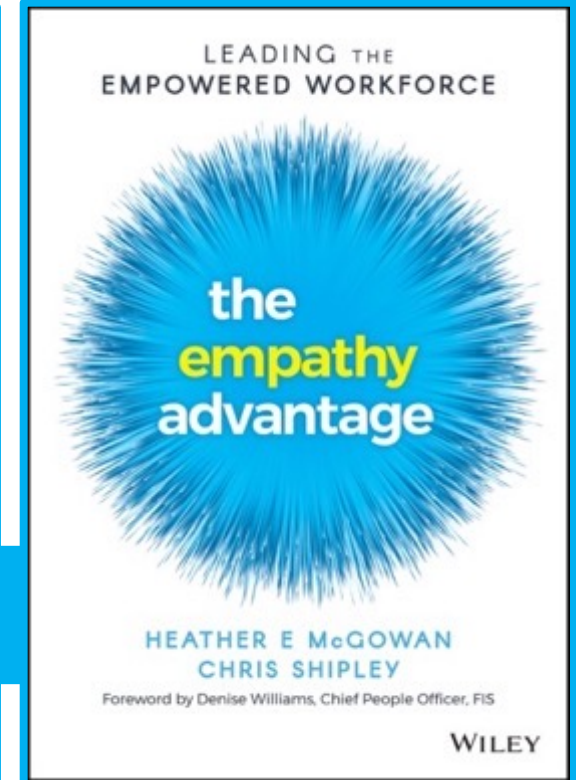
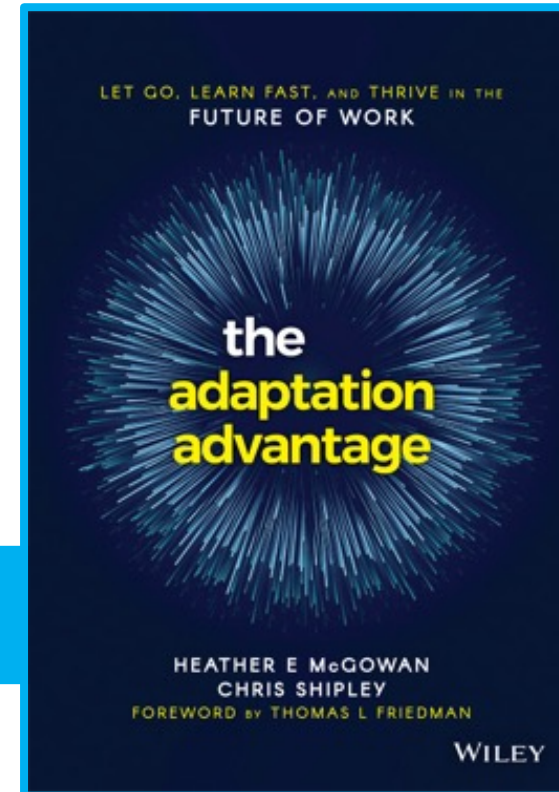




HEATHER E
MCGOWAN

Future of Work Future of Your Work





You May Not Be Successful* Leading the Way
You Were Lead

HEATHER E
MCGOWAN

**Nor Will Your People*

The Shifts: The Essential Shifts Required Now



FROM

TO

PERSPECTIVE

1

Work as a Place + Activity,
Monolithic Profile

Self-expression + Connection, Diverse
Workforce, Personalized Interactions

ENHANCE

2

Work is Work, Treat Everyone the
Same

Work is biggest influence on our Mental
Health, Diversity is a Competitive Advantage

DEVELOP

3

Transfer Predetermined Skills +
Existing Knowledge

Capacity, Learning Agility, Resilience,
Career Strategy

ADVANCE

4

Pump more into the Existing
System

Rethink the Systems, Challenge Our
Assumptions

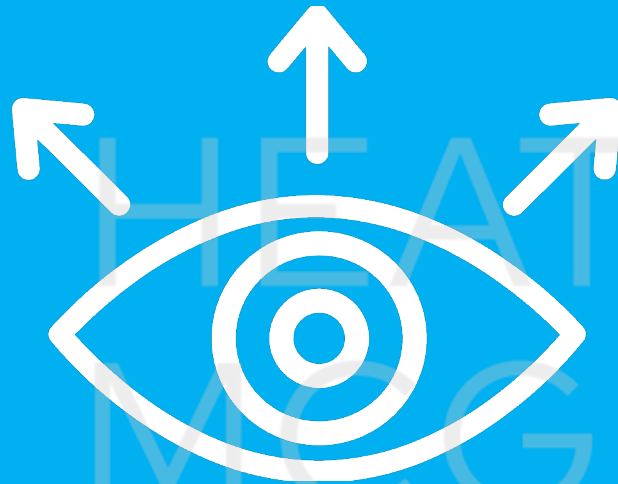
ACTION

5

More of the Same, Back to
Business

A Profound Opportunity to rethink
Work + Learning





PERSPECTIVE

PERSPECTIVE: Factory Default Settings Have Changed



PERSPECTIVE



ENHANCE



DEVELOP



ADVANCE



ACTION

FROM

TO

WHO



Time, Tenure,
and Experience
(Gender)

WHAT



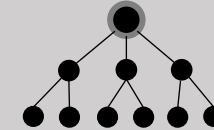
Org Creates
Structure
Individual Tasks,

WHERE



On Site By
Employees

HOW



Top Down,
Command +
Control, Individual
Intelligence

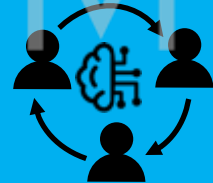
WHY



Survival
Status



Human Skills,
Learning +
Adaptation
(Coach)



Talent
Collaborates on
Self Directed
Work with Tech



Inside + Outside
the Organization
(All types of
Talent)



Engagement,
Culture,
Collective
Intelligence



Purpose,
Self-Expression.
Values Impact



PERSPECTIVE: WORK



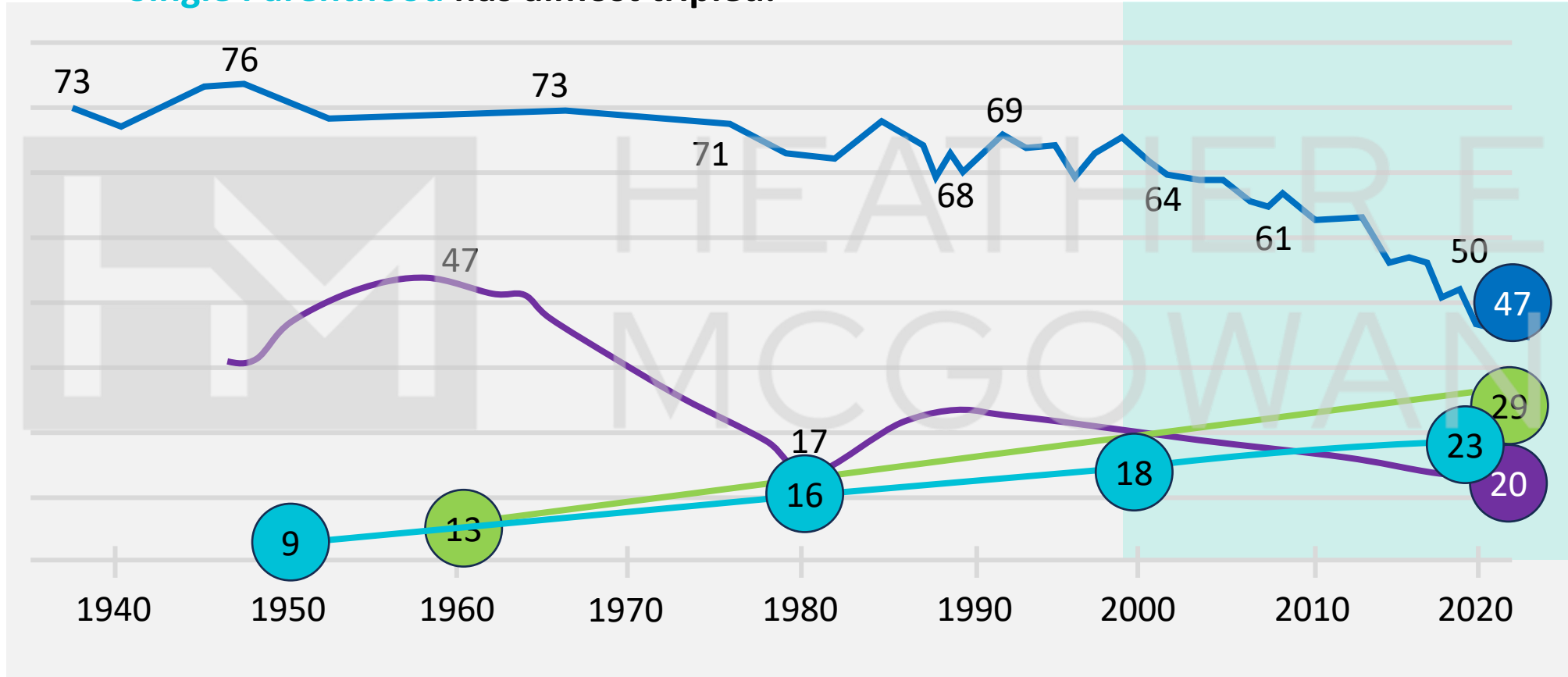
	WAS	IS
LOCATION	A Place	Not Necessarily Location Dependent
POV	Politically + Culturally Impartial	Often Inclusive of a Position
ACTIVITIES	Clearly Defined Tasks Done in Isolation	Unclear Tasks, Learning Required, Collaboration Essential
ENVIRONMENT + INTERACTIONS	Generic and Depersonalized	Personalization, Self-expression, Source of Belonging (for some)
EXPECTATIONS	Hired Deployable Skills	Hire for Learning Agility



PERSPECTIVE: Belonging and Isolation



Church Membership Among US Adults Now Below 50%
PTA/PTO Membership present at only 20% of Schools
Single Households have more than doubled.
Single Parenthood has almost tripled.



