

# BEYOND

THE GLOBAL HR LEADERSHIP FORUM 2018

The end of 'HR as usual': how  
to get ready for the future!



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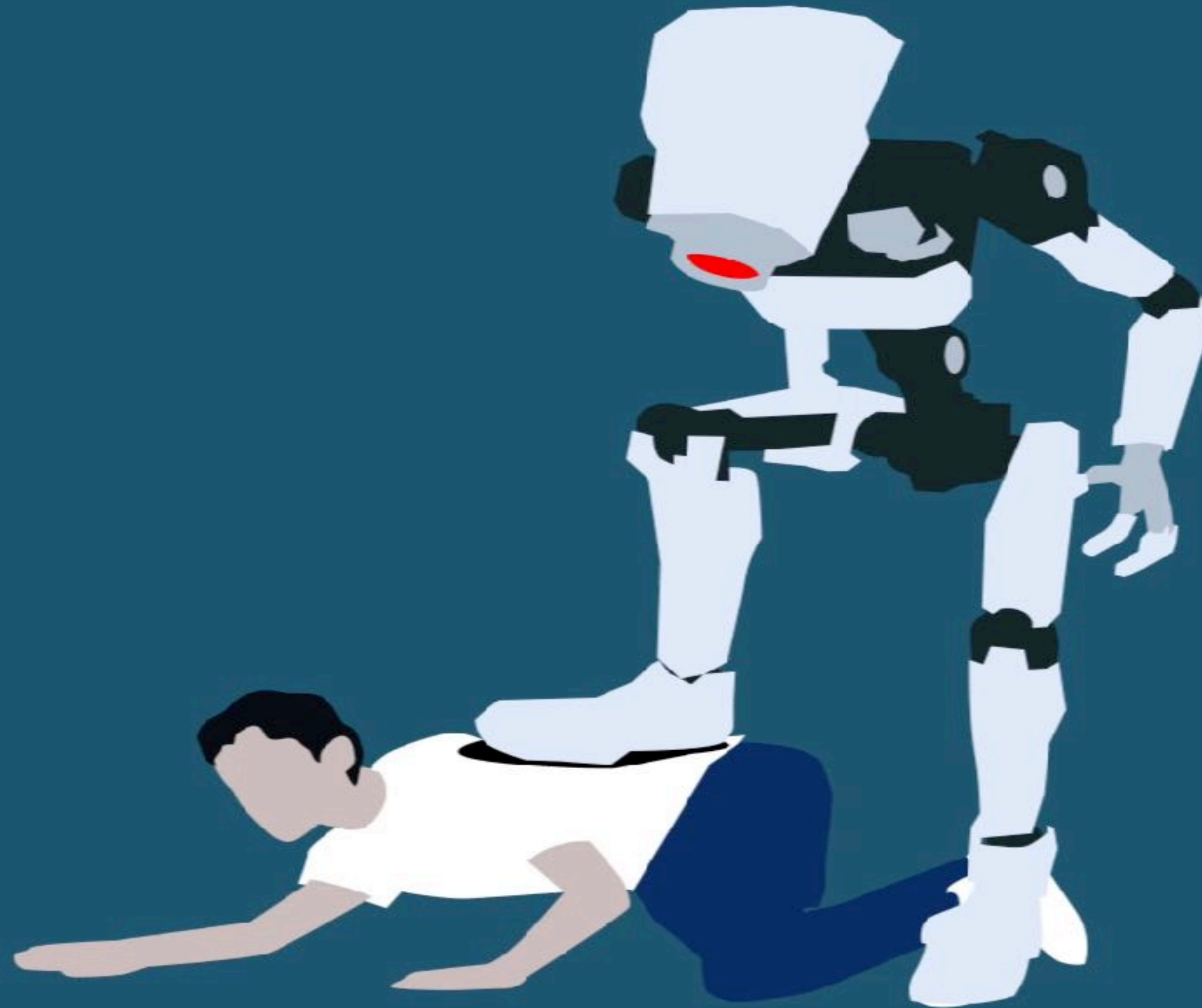


