

The Future of Work is Now

Cara Krezek

Director, Co-op, Career & Experiential
Education – Brock University

President, Co-operative Education & Work-
Integrated Learning (CEWIL) Canada

Certified CliftonStrengths Coach

@CaraKrezek

www.linkedin.com/in/carakrezek

Hi



Nice to E-Meet
You!

Leadership – Career/Talent Development –
Talent Acquisition – Team & Culture Building –
Co-op/Experiential Education – Coaching

The Future of Work – Pre-Pandemic

March 2020 talking about.....

High Tech vs. High Touch

Performance vs Clock Punching

Gig Economy

War on Talent – Labour Market Shortages

Work Life Balance

Do what you love

Health & Wellbeing



Returning from Abrupt Disruption

March 2020 accelerated the future to become our reality

Work from home (if lucky enough) made the impossible, possible

Over the last 16 months, leaders/business owners/managers decisions through chaos – limited information, changing situations under the microscope

Return to office (not return to work), just as challenging, different reasons – what is our next normal?

The discussions from pre-March 2020 are now the reality, those that embrace the opportunity, will benefit

What choices do we have?

The Future of Work – Accelerated

March 2020 - Present

High Tech and High Touch

Performance vs Clock Punching

Gig/Talent Economy

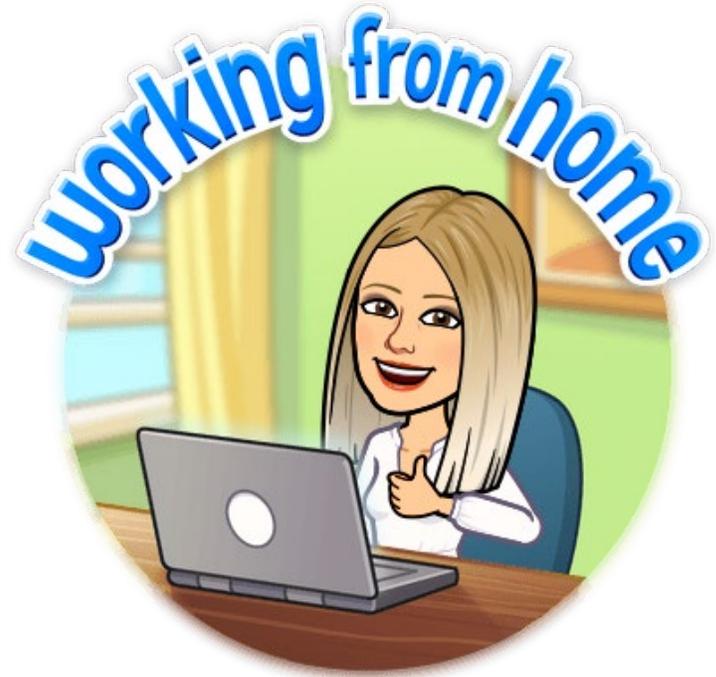
A pause....War on Talent: Labour Market Shortages

Work Life Integration

Do what you love

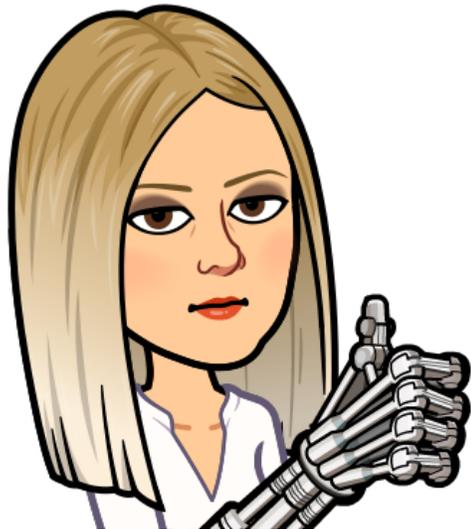
Equity, Diversity & Inclusion

Health & Wellbeing



High Tech = High Touch

Technology enabled teams/service



Create cultures that use technology to be inclusive

Intentional design on how to engage everyone (i.e., hybrid meetings)

Policies & Practices

In-groups vs. Out-groups

What will you never go back to? i.e., interviews

Reskilling/Upskilling using technology

Human Skills in demand

Gig Economy

- Individual contributor businesses
- Specialized knowledge
- Independent contractors to get work done
- Young talent (effected by disruption)
- Spans all industries
- Freelancers
- Skills needed at the time

Measuring Performance Time vs Effort



Industry specific (hours of operation vs hours of work)



First in, last to leave



How have you measured this over the last 16 months?



How is performance defined?