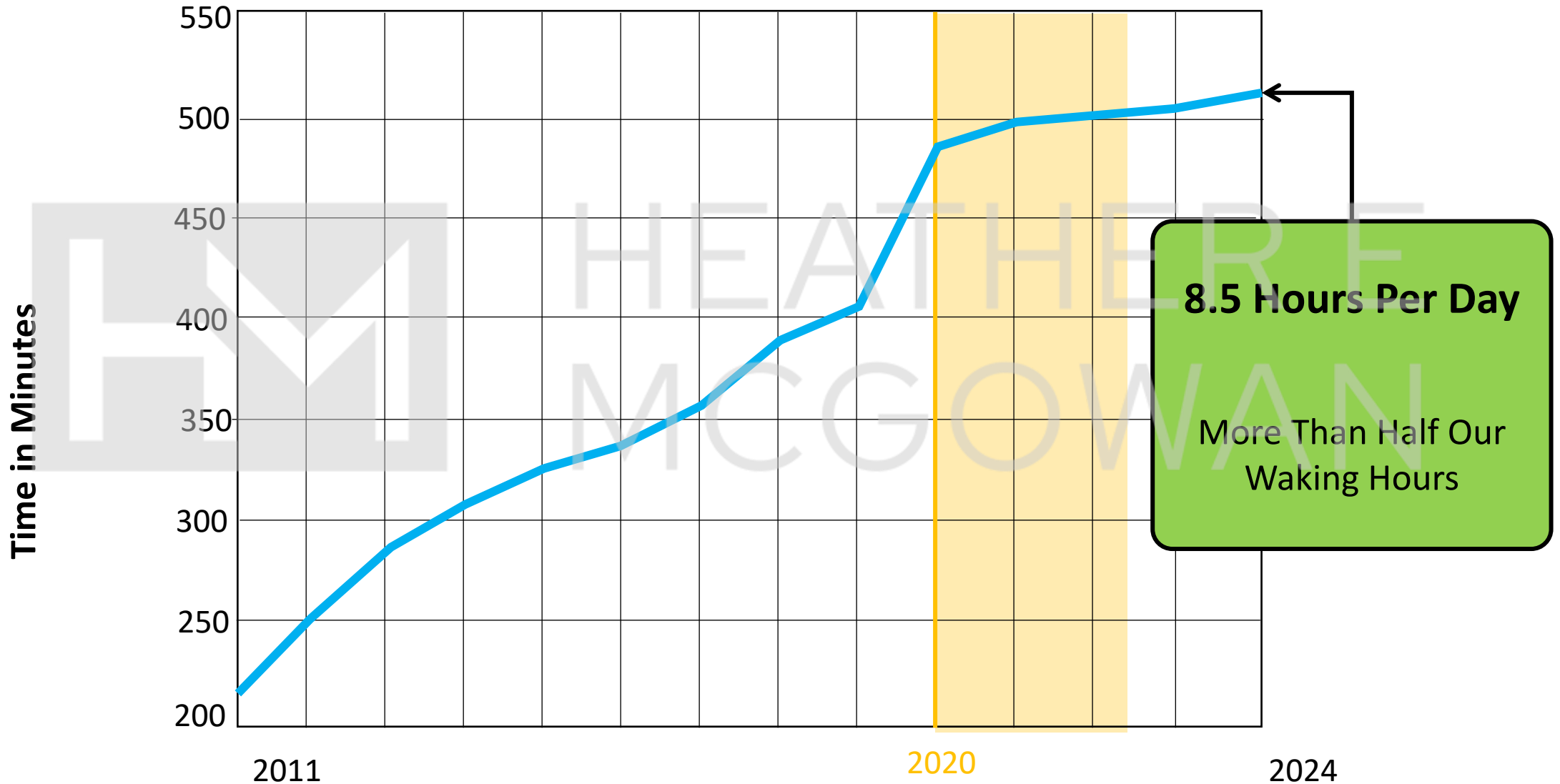
Source: Church Membership Gallup based on annual aggregate data taken across two surveys, PTA/PTO: Robert Putnam, Theda Skocpol, National Center on Charitable Statistics, Single Households- Surgeon General Report on Loneliness



PERSPECTIVE: Time Online



Minutes Per Day Online



Source: Statista (2024)

PERSPECTIVE: Loneliness



58%

US Adults Are Considered Lonely

Loneliness is a Threat

FIGHT vs. FLIGHT

US vs. THEM

Amygdala Goes Into Overdrive



Racial Minorities, Lower Income, Younger (18-24) 2x

Source: Surgeon General Report on Loneliness (2023), Cigna Post Pandemic Look at Loneliness in US Adults



PERSPECTIVE: Merging of Personal and Professional Lives



AGENCY

AUTONOMY, TRUST

79%

**Of Autonomous
Workers are
Engaged**

Professional
Life
(resume)

Personal
Life
(eulogy)

ACCOUNTABILITY

Credit: HR Analytics: Autonomy data infographic & fact sheet (Effectory)



PERSPECTIVE: Engagement....little progress (lagging indicator?)



32%
ENGAGED

34% (2021)
36% (2020)

50%
NOT ENGAGED

18%
**ACTIVELY
DISENGAGED**

16% (2021)
14% (2020)

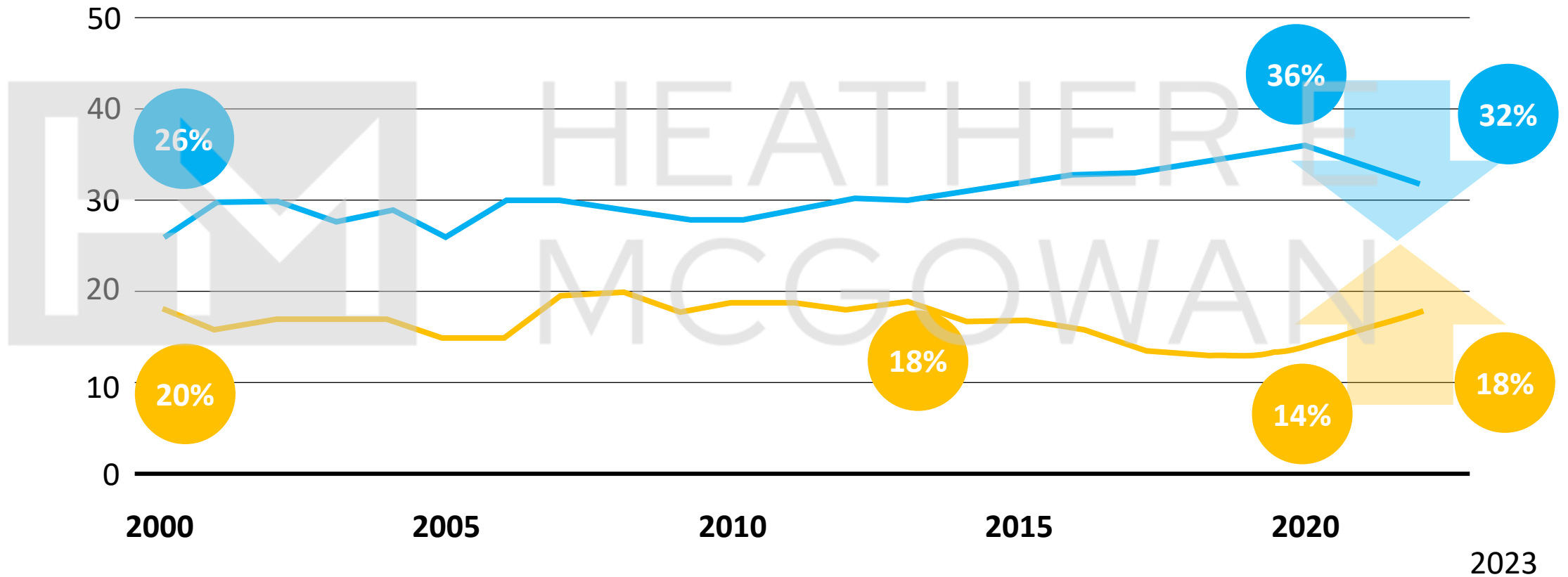


Sources: Gallup's 2023 Guide to Employee Engagement

PERSPECTIVE: Engagement....little progress (lagging indicator?)



% Engaged **% Actively Disengaged**



Sources: Gallup's 2023 Guide to Employee Engagement

PERSPECTIVE: Generational Shifts (Leadership Shifts)



Chronology

Key Moments

Work Is

Population Size

BOOMER	GEN X	MILLENNIAL	GEN Z	ALPHA
1946-1964	1965-1980	1981-1996	1997-2012	2012-2027
Civil Rights, Sexual Revolution	Watergate, Energy Crisis, Downsizing, End of Pension	Divorce Norm, Economic Set Backs	Digital Norm, 9/11,	Trump-Brexit, AI Norm
Adventure, then Retire	A Job, A Contract	Means to End, Values	Entrepreneur Purpose	?
70.2 M	65.8 M	72.9 M	68.6 M	~65 M

-5M

+7M

-4M

-3M

Sources: Resident population in the United States in 2021, by generation Statista



PERSPECTIVE: Generation Z



Event

9-11, Global War on Terror

Global Financial Crisis

Mass School Shootings (USA)

UN Climate Crisis (12 years)

War (Afghanistan, etc.)

BLM, #MeToo

Covid Pandemic

Life Stages

Birth- Toddler

Birth- Grade School

Grade School – Junior High

Junior High – Adult

All

Junior High – Adult

Junior High- Adult

**Social
Media**



PERSPECTIVE: Changing Gender and Sexuality Norms



PERSPECTIVE



ENHANCE



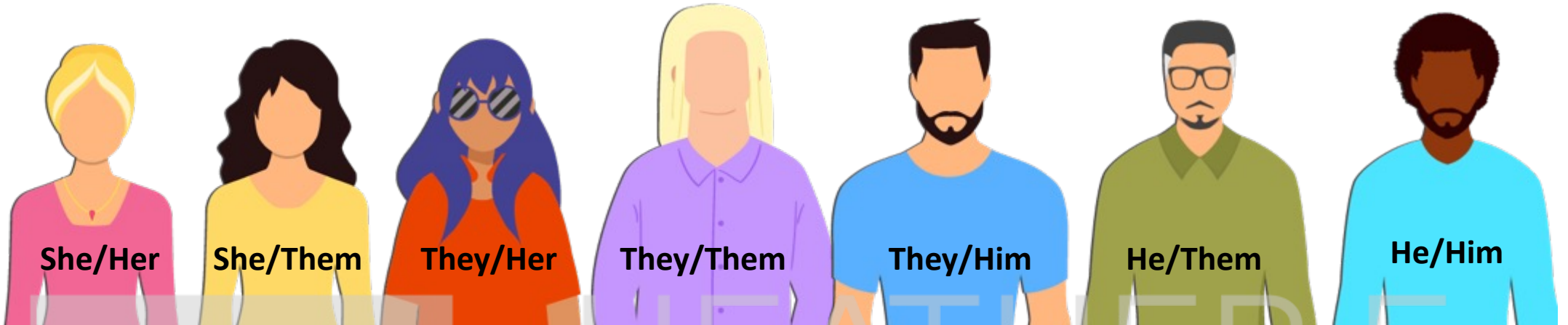
DEVELOP



ADVANCE



ACTION



She/Her

She/Them

They/Her

They/Them

They/Him

He/Them

He/Him

GENERATION

Heterosexual

LGBTQ++

Trans/Non-Binary+

BABY BOOMERS:

87%

4%

Less than 1%

GEN X:

84%

6%

1%

MILLENNIAL:

78%

10%

3%

GEN Z:

