

# E477 SPR22

## The Future of Work

### Course Summary

#### Aims & Objectives

We stand in the midst of one of the greatest revolutions in organisations and work the world has ever seen. The forces that are shaping our work, our organisations and institutions are becoming ever more apparent as their velocity increases. The Covid-19 pandemic has served both to accentuate already apparent trends whilst also revealing in an even more compelling way some of the fault lines in our society. The trajectory of these forces is unknowable – with future scenarios ranging from the most optimistic to the downright bleak. It is clear that it falls to your generation to make one of the biggest transformations in human history.

The scenarios that we can describe are the result of a number of global forces that can shape organisations, communities and regions in various ways. How these forces play out, how they interrelate to each other, and the ways in which we respond to them creates the space between the scenarios – the path between the most optimistic and the bleakest of scenarios.

The path between will be created by societies that are creative, adaptable, inventive, well-informed and flexible, and by people who are able to respond generously to each other and to needs wherever they arise. They will also be created by the companies within which we work.

In this elective we explore these key themes. First, how the context of work and organisations will be shaped by the forces of globalisation, technology, demography, societal changes, pandemics and resource constraints over the coming decades and the opportunities and challenges this creates. Then we consider the impact this will have on organisations and ecosystems of knowledge and talent, and the role of the company in the community and in society. Finally, we take a closer look at what this means for leadership and for you as you develop your own ideas about how best to prepare for the future.

### Learning Outcomes

**On successful completion of this course, you will be able to:**

- Understand the forces that are shaping the world
- Have insight into the way this will impact on corporations and governments
- Understand how work will change and what this will mean for working lives
- Build a draft plan for your own working life
- Understand the need for multi-stakeholder initiatives

### Course Preparation

#### Format & Teaching Methods

- Many sessions will feature a guest speaker. The format for classes will be an introductory framing of ideas and issues by the faculty, followed by class discussion. Students are expected to come prepared through reading and reflection, to discuss session themes. They will be expected to engage in dialogue with guest speakers and to participate in discussion afterwards.
- Readings are provided for most sessions and students are expected to have read these.

## Pre-Requisites & Input Required

- OB and Strategy are core course prerequisites.
- 100% attendance is required for a participation grade. Attendance and contribution is carefully monitored.
- Students are required to select a future orientated issue to examine. This will form the basis of the written assessment. They are also required to work in small groups to prepare a written analysis of their own future career.

## Course Textbooks

- Gratton, L. (2011) *The Shift: The Future of Work is Already Here*. Collins.

The book will be provided electronically on Canvas.

*A note on the reading list:* I have provided an extensive reading list for those subjects you want to dive further into. I am not expecting you to read everything!

## Assessment Information and Policies

### . Assessment Table

Assessment type	Weightings	Group/ Individual	Release date of assessment component	Deadline/ Time & Date of exam
Group Essay	50%	Group	Start of Course	Monday 7 <sup>th</sup> March, 09.00am
Personal Report	50%	Individual	Start of Course	Monday 7 <sup>th</sup> March, 09.00am

### Requirements to Pass

In order to successfully complete a Core or Elective Course, students will be required to achieve the following minimum requirements:

- i. A minimum of 50% overall; **and**
- ii. A minimum of 50% across the weighted average of individual assessment component/s excluding class participation; **and**
- iii. Satisfy any attendance requirements where applicable

## Academic Integrity Expectations

All students completing this course should be aware that in submitting any assignment for this course, you agree to the following declaration:

*“I certify that the coursework that I have submitted is entirely my own unaided work, and that I have read and complied with the School’s guidelines on plagiarism and referencing as set out in the School handbook.*

*I understand that the School may make use of plagiarism detection software and that my work may therefore be stored on a database which is accessible to other users of the same software.”*

Students should be aware that, where plagiarism is suspected, a formal investigation may be carried out under the School’s Student Disciplinary Procedure. This may result in penalties ranging from mark deduction to expulsion from the School.

## Attendance Policy

Students must attend a live teaching session, either in-person at campus or via Zoom if an exemption has been approved by the School. Students are expected to attend 80% of teaching sessions. Attendance will be monitored by:

- Students attending in-person must register their attendance using the SEAtS card readers upon entry to the lecture theatre. Any misuse of the School’s attendance monitoring systems will be treated extremely seriously.
- Students who have an exemption to attend live sessions virtually will have their attendance monitored via Zoom.

