

Tomorrow's Workplace: How to Future Proof Your Career

Kerry Brown
VP Workforce Adoption



What concerns you most about the future?



Employees need and want more

50%

The skills they have now will be what's needed in 3 years

34%

Their company is able to give them the training they need



Research:

The 2020 Workplace

How Innovative Companies
Attract, Develop, and Keep
Tomorrow's Employees Today



2014 Survey
5500 people in 27 countries



2016 Survey
4000+ people in 21 countries

Trends currently shaping the Future of Work



Big Data



Technology



Socially Connected World



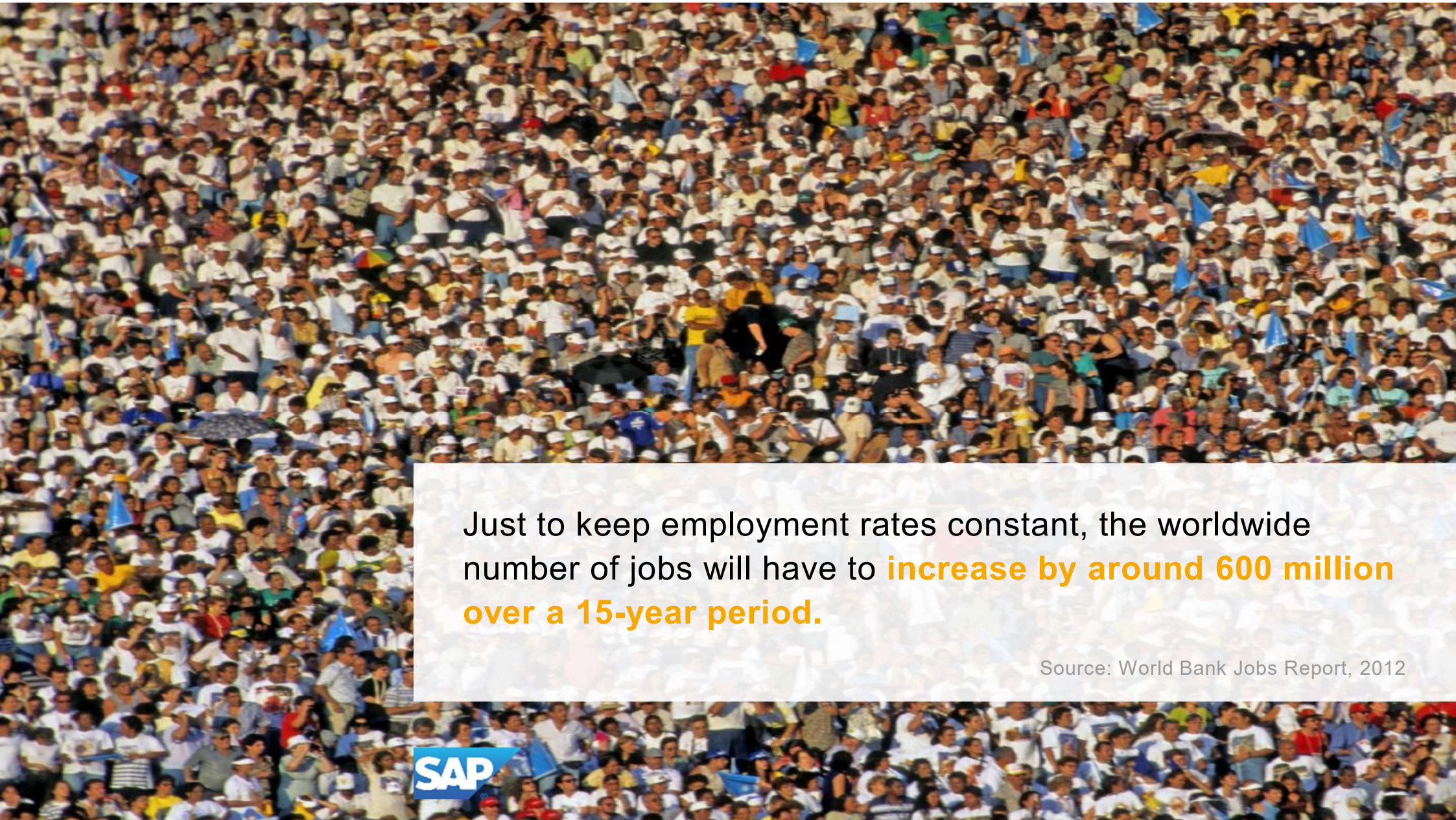
Demographic Shifts



Complexity



Rapidly Shifting Markets



Just to keep employment rates constant, the worldwide number of jobs will have to **increase by around 600 million over a 15-year period.**

Source: World Bank Jobs Report, 2012

SAP



AI to Create 58 Million New Jobs By 2022

~World Economic Forum 2018

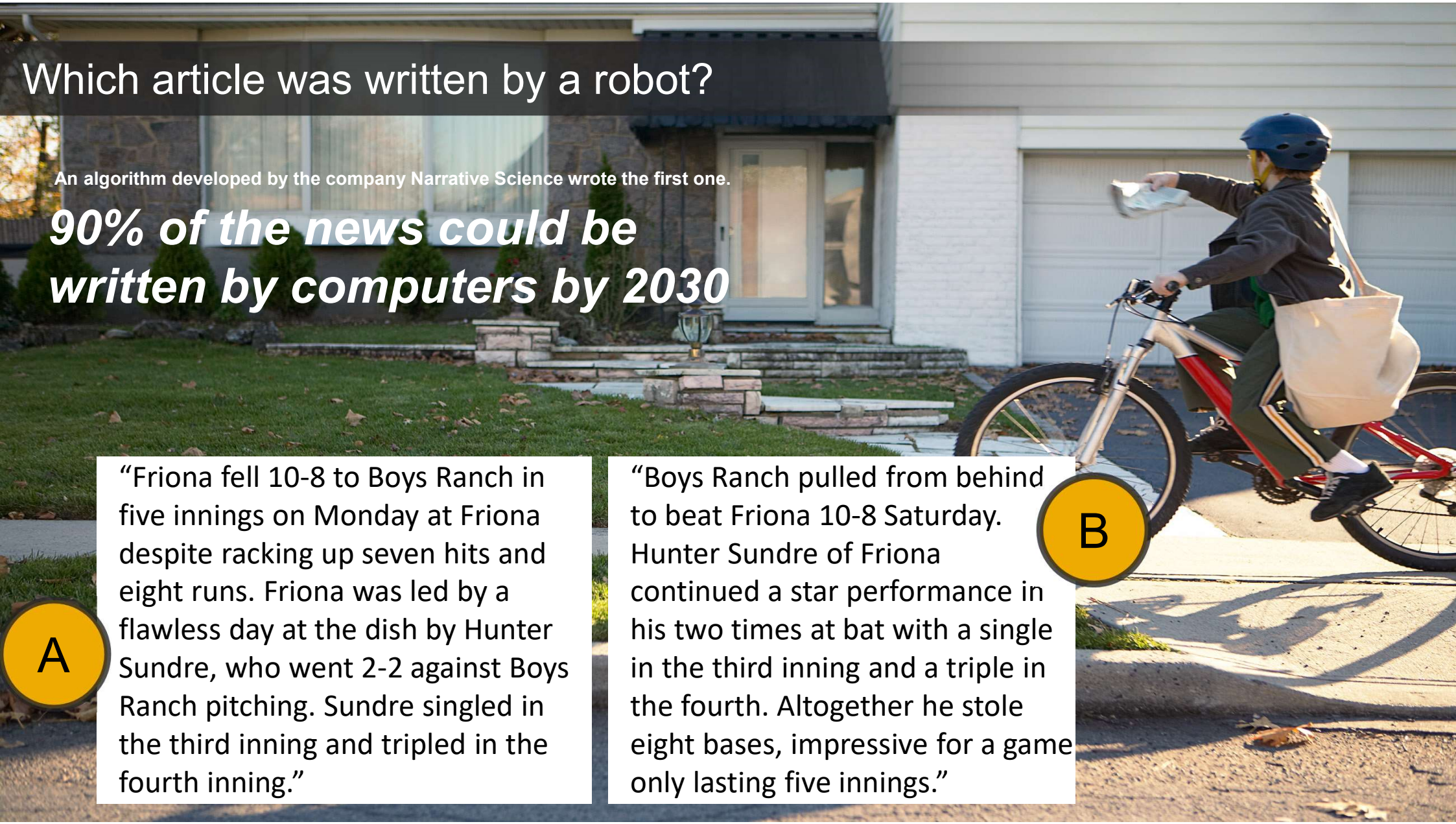
62% of US jobs at risk ~ US Department of Labor