68%

18%

6%

50%+

Sources: IPSOS Global Survey 2023



PERSPECTIVE: Gen Z Eclipses Boomers



PERSPECTIVE



ENHANCE



DEVELOP



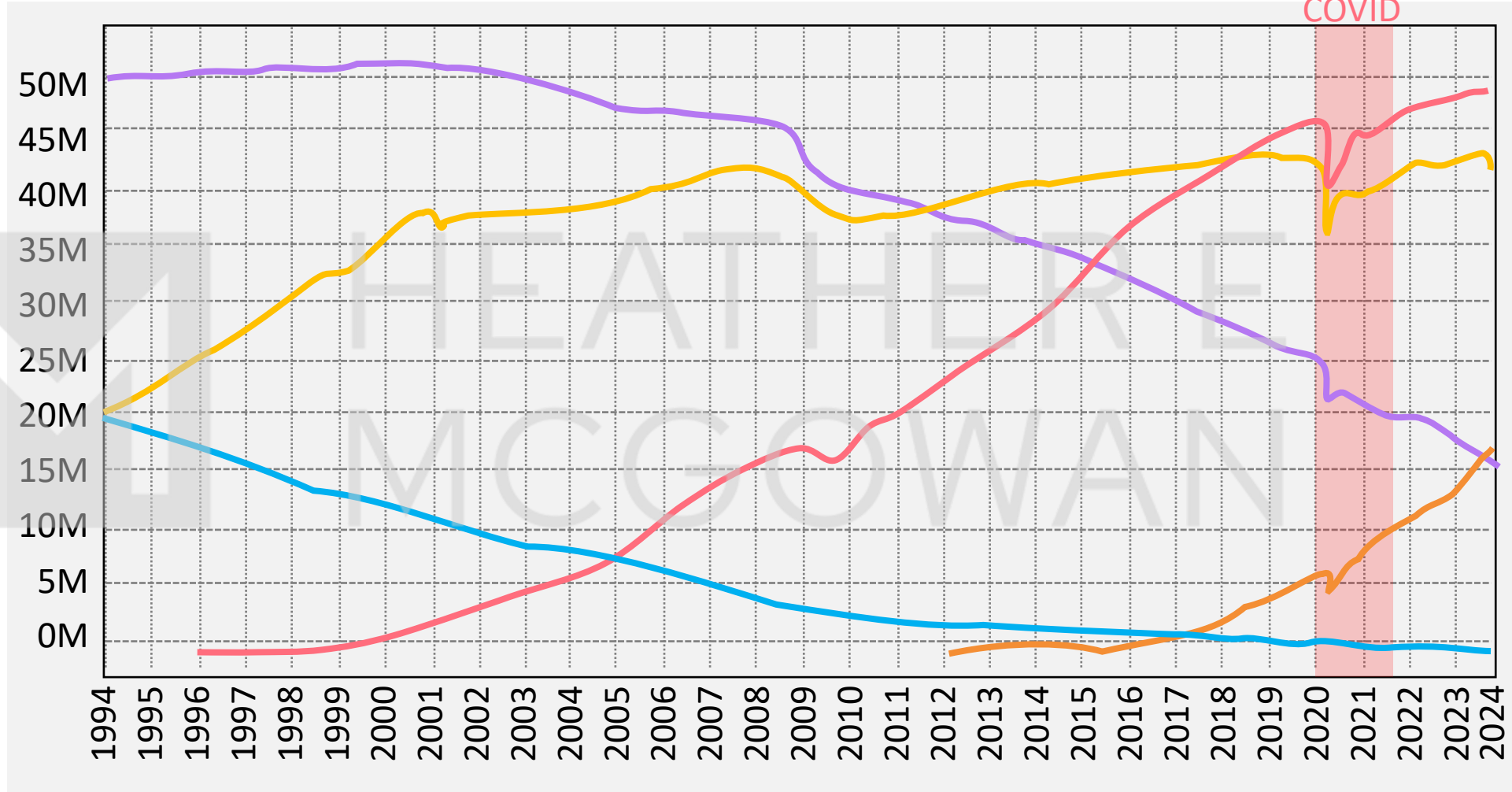
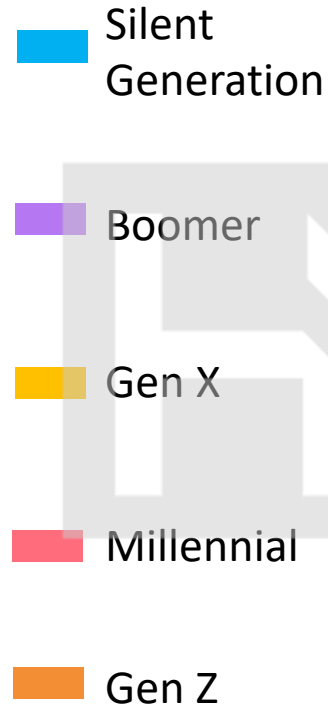
ADVANCE



ACTION

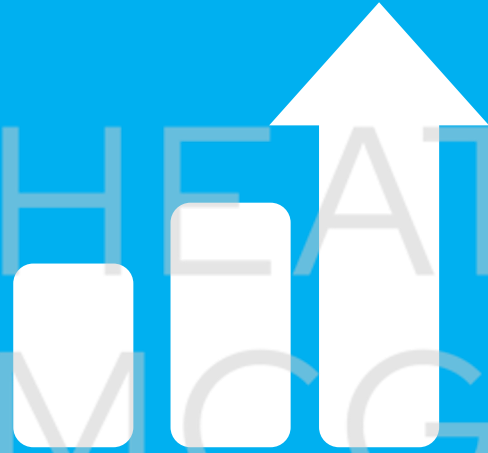
Full-time (35+ hours a week) employment

COVID



Source: Glassdoor analysis of US Census Bureau, Current Population Survey from University of Minnesota. IPUMS-CPS





ENHANCE

ENHANCE: The Wellness Imperative



PERSPECTIVE

69%

Manager/Leader Impacts My Mental Health The Most
(Workforce)



ENHANCE

60%

Job is the Biggest Factor Influencing Mental Health
(Workforce, Society)



DEVELOP

370

Autonomy + Support= Warmer + More Engaged Parenting=
Children's Greater Academic, Social, Financial Success
(Society, Next Generation Workforce)



ADVANCE

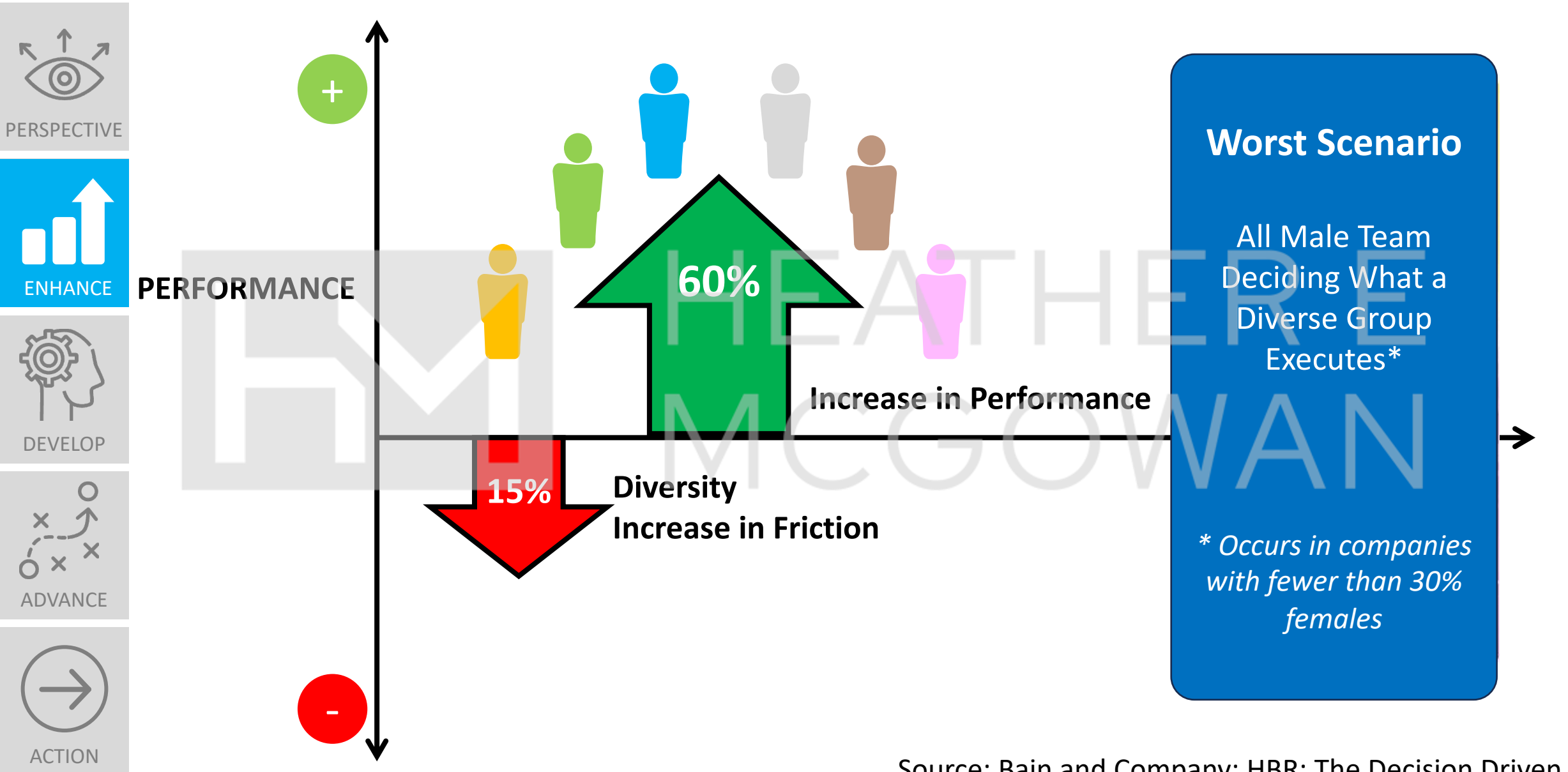


ACTION

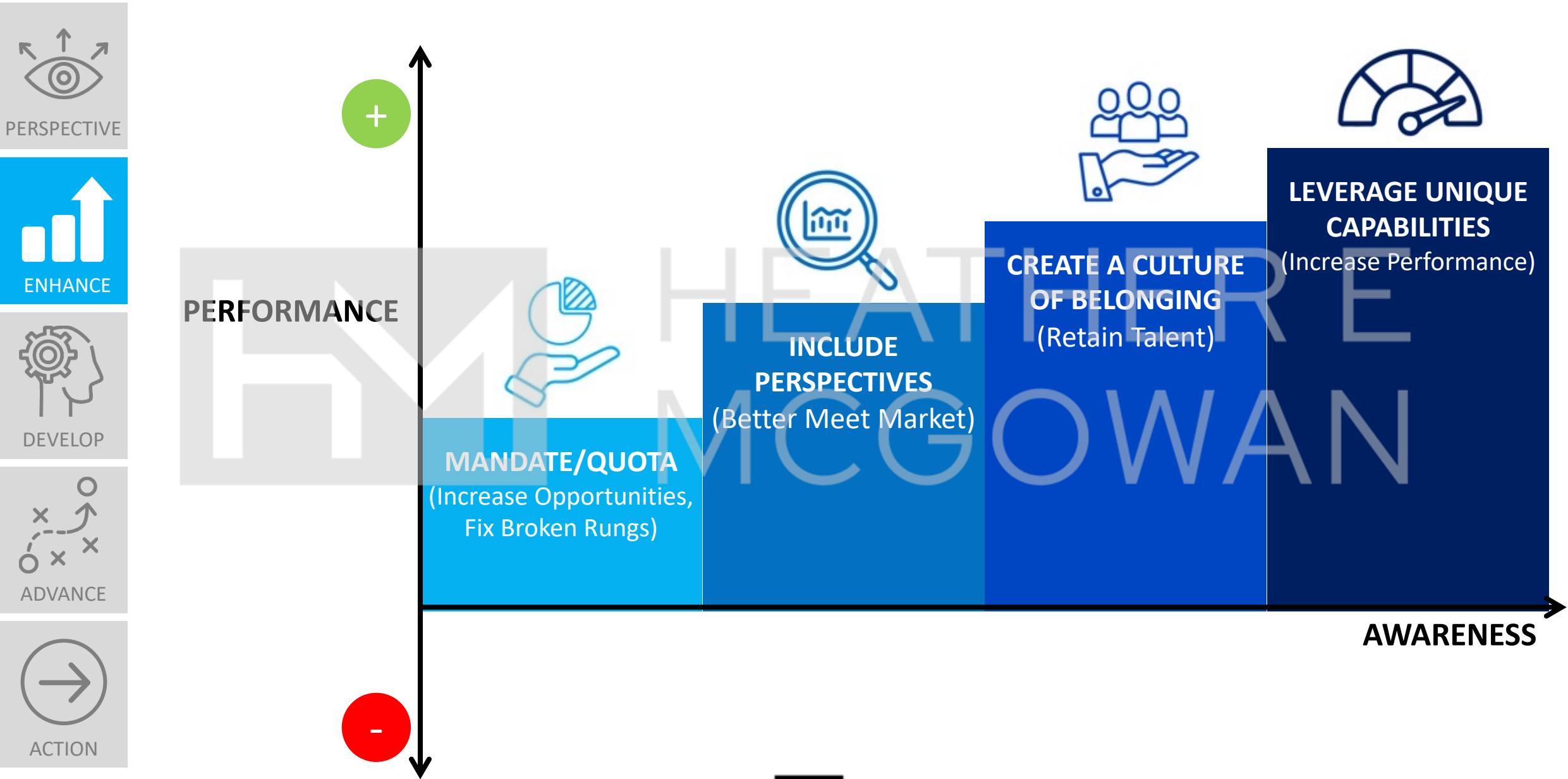
Sources: UKG Workforce Institute Study 2023, HBR How A Parent's Experience at Work Impacts Their Children (2023)