Students who are persistently absent or late will be contacted by the School, may be required to meet with their Programme Office, and may be subject to disciplinary action. This response will normally be triggered if a student’s attendance is 80% or less but may occur sooner if deemed appropriate. For students on Tier 4 visas poor attendance may lead to the student being withdrawn and their visa cancelled.

## Other Assessments

There are two forms of assessment for this elective.

- The first is a **group assessment** on the future orientated issue the group is assigned to. In the early sessions of the elective we will take a closer look at how the future will unfold. On Wednesday afternoon I will assign four questions about how people face their future. Each group will be assigned one of these thematic questions to work on and you will have time to work in your group. This thematic question will then become the basis for your group assignment. Following the session, I would like your group to research the question further and write a report that summarises these insights. (3,000 words max)

The group essay will be assessed by the following criteria: 1. Logic, consistency and completeness (30%); 2. Use of ideas, frameworks and knowledge from the course (30%); 3. Quality of thought and reasoning (40%);

The essay will form 50% of the final grade. The group essay to be submitted by 09.00am on Monday, 7<sup>th</sup> March 2022 electronically via Canvas

- The second is a 2,000 word (max.) **personal report**. During the week I will provide opportunities for you to work individually, in pairs and in groups to think about how you will prepare for the future and how the forces we look at will impact on your own working life. You will also complete the 100 Year Life Diagnostic at ([www.100yearlife.com](http://www.100yearlife.com))Links to an external site. I expect this personal report to cover the

following areas. 1. Description of those forces that you expect to have the biggest impact on shaping your own work and career. 2. A description of how these forces will specifically impact on your work and career 3. Your views of your investment in Tangible and Intangible Assets and 4. The sequence and stage choices you want to make in order to build your productive life.

The essay will be assessed by the following criteria: 1. Logic, consistency and completeness (30%); 2. Use of ideas, frameworks and knowledge from the course (30%); 3. Quality of thought and reasoning (40%);

The essay will form 50% of the final grade, to be submitted by 09.00am on Monday, 7<sup>th</sup> March 2022 electronically via Canvas

## Late Submissions Penalty

Students are expected to submit all assessments for marking by the deadline stated in this course syllabus. However late submissions are accepted for the following assessment(s) of this course:

- **Personal Report**
- **Group assessment**

When late submissions are received for the above, the following penalties will be applied:

Type	Time period	Reduction (for the assessment)
Penalty 1	Up to 48 hours late	20% of total marks available
Penalty 2	Up to 96 hours late	40% of total marks available
Penalty 3	Over 96 hours late	Fail

The applied penalty will be calculated based on the total marks available for the assessment and not based on the score achieved by the student. Assessments that are submitted more than 96 hours after the stated deadline will not be marked and students are not entitled to individual feedback.

## Faculty

### Lynda Gratton

#### Professor of Management Practice in Organisational Behaviour

Lynda is a Professor of Management Practice at London Business School where she directs the program '[Human Resource Strategy in Transforming Companies](#)' – considered the world's leading program on human resources. Her elective on the Future of Work is one of the school's most popular and in 2016 she received the school's 'Excellence in Teaching' award. For over ten years she has led the Future of Work Consortium which has brought executives from more than 60 companies together both virtually and on a bespoke collaborative platform.

Lynda has written extensively about the interface between people and organizations. Her books cover the link between business and HR strategy (*Living Strategy*), the new ways of working (*The Democratic Enterprise*), the rise of complex collaboration (*Hot Spots and Glow*) the impact of a changing world on employment and work (*The Shift*) and the impact of longevity on society (*The 100 Year Life* – co-authored with Andrew Scott). In 2012 *The Shift* received the best book of the year in Japan and has been translated into more than 15 languages. In 2015 *The Key* won the CMI Management Book of the Year. In 2017 *The 100 Year Life* was shortlisted for the FT Business Book of the Year, became the best selling book in Japan and has been translated into 15 languages.

Lynda's work has been acknowledged globally – she has won the Tata prize in India; in the US she has been named as the annual Fellow of NAHR and won the CCL prize; whilst in Australia she has won the HR prize. She has been named by Thinkers 50 as one of the top 15 thinkers in the world.

Lynda is a Steward of the World Economic Forum and has chaired the WEF Council on Leadership. She serves as a judge on the Google.org prize, and in November 2017 was named as a council member of Prime Minister Abe's council on social change.