

# Organizational Effectiveness for 2030

ARE YOU READY?

How the World of  
Work is Changing

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**Aspirant** 

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# Introduction

From futurists to technical experts, everyone agrees the world of work is going to change by 2030. That is not revolutionary news, as work constantly evolves and technology accelerates that evolution.

“However, it’s notable that multiple sources returning consistent predictions contrast with the stark reality that many companies struggle to deliver sustained business results in today’s environment, let alone foresee and plan for tomorrow.

For the last 10 years, we have dealt with an accelerating pace of change in just about every facet of business, from the globalization of markets to increased speed and diversity of competition, and from changing customer demands to shifting employee requirements.

## The Bad News

The pace and extent of change is only going to continue.

## The Good News

We can see the changes coming and can prepare accordingly.



# 2030: The Future

Companies who prepare for future shifts  
are the ones that *survive and thrive*.

## Struggling

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i.e. Blackberry, Burger King, Sears

## Thriving

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i.e. Apple, Chick-fil-A, Wegmans

There are a handful of megatrends that cut across all markets; they are consistently discussed and commonly agreed on by strategists across disciplines.

When taken together, however, they show a drastically different future state of work, and also create a compelling reason to take action today.

# Local Globalization

While globalization continues with companies expanding their footprints around the world, there will be an increased focus on the local market.

**In a recent study, over half of those interviewed view the workplace moving away from global one-size-fits-all solutions to those more tailored toward local cultures.<sup>[11]</sup>**

*Technology will accelerate companies' ability to get closer to their markets, to understand the needs and wants of their customers, partners and employees.*

The Hay Group projected that this shift will cause international companies to adapt global strategies to local markets, fostering local decision-making and creating a need for culturally diverse leadership teams to collaborate virtually across the regions.

**Understanding local markets and tapping into diverse networks of people will become a strategic differentiator.**



Ecosystem Collapse →

# Ecosystem Collapse

It has become increasingly more important for companies to be aware of the shifting landscape in their ecosystem, such as the market, competitors, suppliers and distributors.

**This trend is growing and by 2030, companies will not just be building partnerships but developing intertwined business models and go-to market strategies.**

Given the shift to smaller, leaner, and more agile employee groups working with large amounts of data, companies will find value in partnering closely with competitors to deliver a unique, yet superior product or service.

Toyota, for example, could see Uber as a competitor in the development of the self-driving car. They have partnered to bring the best of both companies to the market and develop an electric, driverless shuttle that will support companies like Amazon, Pizza Hut and more.



Reputation Over Revenue →

# Reputation Over Revenue

Employees, customers and investors want social responsibility, environmental accountability and increasingly social activism from companies.

**With social media platforms amplifying their voices, companies will need to ensure their business strategy addresses the concerns and publicize their efforts.**

A recent Hay Group study found that restructuring along sustainable lines has become a strategic imperative, with many companies already working to lower their eco-footprint.<sup>[14]</sup>

**We have a long history of competitors partnering when it is in their best interests.**

For example, petrochemical companies share environmental best practices to reduce environmental incidents across the industry, and railroads share safety technology and best practices with one another in order to reduce accidents and injuries.

*Looking into 2030, more companies will feel the pressure to demonstrate, publicly, how they collaborate to solve social and environmental issues.*

We have already seen this with NFL sponsors pulling their sponsorships amid a growing controversy over kneeling players, and the decision by Dick's Sporting Goods, followed closely by WalMart, to require all gun purchasers to be 21 or older, within weeks following a tragic high school shooting. These companies are at the forefront of the wave.

**Company actions will be increasingly seen as the outward portrayal of the leadership and employees' personal moral, ethical and social conscious whether they like it or not.**

# Analytic Capacity

In a recent study, Bain projected that increased access to data will remove the dichotomy of scale v. customer intimacy, and create an increasing number of companies who do both well.<sup>[3]</sup>

While several companies do this well today, more companies across a broader range of industries will learn how to increase their ‘metabolic rate’.

For example, Google, Amazon and others currently analyze massive amounts of data to offer custom services designed for you.

**In the future, companies will need to take in massive amounts of customer meta-data, coupled with transaction data, and use it to create the best customer experience.**

*Teams of employees will be pulled together to quickly review data and create new offers, reducing the cycle time. Just as agile workflow has become accepted more broadly than the tech industry, analytical capacity will become a widely accepted strategic differentiator.*

Companies who quickly gather information, test new ideas, track effect, learn from failures and generalize successes will shorten scalability curves and increase customer intimacy.