**The future is better than we think...**





... we 'just' need to make sure we have the right priorities



TEAM ROBOT

... we 'just' need to make sure we have the right priorities



TEAM HUMAN

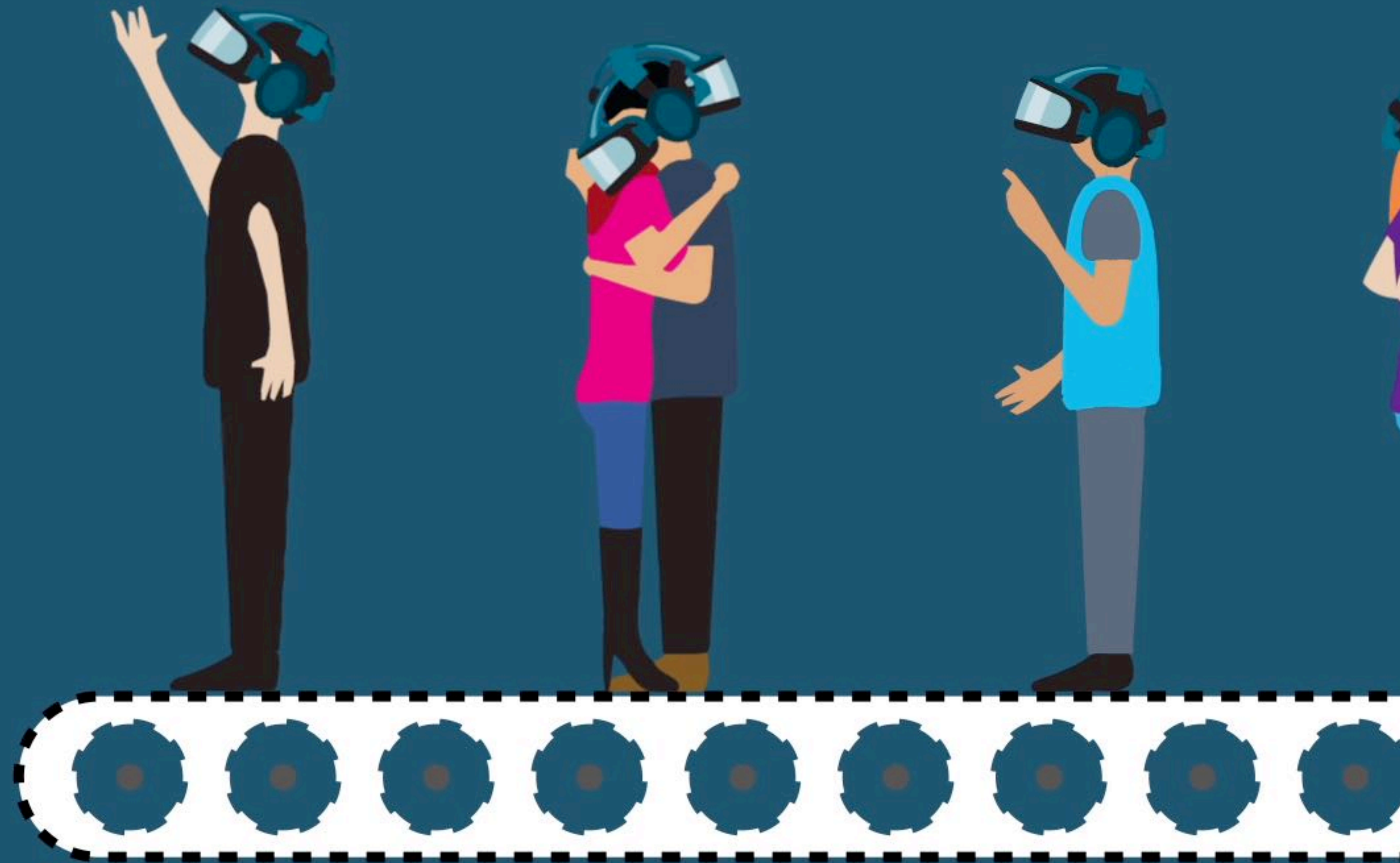


# Sustainable?



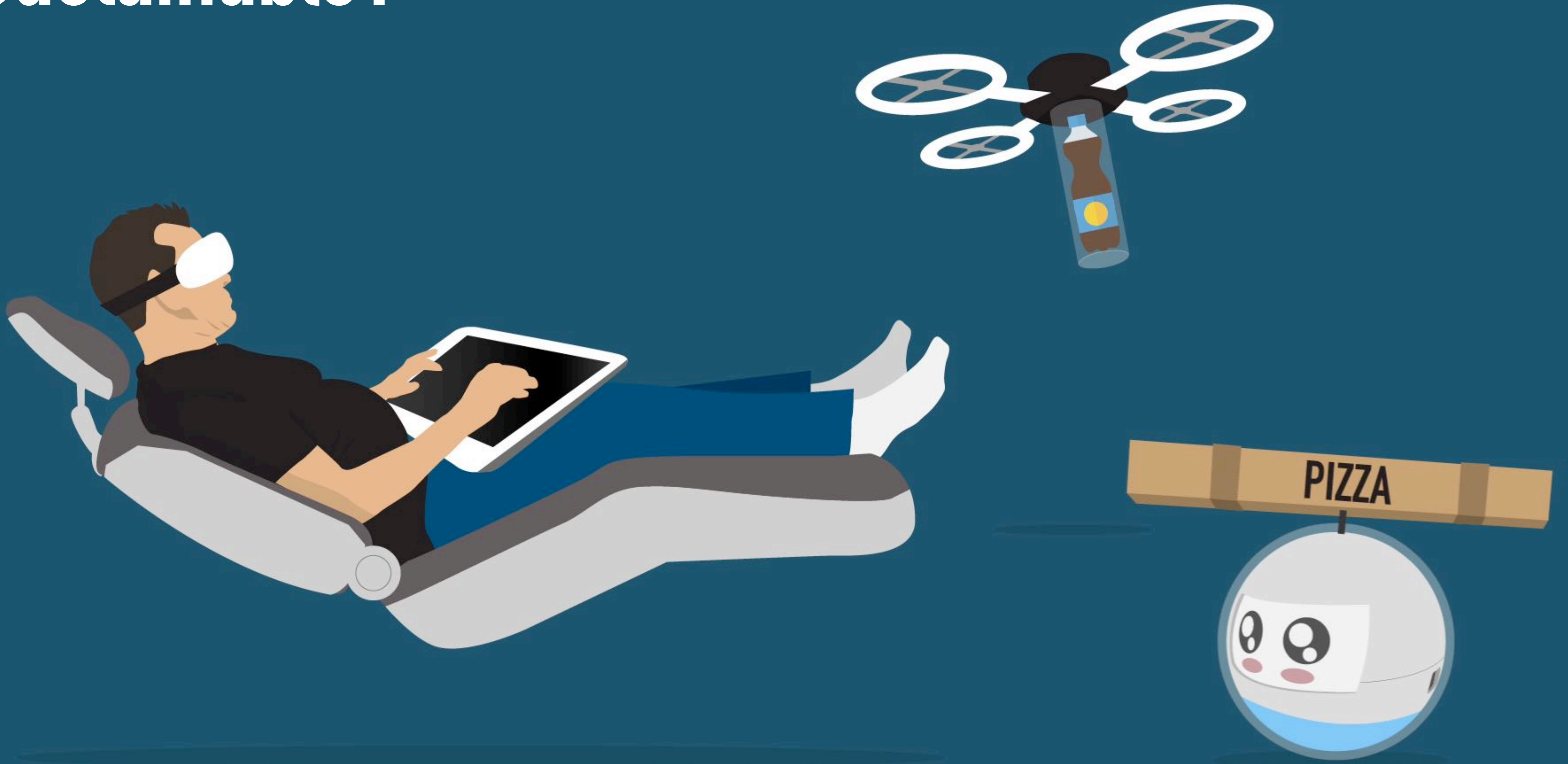


# Sustainable?



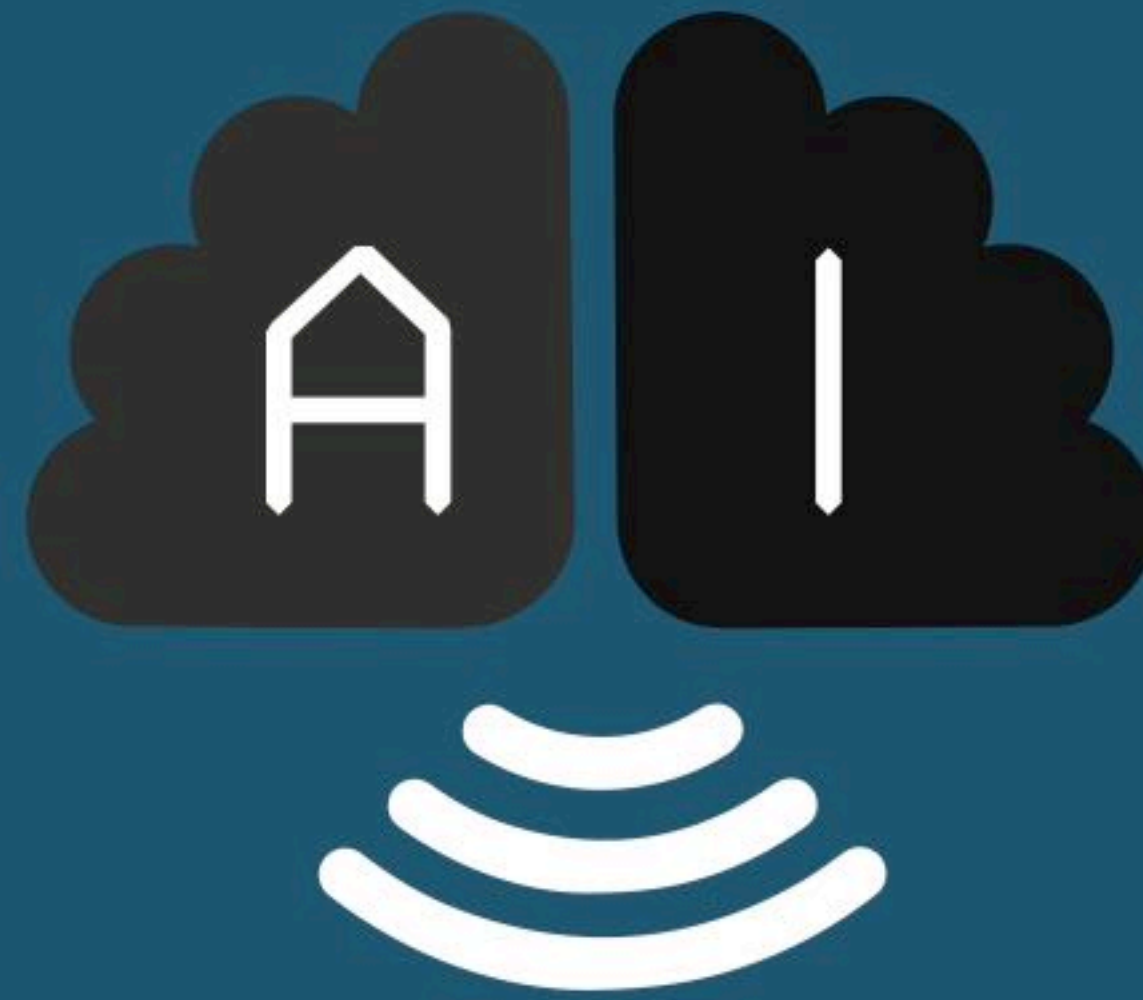


# Sustainable?





# Sustainable?





# Sustainable?





# Technology is not **what** we seek, but **how** we seek



**POSITIVITY**



**ENGAGEMENT**



**RELATIONSHIPS**



**MEANING**



**ACCOMPLISHMENT**

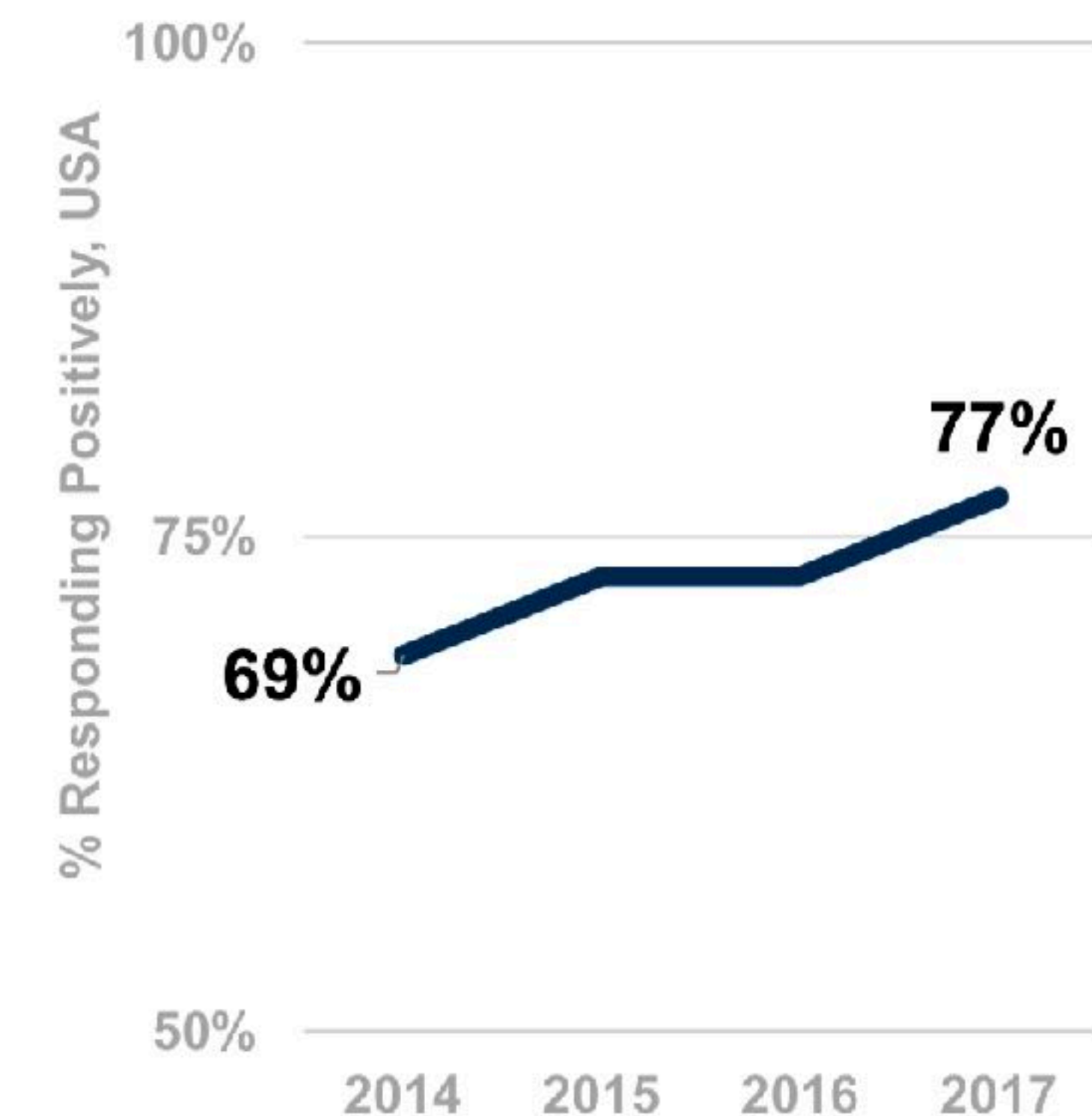




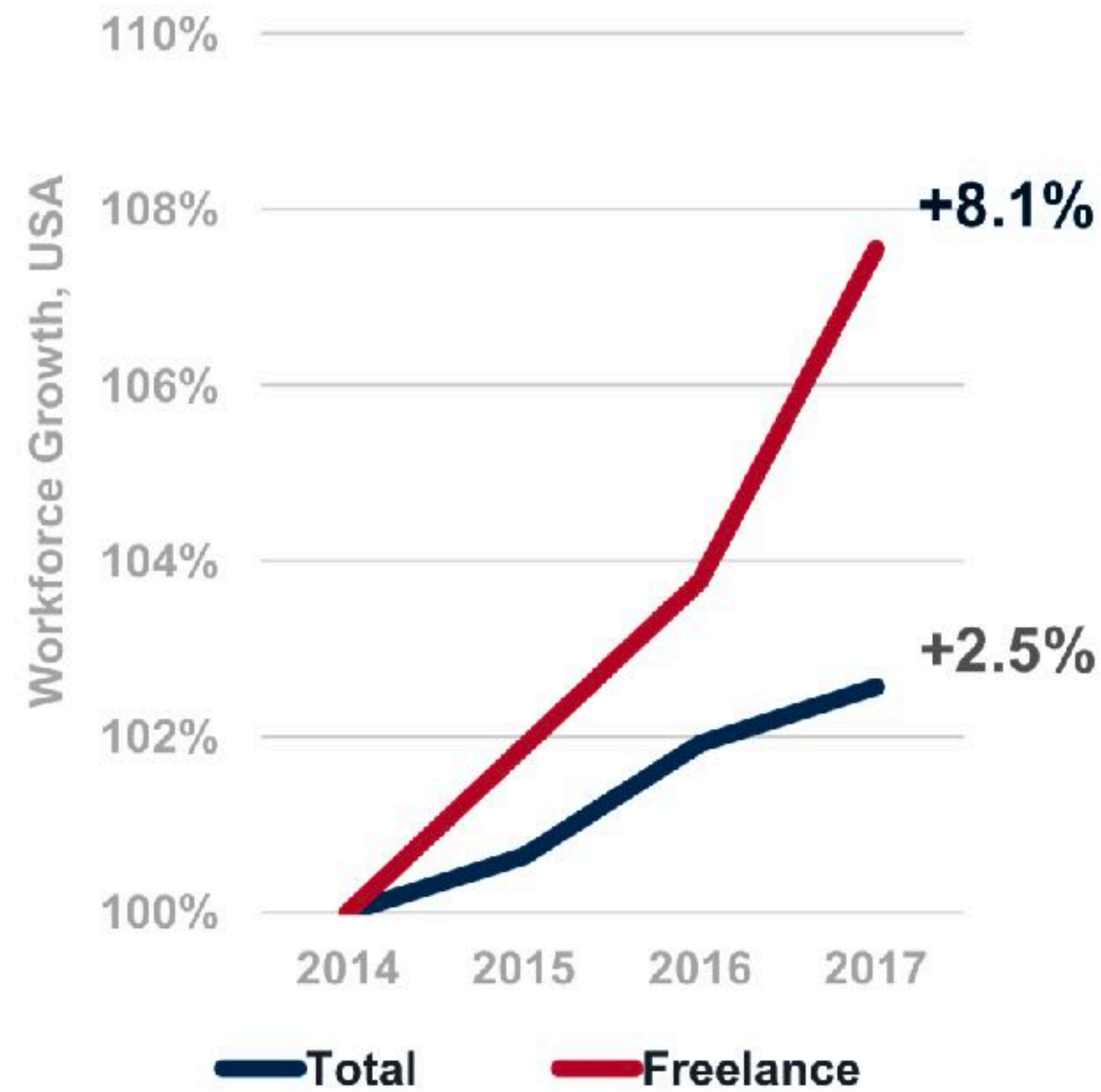
**New relationships  
of humans and  
machines:  
A tough challenge  
as well as many  
amazing new  
opportunities.**



## *Has Technology Has Made It Easier To Find Freelance Work?*



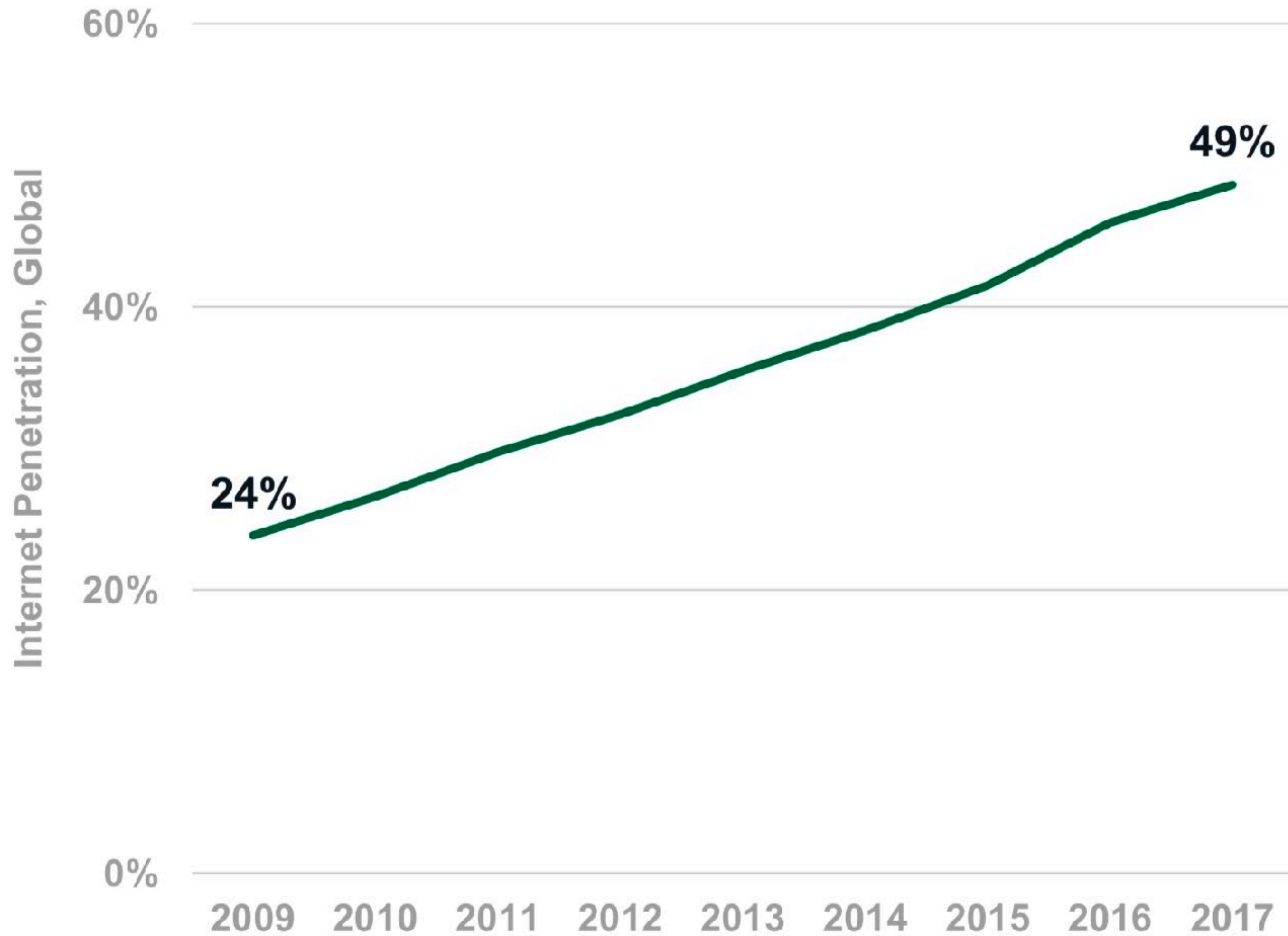
## *Workforce Growth – Freelance vs. Total*



**New relationships  
of humans and  
machines:  
A tough challenge  
as well as many  
amazing new  
opportunities.**



## Internet Penetration



**New relationships  
of humans and  
machines:  
A tough challenge  
as well as many  
amazing new  
opportunities.**



# Over-connectivity is just as bad as being disconnected







Offline is the new luxury



The more connected we become, the more we must strengthen our social contracts, accountability, ethics, rules – and make sure that we always put **human flourishing** first





