP, Hewlett Packard Enterprise (HPE), Microsoft, Willis Towers Watson, Ford, and EY.33

**Stereotype 5: upward mobility is possible for anyone who is willing to work hard**

Social class diversity is an often overlooked aspect of organisational diversity. We assume that upward mobility is possible for anyone who is willing to work hard, regardless of their social class, yet research indicates that it is often those from affluent backgrounds who land the best jobs. For example, in her book *Pedigree*, Lauren Rivera of Northwestern University looked specifically at how students from elite backgrounds get elite jobs. Drawing on in-depth interviews and first-hand observations of hiring practices at some global organisations, Rivera found that at every step of the hiring process, the ways that employers define and evaluate merit are strongly skewed to favour job applicants from economically privileged backgrounds.34

**Employers favour the ‘higher-class’ man**

According to a 2016 study published in American Sociological Review, an applicant’s social class background plays a pivotal role in determining interview invitations. For this study, researchers sent out fictitious résumés to 316 offices of 147 top law firms in 14 US cities. The study attempted to distinguish between economic advantages and disadvantages. For example, the fictitious higher class candidate pursued traditionally upper-class hobbies and sports, such as sailing while the lower-class candidate participated in activities with lower financial barriers to entry such as pick-up soccer. Except for signifiers of gender and class, the résumés were identical: all applicants were from second-tier law schools and in the top one percent of their class.

The study revealed that the higher-class man had a call-back rate of more than four times of other applicants. But most strikingly, the higher-class man did significantly better than the higher-class woman, whose resume was identical to his. Employers declined to interview these women because they believed they were the least committed of any group (including lower-class women) to working a demanding job.

Using extensive data from the UK Labour Force Survey, researchers from London School of Economics and University College London have revealed that even when people from disadvantaged backgrounds manage to break into a professional career, they face an earnings penalty compared to colleagues who come from better-off backgrounds. Despite having the same education attainment, role and experience as their more privileged colleagues, the study found that those from poorer backgrounds were paid an average of £2,242 (seven per cent) less. Women and ethnic minorities faced a ‘double’ disadvantage in earnings. Moreover, the study highlighted that those from poorer backgrounds in some cases excluded themselves from promotion for fear of not ‘fitting in’ and they were less likely to ask for pay rises.  

These findings demonstrate that the pursuit of social class diversity in organisations may be more difficult than it first appears. Some organisations have started experimenting with relaxing their hiring criteria and looking beyond a relatively small number of elite schools. For example, Google recently carried out an experiment to understand the value in hiring people who did not go to a large well-known university. They hired 100 people who did not go to such a school, in order to test their capability within the organisations. Interestingly, they found that in many cases these employees performed better than those with degrees from top ranked universities. As such, Google decided to eradicate their policy of only hiring employees who graduated from top universities worldwide. In a similar vein, some organisations are using apprenticeships to help young people from disadvantaged backgrounds break the class ceiling. Advances in predictive talent analytics may also enable organisations to identify promising talent from a larger pool than they might traditionally consider and to make hiring decisions based on data rather than intuition. In one approach, the Rockefeller Foundation and its grantee, Incandescence, partnered with Knack, a start-up company that uses customised video games to assess applicants’ skills. Six hundred unemployed high school graduates participated in the pilot study, allowing them to compare the full data set of their aptitudes revealed through gameplay with the corresponding data set for current jobholders at four companies. The results indicated that 83% of the participants performed at or above the level of a company’s average performers for one or more entry-level jobs. This study reveals that data-driven tools hold great promise for moving the needle on social class diversity in organisations.  

Stereotype 6: a worker is in full-time employment for money

Most organisations have a linear direction of prescribed advancement. As a result, career success is evaluated via the rate of upward mobility and accumulation of tangible assets such as salary. However, the reality of longer working lives is set to disrupt this long-standing structure. Today, the best person for a given role may choose not to be a full-time employee, instead taking advantage of the many options available through freelancing, starting their own company, or taking on frequent, short assignments. In 2015, 15.5 million people in the U.S. were self-employed, according to the Bureau of Labour Statistics, an increase of roughly one million since 2014. By 2020, it is estimated that more than 40% of the American workforce, or 60 million people, will be independent workers – freelancers, contractors, and temporary employees.  

It is important to note that these contingent workers fall into several categories in terms of whether they do so out of choice, and whether contingent work is their primary income source. It is estimated that 70% of contingent workers do so out of choice with the remaining 30% doing
so because they cannot find secure employment. Increasingly, contractor positions are being held by professionals like attorneys and consultants who are choosing to work independently. Take, for example, the 2016 UK official statistics which indicate that self-employed consultants now make up 55,000 of the 175,000 consultants. The rise of intermediaries, such as Eden McCallum or Talmix are realising and capitalising on this opportunity. For example, strategy consulting company Eden McCallum offers a service that is not all that different from other consulting companies, but its talent management strategy is based on operating a pool of freelancers. In this sense, people in non-traditional and diverse work arrangements may become talent on the periphery of an organisation and will need to be engaged as part of a wider talent ecosystem.