Diversified Power →

# Diversified Power

In 2030, organizational power will neither sit solely with company executives at corporate headquarters, nor with the leaders of the largest business units.

## Digital technology is shifting the balance of power away from organizational leaders to a broad set of customers, suppliers, partners and employees.

As more companies experiment with software, like crowdsourcing, they create demand for more people to have greater “say” in organizational decisions.

At the same time, as our digitally connected world develops, more people outside the company, or in lower-level positions within the company, will be able to make their voices heard, sharing their views not just with company leaders, but with a global audience.<sup>[14]</sup> This puts pressure on companies to listen, an act that is already difficult for many companies.

## Compounding the problem is a seemingly unstoppable increase in customer, employee and stakeholder input.

*While people analytics are growing, most companies’ analytical insight capabilities lag behind the enormity of the data being generated – especially in understanding people.*

Left unmatched, the gap could create a power vacuum where organizational leaders lack the data needed to effectively take appropriate action, leaving open an opportunity for people analysts to step into the power vacuum and create value.



Omnipresent Workforce →

# Omnipresent Workforce

Employees who leverage technology can work anywhere, anytime, reducing their reliance on any one company and increasing the competition for their skills.

Today, remote workers comprise 18% of U.S. workforce, a figure projected to rise to 30% by 2025.<sup>[10]</sup>

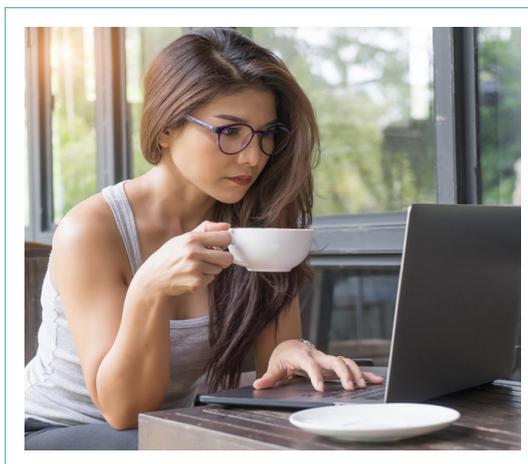
Workplaces are already being transformed in response to this shift, with office space becoming more versatile.

*Technology will accelerate companies' ability to get closer to their markets, to understand the needs and wants of their customers, partners and employees.*

This creates greater diversity of thought and promotes collaboration. Further, the relationships are projected to shift to fewer, strong relationships and more loose connections.<sup>[14]</sup> Couple that with the anticipated increase in flexible work and companies will likely need to develop employment arrangements with a range of people both inside and outside their organization.

Companies will need to create long-standing relationships that span a person's work life, from school through retirement.

Leaders will need to get closer to individuals (generating a new standard in networking), to understand each employee as an individual and building strong, long-lasting relationships.



Upended Pyramid →

# Upended Pyramid

For decades we have witnessed the unproductive practice of companies promoting their best and brightest technicians into management roles.

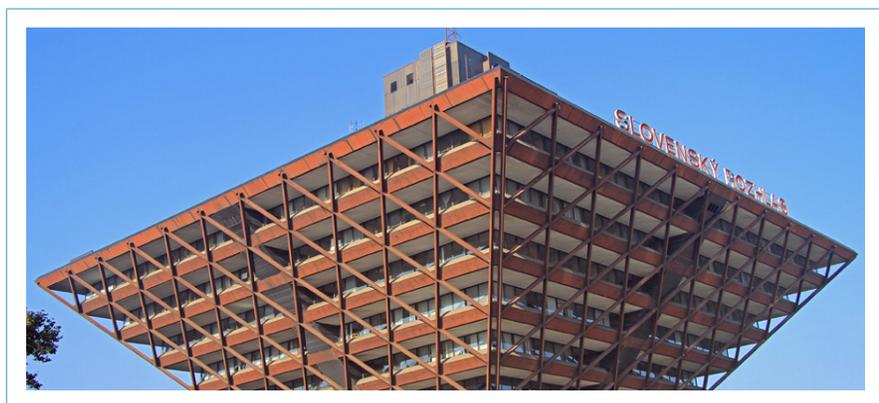
Strong technical skills do not equate to strong management skills, and sadly once there, many managers struggled to do the job, longing for their old job (but without losing the bump in pay and title).