# Humanity will change more in the next 20 years than the previous 300 years



## How far is too far? What will define 'human' in 10, 20, 30 years?



# On the one hand, we are facing major challenges ...

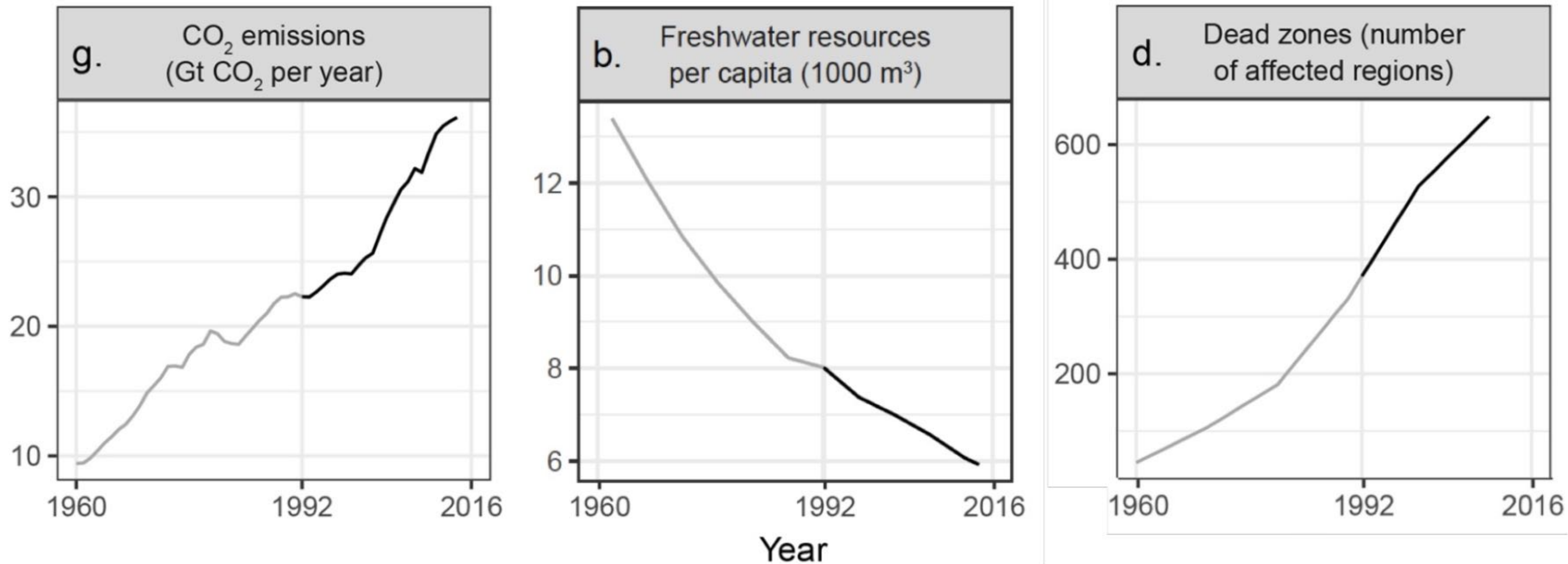


Figure 1: Three graphs from World Scientists' Warning to Humanity: A Second Notice



# On the one hand, we are facing major challenges ...

- The collision of demographics, automation and inequality is likely to create decades of disruption

## Labor 2030

### Demographics



Aging workforces across the world reduce potential supply growth

### Automation



Oncoming automation wave increases potential supply growth

### Inequality



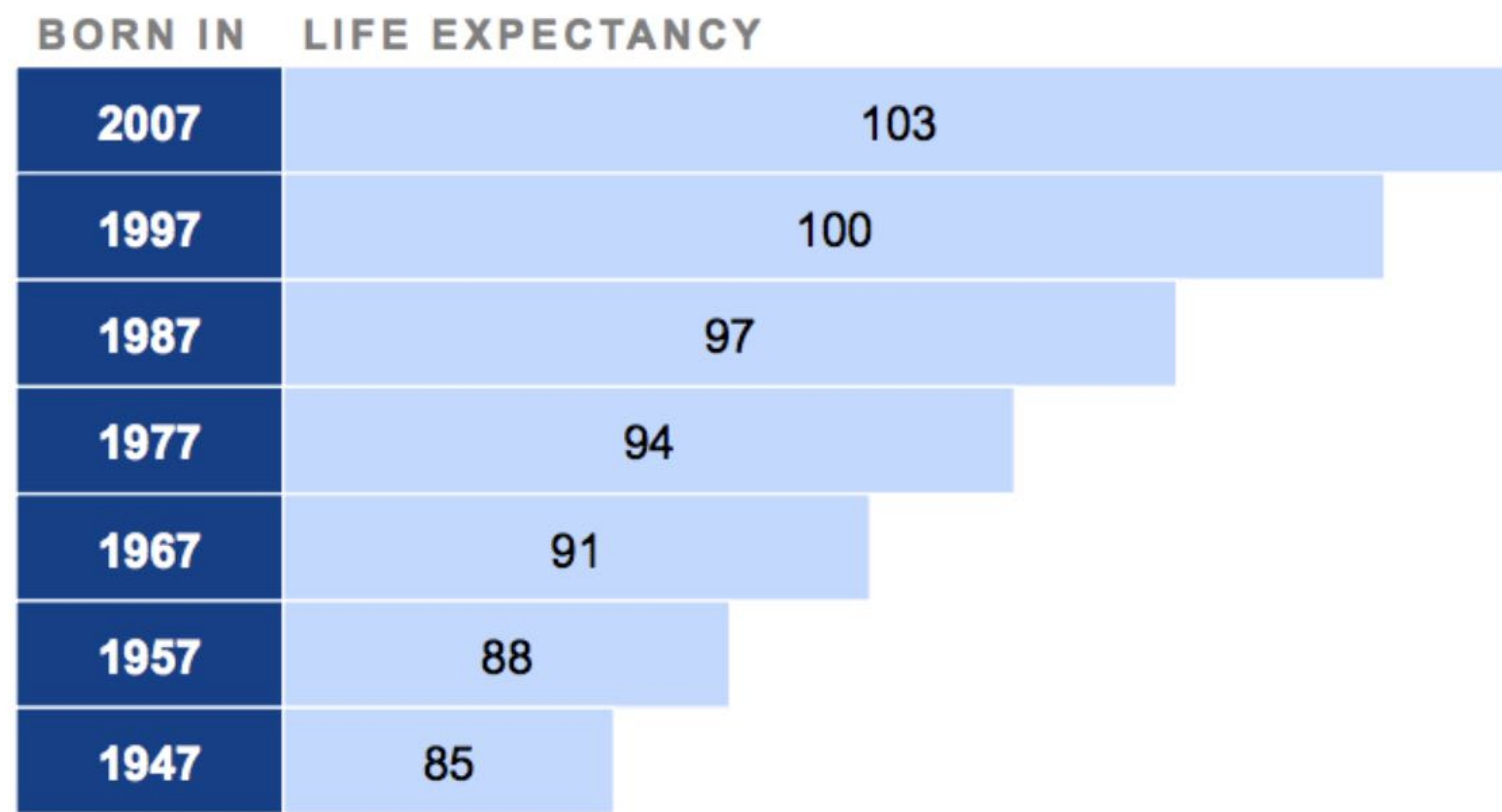
Rising income inequality reduces potential demand growth

- Several turbulent decades of transition
- Resetting of government–market relationship
- Complex macro environment changes for business



On the other hand, we may transcend some of our limitations and gain new capabilities

**Figure 1:** Longevity has been increasing steadily since the middle of the 20th century<sup>4</sup>



Source: [www.100yearlife.com](http://www.100yearlife.com)









Very soon, the question is no longer IF technology can do something but WHY it should









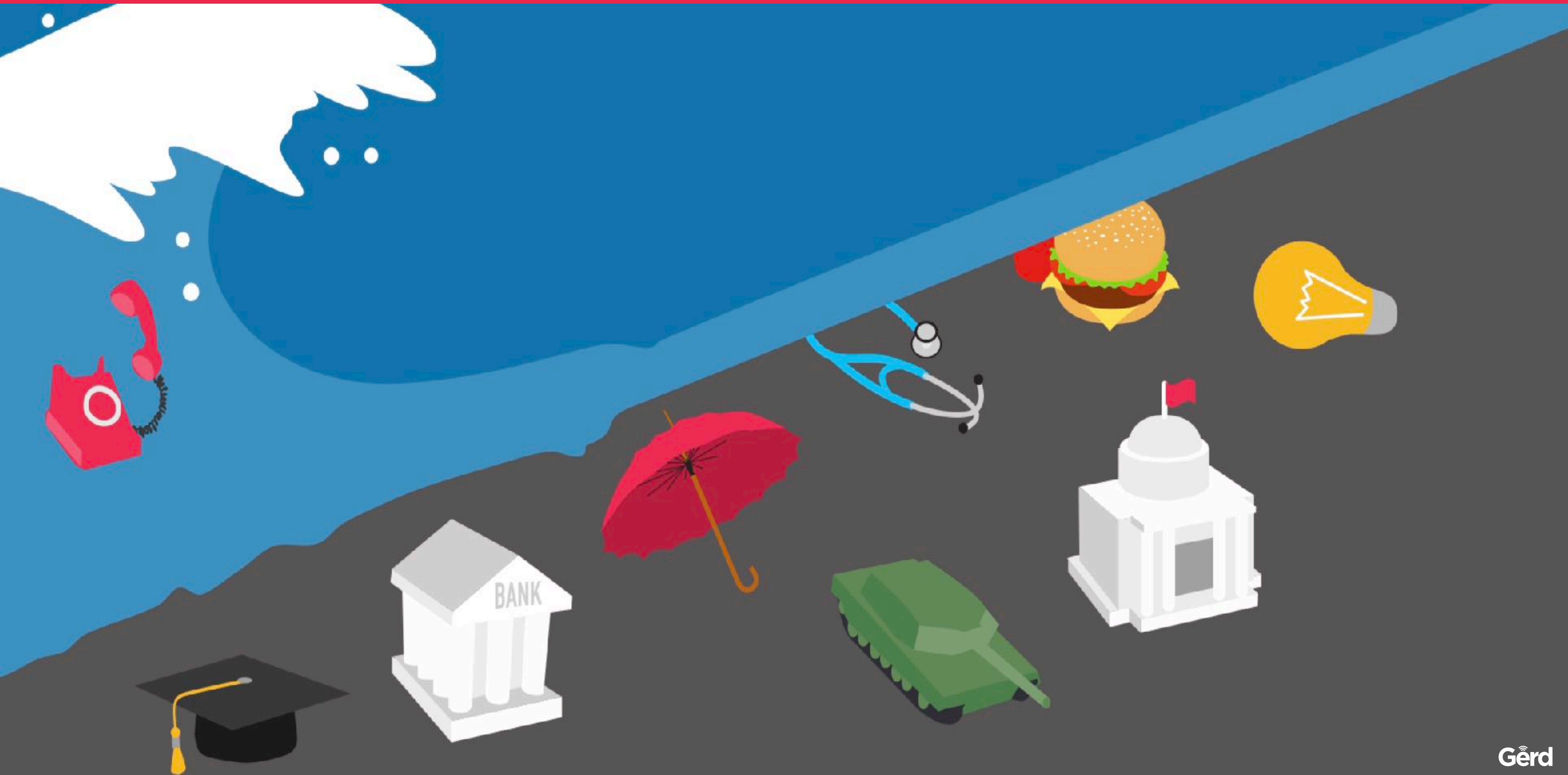
Leadership in the “Ethics of Technology” (Digital Ethics) is crucial, especially in HR



**"Ethics is knowing the difference between what you have a right (or the power) to do and what is the right thing to do"**