ENHANCE: Why Diversity Matters (to performance)



ENHANCE: Diversity: Awareness Meets Performance



ENHANCE: Female Degrees Earned, Share of Workforce, Leadership Roles



PERSPECTIVE



ENHANCE



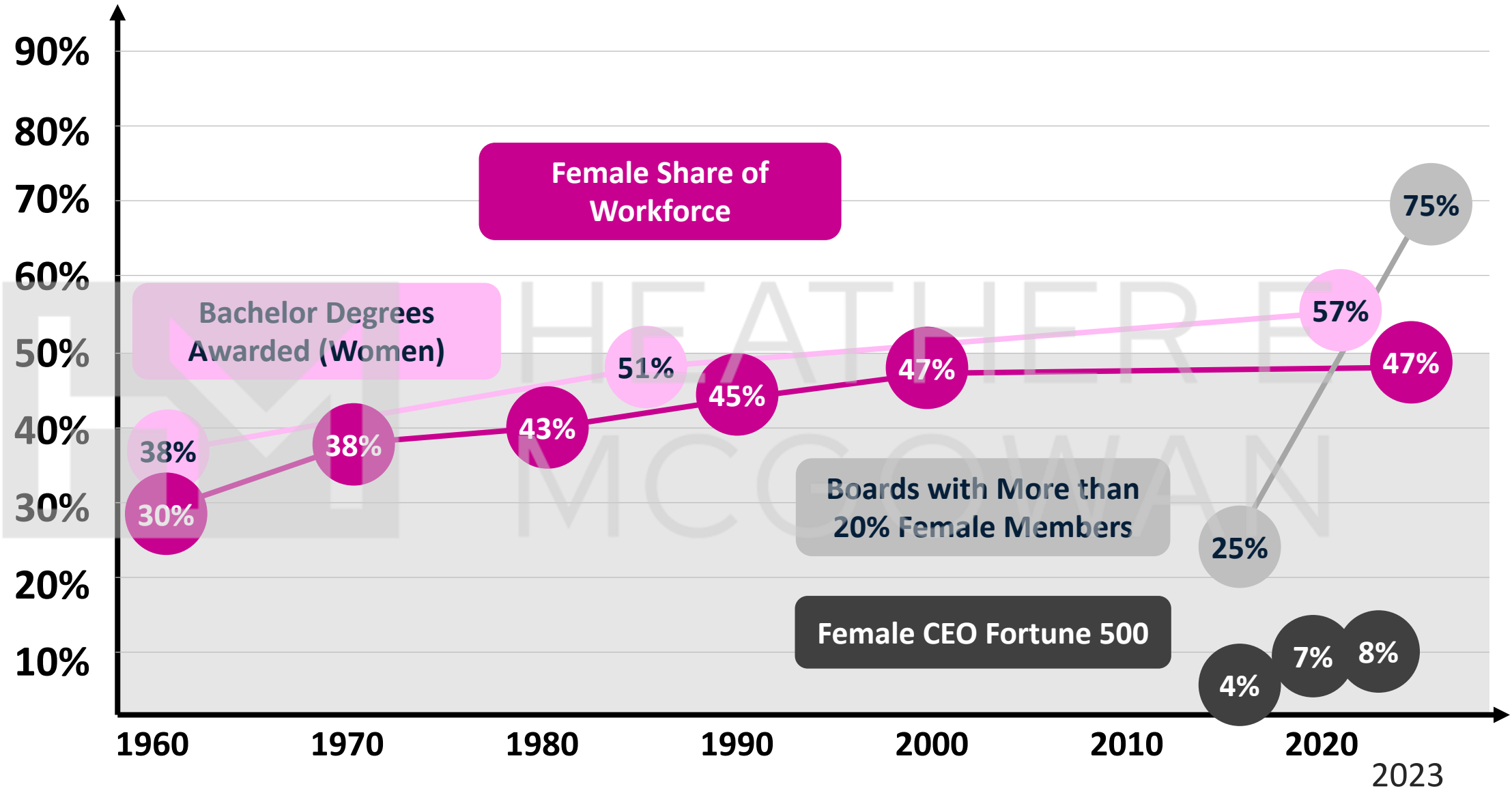
DEVELOP



ADVANCE



ACTION



Data Sources: US Bureau of Labor Statistics, Degree Attainment by Women (NCES), Corporate Boards + Fortune 500 CEO (Catalyst.org)