*“In the future, companies will need to identify and staff superstars into their mission critical roles – changing the path of career development and leaving management work to ‘expert managers’.”<sup>[3]</sup>*

These ‘expert manager’ leadership roles will look different with less formal power and a greater need to support a diverse, fluid, intertwined group of employees working on discrete projects in rapid succession.

**The notion of experimentation and failing fast will be usurped by a need to have every facet of the organization working quickly, leveraging A-I, and with employees coming together in a variety of different shaped teams to solve complex issues.**

As Hay states, “They (leaders) will need to be tuned to their employees’ needs... a single rallying cry to the workforce will no longer suffice.”<sup>[14]</sup>



Career Path Reshaped →

# Career Path Reshaped

The employees' career path will no longer be vertical, or even-staggered vertical movement.

**For many employees, development and advancement in their career will require learning new skills, shifting roles and learning to work with machines.**

Technology spending could grow up to 50%, causing up to 32% of workers to need to switch occupational categories by 2030.<sup>[17]</sup> Many are calling for companies to think of Human Resources as support for both humans and machines.<sup>[8]</sup>

**As machines take on a greater amount of routine and complicated tasks, training humans and machines to work together in an optimized way will be important. At the same time, advancing technologies and increased localization will push employees to be more collaborative, virtual and fluid.**

*Employees will engage in work in ever-expanding and flexible ways (e.g., working remotely at random times, on projects with a mix of employees, partners, alumni, contractors and competitors, rapidly shifting from project to project with different issues and team members, and always bringing prior learnings to the table).*

Simultaneously, shifts in employee demands and desires foreshadow that employees will be more comfortable demanding that they continue to work where and how they get most satisfaction, as money, prestige and title will no longer be essential factors in viewing individual self-worth. Thus, companies will need to attract, train and retain a diverse, loose network of highly skilled, highly adaptable employees, contractors and alumni with strong interpersonal and analytical skills.

**People development and engagement will take place before, during and after employment.**

Whole Person Employment →

# Whole Person Employment

Just as healthcare has become more patient-centric, the workplace is becoming more employee-centric.

**In a recent study, 85% of respondents believed work and life will become enmeshed by 2030.<sup>[11]</sup>**

To anticipate how the trend will play out, look to the new urban centers beginning to develop in the heart of large urban cities.

These centers are developed close to public transportation, designed to house employees and families, and built to provide space for retailers and recreation facilities.

“ *In 2030, employees will be searching for even more from their work.*

They want to work on exciting and rewarding projects, choosing happiness over money.<sup>[11]</sup> Soft factors like recognition, self development, self direction, values-driven engagement and work-life balance take precedence over pay and promotion.<sup>[14]</sup>



**Companies will need to rethink their employer value proposition, development and retention strategies.**

Innovative Innovation →

# Innovative Innovation

The speed of innovation makes it hard to keep up, let alone get ahead of the curve.

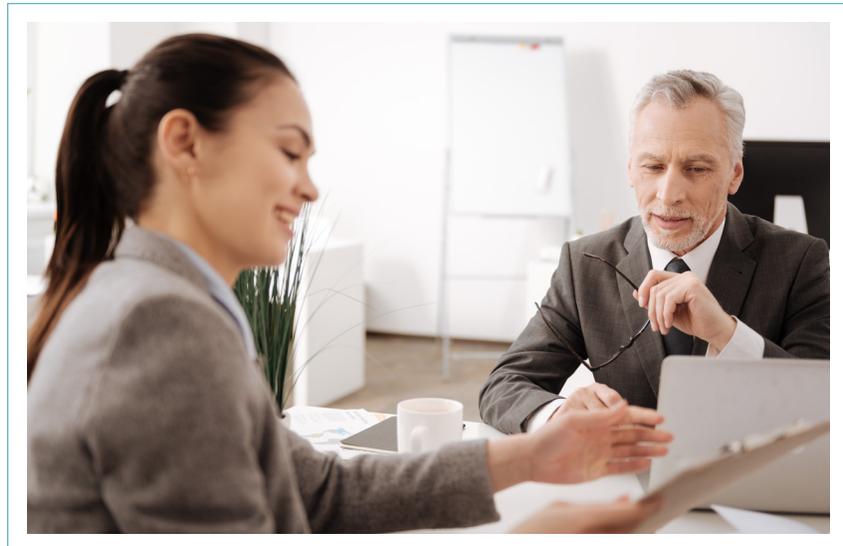
## Ten years ago, most of us would not have imagined we would see:

- Driverless cars pull up next to us at a stoplight
- Packages delivered by a drone
- A \$50 speaker that can order our favorite pizzas following a 10-word sentence

“With the improvements in technology, advances in machine-learning and artificial intelligence, it is safe to assume that technology will continue to play an important role in our work in 2030.”