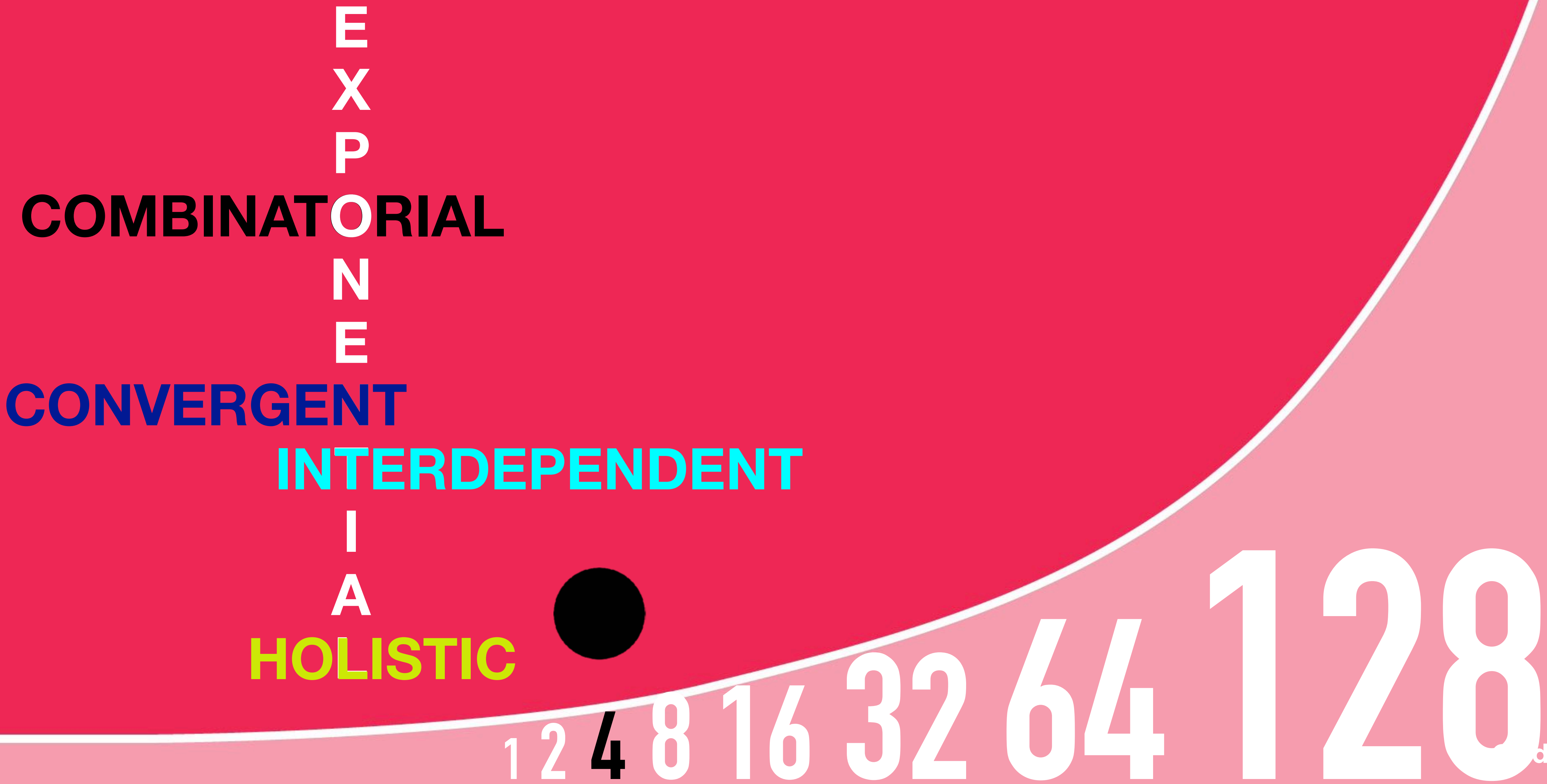


...because technology is rapidly transforming every single sector of our society





# Up-skilling for exponential change: adopt a 'future-mindset'





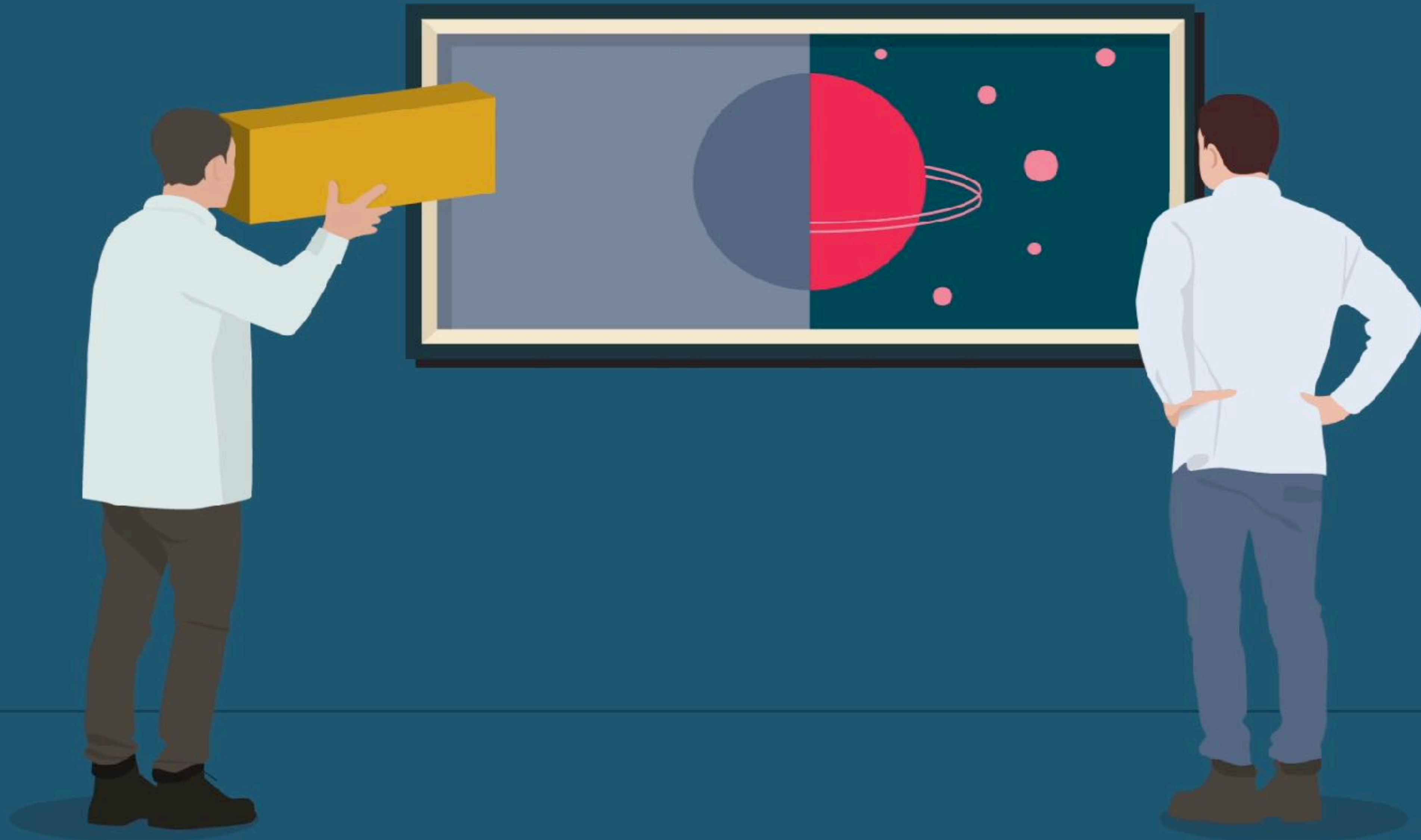
Hybrid thinking: focus on what is, **and** explore **what might be**

**“The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function”**

**F. Scott Fitzgerald**



# Are you able to apply a narrow focus **and** to take a wider view?





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# Humans and Machines



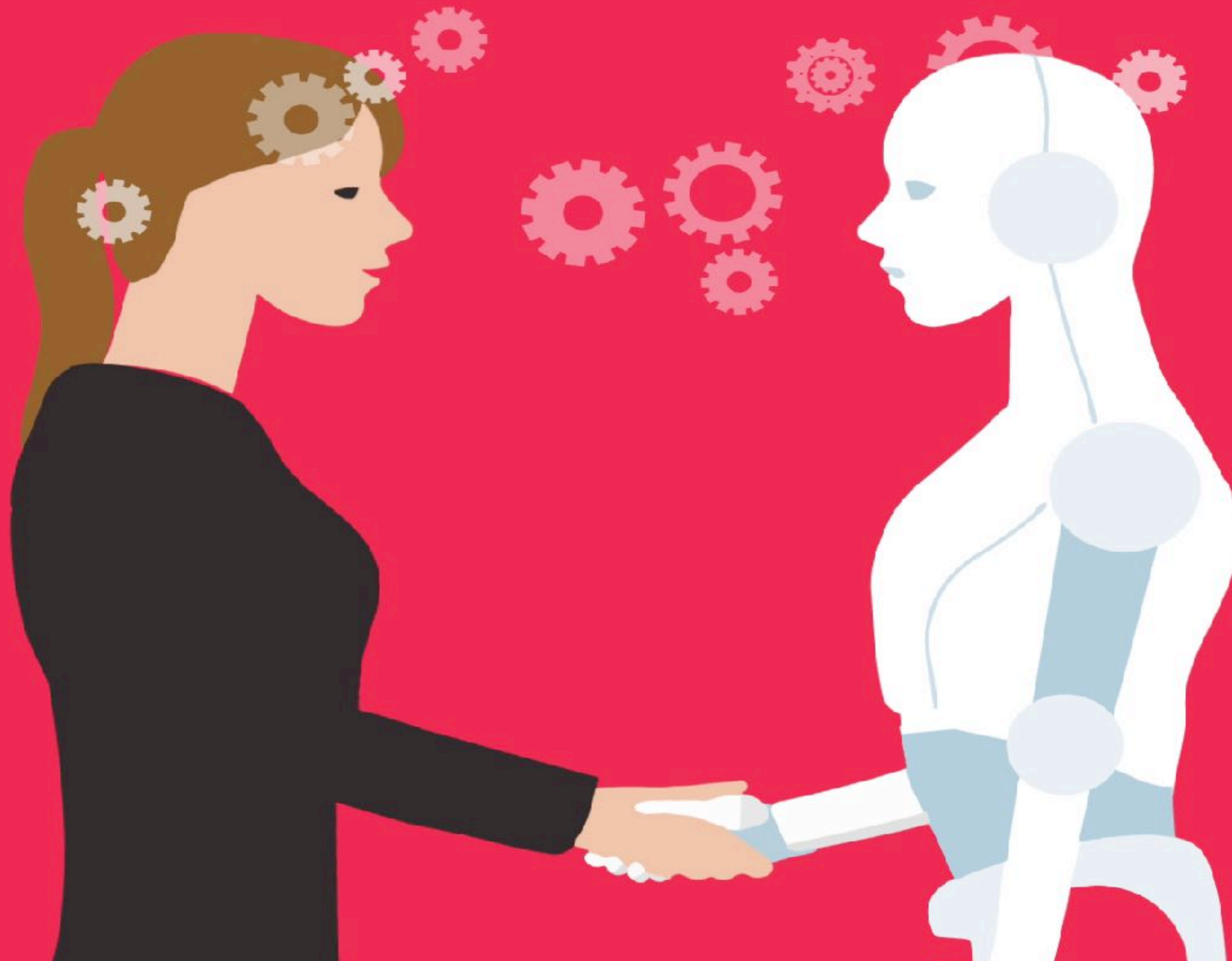
# Technology is exponential but humans are not



“Before you become too entranced with gorgeous gadgets and mesmerizing video displays, let me remind you that **information is not knowledge, and knowledge is not wisdom**... Each grows out of the other, and we need them all”  
(Arthur C. Clarke 1967)



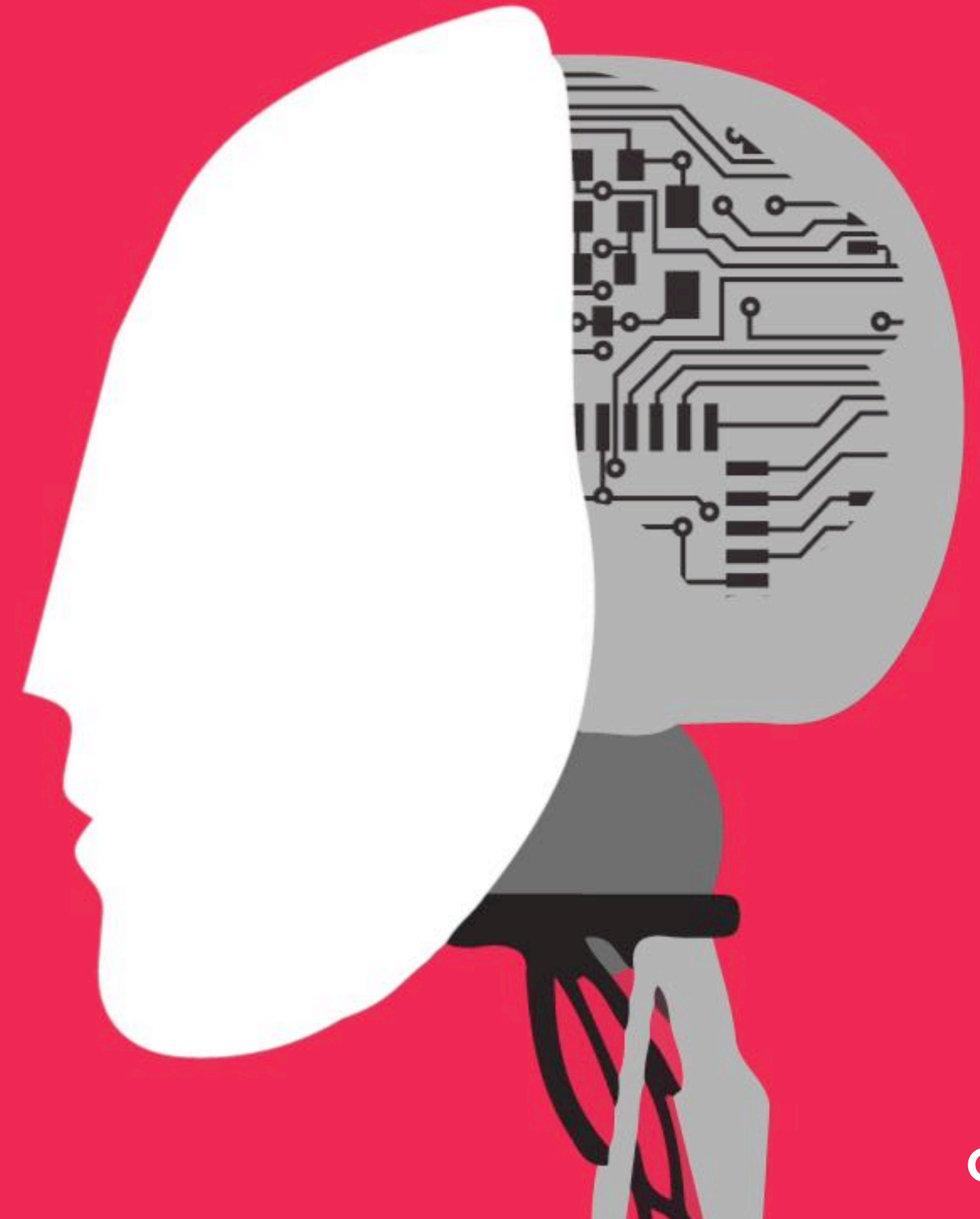
Intelligent machines will change our world more than any other invention in human history





**Yet human intelligence and machine 'smartness' are 2 entirely different things**

**Focus on benefits of Intelligent Assistance (IA): augment humans don't replace them**





**“Whatever is very simple for a human is very hard for a computer,  
and whatever is very hard for a human is simple for a computer”**





# Artificial Intelligence : computer systems that turn information and data into knowledge (Dennis @ DeepMind)

## The Future Of A.I.

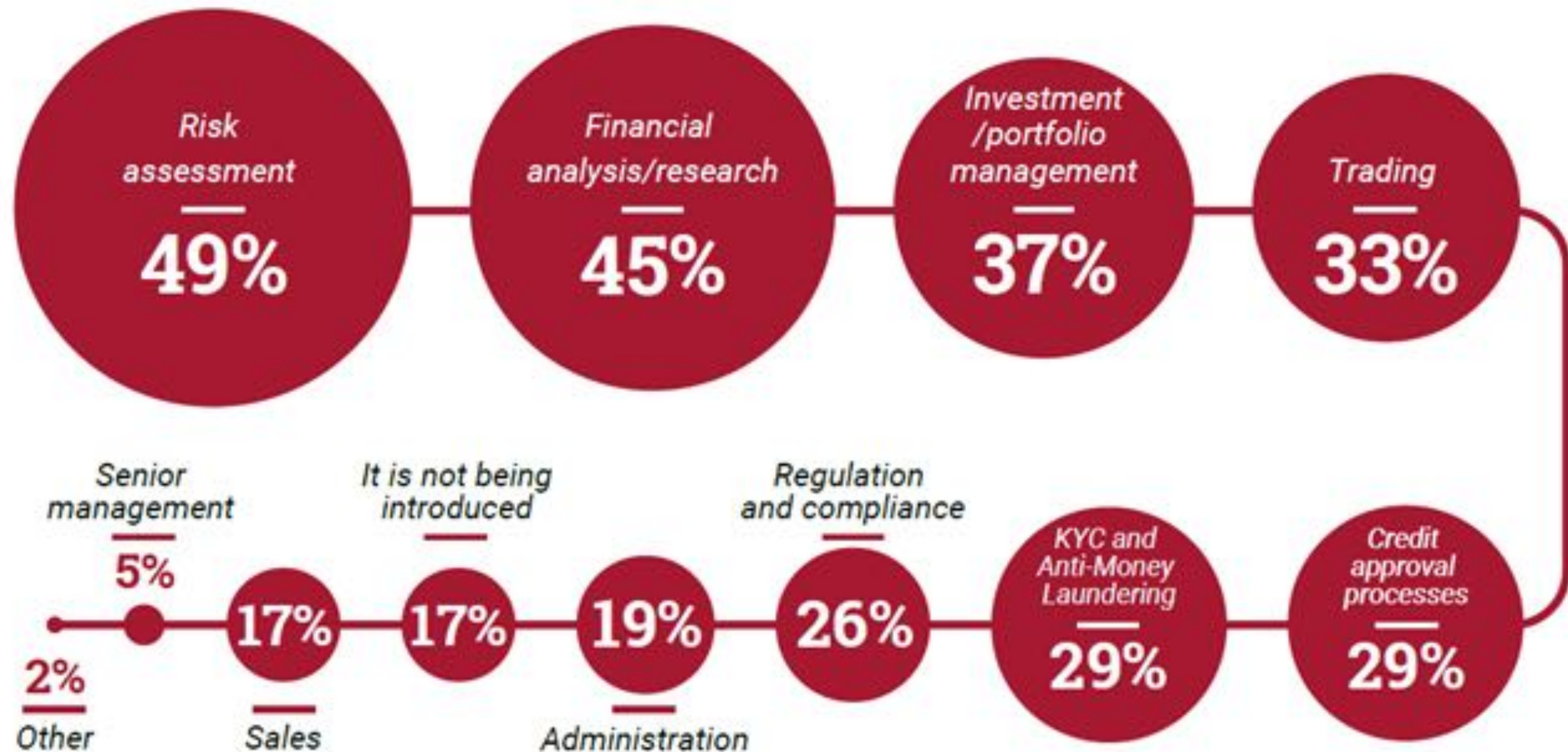
Forecasted cumulative global artificial intelligence revenue 2016-2025, by use case (U.S. dollars)





Where do you expect AI/machine learning technology to be introduced in your organisation in the next three years?