50% of jobs could get taken over by 2025 ~ Oxford University

50% of all jobs currently performed by humans eliminated as early as 2030 ~ American Association for the Advancement of Science

**45% of jobs right now could be replaced by technology
~McKinsey**

Adidas' American Speedfactory is using a completely automated digital manufacturing process



Which article was written by a robot?

An algorithm developed by the company Narrative Science wrote the first one.

90% of the news could be written by computers by 2030

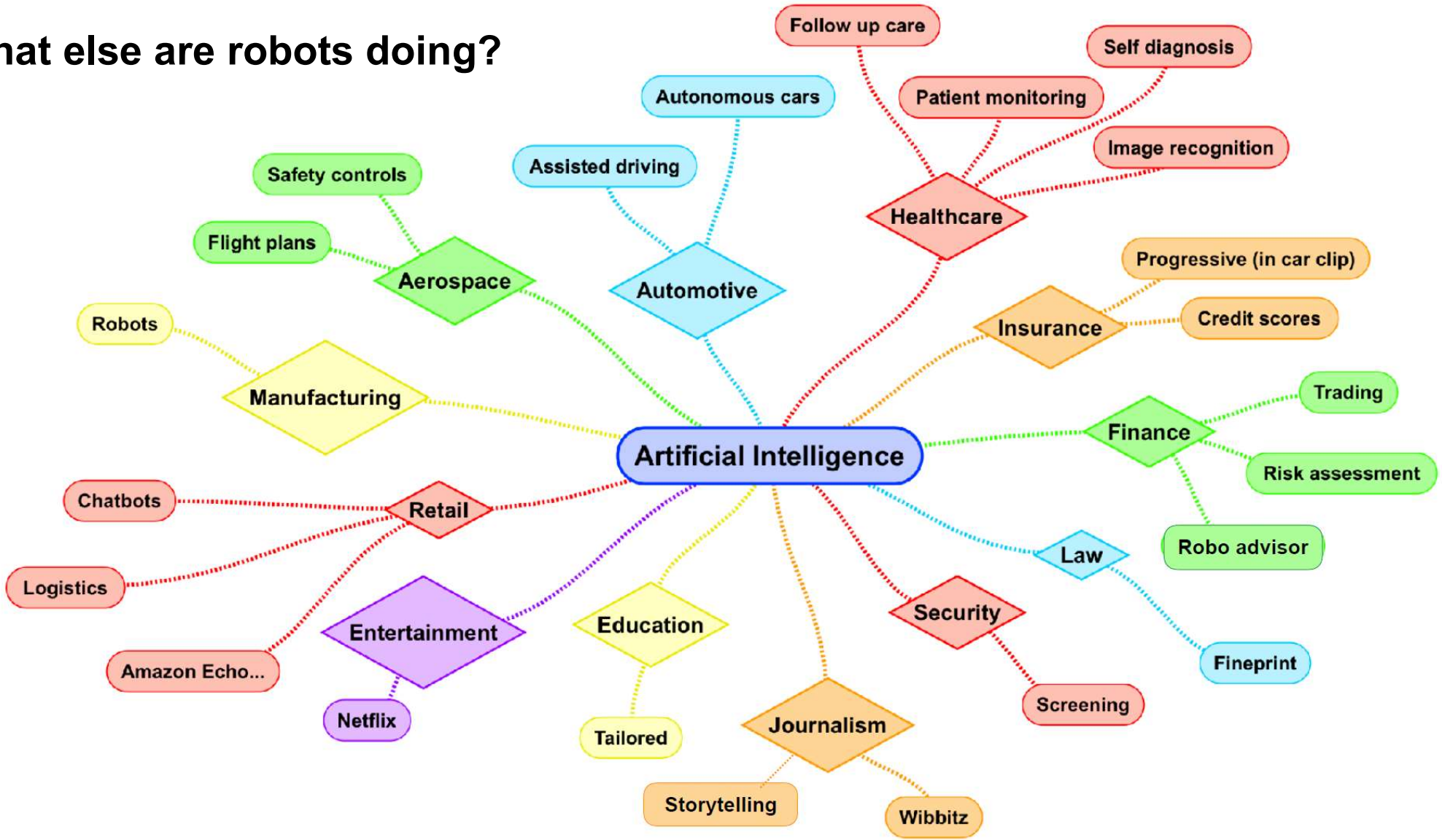
A


“Friona fell 10-8 to Boys Ranch in five innings on Monday at Friona despite racking up seven hits and eight runs. Friona was led by a flawless day at the dish by Hunter Sundre, who went 2-2 against Boys Ranch pitching. Sundre singled in the third inning and tripled in the fourth inning.”

B

“Boys Ranch pulled from behind to beat Friona 10-8 Saturday. Hunter Sundre of Friona continued a star performance in his two times at bat with a single in the third inning and a triple in the fourth. Altogether he stole eight bases, impressive for a game only lasting five innings.”

What else are robots doing?



A man with short brown hair, wearing a green sweater over a patterned collared shirt, is seen from behind, sitting at a desk in a control room. He is looking at several computer monitors displaying various data and charts. The room is dimly lit, with the primary light source being the screens and some overhead lights.