## Companies who succeed will be those who build a culture of innovation –

where employees regardless of function or department test and experiment with new ideas, continuously seeking a better, more efficient way.



Next: **Where We Are Today** →



# Where We Are Today

Taking action now will set you apart from the rest.

Now that you know these rising megatrends, and the factors most important to address them, you can take steps to address them today.

## Three questions to ask your organization:

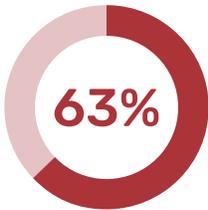
- 1 – Do you know **WHY** to change?
- 2 – Do you **WANT** to change?
- 3 – Are the **ABLE** to change?

# Do you know WHY to change?

Executives and employees alike see **technology impacting their work** in the next 3–5 years.



of **executives** say A-I will be behind every new innovation in their orgs<sup>[1]</sup>



of **executives** expect A-I will create net job gains in their orgs<sup>[1]</sup>



of **businesses and workers** anticipate considerable change in the next 5 years to the nature of work and required job skills<sup>[10]</sup>



of **respondents** are worried about automation putting jobs at risk<sup>[18]</sup>

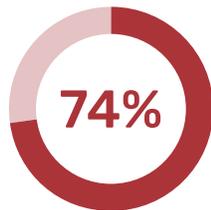


of **employees** indicate it will be important to learn new skills to work with intelligent technologies<sup>[1]</sup>

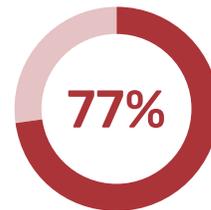
Do you WANT to change? →

# Do you WANT to change?

Executives and employees both are **willing to make changes** to stay relevant and maximize use of technology.



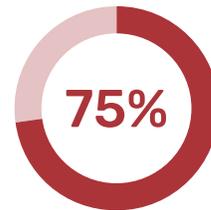
of **employees** are ready to learn new skills or retrain to remain employable in the future<sup>[18]</sup>



of **HR and business leaders** said they would retrain to use new technology or will redesign jobs to better take advantage of human skills<sup>[8]</sup>



of **employees** believe A-I will 'help me do my job more effectively'<sup>[1]</sup>



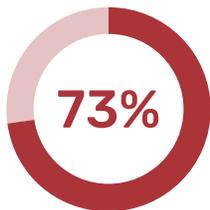
of **executives** surveyed said they have implemented or at least launched pilot programs to adopt cognitive and A-I technologies within their workforce<sup>[8]</sup>



Are you **ABLE** to change? →

# Are you ABLE to change?

However, **few are actively taking steps** to ensure their organizations are able to change.



of **leaders** indicated their organizations are effective at executing today's objectives...<sup>[2]</sup> so they may not have the burning platform that helps drive change



of **HR and business leaders** said they were ready to manage a workforce in which people, robots and A-I work side by side<sup>[8]</sup>



of **executives** intend to significantly increase investment in training and reskilling programs<sup>[1]</sup>