Source: Baker & McKenzie





**“Big business decisions will be made not by experts or intuition but by big data and predictive analytics”**



 **CBS THIS  
MORNING**

**GOOD THINKING**

IBM CEO ON USING TECHNOLOGY TO TACKLE CHALLENGES

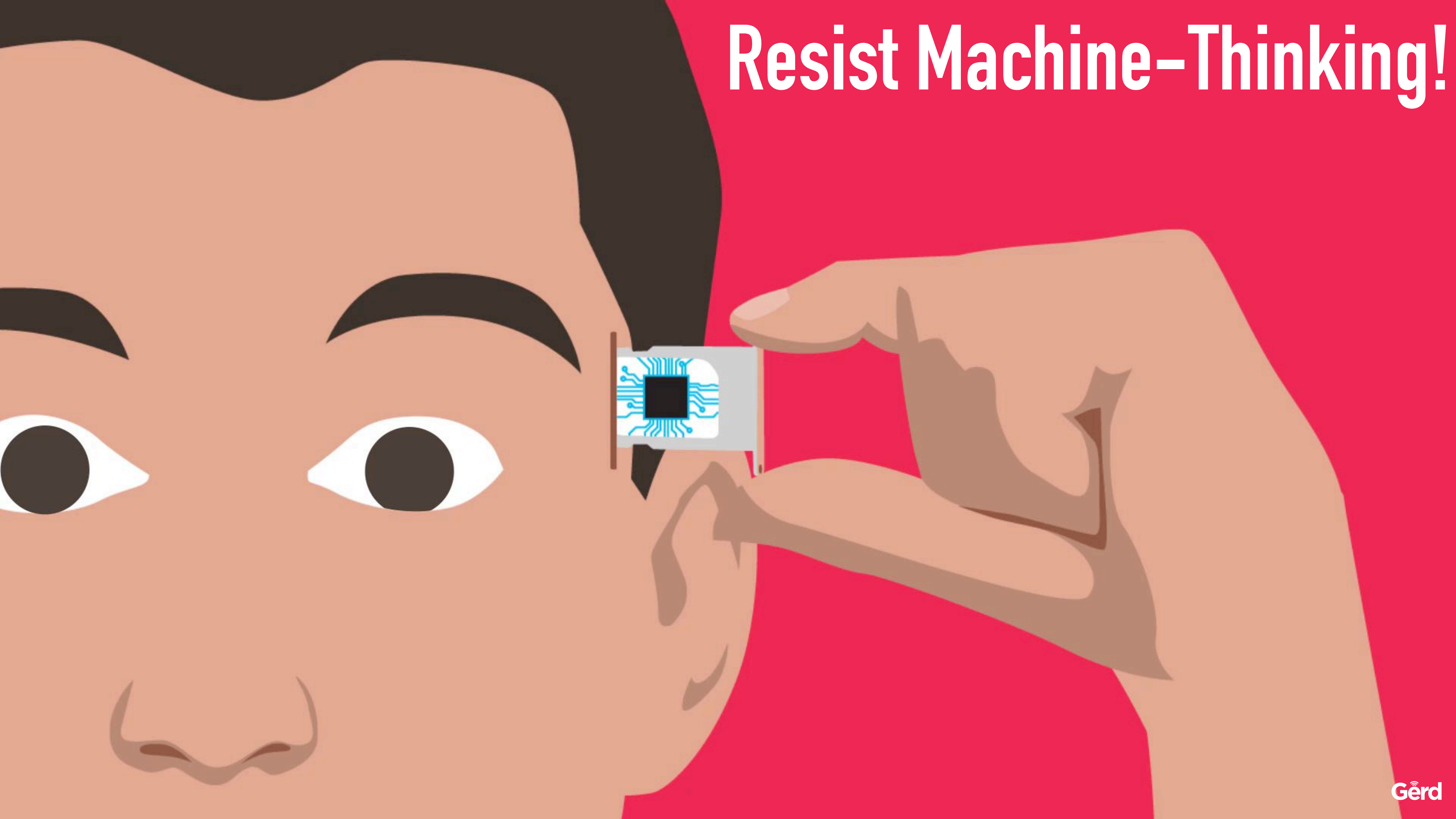


“Algorithms outperform human intelligence when it is **not** about understanding emotional states, intentions, interpretations, deep semantic skills, consciousness, self-awareness and flexible intelligence” (via Luciano Floridi)





# Resist Machine-Thinking!





# Data is great, but DATAISM is not



“If you torture data long enough it will confess to anything”

Gerd  
Ronald Coase





**Machines  
don't do  
relationships!**



**Machines are for answers, humans are for questions** (Kevin Kelly et al)

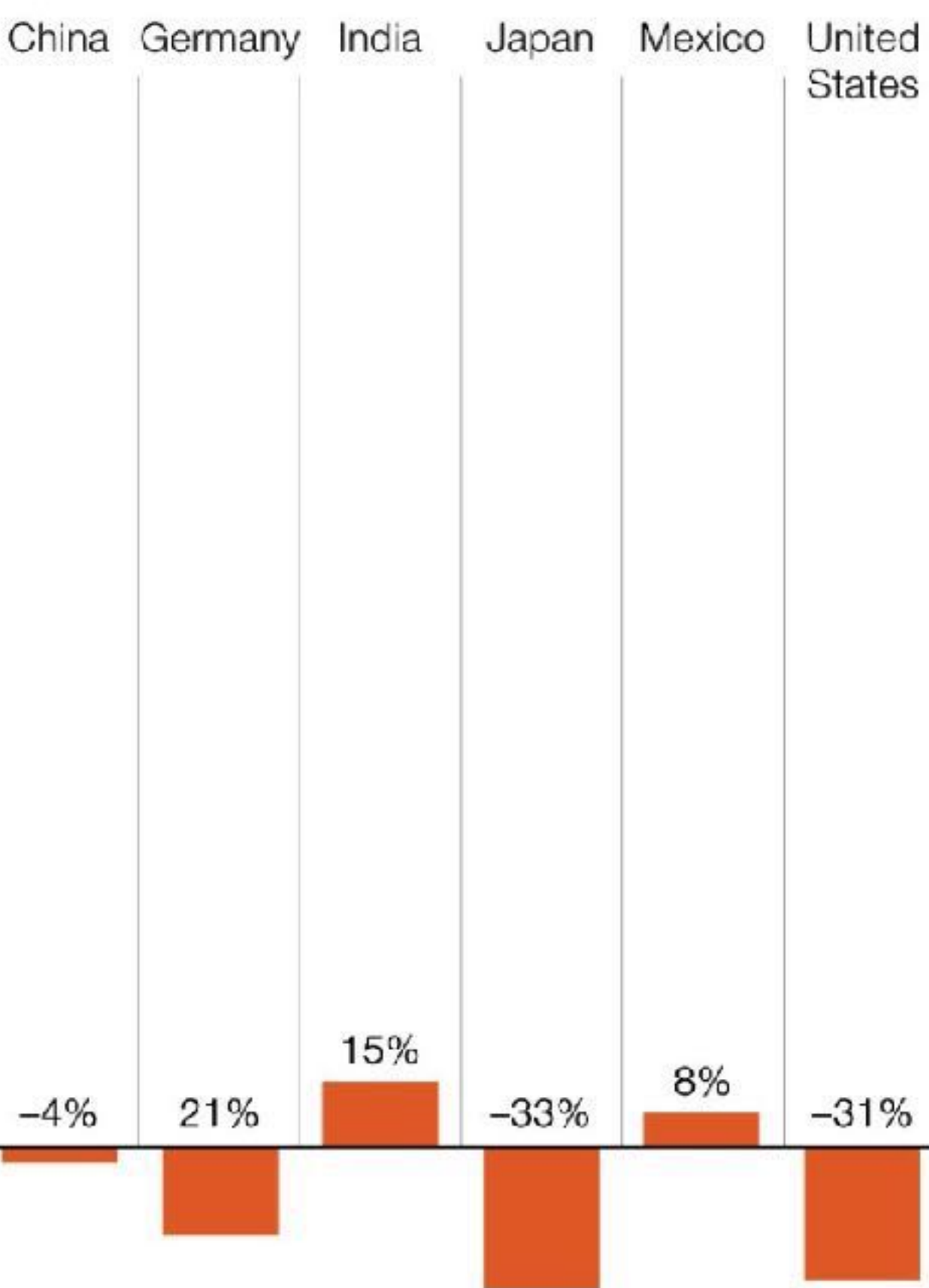




# Employment growth or decline by occupation, % change labor demand, mid-level automation (1)

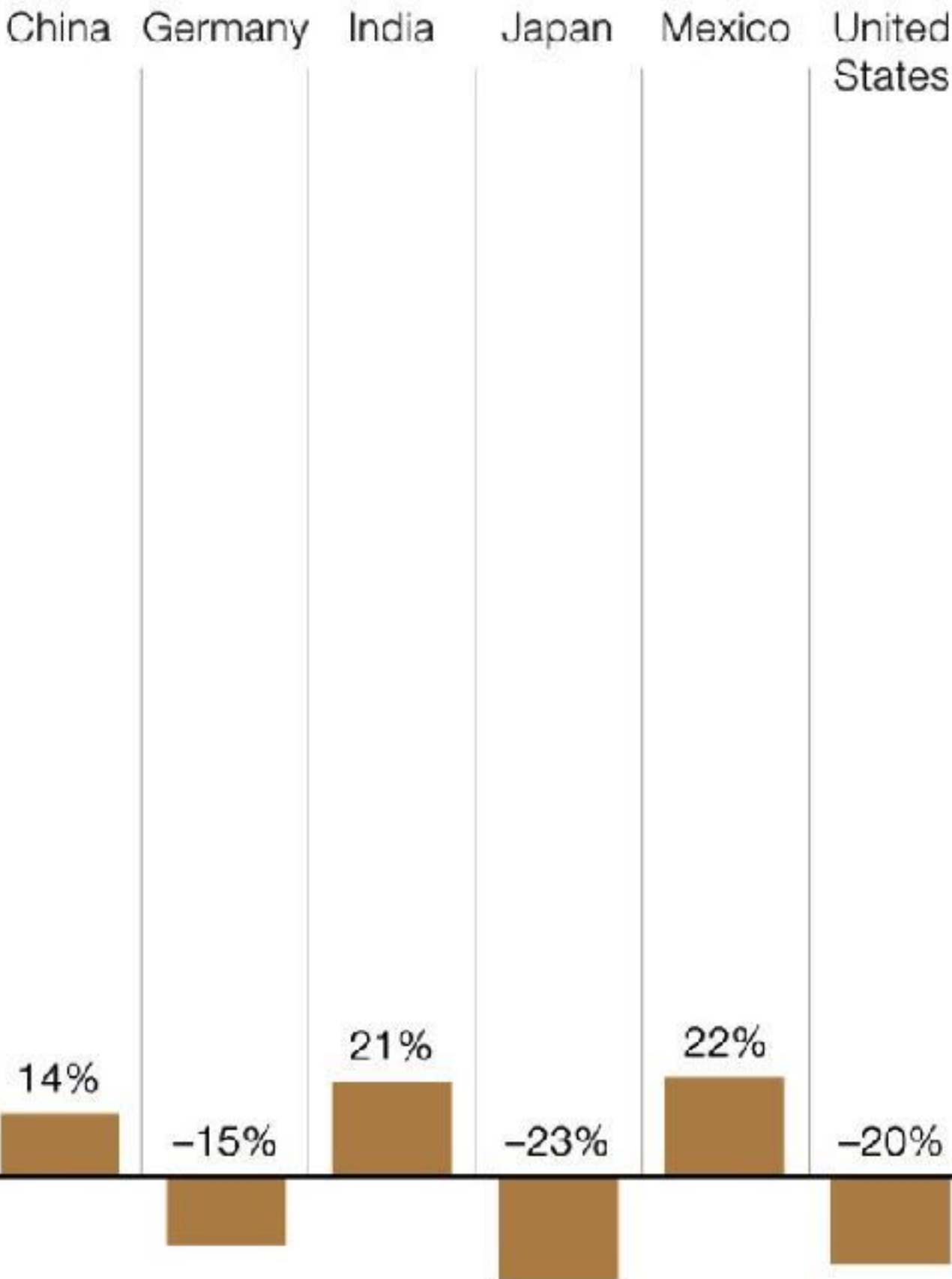
## Predictable physical work

Includes: Fine-equipment installation and repair workers, protective services, gaming- industry workers, dishwashers, cleaning- equipment operators, food-preparation workers, general mechanics



## Office support

Includes: IT workers, information and record clerks, office-support workers, financial workers (procurement, payroll, etc), administrative assistants