**Do you have a professional
sell-by date?**

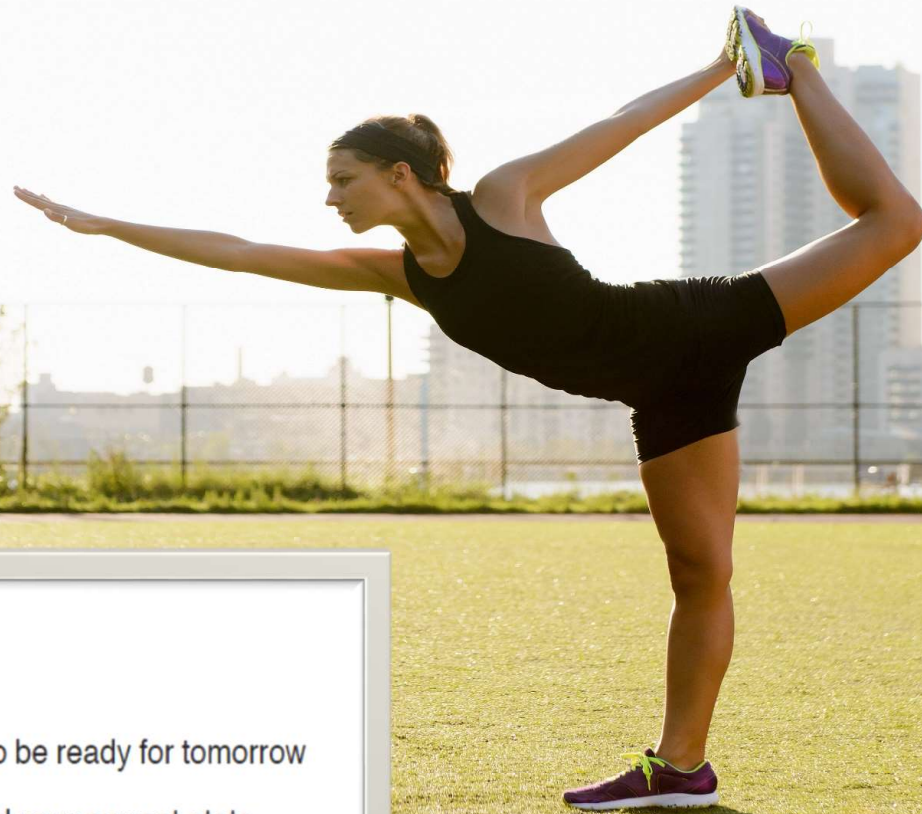
The SAP logo, consisting of the letters 'SAP' in white on a blue rectangular background with a white diagonal line.

SAP

The worry about obsolescence is not new



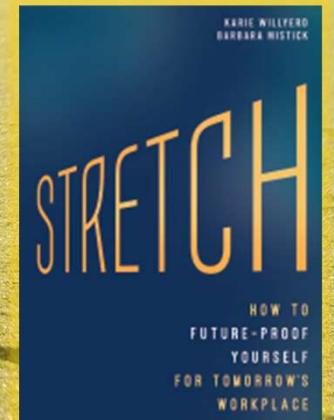
To be ready for tomorrow, we need to stretch



● **stretch**

streCH/verb

1. To reach beyond your capabilities of today to be ready for tomorrow
2. To expand your viewpoints and skills beyond your current state
3. To be relentlessly resourceful in pursuing your career dreams



The Five Practices for Future Proofing

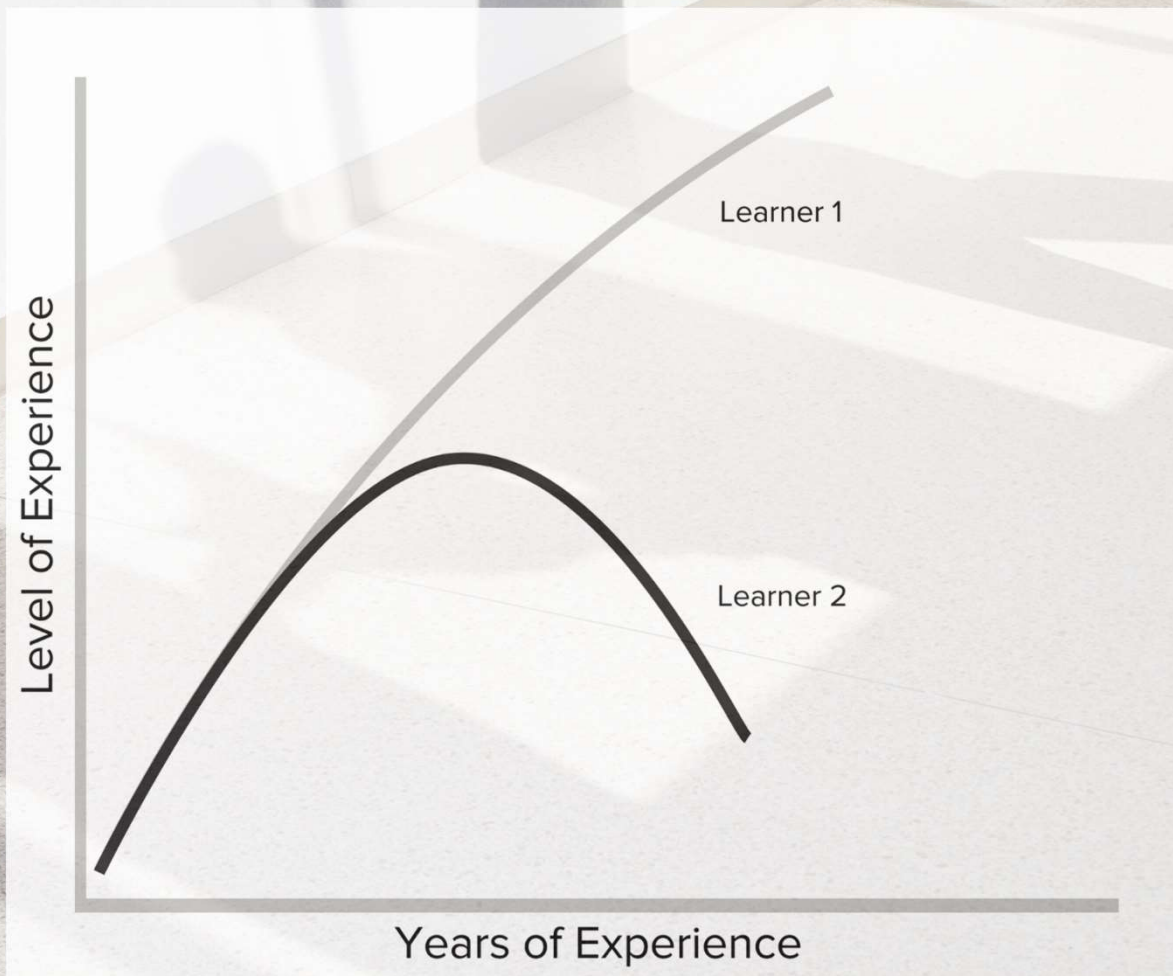
- Learn on the fly
- Be open
- Build a diverse network
- Be greedy about experiences
- Bounce forward

Practice 1: Learn on the fly

A flock of geese is flying across a clear blue sky. The geese are in various stages of flight, with some wings fully extended and others tucked. In the background, there are rolling hills and mountains, some with patches of snow. The overall scene is peaceful and natural.