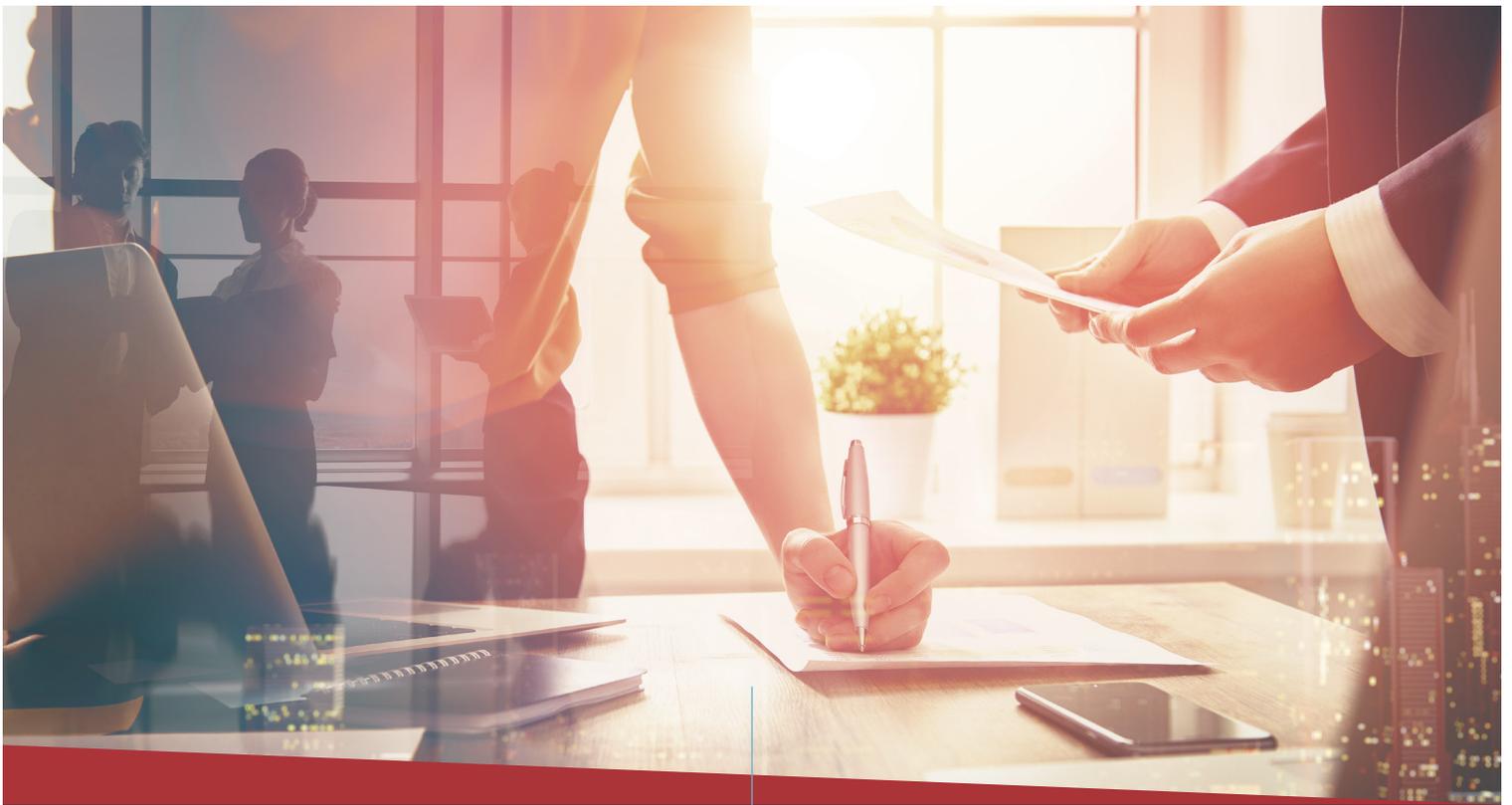


of **employees** like what they do everyday and are motivated to achieve their goals<sup>[9]</sup>



of **leaders** indicated people development and performance recognition processes not at state needed by 2030<sup>[2]</sup>