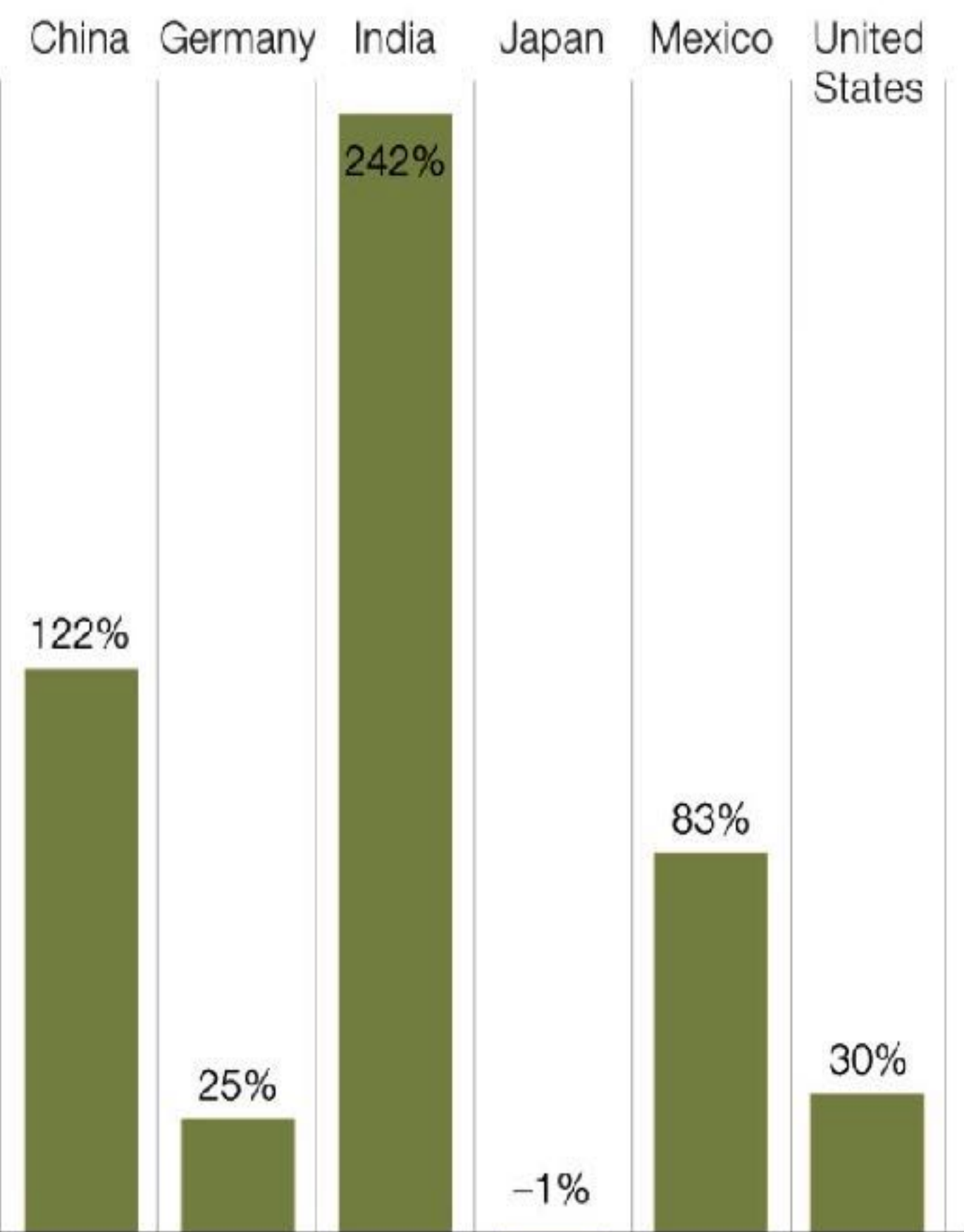




# Employment growth or decline by occupation, % change labor demand, mid-level automation (2)

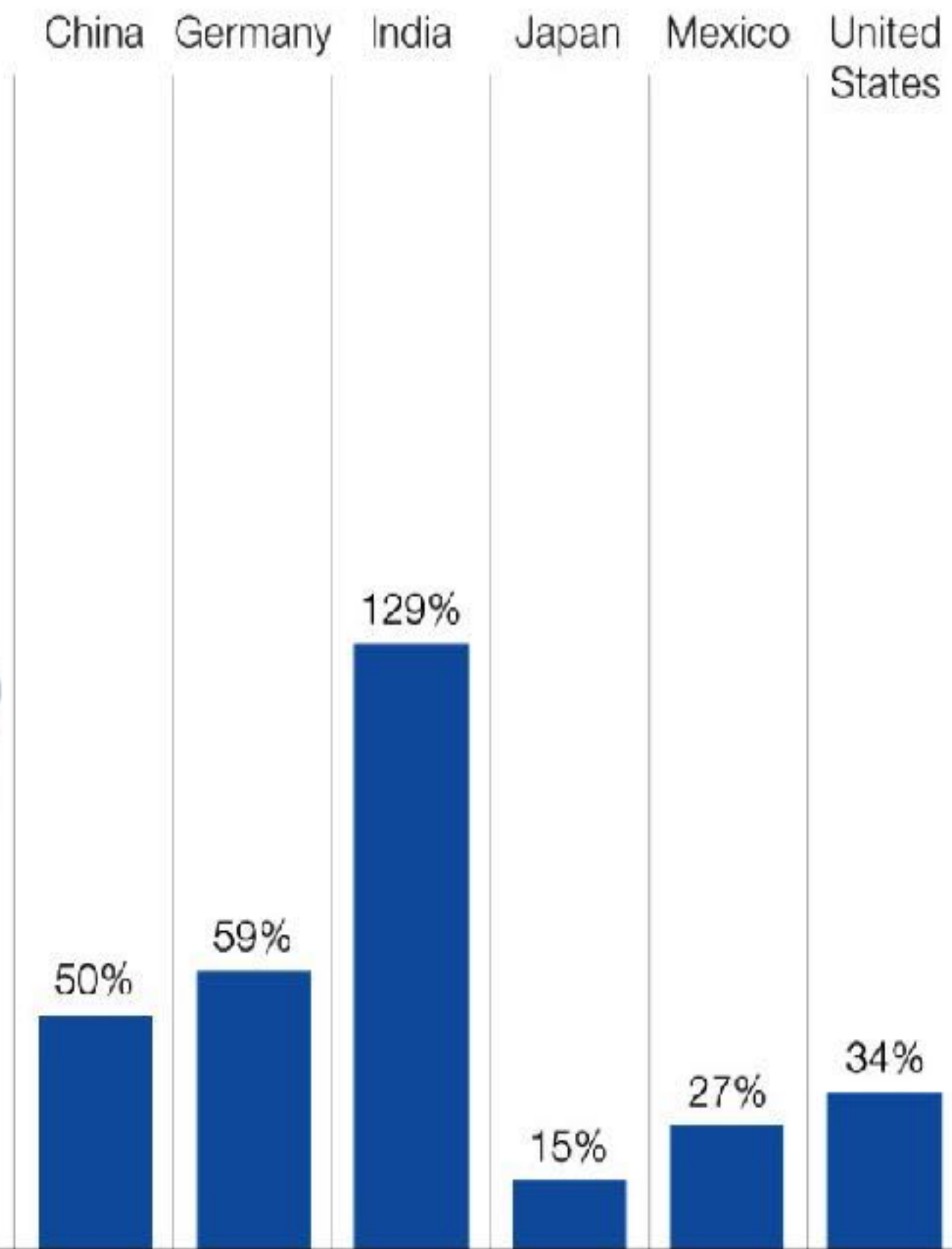
## Care providers

Includes: Doctors, nurses, physician assistants, pharmacists, therapists, health aides and health support, childcare workers, health technicians, community and social workers



## Technology professionals

Includes: Computer engineers, computer specialists

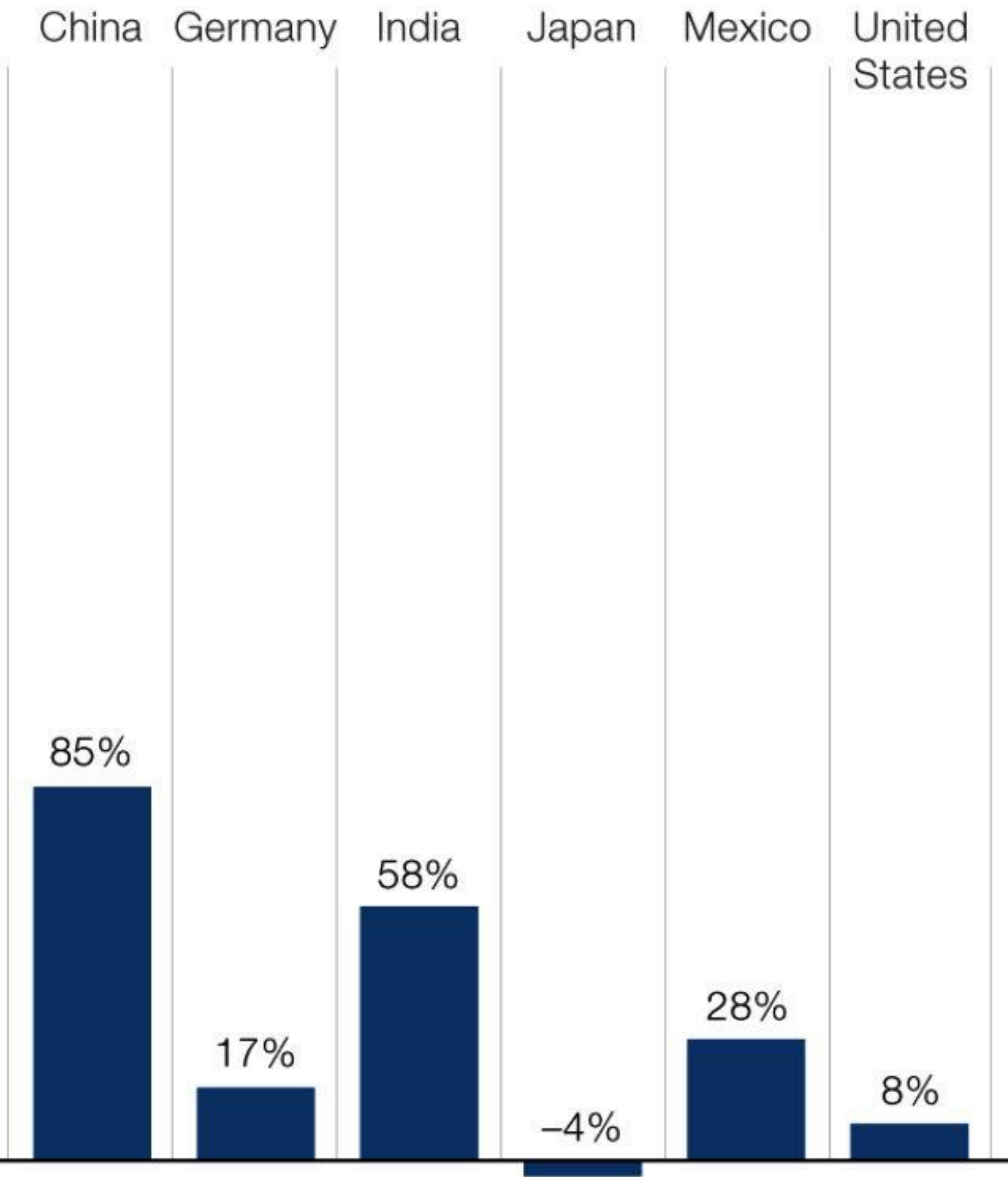




# Employment growth or decline by occupation, % change labor demand, mid-level automation (2)

## Creatives

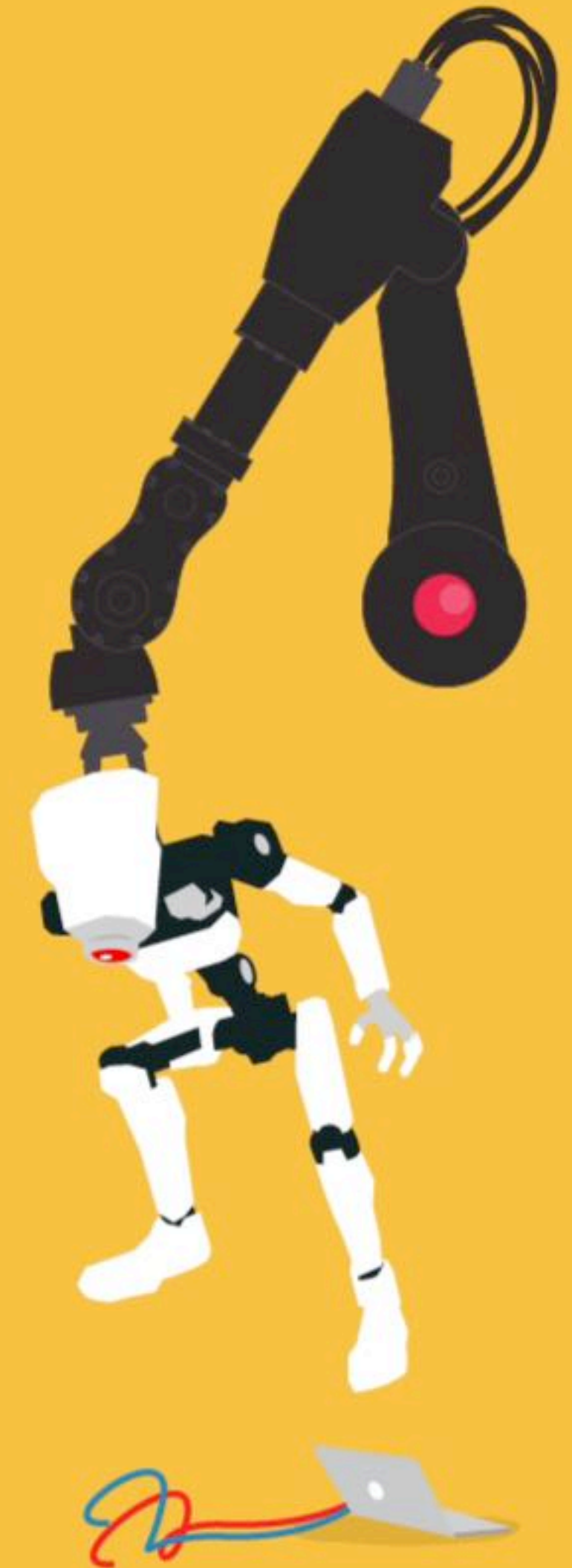
Includes: Artists, designers, entertainers, media workers