Maximize your opportunities to learn outside a formal classroom environment; be a better informal learner

We Are All Learning a Living



A man and a woman in business attire are sitting at a table, looking at a tablet together. The man is on the left, wearing a dark suit and tie, and the woman is on the right, wearing a light-colored striped shirt. They are both looking at a tablet held by the woman. The background is a bright, modern office setting with large windows.

Levels of expertise. Where are you in your field?

Initiate – minimal or no exposure

Novice – some introductory instruction

Competent – actively learning in the field; up to 12 years in complex fields

Professional – able to work with no oversight at high levels

Expert – highly regarded by others and sought as a master including subdomains

Mindset: Exercise*

Rate yourself on a scale of 1 to 7, with 7 being strongly agree and 1 being strongly disagree; tally your score

1. I am willing to select a challenging work assignment that I can learn from
2. I often look for opportunities to develop new skills and knowledge
3. I enjoy challenging & difficult tasks @ work
4. Development of my work ability is important enough to take risks
5. I prefer to work in environments that require a high level of ability and talent

*An average over 6 indicates a strong learning orientation.
When you tally your numbers, are you satisfied?*



* Used with permission from Sage Publications

Three ways to approach work

1. Completion stance
2. Performance stance
3. Development stance



TIP: *What 1-2 projects do you have right now that you could approach with a development stance?*

Practice 2: Be open



**Recognize opportunities
and seek new options in
your daily work**

Successful people are open to:

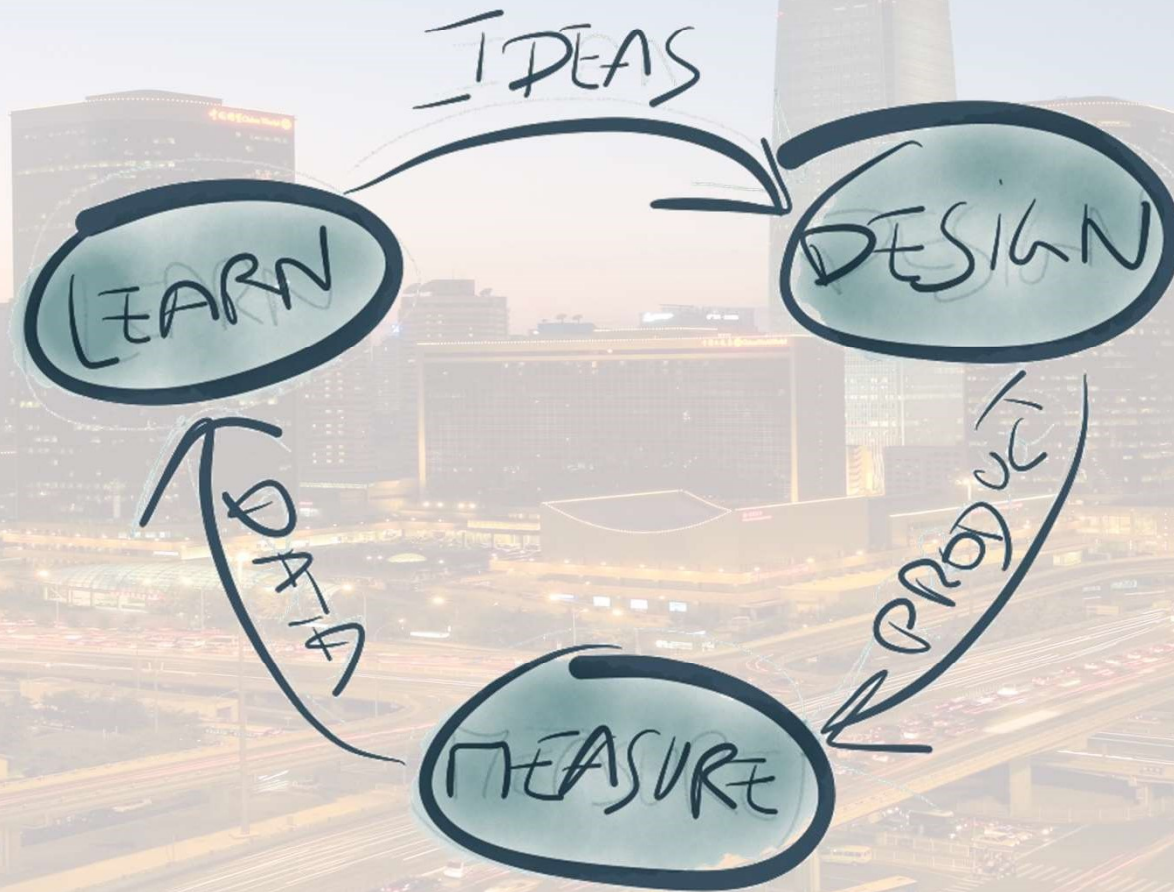
- **Change**
- **Opportunities**
- **Ideas**
- **Feedback**

“Rookies are unencumbered, with no baggage to weigh them down, no resources to burden them, and no track record to limit their thinking or aspirations. For today’s knowledge workers, constant learning is more valuable than mastery.”

Liz Wiseman, *Rookie Smarts*



Consider yourself a lean startup



Two key categories of skills in increasing demand

STEM skills

- Science
- Technology
- Engineering
- Math

Human skills

- Critical thinking
- Problem solving
- Creativity
- Communication
- Collaboration
- Curiosity
- Initiative
- Grit
- Adaptability
- Leadership
- Social and cultural awareness



Demand for higher cognitive skills, such as creativity, critical thinking, decision making, and complex information processing, will grow by 19% in the U.S. through 2030.

(Source: Source: Jacques Bughin, et al., "Skill shift: Automation and the future of the workforce," McKinsey Global Institute, 2015.)



What capabilities and fluency will you need?

