



MDBC
Malaysian Dutch Business Council

FUTURE OF WORK

Charting a way forward

**THE FUTURE OF
WORK IS . . .**



Suppose...
that while you were hiking



Now, suppose...that

You are a

...CEO

...HR Professional

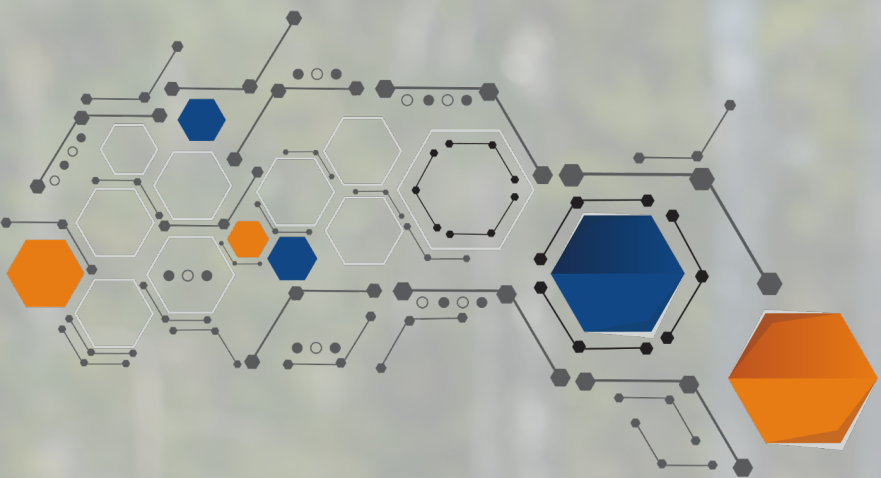
...Employee

...Parent

...Human

What in your role in crafting this future?





... a **SERIES OF**
WHAT IFS?



WORK itself

How the work is done

Planet-based Megatrends

Climate change,
pollution and waste,
resource scarcity,
circular economy
drive 4IR
technological
advancement

Labour market & Reskilling

Lost in jobs 4.4 million
by 2030 but new jobs
will rise to
3.3-6 million
in Malaysia and need
to reskill (talent
timebomb)

Sustainability

Staying agile and
resilient when
competing for
resources in terms of
technological
knowledge, raw
materials and talent

Human-Machine Interactions

Dynamics as well as
limitations continue
to drive debate



WORKFORCE

Who does the work

Demographics

Population growth, women in the workforce & an ageing population (>7% in Malaysia)

Gig and Platforms

Gig work workers rise from 43 million in 2018 to 78 million in 2023 globally

Shift in Workforce

Workforce includes full & contingent workers with 62% of Malaysian cos including contract positions

Great Reflection

Mindset shifts leading to Great Resignation & Quiet Quitting with a 64% rise in employees prioritizing meaning at work & authenticity



WORKPLACE

When and where the work is done

Remote work

70%

of time could be spent working remotely without losing effectiveness

Hybrid Paradox

Improved work-life balance and wellbeing but burnout also increased

Physical Workplaces

No one size fits & possible overhang of real estate, increase in flexi offices, coworking spaces & WFH

Rethinking workplace

Emootional workplace
Technological workplace
Purposeful workplace

OPPORTUNITIES

... What if?





What if . . . we had

SUSTAINABLE ORGANIZATIONS

that focus on stakeholders instead of shareholders?





Purpose

THEN

Culture of utility

We provide you with the tools to do your job

Culture of productivity

Optimisation and lean processes

Global influences

NOW

Culture of engagement

What makes our employees happy at work

Chief Happiness Officer

Employees are more productive

NEXT

Culture of meaning

- Asking why do we go to work?
- How can this provide us with meaning?
- Leading to a deeper level of happiness, higher productivity and deeper engagement
- We care, so we want this organisation to thrive



Ikea

“To create a better everyday life for the many people.”