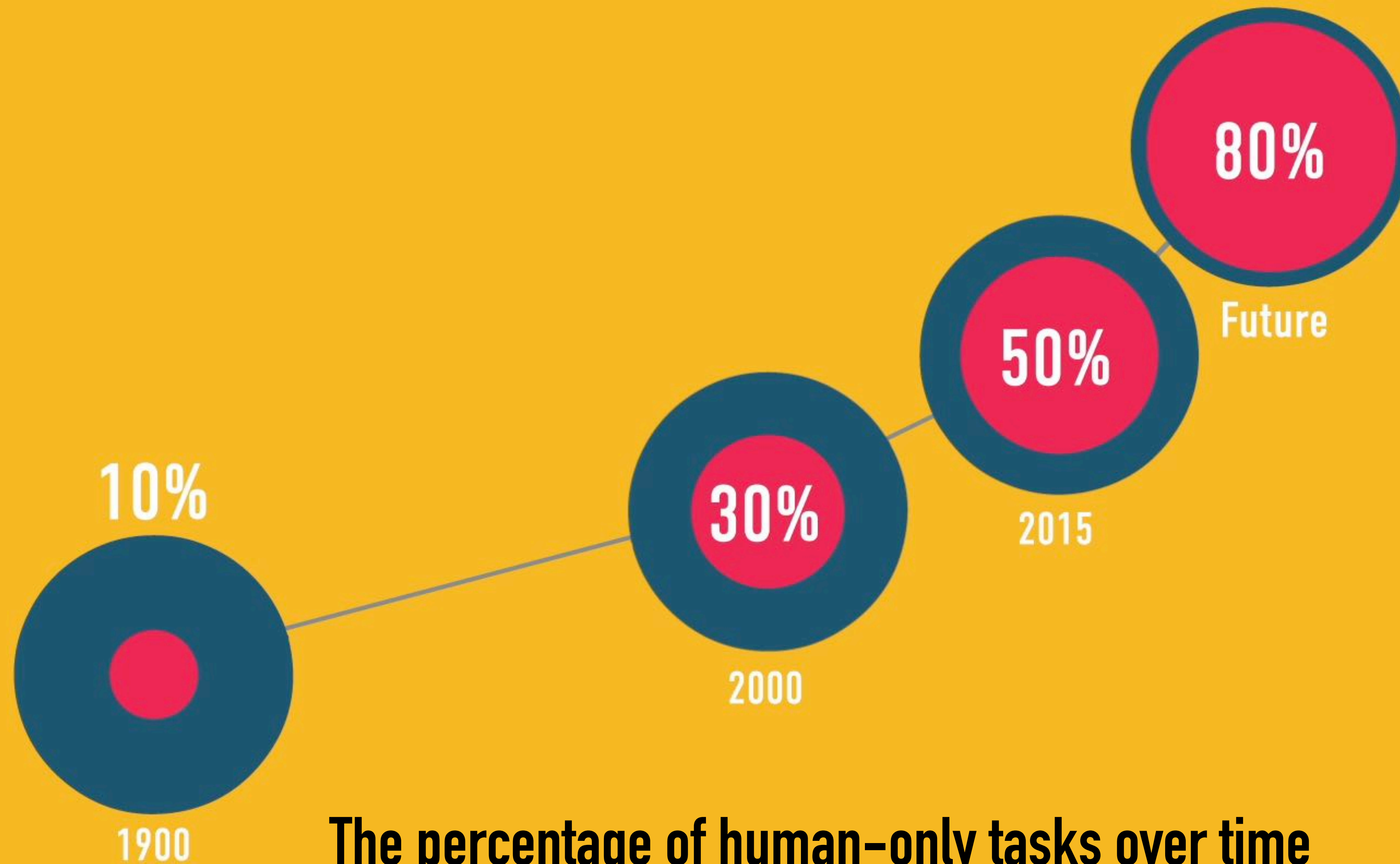
“Very few occupations – less than 5 percent – consist of activities that can be fully automated”

Transition support for people that are shifting occupations will be essential





# But how will we close the skills gap: digital skills and human-only skills?





It's no longer (just) about knowledge – it's about understanding, imagination, wisdom





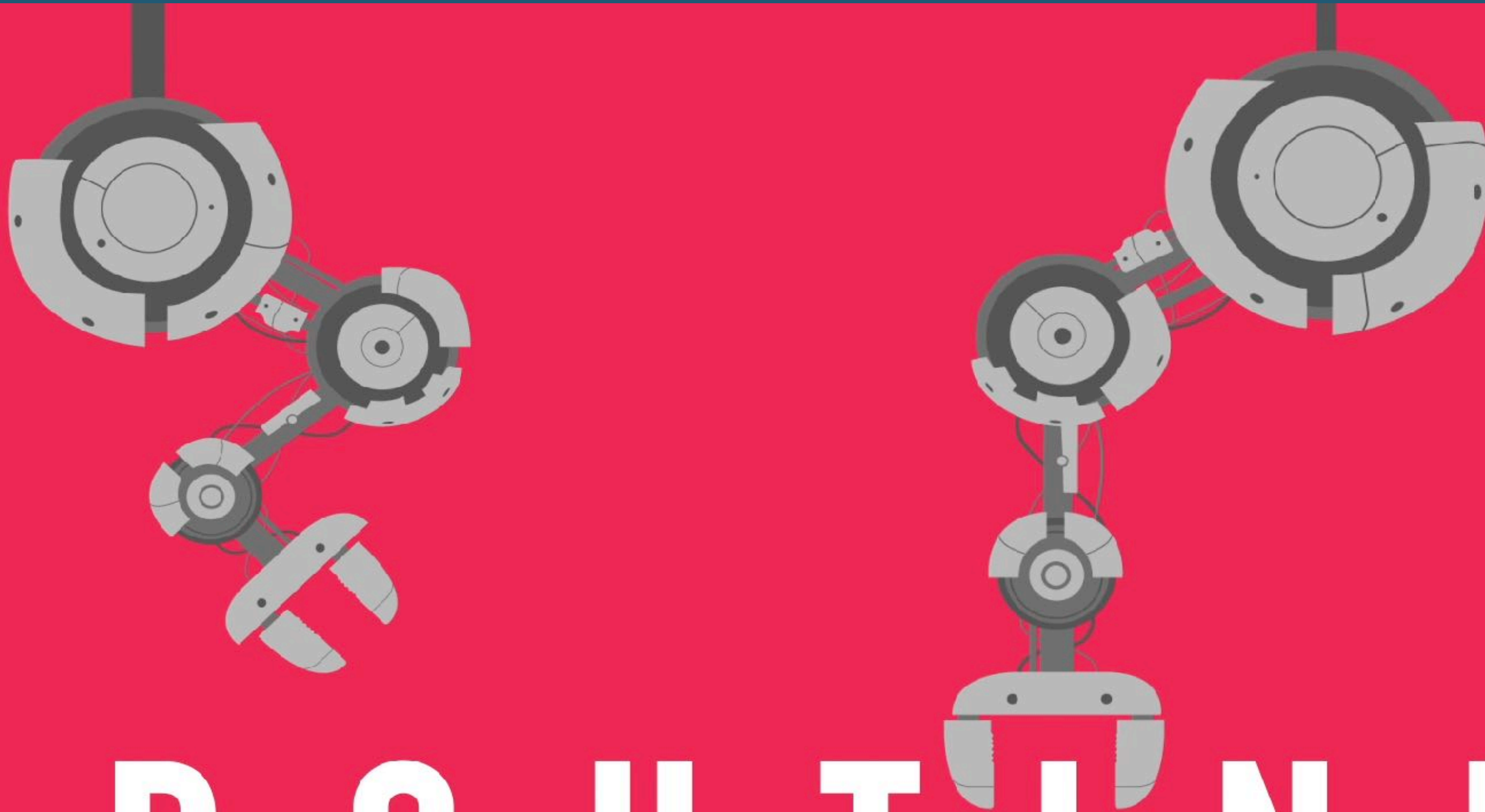
Machines will replace some (not all) of our tasks, but not our work, and not our purpose\*



Are we the  
**horses**  
of the  
digital  
age?



The end of routine is coming: the imminent redefinition of work, education and economic logic



ROUTINE

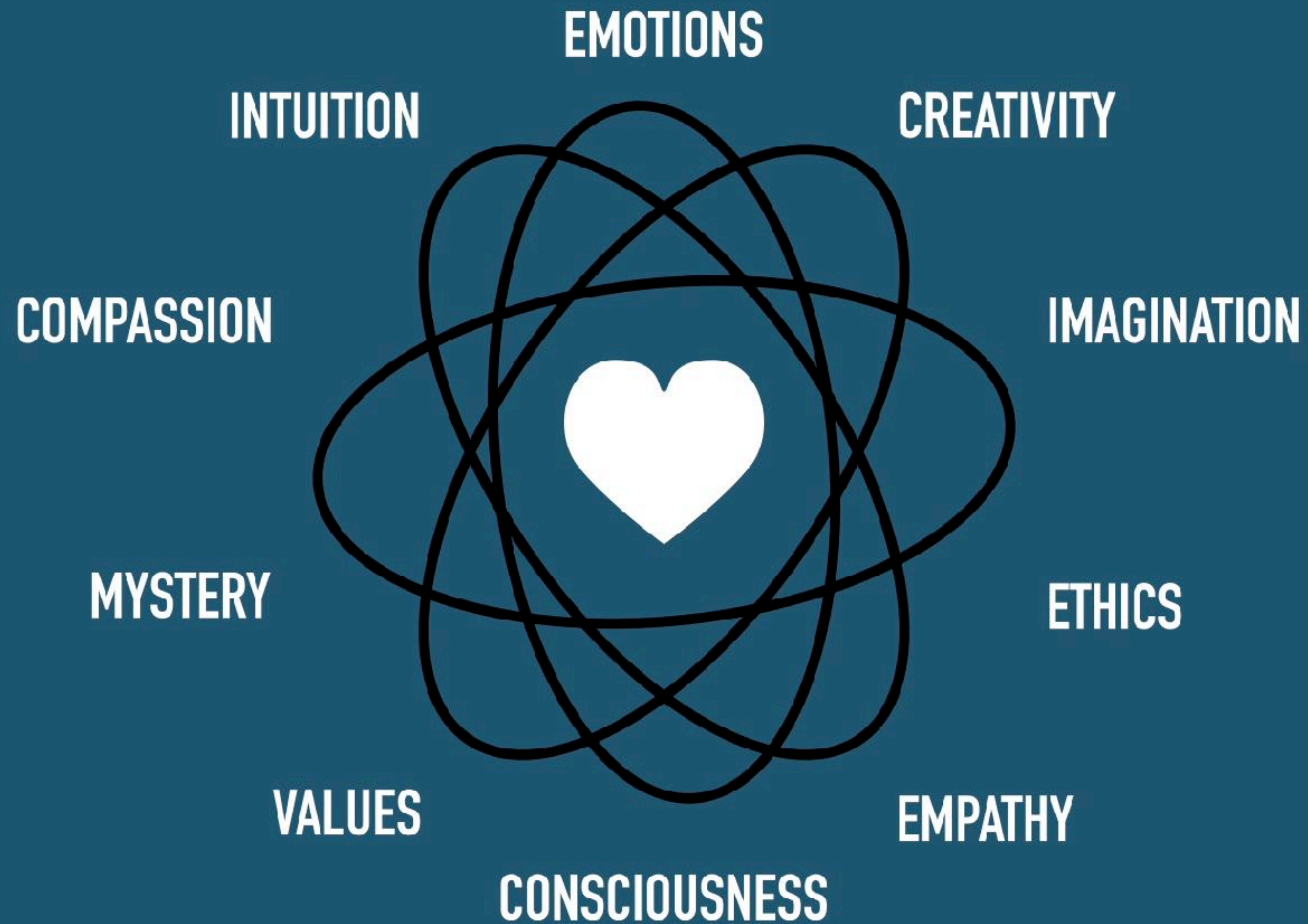


**But the end of routine does not mean the end of human work...**





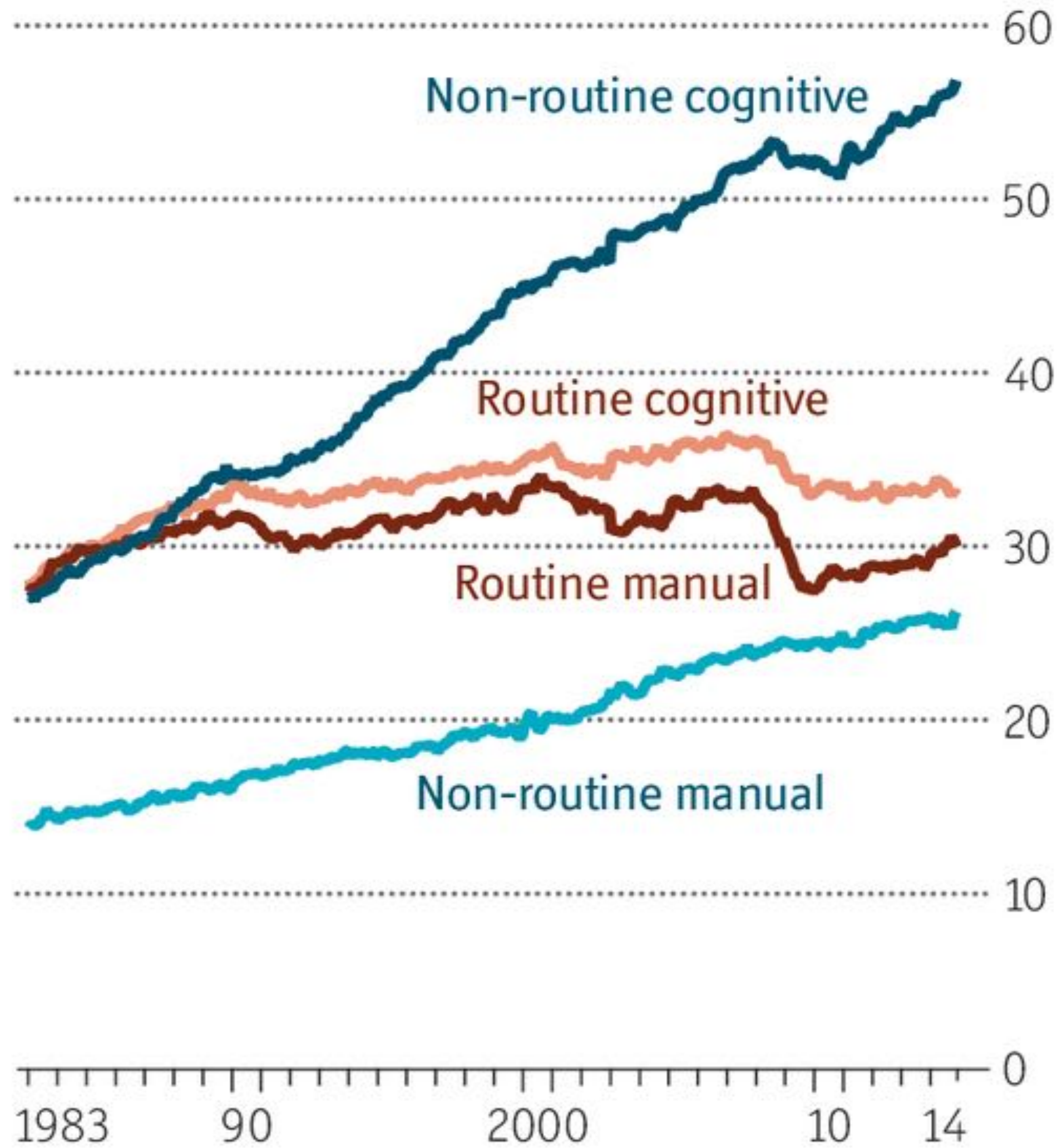
...because anything that cannot be digitized or automated will become even more valuable