ENHANCE: Dunning-Kruger Effect



PERSPECTIVE



ENHANCE



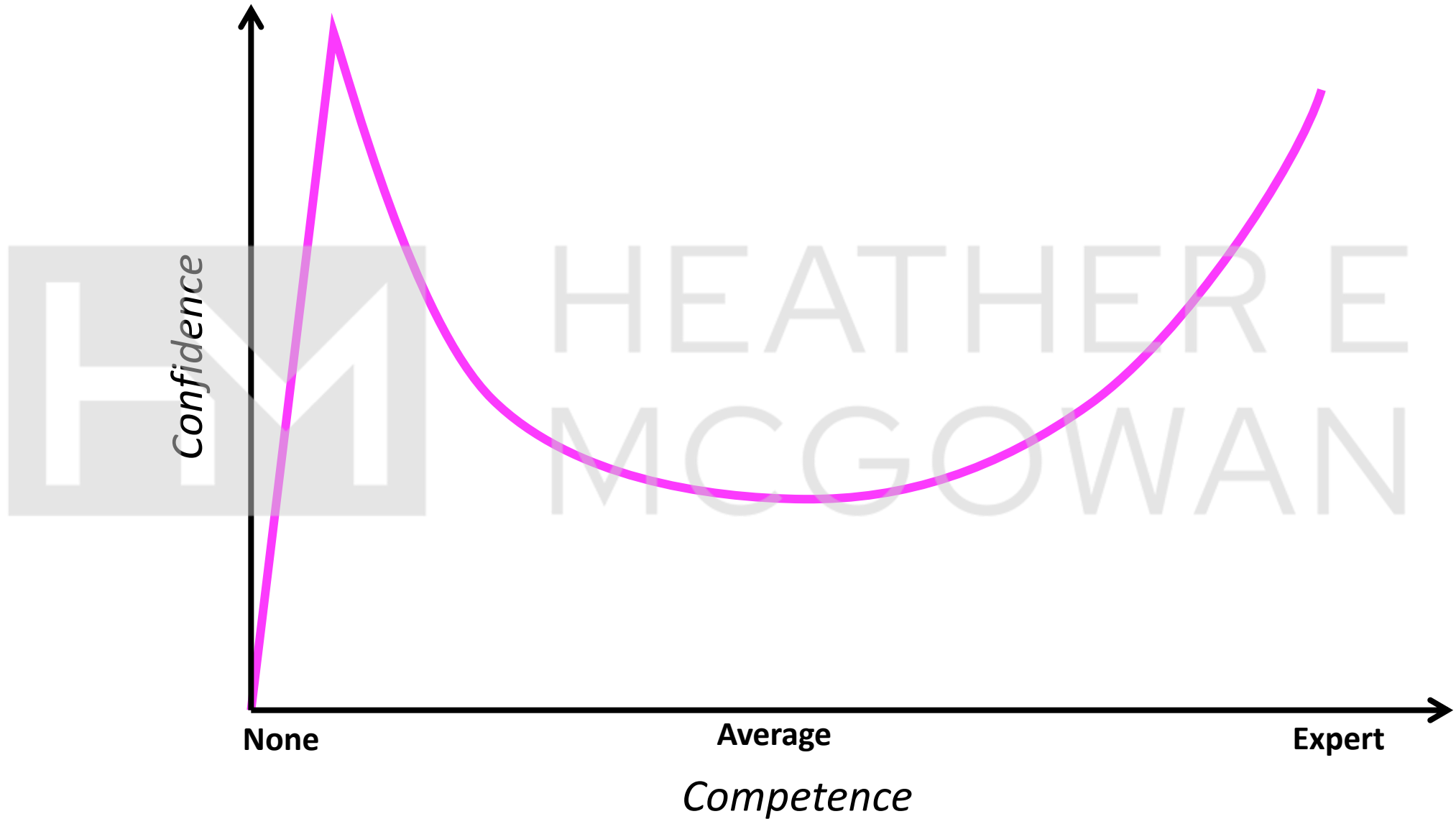
DEVELOP



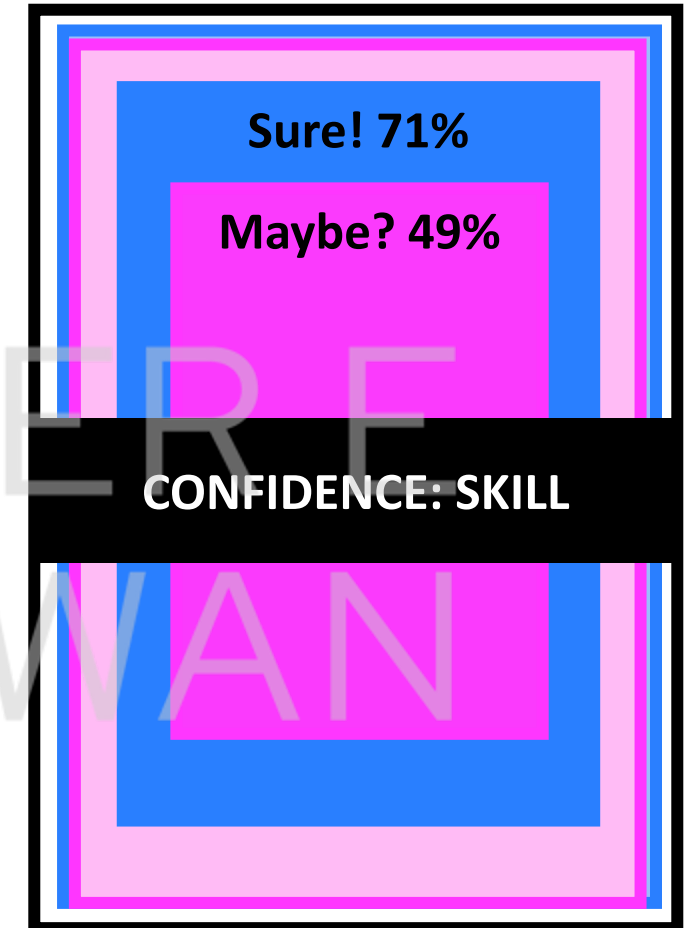
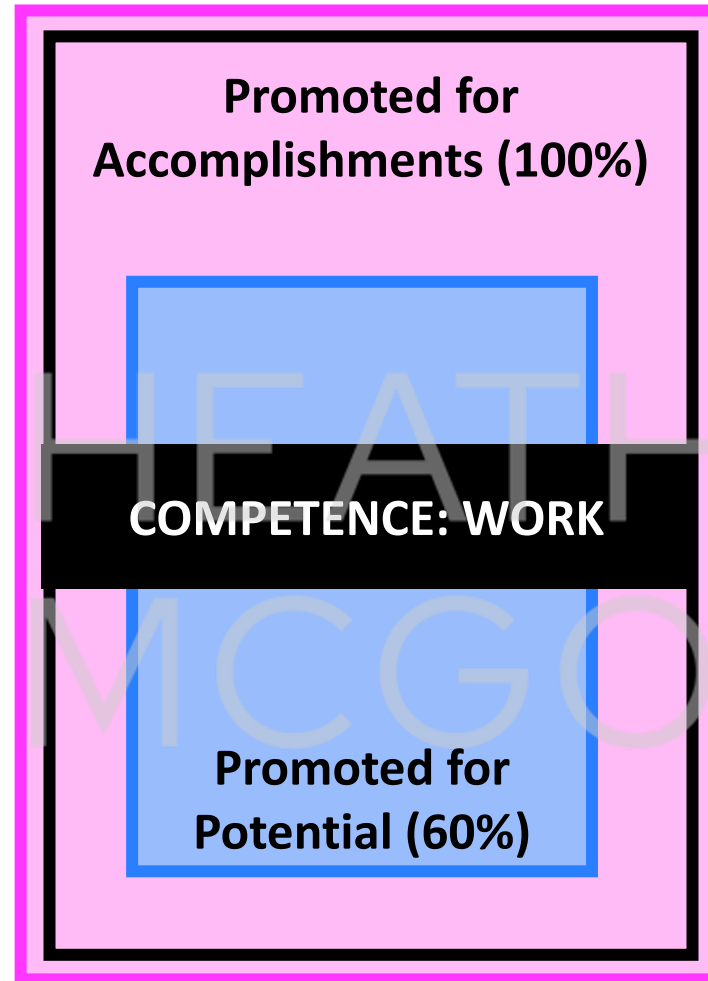
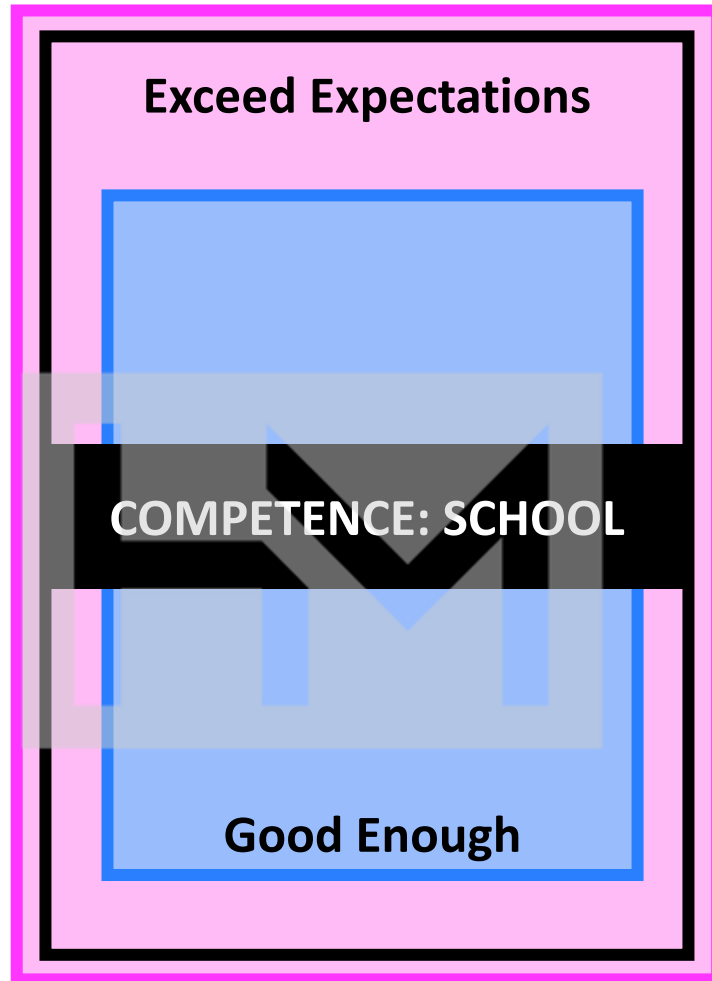
ADVANCE



ACTION

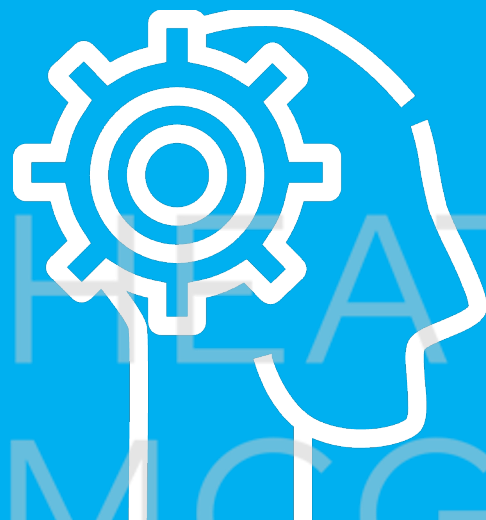


ENHANCE: Confidence and Competence



Data Sources: *Leaving Boys Behind, Gender Disparagement in Academic Achievement* (National Bureau of Economic Research 2013), *The Confidence Gap* (Katty Kay And Claire Shipman), 2003 study by the Cornell psychologist David Dunning and the Washington State University psychologist Joyce Ehrlinger, Hewlett Packard Internal Employment Study





DEVELOP

HEATHER E
MCGOWAN

DEVELOP: Where to Focus



PRECIOUS

YOUR TIME

RESOURCE

*Finite,
Nonrenewable*

Mindfully Manage

VALUABLE

TRUST

ASSET

What People Buy (Product is Souvenir)
What People Buy Into (Join, Lead, Vote)

Build Don't Burn

ESSENTIAL

CAPACITY

INVESTMENT

Your Ability to
Meet the Moment

Work to Learn™



DEVELOP: The Three Cards



PERSPECTIVE



ENHANCE



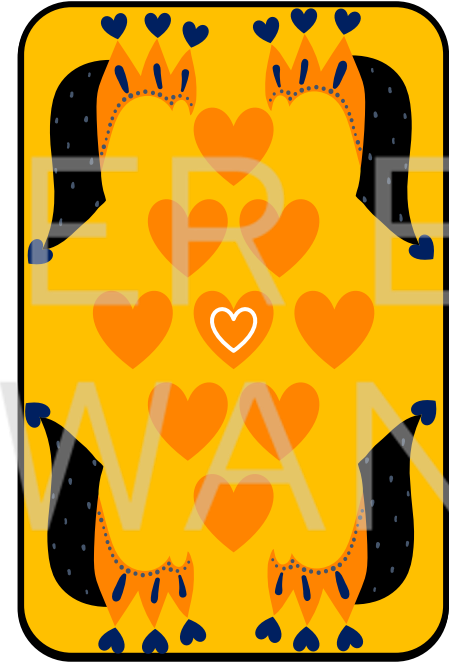
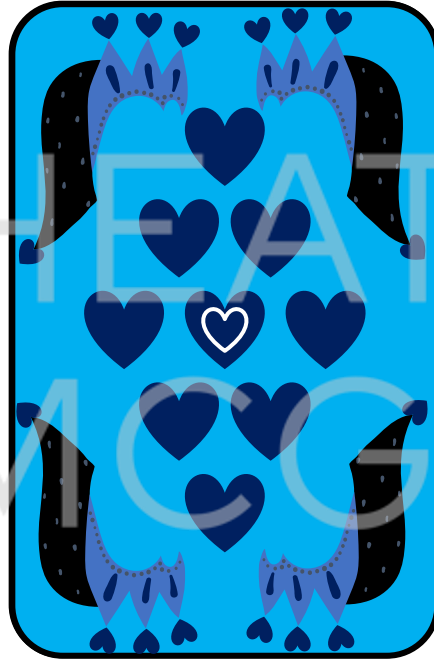
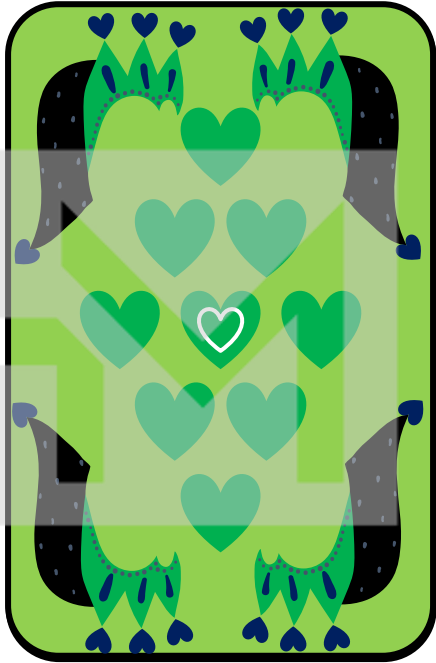
DEVELOP