**People
& Planet
Positive**

Ambitions for 2030

Commitments

Key enablers



**Healthy &
sustainable
living**

Inspire and enable more than 1 billion people to live a better everyday life within the boundaries of the planet

Creating a movement in society around better everyday living

Inspiring and enabling people to live healthier, more sustainable lives

Promoting circular and sustainable consumption



**Circular
& climate
positive**

Become climate positive and regenerate resources while growing the IKEA business

Transforming into a circular business

Becoming climate positive

Regenerating resources, protecting ecosystems and improving biodiversity



**Fair
&
equal**

Create a positive social impact for everyone across the IKEA value chain

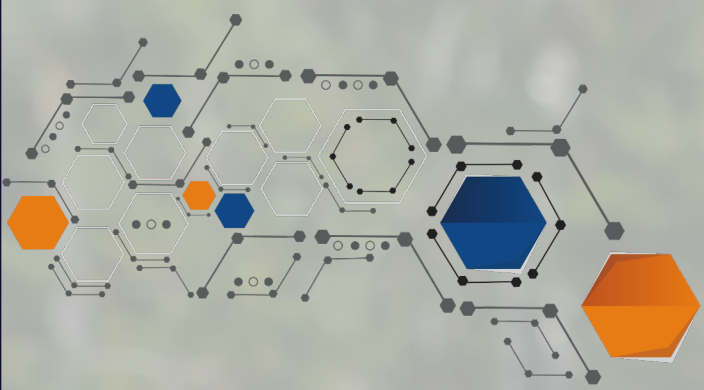
Providing and supporting decent and meaningful work across the IKEA value chain

Being an inclusive business

Promoting equality

Advocacy, co-creation & partnership, entrepreneurship and innovation, inclusiveness

Global influences



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 PAINFUL ON VERITAS						
	 The bottle is the message	 Changeons le monde de l'intérieur.				 — SINCE 1970 —
	 "ORGANIC SUPERFOODS"	 WE BELIEVE IN A BETTER WAY OF DOING BUSINESS.				
						
						
			 GENERATE POSITIVE		 plug in the world	 share the sun



“ ***Humanize work
by leveraging on
human potential***

*Uncertainty means optimizing around people to
manage future possibilities*



**REDESIGNING
WORK**
to allow for
agency, autonomy
inclusion,
diversity,
experience,
engagement and
respect while
optimizing for
human-machine
interactions

SELF DETERMINATION & SOCIAL INCLUSION

Agency, brand loyalty & belonging



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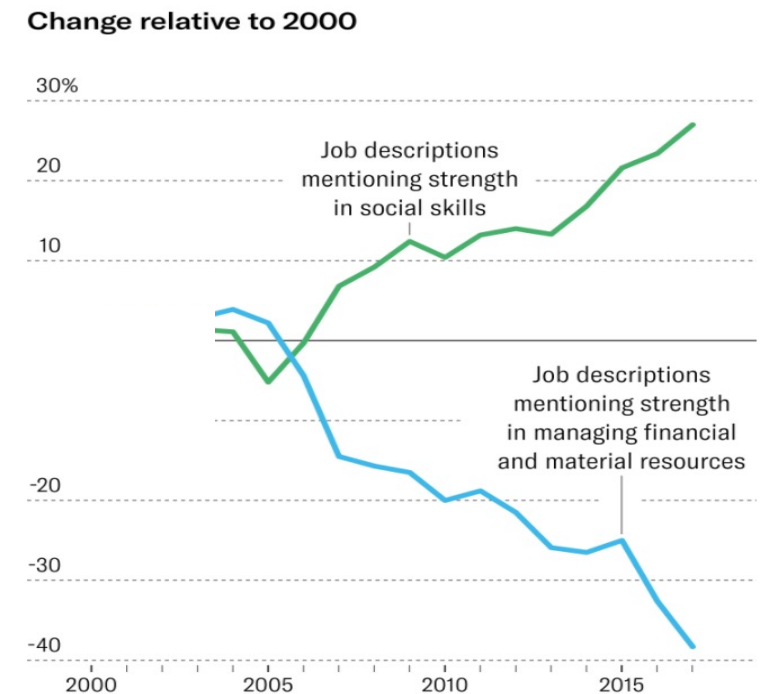


