

# THE FUTURE OF WORK

It's 2027. Smart Machines. Consumer Technology. Robotics. Artificial Intelligence. What does your workplace look like?

How do you even plan for something like that, let alone be ready for it?

Take a look at Gartner's 6 point plan on future-proofing your organization for 2027 and whatever it may bring.

## 1 A new era of working

Does teamwork make the dream work?

**We Working**  
will take the concept of teaming and industrialize it.

**Algorithms will displace middle managers**  
whose jobs revolve around collecting data, supervising action.

**We Working**  
will be about deliberately designing small and flexible teams.

**A leadership style**  
for We Working is similar to ScrumMasters as they lead agile development.

**Action**  
Be a role model for the We Working leadership style, and plan to hire and develop people to apply ScrumMaster leadership styles across the organization scale. By 2027, people will expect intentionally designed We Working ensembles, not just lip service to teams.

## 2 A new era of learning

Less doing and more thinking.

**The digital economy**  
will demand new ideas, new information and new business models.

**By 2027, more than two out of three jobs will likely be defined as nonroutine.**

**Nonroutine cognitive work**  
will be where we, as high-performing workers, excel by 2027.

**Action**  
Be a champion for lifelong learning for yourself and for the business. Start to experiment with boot camps, nanodegree programs, consumerized learning, and competitions and hackathons. You have almost nothing to lose in trying out non-traditional programs and channels to anticipate how people will learn in 2027.

## 3 A new era of opportunity

Broaden your horizons

**Digital Business**  
will increase the distribution of work across communities of people and across businesses globally.

**By 2027**  
the consumerized "pull" mindset will dominate the 20th century "push" mindset.

**International business**  
will increase with working relationships in China, EMEA and in North America.

**We will have to think up new ways**  
to generate value, tap into new We Working ensembles, and market the output or outcome to ventures, companies and causes.

**Action**  
Use technology and information to build a hybrid workplace — physical and virtual — that embraces work styles of all people.

## 4 A new era of co-worker

The robots are coming...

**AI, consumer technology,**  
internet-based applications and computing power in smaller devices will change where and how we work.

**Smart machines**  
will get smarter as we move beyond pure automation.

**Distributing tasks**  
across smart machines, software, apps and avatars in our personal portfolios, will mean we will achieve more.

**Action**  
Experiment with AI to see how it can be applied to daily activities, enhance complex problem solving or free up time for both.

## 5 A new era of motivation

It's not all about money – is it?

**We will seek work that challenges us**  
peers who stimulate us and purpose that drives us.

**Almost half of Gen Z**  
**plan to work with businesses that demonstrate corporate social responsibility.**

**Our impact and value**  
Our impact and value will be tied to our mission, our purpose and our passion. Businesses and institutions will make themselves more attractive by offering us an opportunity to fuel our purpose and make a socially meaningful impact through work.

**Action**  
Make what people do resonate personally. Weave in personal stories, experiences and successes to demonstrate commitment and drive engagement.

In words frequently attributed to poet Maya Angelou: *"I've learned that people will forget what you said, but people will never forget how you made them feel."*

## 6 A new era of balance

Work to live or live to work?

**We will face tension**  
to fuel our upskilling and take on grander portfolios of assignments, to a point where we will work 24/7.

**Technology will emerge**  
to counter the tension when we have worked too much and when we need to recharge.

**Technology will catch up**  
with our biorhythms, nutritional needs and exercise needs and help us prioritize.

**The work-life balance**  
will not be so crisp. We Working will force us to recalibrate work arrangements and create more equitability.

**Action**  
Work-life scenarios in which work-life balance swings back and forth as work distribution, time and life stages change.

You need to be prepared for what is to come for your workplace. As a digital worker, only you can make sure you are ready.

To find out more of what is in store for the future of the workplace, join us!

Gartner Digital Workplace Summit  
18-19 September 2017  
London, UK

Find out more

Gartner.com/eu/workplace  
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