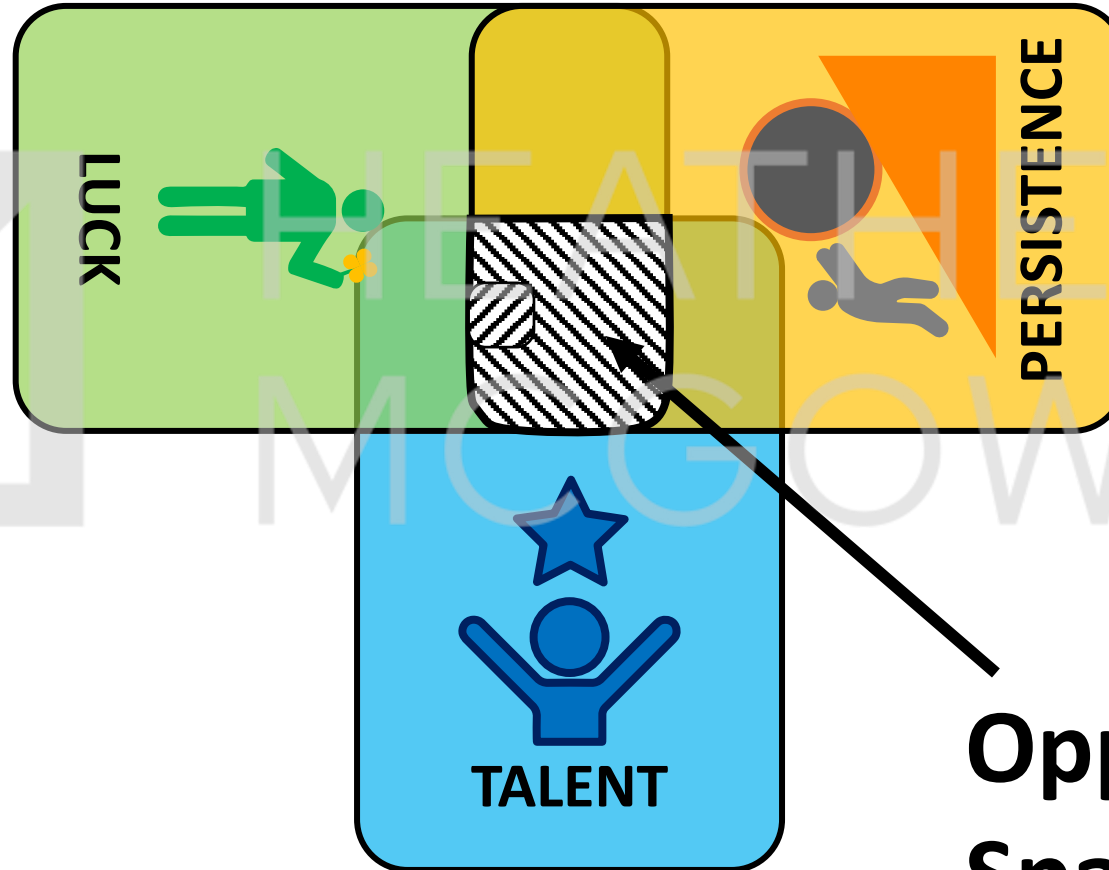
ADVANCE



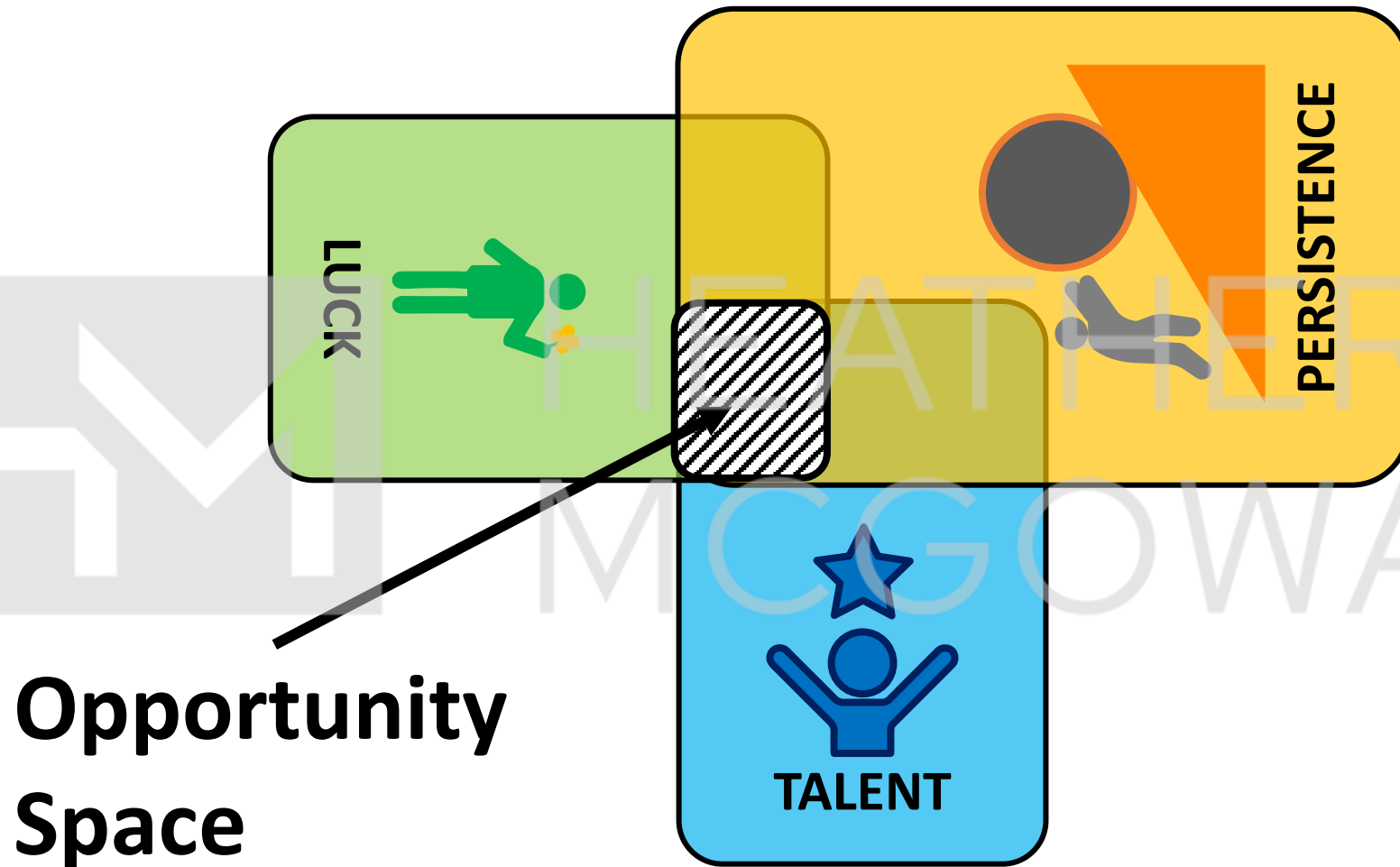
ACTION



DEVELOP: The Three Cards



DEVELOP: The Three Cards



DEVELOP: BEST JOB (Seth Godin, 10,000 People, 90 Countries)



PERSPECTIVE



ENHANCE



DEVELOP



ADVANCE



ACTION



Source: Seth Godin: The Song of Significance



DEVELOP: Five Steps to Re-Building Resilience



PERSPECTIVE

1

SLEEP: 7 Hours Average: Physical and Mental (Empathy + Ethics) Health



ENHANCE

2

FULLFILMENT: Aspiration + Attainment (90 Minutes a Day)



DEVELOP

3

BOUNCE: Overcome Adversity, Exercise Adaptability, Confidence



ADVANCE

4

RELAXATION: Attention Span, Recovery, 5-7 Min a Day



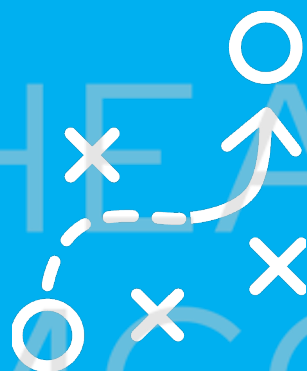
ACTION

5

FOCUS: A Practice, Teenagers are Switching every 19 seconds

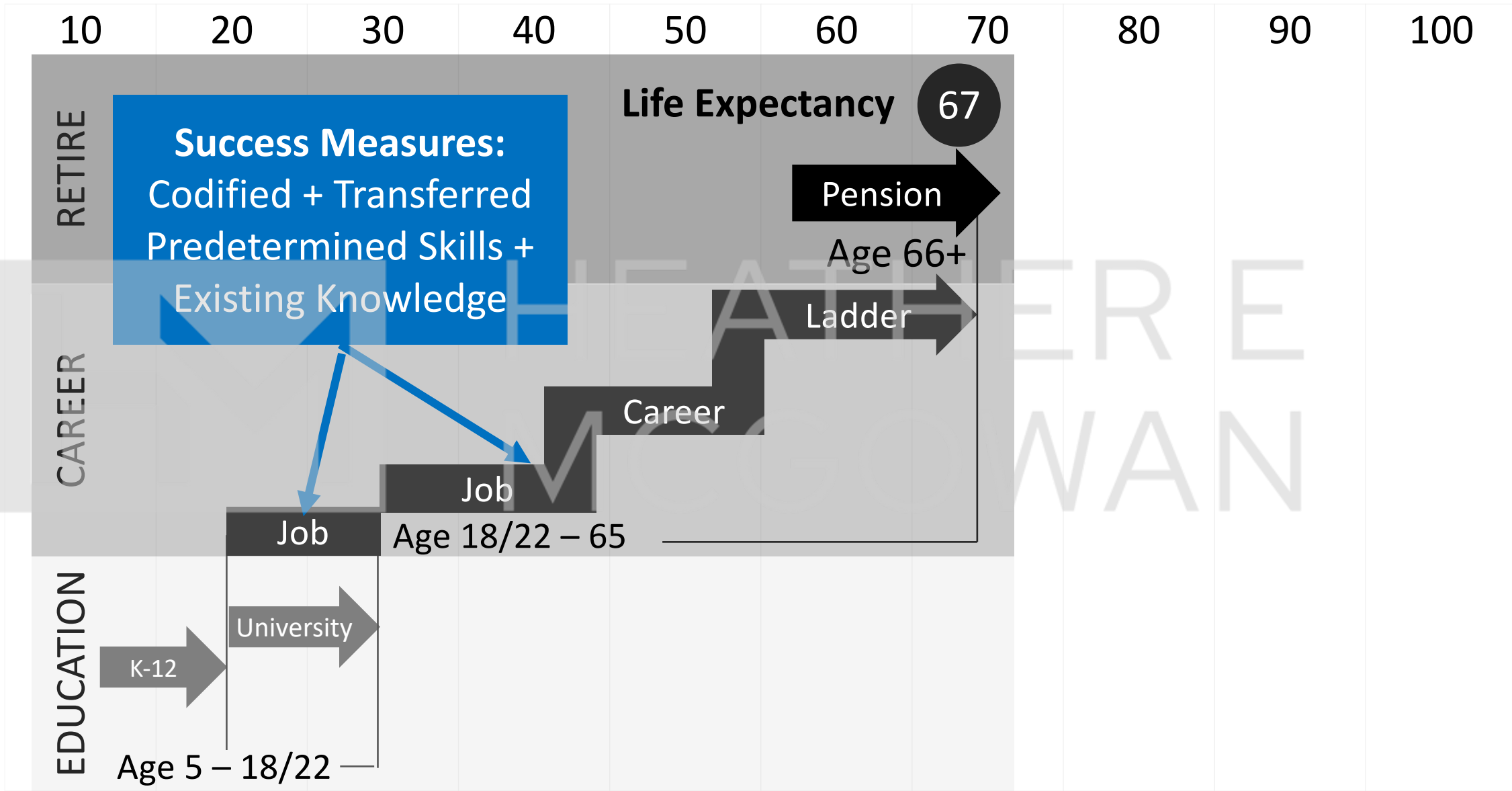


Source: Dr. Sven Hansen, The Resilience Institute



ADVANCE

ADVANCE: The Old Promise



ADVANCE: The New Reality



ADVANCE: The Essential Skills/Behaviors for Workforce (IBM Survey)