**GENERATIVE
LEADERSHIP**
*CEOs new role as
Chief Engagement
Officer*

Generative leaders **seek to inspire and enrich the human experience by building great cultures and workplaces where people can do their best work.**

LEADERS OF THE FUTURE
**value-driven & leading with compassion,
humanity and wisdom**

**Help Wanted:
CEOs Who Are Good with People**



HBR

Employees value recognition and a sense of belonging and a clear purpose that is bigger than themselves and leaders who can bring this out



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**A new era for
Human
Capital**

**Technology is the
physical connector but
people are the
emotional connector**

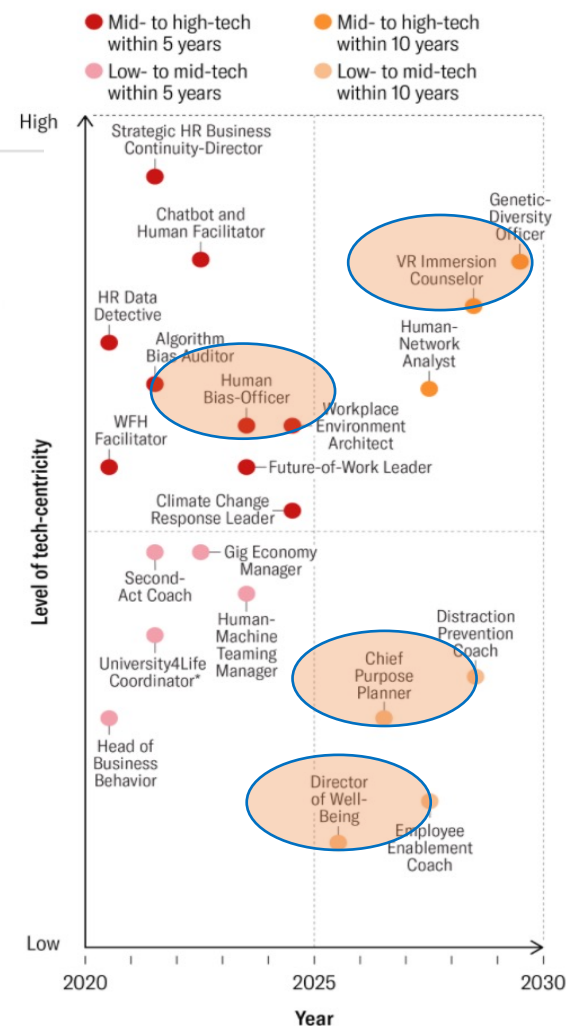
HR OF THE FUTURE

21 HR Jobs of the Future

How nearly 100 CHROs, CLOs, and VPs of talent and workforce transformation envision HR's evolution over the next 10 years.

*Using state of the art AI platforms, this role guides lifelong learners toward the best, most relevant programs for their individual needs.
Source: Cognizant Center for the Future of Work and Future Workplace LLC

HBR





**Future-
Proofing:
Focus on
HUMAN
POTENTIAL
not jobs**

LEARNING ORGANIZATIONS & SOCIAL CAPITAL

shift from talent development obsessed with evaluating people to one that develops and reskills them

1 SENSE-MAKING

DEFINITION: ability to determine the deeper meaning or significance of what is being expressed

3 NOVEL & ADAPTIVE THINKING

DEFINITION: proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based

5 COMPUTATIONAL THINKING

DEFINITION: ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning

7 TRANSDISCIPLINARITY

DEFINITION: literacy in and ability to understand concepts across multiple disciplines

9 COGNITIVE LOAD MANAGEMENT

DEFINITION: ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques

2 SOCIAL INTELLIGENCE

DEFINITION: ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions

4 CROSS-CULTURAL COMPETENCY

DEFINITION: ability to operate in different cultural settings

6 NEW-MEDIA LITERACY

DEFINITION: ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication

8 DESIGN MINDSET

DEFINITION: ability to represent and develop tasks and work processes for desired outcomes