Functional skills

Entrepreneurial spirit

Geek acumen

Leadership

Emotional intelligence

Creative problem solving



Cross-cultural dexterity

Personal advocacy

Virtual collaboration

Stretchpertise

Welcome honesty

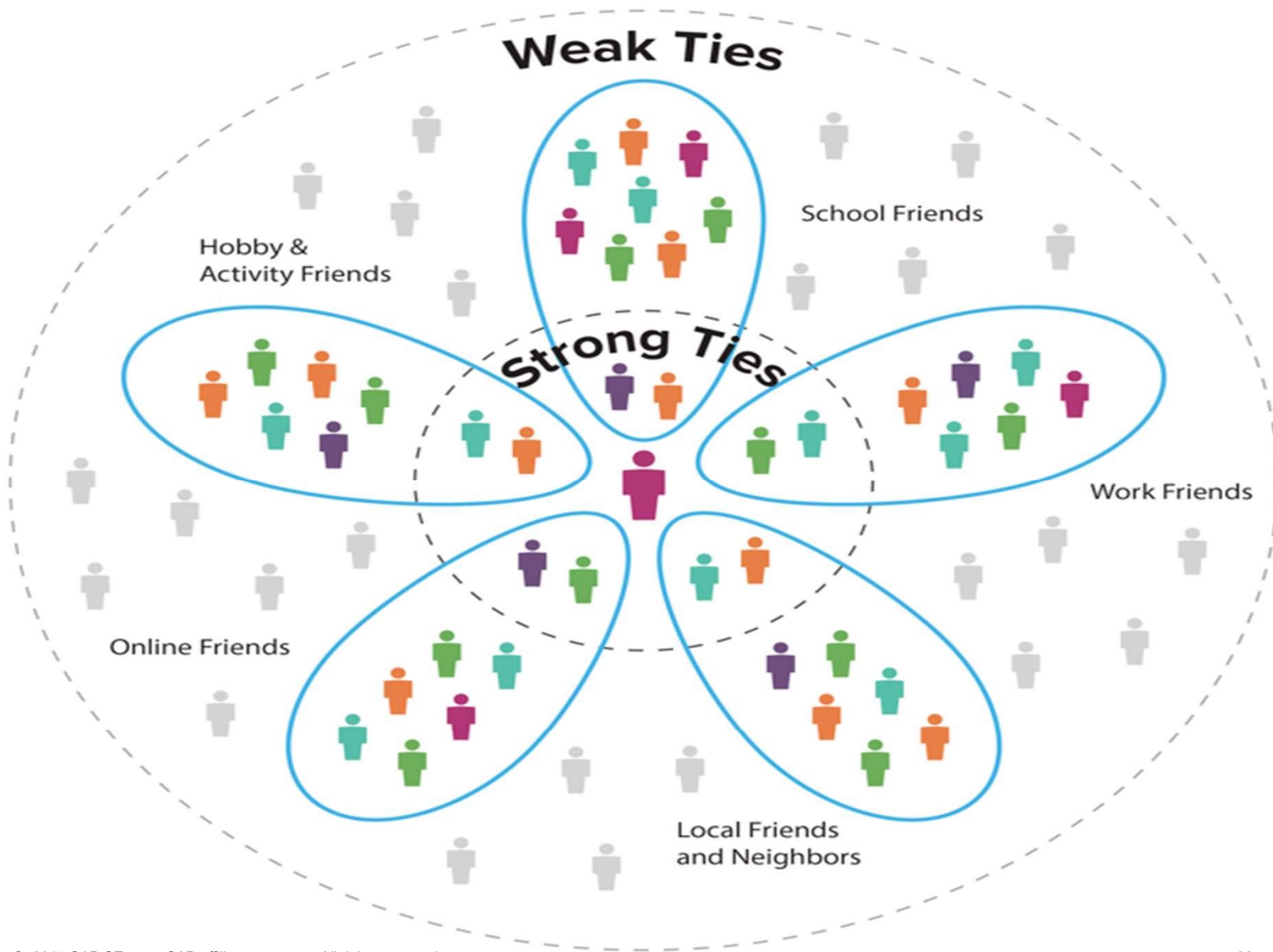


**NO ONE GROWS
KETCHUP LIKE
HEINZ**



Practice 3: Build diverse networks

**Optimize your
network to find
opportunities and
stay current**



How big should your network be?



Dunbar's Number

the max number of relationships a person can maintain

How diverse is your network?



Who are the
five people who
stretch you to
be your best?



TIP: Identify your
five to thrive. Set
up at least 4
meetings per year
with each.





Practice 4: Be greedy about experiences

Be purposeful about assignments and experiences to broaden your options for tomorrow

What is confidence?

“a feeling of self-assurance arising from one’s appreciation of one’s own abilities or qualities”
Synonyms: self-assurance, self-confidence, self-possession

What is competence?

“the ability to do something well”
Synonyms: capacity, ability, competency



Dunning-Kruger Effect



**Novices overestimate their performance,
Experts underestimate their performance.**

Novices *overestimate* their performance.

Experts *underestimate* their performance.

When was the last time you felt you were in just a little bit over your head?



TIP: Have this feeling at least every three months

DO IT SCARED!



Practice 5: Bounce Forward

**Recognize setbacks and failures
as learning experiences; motivate
yourself to move forward**

Use setbacks to bounce to a new place, not back



- Failures
- False starts
- Disruptions
- Missed opportunities



Mental Strategies:

- Bad is stronger than good
- Perseverance
- Commitment to long-term goal
- Reframing
- Think bursts, not marathon

One example...

- ✓ Failed college entrance exams 3x
- ✓ Told they were “no good” and rejected by police academy
- ✓ Out of 24 applicants for Kentucky Fried Chicken in hometown, 23 were hired. They were not.
- ✓ Started a company and told, “This is the stupidest idea you’ve ever had.”