PERSPECTIVE



ENHANCE



DEVELOP



ADVANCE



ACTION

2016

2018

2023

Most Critical Skills Required for the Workforce

42%

42%

Time Management, Prioritization Skills

40%

40%

Ability to Work Effectively in Teams

38%

38%

Ability to Communicate Effectively

38%

38%

Willingness to be Flexible, Agile, Adaptable

35%

35%

Analytics Skills with Business Acumen

33%

33%

Ethics and Integrity

33%

33%

Industry/Occupation Specific Skills

32%

32%

Proficiency in Reading, Writing, and Mathematics

32%

32%

Foreign Language

31%

31%

Capacity for Innovation + Creativity

31%

31%

Basic Computer + Software Application Skills

28%

28%

Proficiency in STEM

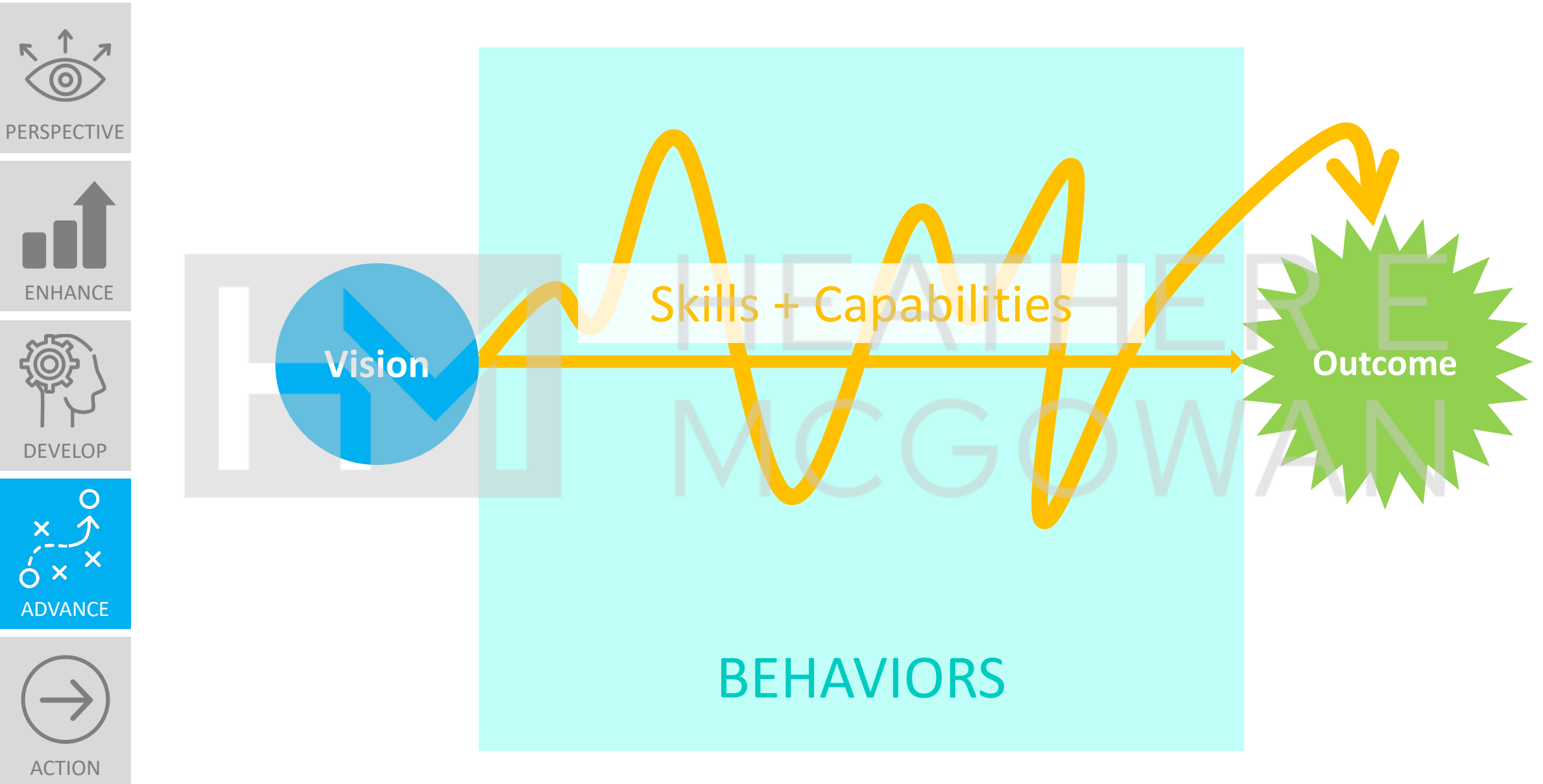
49% of Skills in Demand Today, Maybe Irrelevant by 2025

Credit: IBM Institute for Business Value: Augmented work for an automated, AI-driven world (2023),
EdX: Navigating the Workplace in the Age of AI (2023)

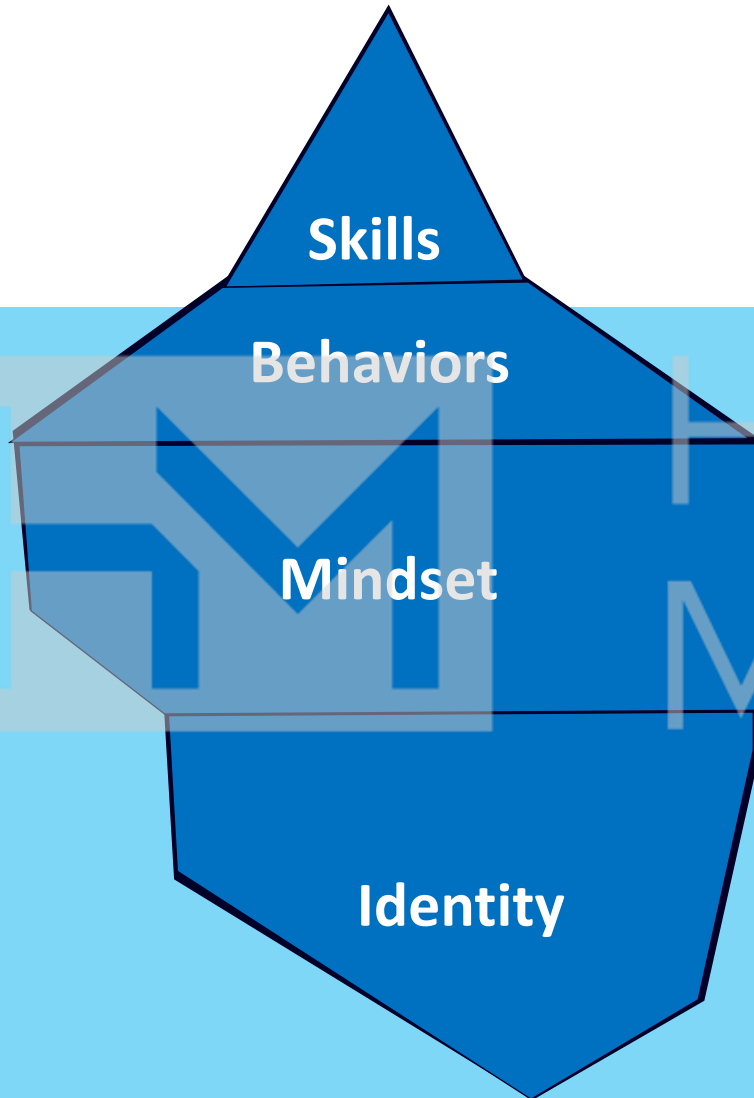


Skills or Behaviors?

ADVANCE: Goals, Behaviors, Outcomes



ADVANCE: We Are Upside Down on the Iceberg



4

(Perishable) Skills To Do

Skills For Which You Are Hired

3

(Durable) Uniquely Human Behaviors

What Makes You Better At Your Job

2

Agile Learning Mindset

Ability To Learn + Adapt (To Market Changes)