10 VIRTUAL COLLABORATION

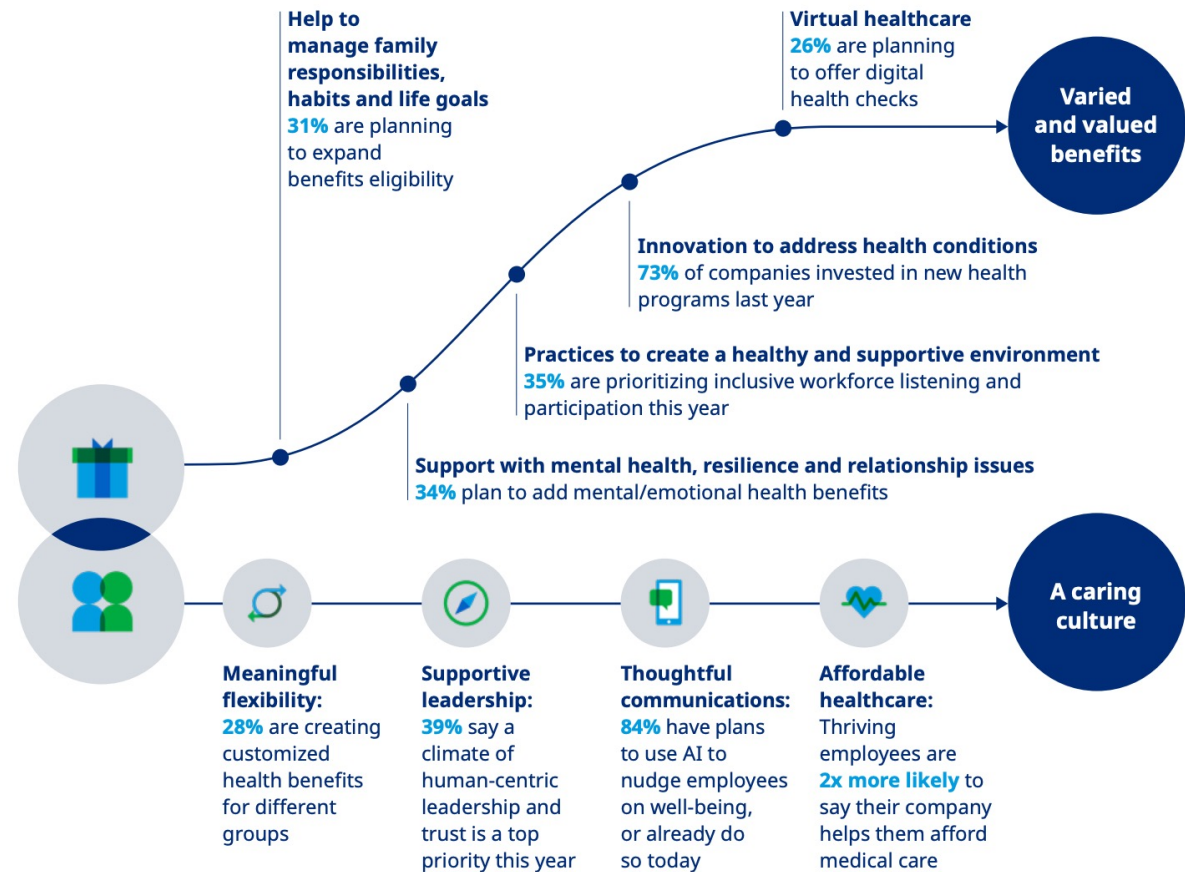
DEFINITION: ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.



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Culture is the glue in a world filled with unknown possibilities

TOTAL WELLBEING? Designing and driving wellbeing



Mercer



***How will you
shape the
future?***





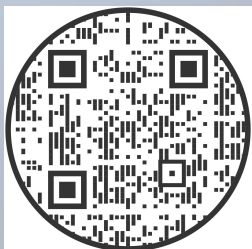
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THANK YOU