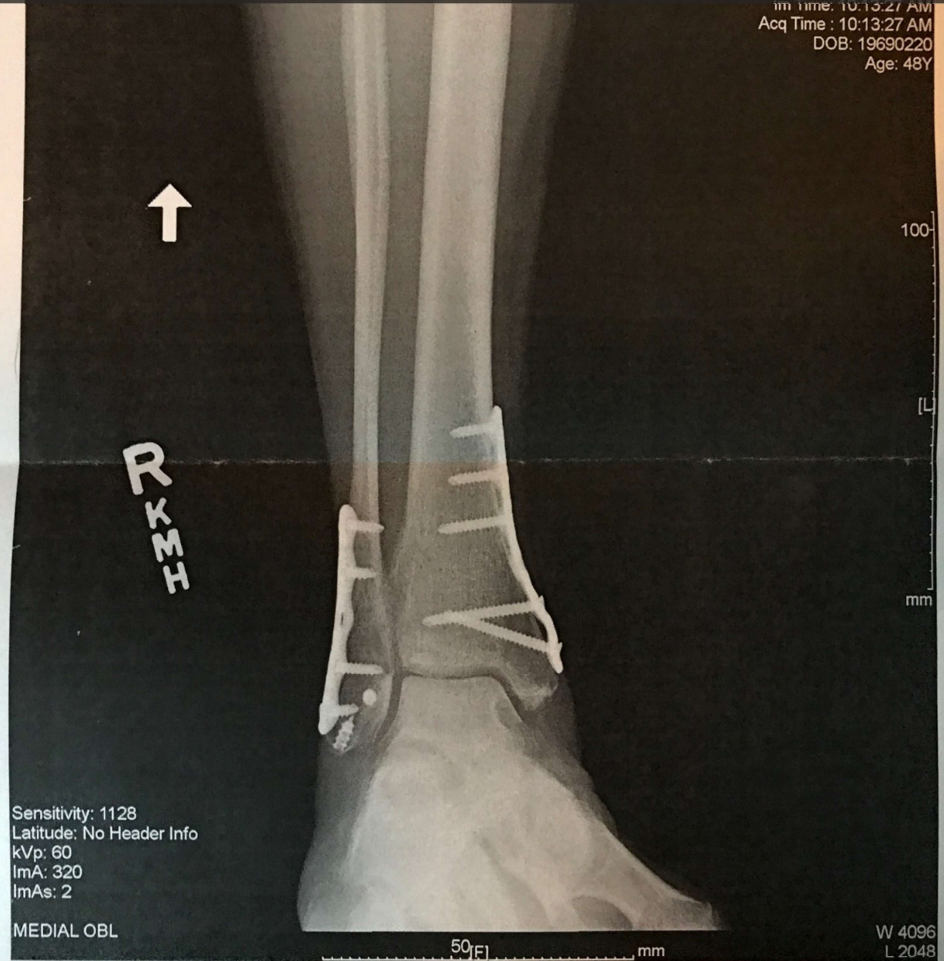
Jack Ma, Alibaba & Alipay



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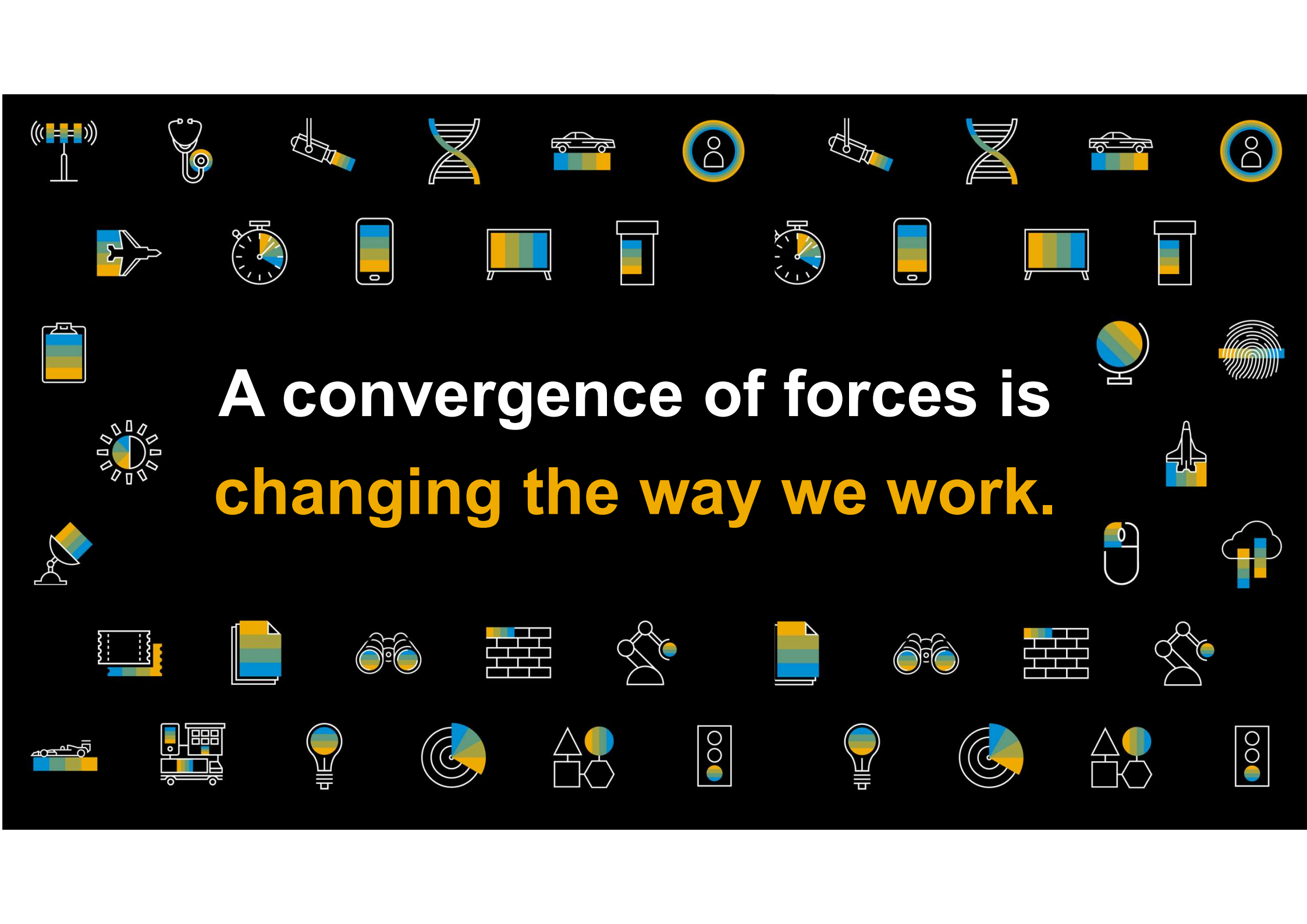
Own adversity

EXECUTIVE PARK
BROWN, KERRY NICOLE
Study Date: 7/10/2017
Study Time: 10:11:23 AM
Sex: F
1107403
Im Date: 7/10/2017
Im Time: 10:13:27 AM
Acq Time: 10:13:27 AM
DOB: 19690220
Age: 48Y