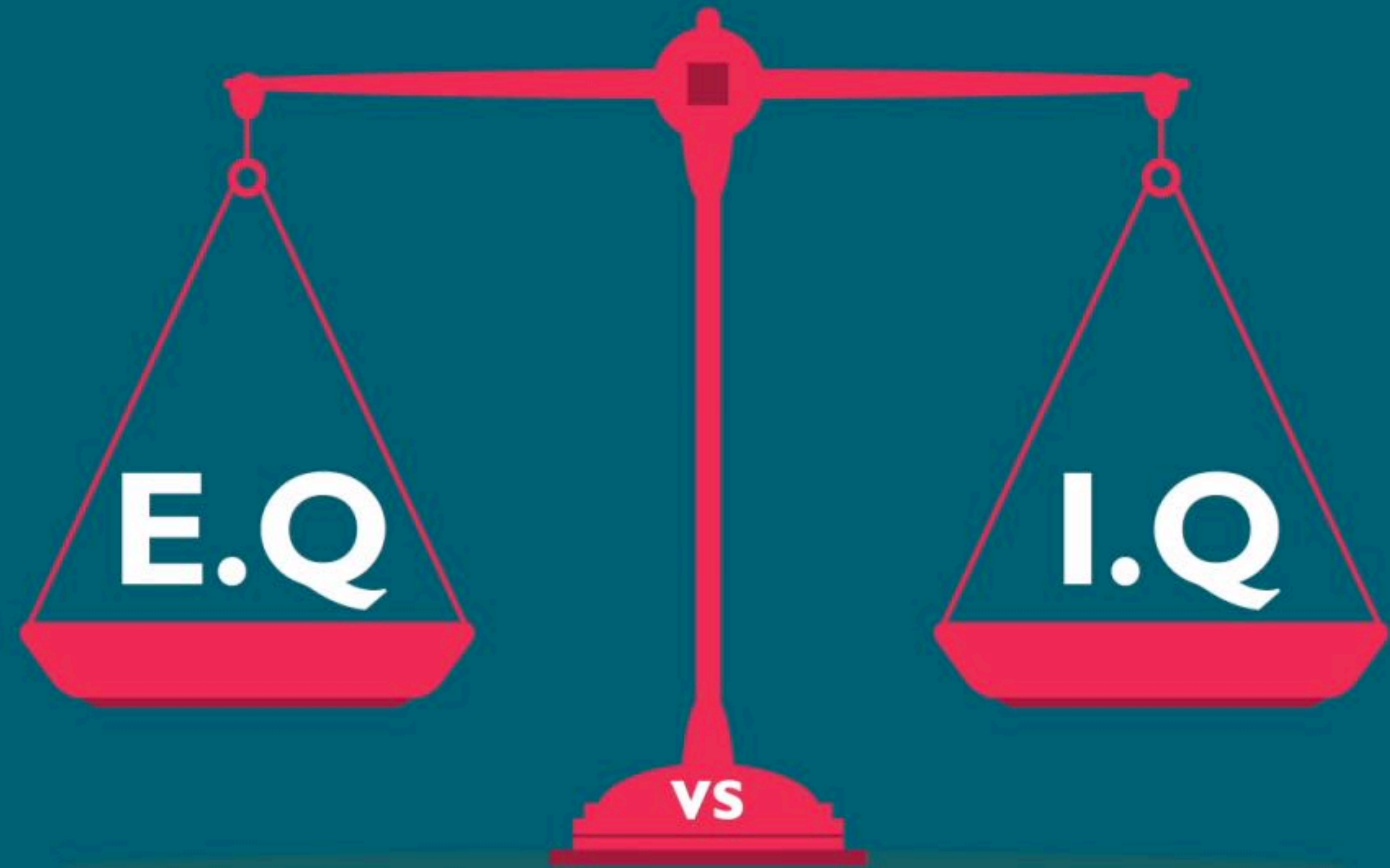


## Think

United States employment, by type of work, m

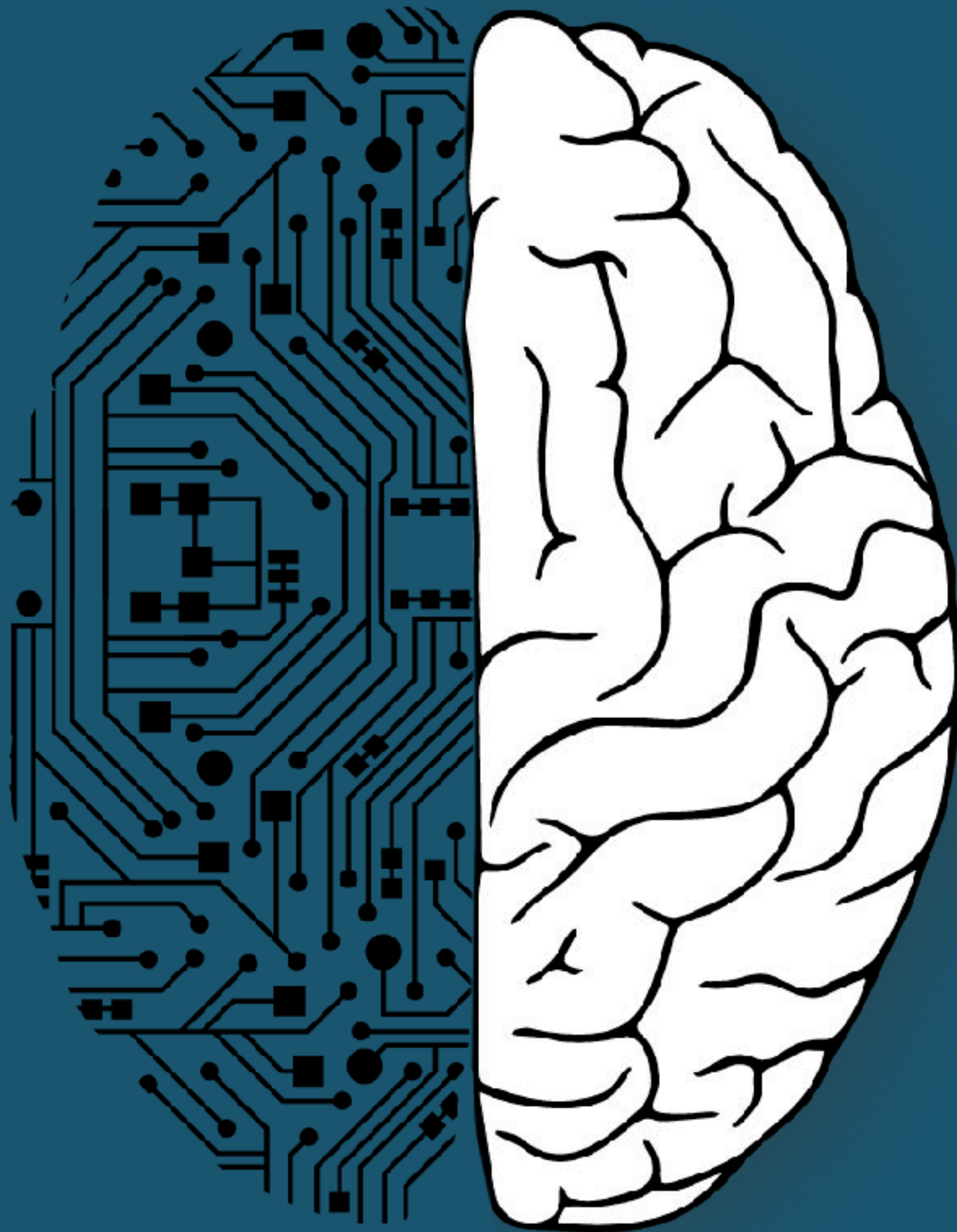


Sources: US Population Survey; Federal Reserve Bank of St. Louis





# Upskilling, reselling, life-long learning...



2020

- 1 Complex Problem Solving
- 2 **Critical Thinking**
- 3 **Creativity**
- 4 People Management
- 5 Coordinating with Others
- 6 **Emotional Intelligence**
- 7 Judgement and Decision Making
- 8 Service Orientation
- 9 Negotiation
- 10 **Cognitive Flexibility**



We must invest as much in humanity as we invest in technology: STEM and HECI

Science

Humanity

Technology

Ethics

Engineering

Creativity

Mathematics

Imagination



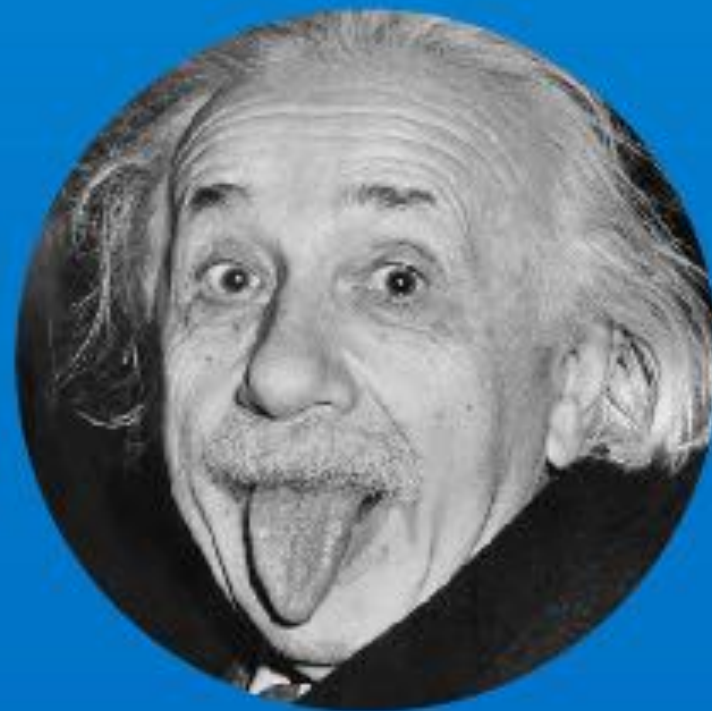
**COMPUTERS ARE**

incredibly fast, accurate and stupid.

**HUMAN BEINGS ARE**

incredibly slow, inaccurate, and brilliant.

**TOGETHER THEY ARE POWERFUL  
BEYOND IMAGINATION.**



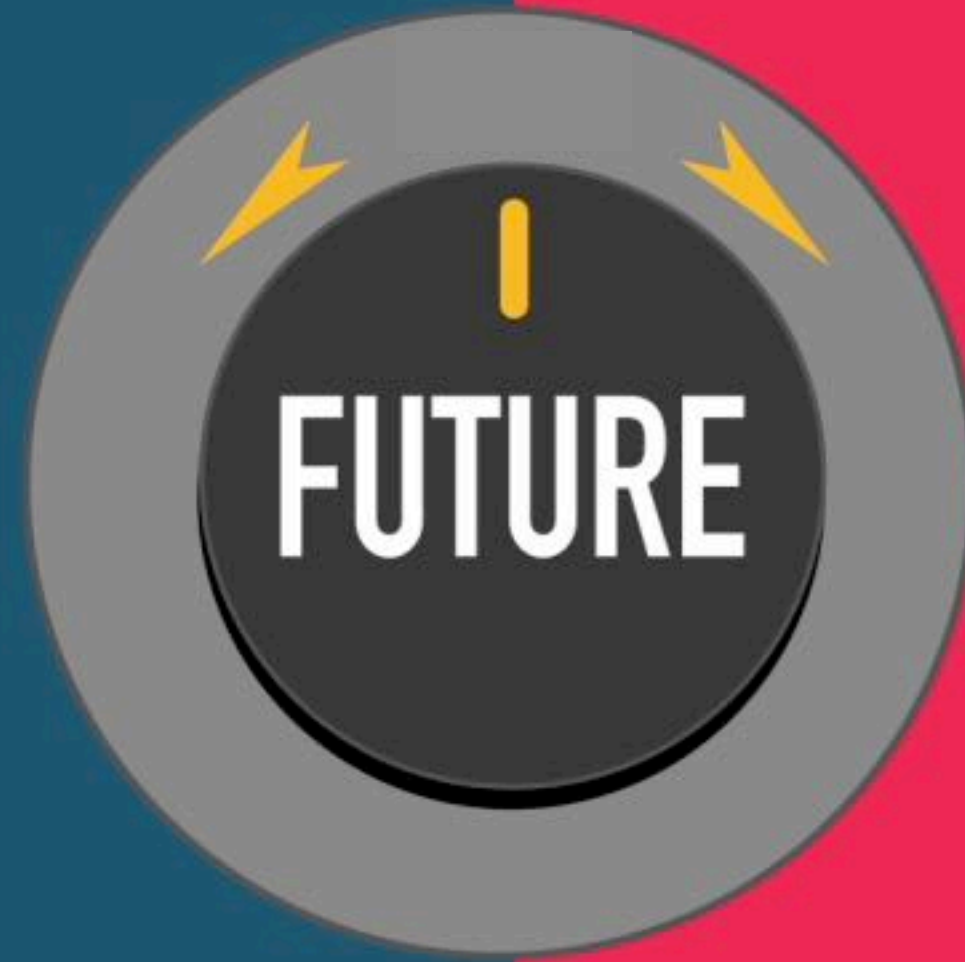
- Albert Einstein

**E  
X  
P  
COMBINATORIAL  
N  
E  
CONVERGENT  
INTERDEPENDENT  
I  
A  
HOLISTIC**

**The future: awesome humans on-top of magic technology**



# Embrace technology but don't become it!







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# Thanks for your time!



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