Such ‘multidirectionality’ will not stop with the actual career path undertaken, but also has implications for the evaluation of career success. As illustrated by Lynda Gratton and Andrew Scott in their book, The 100-Year Life, we now have multiple criteria in the form of intangible assets for assessing success in career. These can come in the form of productive assets (upgrading skill sets); transformational assets (assess to diverse networks); and vitality assets (strong mental and physical health, and work-life balance). All of these have entered the criteria for success, alongside the traditional, tangible measures.

Organisations must therefore, want to reflect on how they can bring these assets into the organisational narrative and create processes and practices that enable people to build these assets. They will also need to consider how they can enable employees to set their own goals and expectations in terms of the speed and direction of career progression. Finally, organisations need to acknowledge the transience of their relationship with talent. In doing so, they will create a more honest and open relationship based on mutual benefit and an alliance that outlives the official employment term, or contractual engagement. This means letting go of the focus on retention and instead ensuring that people are leaving in order to benefit their career and skill sets - rather than through frustration with the company - and that they leave on good terms such that they are keen to re-engage as a client, supplier or returning employee in the years to come.
CONCLUDING REMARKS

So, where does this leave us? Simply put, organisations will increasingly be engaging with a workforce about which few assumptions can be made. In this context, organisations will need to rethink their people practices and processes and ensure that they are aligned to accommodate and engage multiple and shifting identities.

Employees sometimes come to work and, whether consciously or sub-consciously, feel they have to leave a part of their identity at the door. For example, the Deloitte report, *Uncovering Talent*, surveyed 3,129 employees and found that 61% ‘covered’ their identities in some way, ultimately holding them back in their career. According to the study, people from minority groups tended to hide their identities more frequently. However, the study found that 45% of straight white men also hide parts of who they are, covering up their religious or political beliefs, for instance. Finally, the study highlighted that the degree to which employees feel the need to hide who they are is related to an organisation’s culture, which is often deeply related to how leaders behave. For example, 53% of respondents believed that their leaders expected them to cover.41

When individuals hide their identities, it significantly affects their performance. In 2011, a survey of 2,952 employees conducted by the Center for Talent Innovation found that 52% of closeted LBGT employees felt that their careers have stagnated, compared to just over a third of their ‘out’ colleagues. Furthermore, employees who remained closeted were 73% more likely to leave their companies within the next three years.42

Finally, it is important to understand that diversity has become an inescapable social fact and a societal expectation and value. Employees increasingly judge their companies on this aspect: for example, a 2015 PwC study showed that 86% of young women and 74% of young men consider employers’ policies on diversity, equality and inclusion when deciding which company to work for.43

This aspect of social responsibility is very likely to increase in importance. The 2017 Edelman Trust Barometer reports that trust in all four institutions - business, government, NGOs, and media - to do what is right, declined broadly in 2017, a phenomenon not recorded since Edelman began tracking trust. This suggests a profound crisis in institutional trust, with consequences as yet unknown. The expectation that business will act are high. The Trust Barometer findings show that three out of four general population respondents agree that a company can take actions that both increase profits and improve the social conditions in the community in which it operates.44 The onus is now on businesses to become catalysts for change and show that it is possible to act with fairness and justice.

There is no longer a need to justify diversity. Instead, a more appropriate focus to take the lead in actively managing those processes and practices that engage multiple and shifting identities and benefit from the particular skills and capabilities inherent within them.
ABOUT THE FUTURE OF WORK RESEARCH CONSORTIUM

Over the coming decades, the world will be transformed by the host of emerging technologies that are shaping our interactions with work and connecting us with each other in ever more sophisticated ways and across ever more parts of the globe. These technological developments will play a continuous role in linking the regions of the world together as the force of globalisation brings goods, services, and indeed jobs to ever more areas of the world.

- Lynda Gratton, Professor at London Business School and founder of the Hot Spots Movement

Over the last seven years, the Future of Work Research Consortium (FoW) has brought together a global community of 90 of the world’s most influential companies. By combining energetic live events with cutting-edge collaborative technology, we have connected more than 500 executives, all of whom are leading their organisations in preparing for the future.

FoW is widely acknowledged as one of the most innovative and collaborative forums for exchanging insights, models and concerns about the future of work. Led by Professor Lynda Gratton, FoW unites academic research and organisational practice to deliver a unique multidisciplinary experience. Members of the Consortium benefit from access to the very latest academic research and practical insights and have the ability to learn and develop in a way that is customised to their needs.

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36. FoW Case Study

The Edelman Trust Barometer defines general population as 1,150 respondents aged 18+ per 28 countries.