Walk into the future



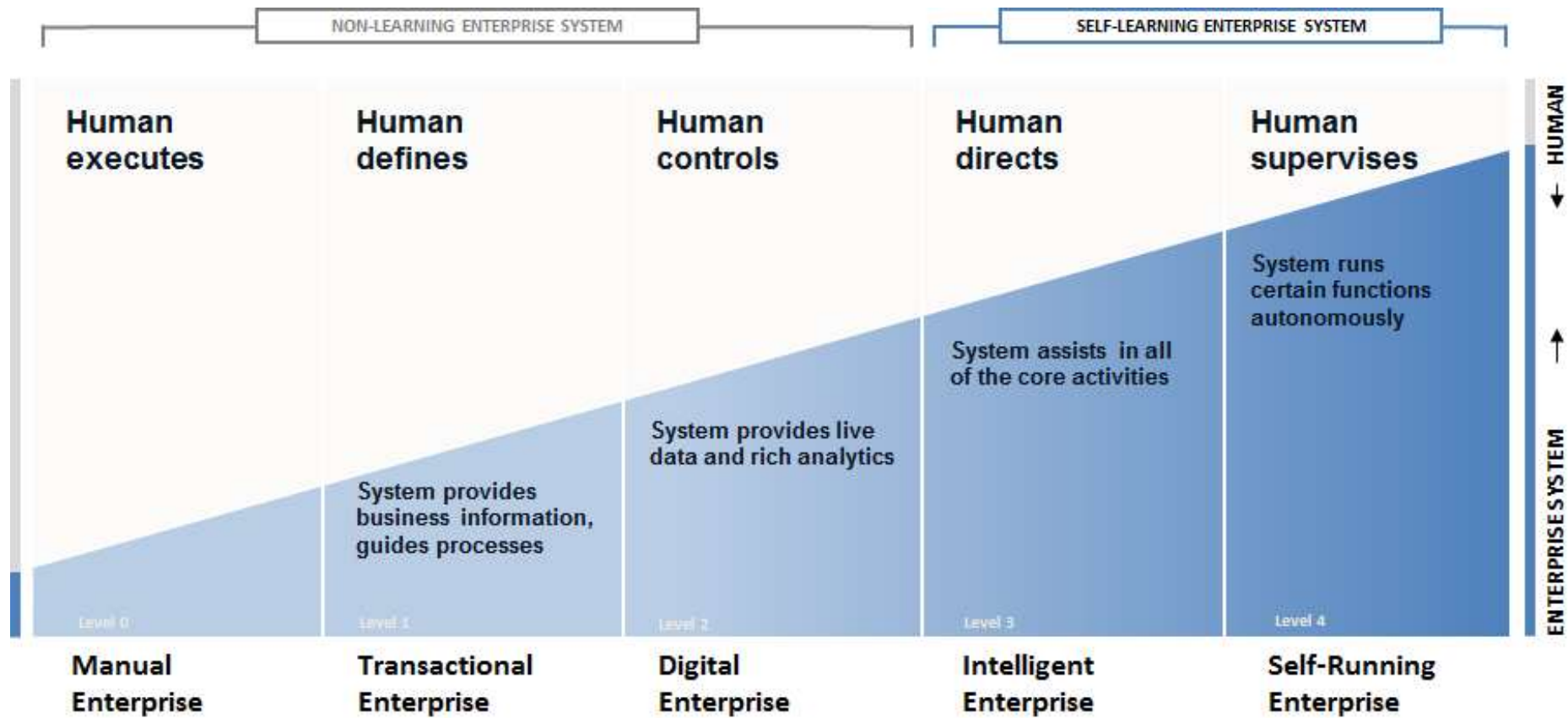


**A convergence of forces is
changing the way we work.**

Typical mobile users **check their phone 150 times per day.**

Source: Mary Meeker's Internet Trends, 2013

Digital Continuum of Change



An Increase in Life Expectancy

Age Today	Life Expectancy	Age of Retirement	Career Duration
70	85-90	62	41
60	89-94	68	47
50	92-96	70	49
40	95-98	72	51
30	98-100	75	54
20	100+	78	57
10	102+	81	60
0	105+	85	65

Adapted from [The 100 Year Life](#) by Gratton & Scott

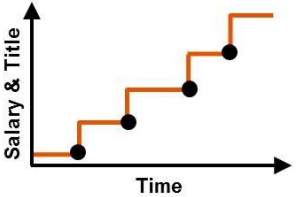
How do we plan for a 60 or 70 year career?
Partly because we have to work and partly because we'll be healthy enough and want to work

What skills do we most need to adapt and thrive?

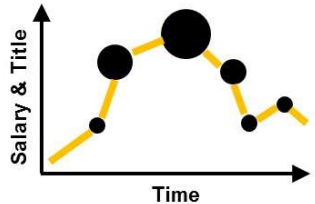
How should our approach to education and learning be different to prepare us for careers of this duration?

Relationship Between Learning and Work Must Change

Traditional Expectations About Career Progression



Employee Experience in the Digital Workforce



Old Approach to Learning & Work – The 3 Stage Life



New Approach to Learning & Work – The Multi-Stage Life



How do you hone your skills?



Five practical things you can start doing now

1

Pick 1 project to approach in a development stance

2

Invite feedback

3

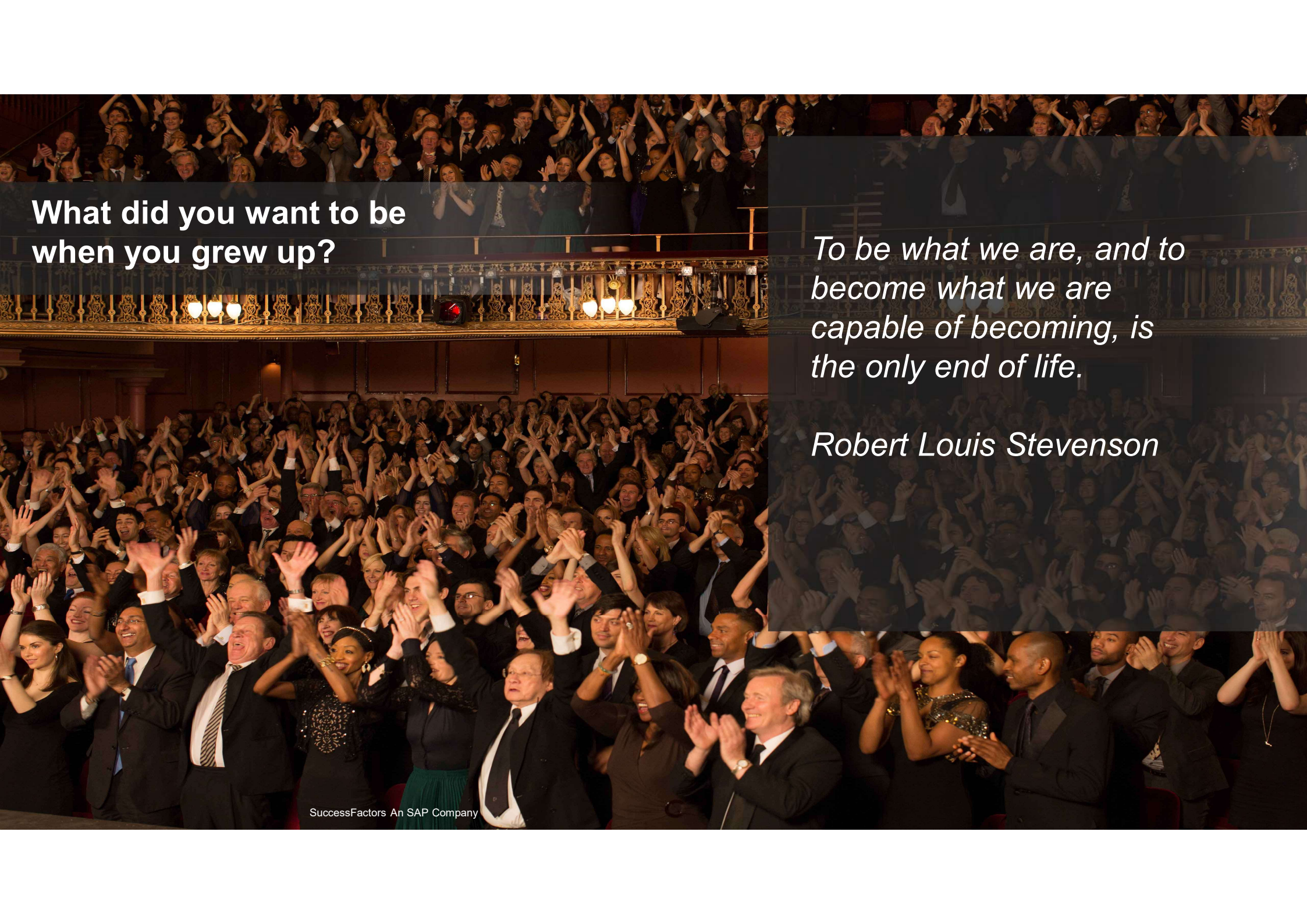
Build your guild (who are your five to thrive?)

4

Try new experiences, even if it's scary

5

Embrace and grow from adversity



What did you want to be
when you grew up?

*To be what we are, and to
become what we are
capable of becoming, is
the only end of life.*

Robert Louis Stevenson


Although 51% of job activities can be **automated**, **less than 5% of jobs are** entirely replaceable by machines.

Source: James Manyika, et al., "Harnessing Automation for a Future That Works," McKinsey Global Institute, 2017.)