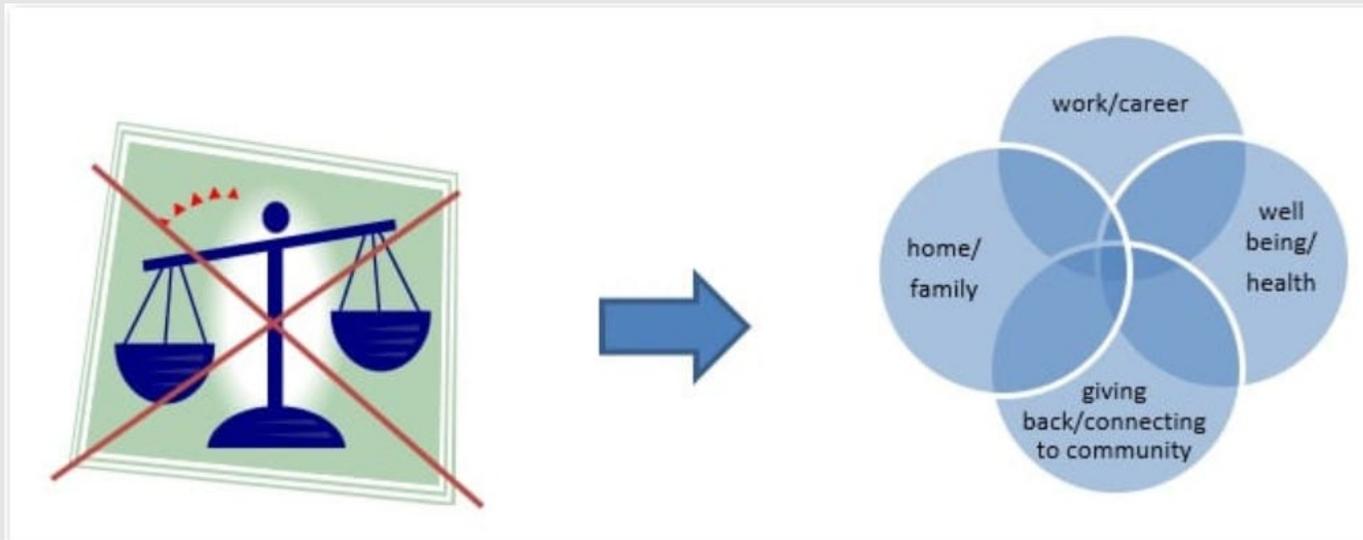
Rewards reinforce behaviours – i.e., present employees get promoted

War on Talent

Labour Market Shortages

- Job boards (CEWIL Data)
- Co-op (University vs. College)
- Industry specific
- Minimum Wage – Living wage employers
- Trades – high demand
- Micro-credentials, knowledge gaps, employer driven credentials
- Work-Integrated learning (pipeline talent, apprentices, engaging with talent early)

Work Life Integration



- Fits the needs of the individual
- Provides control over life/work in an individual
- Tech enabled
- Creates synergies between work/life/community/well-being

• Photo Courtesy Berkeley Haas <https://haas.berkeley.edu/human-resources/work-life-integration/>

Do What You Love...

- High reflection
- Is this what I want to do with my career? Is this who I want to give my talent to?
- 1 in 4 Canadians considering a career changes (Morneau Shepell)
- “COVID has significantly impacted” Canadians' view of their careers in part due to employees' relationships with their employers, with one in five Canadians saying their opinion of their boss “worsened” during the pandemic” (CTV, D .



Equitable, Diverse and Inclusive Workplaces

- Accelerated by the Black Lives Matter movement, industry investment in intentional EDI strategies
- Recruitment practices – bringing in diverse voices and representation; attraction, acquisition and retention
- Against tokenism – not asking one to be the voice of all
- Removing systemic barriers – the processes themselves rely on the systemic barriers established – rethinking the way we view choices, teams, representation and policies
- Gen Z & COVID Generation – simply the right thing to do – for everyone

The Workplace: Key to Health & Well-being

- Integration means not separate
- Increased supports – balancing small business needs with health and well-being policies
- Health & Safety – WFH vs at the office; revisiting policies
- Vacation and sick time
- Choices are employers to make – talent will reflect policies: attract or repel; who is it benefiting? Who does it harm?
- Vaccine policies: Who do you ask? What does it mean for your organization? What are the consequences? Decision making processes – consequences either way



Questions to ask

- Who are we as an organization?
- Who we want to be now?
- How will we get there?
- Who does this effect?
- What can we adjust and adapt to meet the needs of our stakeholders?
- What details do we need to overmanage?
- Has this been better? For whom? Who has been disadvantaged? What can we do to change that?
- What tools do we need to sustain this change?
- Who needs to be involved in the discussion?
- What assumptions are we making?
- What do we need to bring intentionality to?
- How will this effect the well-being of staff/customers/management?
- What needs to happen to balance the high tech?
- Who do we need to listen to?
- How do these decisions align with our mission/vision/values/purpose?

Intentional Design

Overmanage the details

Not going to fail because of the people, it will fail because of the processes – a path through chaos

Require change management practices

Involve the many

Push through – treat it like the pandemic

In-groups/Out-groups

Listen/Ask

Over communicate

Values based decisions

Check-ins

Kotter's Article

- Fit for Purpose
- Embrace/Empower Employees
- Flexible and Adaptable
- Us vs. Them
- Highly Personal

<https://www.forbes.com/sites/johnkotter/2021/06/08/the-future-of-work-its-personal/?sh=2c57661d10d3>

LANGUISHING





Questions & Conversation

Guiding principles vs. concrete answers

@CaraKrezek

Ckrezek@brocku.ca

www.linkedin.com/in/carakrezek