

# Global Opportunities & Threats Oxford, 2016

## The Future of Work

### Global Opportunities and Threats Oxford

Global Opportunities & Threats Oxford (GOTO) is an educational platform developed by Oxford Saïd Business School. It is designed to provide a robust learning environment for students, alumni, partner institutions, and the wider Oxford community to explore global topics that will impact our collective future.

The GOTO purpose can be summarised as: ***equipping our community to lead the future***

Key objectives of GOTO are:

- 1) Providing exposure to, and engagement with, the Saïd community around world scale opportunities & challenges
- 2) Equipping our community of leaders with the intellectual tools they need to deal with complexity and an uncertain future as individuals, as organisations, and as a wider global community

GOTO is a required for-credit component of both the MBA and EMBA programmes at Oxford, and supported by faculty across the entirety of the University. Each year, a globally applicable topic is selected, including to date: big data, water security and management, demographic change. In their GOTO course, students are asked to research and understand the changing nature of this topic / problem, explore a variety of future scenarios, and discuss the possible impact on the future of the economy, organisations and their own lives.

Each student group works with a tutor or professor from around the University, meeting periodically to discuss their research and learning in-depth in a small group setting. The students are asked to examine the implications of their GOTO topic for a specific geography and industry of the group's choosing, and suggest business solutions to prevent or mitigate negative impacts and / or exploit positive opportunities. The student groups with the most valuable insights are invited to present along with leading global experts in an event later in the year where the whole Oxford University (including our 13,000 strong alumni community via the GOTO digital platform) community can gather together to further explore the GOTO topic. In this way, students at Oxford Saïd Business School, the alumni who also have access and exposure to this learning platform, and the wider Oxford community, are able to engage in a discussion convened by the business school about the future and how changing global trends will impact economies and individuals.

Many of the insights the students uncover lead to further course work, business ideas and academic research. GOTO is a core component of our overall statement of purpose: *"We are Saïd Business School. A world-class business school community, embedded within a world-class university, tackling world-scale problems."*

Watch the GOTO introduction by The Dean at <http://www.sbs.ox.ac.uk/goto>

### The 2016 GOTO Topic: The Future Of Work

The 2016 theme for GOTO is the Future of Work (FoW). GOTO FoW is intended to provide the Oxford Saïd community (including degree students, alumni, executive education etc.) with basic facts, ideas and provocation on a range of topics relating to the changing nature of work over the medium to long term.

Through a variety of different mediums outlined above (e.g. digital platform, in-class discussion and plenary) GOTO 2016 will explore:

- (a) **DRIVERS OF WORK CHANGE:** The key drivers of changes to work, whether technological, political, social and / or economic. Examples include:
- a. Artificial intelligence and the rise of machine learning
  - b. Millennial generation working styles
  - c. Fiscal uncertainty, global markets and changes in customer buying behaviour
  - d. New business models and the rise of platform business
  - e. New modes of political economy and 'cognitive capitalism'
- (b) **TRANSFORMING WORK:** What is changing at work in terms of:
- a. *Human capital* (future roles, skills, behaviour and knowledge requirements)
  - b. *Technological capital* (machine capability, information and automation)
  - c. *Social capital* (relationships, networks, shared values, collaboration capabilities)
  - d. *Organisational capital* (systems, routines, processes and organisational structures)
- (c) **IMPLICATIONS FOR THE FUTURE:** The implications for economies, companies and individuals. The challenge to those participating in GOTO is to apply the materials and guidance to a specific context and use core leadership skills to create a compelling vision of a positive work future and strategies for making it a reality (especially in the case of degree programmes, such as MBA and EMBA).

### Essential Reading for GOTO 2016:

Trevor, J (2016), *Work and the robot revolution*

(<http://www.sbs.ox.ac.uk/school/news/work-and-robot-revolution>)

Miles, Raymond E., et al. "The I-form organization." *California Management Review* 51.4 (2009): 59-74.

Economist Intelligence Unit Report (sponsored by Ricoh, an Oxford Saïd Business School collaborator): Automated, creative and dispersed: the future of work in the 21<sup>st</sup> century (2016)

<https://www.eiuperspectives.economist.com/sites/default/files/EIU-Ricoh%20Future%20Work%20-%20report.pdf>

### General Reading for GOTO future of work:

Schwab, Klaus. "The fourth industrial revolution." Geneva: World Economic Forum, 2016.

Boudreau, J, Jesuthasan, R, Creelman, D (2015), *Lead the work: navigating a world beyond employment*, Wiley, New York

Economist (2015), *There's an app for that* (Jan 3<sup>rd</sup>, print edition), London

The World Bank (2015), *Year in review: 2015 in 12 charts*

(<http://blogs.worldbank.org/voices>)

UK Commission For Employment And Skills (2014), *The future of work: jobs and skills in 2030*, Evidence Report 84, February

Khallash, Sally, and Martin Kruse. "The future of work and work-life balance 2025." *Futures* 44.7 (2012): 678-686.

Malone, Thomas W. *The future of work*. Audio-Tech Business Book Summaries, Incorporated, 2004.

Kittur, Aniket, et al. "The future of crowd work." *Proceedings of the 2013 conference on Computer supported cooperative work*. ACM, 2013.

Karoly, Lynn A., and Constantijn WA Panis. *The 21st century at work: Forces shaping the future workforce and workplace in the United States*. Vol. 164. Rand Corporation, 2004.

Trevor, Jonathan. (2013), "Leading The Capability Revolution.", *European Business Review*

Williamson, Peter James, and Arnoud De Meyer. "Ecosystem Advantage." *California Management Review* 55.1 (2012): 24-46.

Gupta, K (2016), *The 7 best sources for future of work content online*, Forbes (July): <http://www.forbes.com/sites/kaviguppta/2016/07/06/the-7-best-sources-for-future-of-work-content-online/#1fde349333da>

Pink, Daniel H. *Free agent nation: How Americans new independent workers are transforming the way we live*. Business Plus, 2001.

Leslie P. Willcocks and Mary C. Lacity (2016), *Service Automation: Robots and the Future of Work*. Steve Brookes Publishing. New York.

Thomas H. Davenport, Julia Kirby (2016), *Only Humans Need Apply: Winners and Losers in the Age of Smart Machines Hardcover*, Harper Business

Hunter-Arscott, C (2016), *Why so many thirtysomething women are leaving your company*, Harvard Business Review: <https://hbr.org/2016/03/why-so-many-thirtysomething-women-are-leaving-your-company>

Boudreau, Kevin, and Karim Lakhani. "How to manage outside innovation." *MIT Sloan management review* 50.4 (2009): 69.

Chesbrough, Henry. "Business model innovation: opportunities and barriers." *Long range planning* 43.2 (2010): 354-363.

John Boudreau, Ravin Jesuthasan and David Creelman (2013), *To optimise talent management, question everything*, Harvard Business Review: <https://hbr.org/2013/12/to-optimize-talent-management-question-everything>

David Creelman, John Boudreau and Ravin Jesuthasan (2014), *Tongal, eLance, and Topcoder Will Change How You Compete*, Harvard Business Review: <https://hbr.org/2014/11/tongal-elance-and-topcoder-will-change-how-you-compete>

Frey, Carl Benedikt, and Michael A. Osborne. "The future of employment: how susceptible are jobs to computerisation." *Retrieved September 7 (2013): 2013.*

**A for a perspective on change in our industrial past:**

Crump, T (2010), A Brief History of How the Industrial Revolution Changed the World (Brief Histories), Robinson Publishing, London