Human AI Ambassador

A job designed to explain complicated AI and digital systems to co-workers of varying backgrounds and level of technical understanding. Appealing to creatives and management and brings together technical grounding in artificial intelligence and the cognitive flexibility to translate and communicate complicated ideas.

Zara Mack
E-MAIL Zara@email.com
 PHONE 408-124-2447
 ADDRESS 2085 Conestoga Lane, Wayne, CA 07680



WORK EXPERIENCE

Human AI Ambassador (2028-Present)
Explains complicated AI and digital systems to both customers and internal employees, who all have varying levels of technical understanding. Partners with senior management to assess new AI technologies.

Account Manager, AI & Digital Transformation (2024-2028)
Worked alongside engineering team to ensure proper integration and delivery for new and existing customer projects. Helped to implement digital transformation initiatives across all business functions, based on latest technological trends.

Jr. Machine Learning Engineer (2020-2024)
Worked on large computer vision problems, and turned new ideas and research into industry-leading enterprise solutions. Applied deep-learning techniques to datasets of satellite, aerial, and drone imagery.

Software Engineer (present)
Develops information systems by designing, developing, and installing software solutions.


SKILLS


●●●●● Machine-Learned User Modeling


●●●●● Digital Account Management


●●●●● Inter-Division Communication

BADGES AND CERTIFICATIONS


Deep Learning


Spanish Language


Machine Learning & AI


Strategic Account Manager


EDUCATION


Villanova University
BS, Engineering Technology

DID YOU KNOW?

Although 51% of job activities can be automated, less than 5% of jobs are entirely replaceable by machines.

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SAP SuccessFactors 



90% of companies that helped employees identify and develop their natural strengths achieved a 10% to 19% increase in sales, 14% to 29% increase in profit, 9% to 15% increase in employee engagement, and 22% to 59% fewer safety incidents.

(Source: Brandon Rigoni and Jim Asplund, "Global Study: ROI for Strengths-Based Development," Gallup, 2016.)

Passion Broker

A job that matches freelancers with available jobs. Appealing to sales and management and brings together an empathetic approach to managing and operational agility to connect people with organizations that will spark their passion, and skills with available work.

Darby Zambino

E-MAIL DZambino@email.com
PHONE 610-114-2057
ADDRESS 9 Hampton Court, Atco, PA 09650



WORK EXPERIENCE

Passion Broker (2028-Present)

Works alongside executive team to create a comprehensive freelance recruiting strategy. Helps leaders manage and operate in a way that will increase innovation and spark the passion of employees.

Jr. Talent Acquisition Manager (2022-2028)

Played a key role in the company's evolution by working across all teams to hire and retain top talent. Developed innovative strategies for finding and attracting the best talent.

Management Training Program (2019-2022)

Trained and worked on projects during a 24-month rotational program for business management, team leadership, coaching and developing, and sales.

HR Recruiter

Develops and executes recruiting plans. Networks through industry contacts, association memberships, trade groups, social media, and employees.

SKILLS



Recruitment & Talent Retention



Cross-Company Management



Operational Execution

BADGES AND CERTIFICATIONS



EDUCATION

The University of Alabama
BS, Business Management

DID YOU KNOW?

Only 40% of millennials feel strongly connected to their company's mission.

Source: Brandon Pigoni and Bailey Nelson, "Millennials Not Connecting With Their Company's Mission," Gallup, 2016.

SAP SuccessFactors



Of the children entering primary **school today, 65% will end up** working in job categories that **do not yet exist.**

(Source: "The Future of Jobs," World Economic Forum, 2016.)



Chief Amazement Officer

A job that helps companies better conceive and sell tangible and intangible products and services. Appealing to business development and sales and brings together complex problem solving, creativity, and a service orientation.

Caterina

Leif

E-MAIL Cat.Leif@email.com

PHONE 123-456-7890

ADDRESS 23 South Street, Philadelphia, PA 19106



WORK EXPERIENCE

Chief Amazement Officer (2027–present)

Leads a multidisciplinary team involved at every stage of the process, from product and service ideation and development to sales, to provide a seamless customer experience.

Product Marketing Manager (2023–2027)

Developed comprehensive go-to-market strategies for new product launches. Built a design thinking team to identify customer challenges and communicated those to product managers.

Director, Business Development (2020–2023)

Generated new client relationships to expand and create fresh revenue streams. Worked collaboratively with sales and product design teams to identify offerings to pitch to prospective clients.

Marketing Manager (present)

Manages and coordinates marketing and creative staff, leads market research efforts to uncover the viability of current and existing products, and coordinates with media organizations and advertising agencies.

SKILLS



Service Orientation



Complex Problem Solving



Cognitive Flexibility

BADGES AND CERTIFICATIONS



Virtual Design Thinking



Digital Product Design



PMB-ACP (Agile)



UX Certificate

EDUCATION

University of Southern California
BS, Marketing

DID YOU KNOW?

The 43 public companies in the DiversityInc Top 50 were 84% more profitable than the S&P 500 average.

Source: "Cultural Diversity in the Work Place: How Diversity at Work Makes More Money for You," The Balance, 2019.

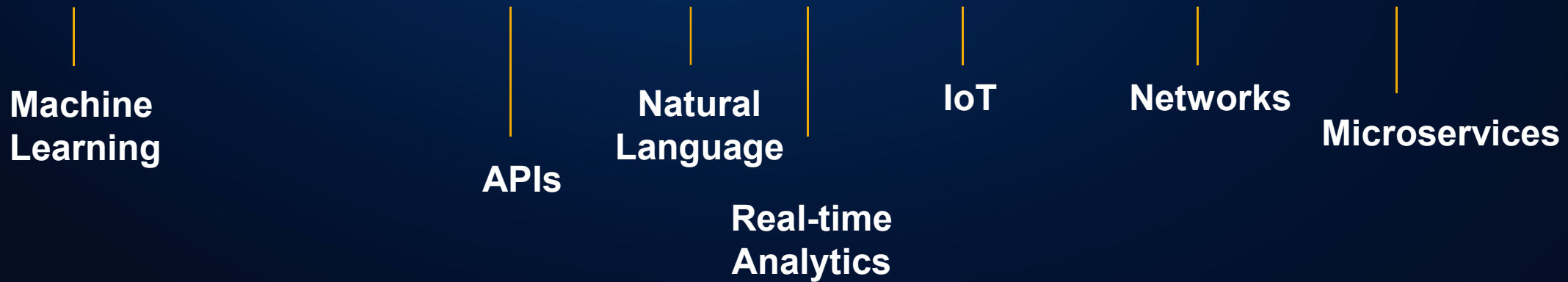
SAP SuccessFactors



Connected Data **Collaboration** **Big Data** **Business Process Innovation**

Integration **Mobile**

Intelligently connecting People, Things and Businesses





Thank you

Learn more

For more information about the future of work, visit us at www.sap.com/futureofwork or join the conversation with #FutureOfWork.



I tell it like it is.

Kerry Brown, VP User Adoption



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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:
<http://info.asug.com/2019-ac-slides>



Q&A

For questions after this session, contact us at [email] and [email].

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