Next: **How to Prepare** →

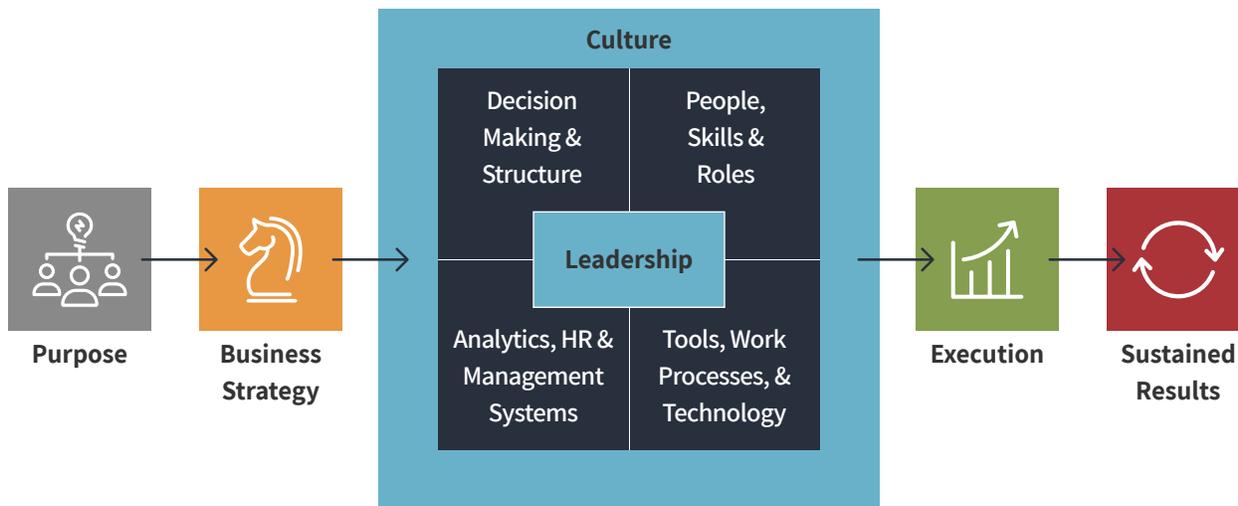


# How to Prepare

**There are six critical factors to  
an organization's effectiveness.**

By understanding them, and the impact each has on workplace, you can strengthen your organization today, and prepare to thrive in the future, while others continue to struggle with today.

# 6 Critical Factors of Organizational Effectiveness



## 1 – Decision Making & Structure

Ensure the organization is optimally designed to deliver the business strategy and that decision-rights are assigned to the appropriate roles.

## 2 – People, Skills, & Roles

Put the right number of people in strategically important roles, and ensure they have the skills necessary to deliver (technical, managerial and social skills).

## 3 – Tools, Work Processes, & Technology

Ensure the environment supports people by supplying the necessary tools, streamlined processes and technology.

## 4 – Analytics, HR & Management Systems

Build a strong, integrated analytics capability to feed your HR & management systems, which, in turn, must be tuned to support the strategy.

## 5 – Culture

Take deliberate care to cultivate your culture. Actions that are reinforced or punished over time are strong motivators for personal performance when tuned to the strategy, and can significantly derail when not.

## 6 – Leadership

Assess, staff and build leaders, not only to ensure that the other five factors are aligned and tuned to the strategy, but also to play an important role in what they say and do, day-to-day, to support employees.

Next: **Taking Action** →



# Taking Action

**Every company has a unique set of  
circumstances and needs.**

While these differences exist, there are several actions every leader can take to address the unique conditions most pertinent to their company.

# Determine Where You Stand

## “How you Stack Up”

If your organization is like most, you are actively working to keep pace with today's shifting demands.

In addition, your employees are becoming increasingly concerned about what the future holds for them and are ready to learn new skills needed to compete in the future workplace.

*“The longer employees stay in the dark – unclear of the future and unable to control their roles in it – the more likely top performers look for more prosperous, stable alternatives.”*

**Get your team together today to understand where your company stands, and begin sharing your plan with your employees.**



To understand how your organization stacks up to 2030, take our [Organizational Effectiveness Assessment](#)

[Learn From Others](#) →

# Learn From Others

There are pockets of progress all around us, but most companies don't see them, and fail to learn by example.

## For example,

### – **Marriott's Aloft Hotel**

has been using robots to improve customer service for basic hotel services, and giving access to customers through their mobile phones.<sup>[16]</sup>

### – **StitchFix**

made the personal shopper experience accessible to a new customer market by leveraging technology and a virtual, diverse workforce of non-conventional employees.<sup>[20]</sup>

### – **Ipsy**

found a valuable niche in compiling and selling cosmetic samples to faithful followers with monthly subscriptions, growing their business through internet influence.<sup>[17]</sup>

**Regardless of your industry, your leadership team can learn a lot from these example and many others.**

*Build your personal understanding of what others have done and engage your team to continuously seek new and different examples as creative fuel to your efforts.*

To spark your team's creativity, hold an [OE for 2030: Executive Insights Workshop](#)

**Get Started** →

# Get Started

Nothing was ever accomplished without first getting started.

*“The reason many companies are struggling to stay competitive today is because they ignored the signs of change 10-15 years ago.”*

**We know the focus is on your quarterly results, but you cannot let that impact your ability to prepare for tomorrow.**

- 1** – Do your homework, quickly, and then get moving.
- 2** – Identify 2-3 critical steps you can take today to get ready for 2030.
- 3** – Then, devise an integrated roadmap that ensures the work will be completed in parallel to your other strategic priorities.



To prioritize and develop an integrated roadmap,  
hold an [OE for 2030: Roadmapping Workshop](#)

Next: **Conclusion** →



# Aspirant

## Organization Effectiveness for 2030 - *Are you Ready?* How the World of Work is Changing

by Judy Johnson, Ph.D. Aspirant  
Vice President and Director of Organizational Effectiveness

Learn more at [aspirant.com](https://www.aspirant.com)

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**Thank You!**