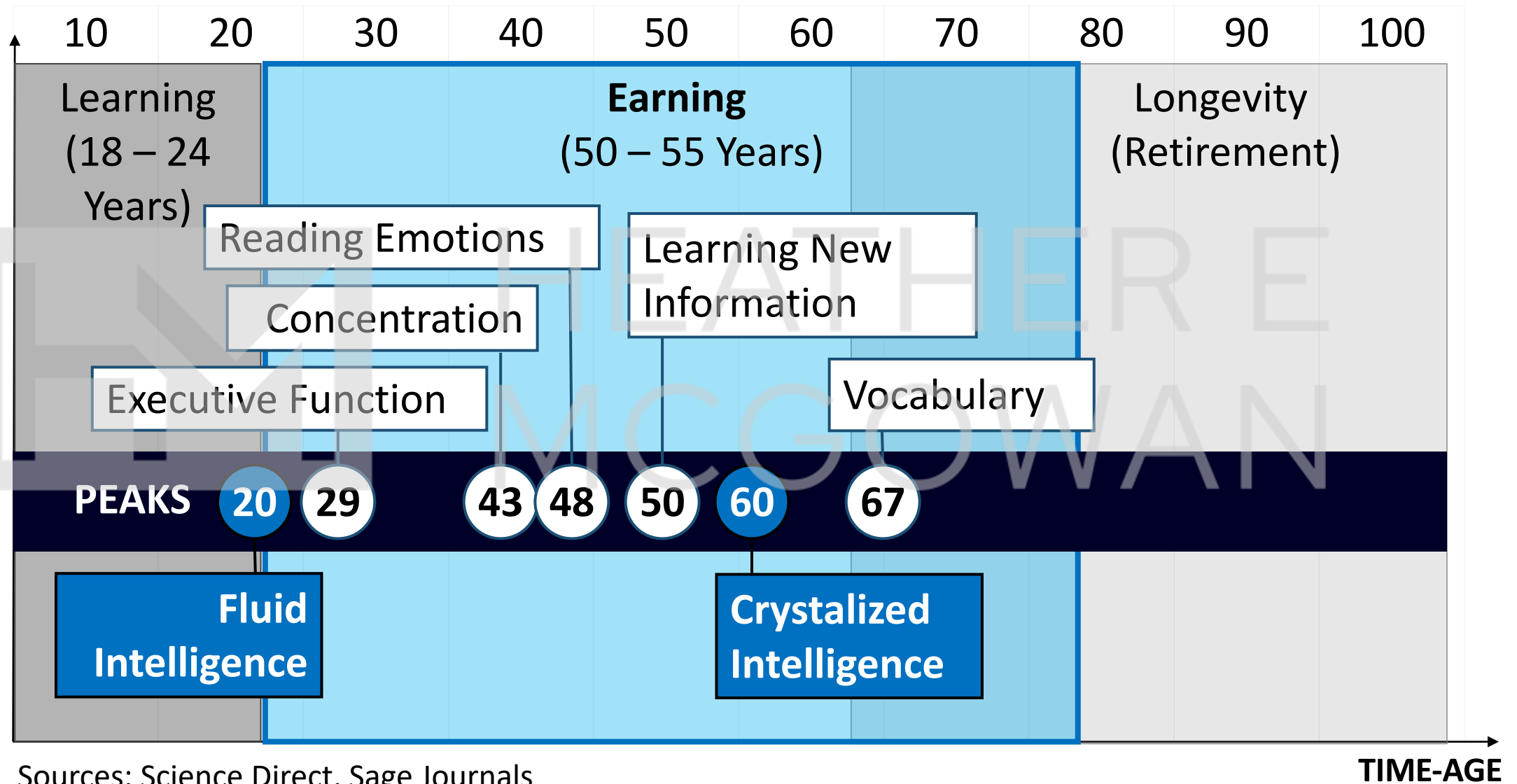
1

Resilient And Adaptive Identity

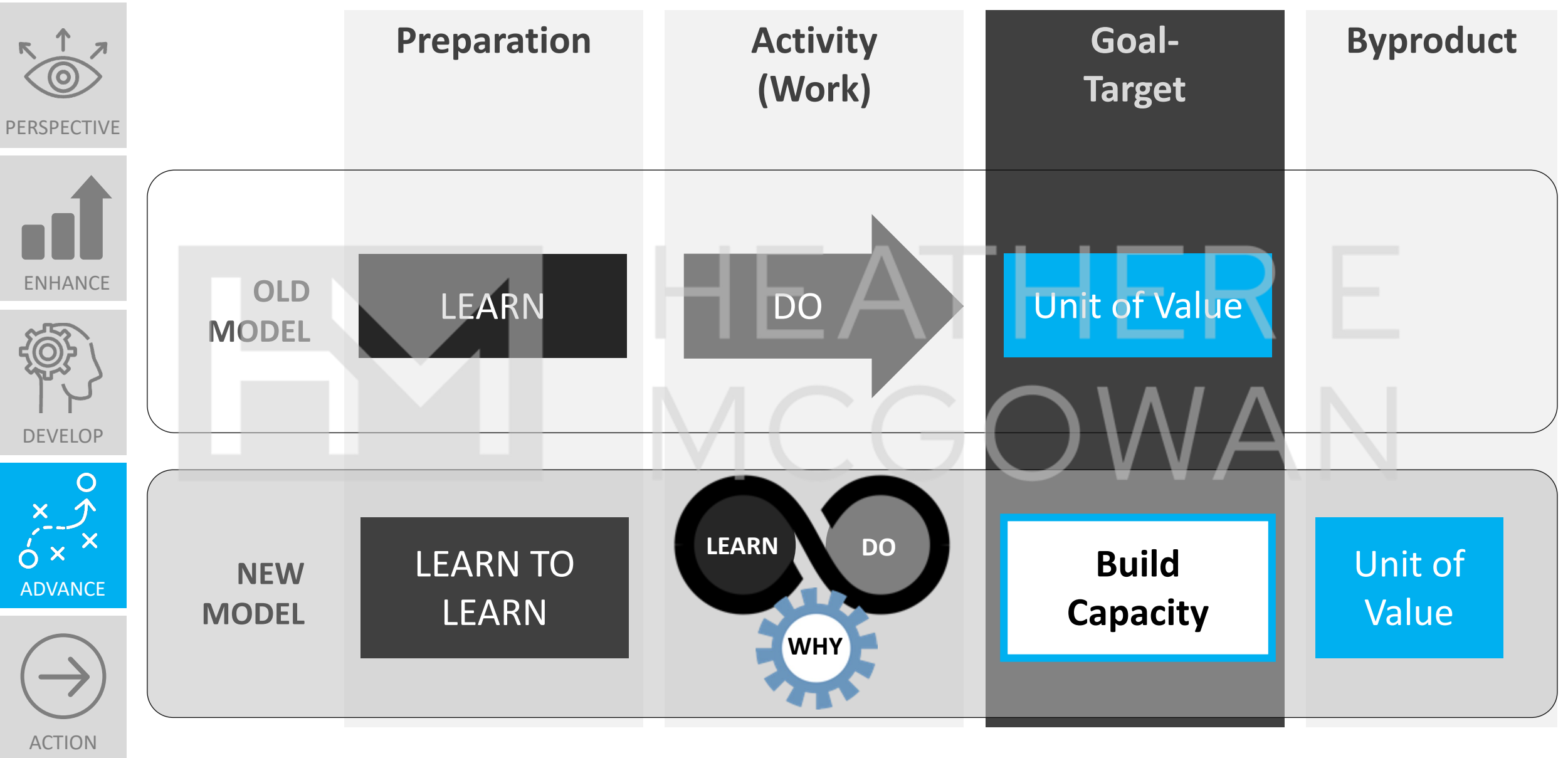
Resilience + Understanding Of Purpose



ADVANCE: Learning Across the Lifespan



ADVANCE: Increasing Capacity





ACTION

HEATHER E
MCGOWAN

ACTION: Consider Your Leadership



PERSPECTIVE



ENHANCE



DEVELOP



ADVANCE



ACTION

THE MOST
IMPORTANT
THINK YOU DO

Make Decisions

YOUR
LONGEST
LASTING IMPACT

Develop People



ACTION: Kintsugi



PERSPECTIVE



ENHANCE



DEVELOP



ADVANCE



ACTION



Kintsugi treats breakage and repair as part of the history of an object and evidence of psychological resilience



Action: Summary



SHIFT

MEANS

PERSPECTIVE

1

Self-expression + Connection, Diverse Workforce, Personalized Interactions

Self-directed, Self-propelled work + learning

ENHANCE

2

Work is biggest influence on our Mental Health, DEI is a Competitive Advantage

Personalized Plans, Trust And Psychological Safety Essential

DEVELOP

3

Capacity, Learning Agility, Resilience, Career Strategy

Develop The Whole Person, Optimize For Performance

ADVANCE

4

Rethink the Systems, Challenge Our Assumptions

Pilot Programs, Experiments, Test and Refine

ACTION

5


A Profound Opportunity to rethink Work + Learning

Humanization of Work and Learning



The Future of Work The Future of Your Work

ASK ME
ANYTHING



Heather E. McGowan 🏳️‍🌈 🏳️‍⚧️ (She/Her)
Future of Work Keynote Speaker | Virtual Keynote Speaker | Eyeglass Addict | Book Author at The Adaptation Advantage + Empathy Advantage | Aspirational Polymath | Belligerent Optimist

Talks about #leadership, #futureofwork, #humancapital, #futureoflearning, and #diversityequityinclusion

Greater Boston · [Contact info](#)
www.heathermcgowan.com

IMPACT ELEVEN ImpactEleven
RISD Rhode Island School of Design

Additional Content and Suggested Sources

These are the folks who I read and follow.

These are the folks who inspire me.

(also places to play)

RECOMMENDED CONTENT, FOLKS TO FOLLOW

TED TALKS

Frances Frei: How to Build (and Rebuild) Trust

https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust

Margaret Heffernan: Forget the Pecking Order at Work

https://www.ted.com/talks/margaret_heffernan_forget_the_pecking_order_at_work

OTHER VIDEO CONTENT

Dov Seidman's Thoughts on How and Behavior

<https://youtu.be/CQhujrbeoGI>

Five Factors to Build Resilience: Sven Hansen

<https://www.youtube.com/watch?v=5ZyLgqUxgDc>

Articles (some old but the time has finally come...)

Job Sculpting

<https://hbr.org/1999/09/job-sculpting-the-art-of-retaining-your-best-people>

Tours of Duty

<https://hbr.org/2013/06/tours-of-duty-the-new-employer-employee-compact>

If You Want Success, Pursue Happiness

https://www.theatlantic.com/family/archive/2022/10/prioritizing-happiness-before-success/671714/?utm_medium=offsite&utm_source=fli_pboard&utm_campaign=how-build-life

How Employee Experience Impacts Your Bottom Line

<https://hbr.org/2022/03/research-how-employee-experience-impacts-your-bottom-line>

LEARN ABOUT GENERATIVE AI

PLAY WITH AI

Create an account here: <https://openai.com>
Fund it with a nominal amount of money (\$20)
Chat GPT (text) and DALL-E (images)

Simple tutorial on using Dall-E
https://www.youtube.com/watch?v=iBHAja_GV5I

LEARN ABOUT GENERATIVE DESIGN

Autodesk Overview of Generative Design (product)
<https://www.youtube.com/watch?v=E2SxqUvtplk>

Generative Design Examples (Buildings)
<https://www.youtube.com/watch?v=reWHe5sFDEM>

LEARN ABOUT GENERATIVE AI

What is Generative AI

<https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-generative-ai>

How Generative AI can Augment Human Creativity

<https://hbr.org/2023/07/how-generative-ai-can-augment-human-creativity>

ARTICLES

Articles

Deloitte: Purpose is Everything: How Brands leading with purpose are changing business.

<https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends/2020/purpose-driven-companies.html>

Edelman: 2023 Trust Barometer

<https://www.edelman.com/trust/2023/trust-barometer>

Entrepreneur: Purpose Driven Companies Grow Three Times Faster, Here is how to Balance Purpose and Profit

https://www.entrepreneur.com/leadership/how-to-balance-purpose-and-profit-for-long-term-success/449090?utm_source=flipboard&utm_content=HeatherMcGo5r24%2Fmagazine%2FTalk+research

Gallup: US Employee Engagement Needs a Rebound

<https://www.gallup.com/workplace/468233/employee-engagement-needs-rebound-2023.aspx>

Gallup: State of the Global Workforce 2023

<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

What Gen Z Wants in the Workplace

https://www.washingtonpost.com/business/2023/06/16/gen-z-employment/?utm_source=flipboard&utm_content=HeatherMcGo5r24%2Fmagazine%2FTalk+research

Augmented Work for AI Driven World (IBM Skills)

<https://www.ibm.com/downloads/cas/NGAWMXAK>

ARTICLES

Articles (continued)

What if Captain Sully and Coronavirus are Future of Work Signals

This article covers searchlight intelligence, heuristics, and thinking around the role of “translation” between curious and urgent motivations.

<https://www.nexxworks.com/blog/what-if-coronavirus-and-captain-sully-are-future-of-work-signals>

Stealing a Brain Hack: Exploration vs. Urgency Shapes Memory and Learning

The art heist simulation.

<https://neurosciencenews.com/stealing-imagination-memory-23705/-:~:text=Stealing a Brain Hack%3A Exploration vs Urgency Shapes Memory and Learning,-FeaturedNeuroscience&text=Summary%3A Researchers showed that when,imagining executing an immediate heist.>

Global Study on Human Thriving

Study Description: <https://hfh.fas.harvard.edu/global-flourishing-study>

Phase One Update (Jan 2024) Webinar: <https://www.cos.io/gfs>

ARTICLES

Articles (continued)

IPSOS Global LGBTQ+ Study

30 country study on LGBTQ+ Populations and Public Opinion

<https://www.ipsos.com/en/pride-month-2023-9-of-adults-identify-as-lgbt>

The Confidence Gap (women)

<https://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/> .

Surgeon General Epidemic on Loneliness and Isolation

<https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf>

Cigna: Loneliness in America

<https://newsroom.thecignagroup.com/loneliness-in-america>

When Does Cognitive Function Peak

<https://journals.sagepub.com/doi/abs/10.1177/0956797614567339>

RECOMMENDED BOOKS (and Folks to Follow)

Quick read, good pithy insights



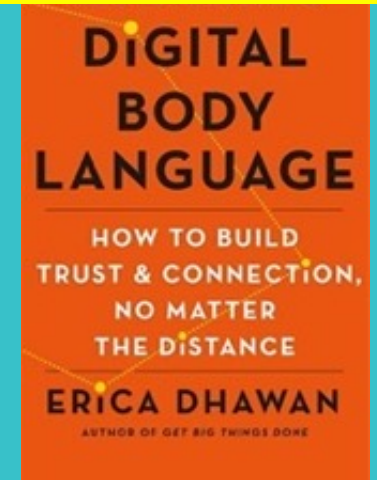
Particularly good for Management



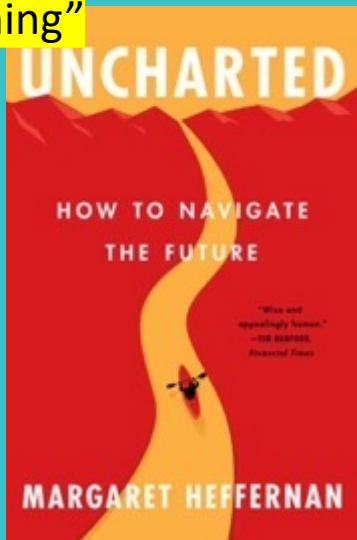
Particularly good for "Fear" + Leadership



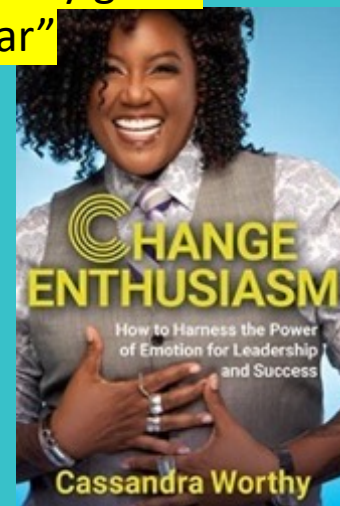
Particularly good for "remote communications + culture"



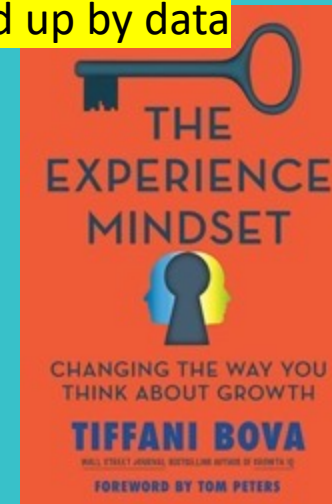
Particularly good for "Planning"



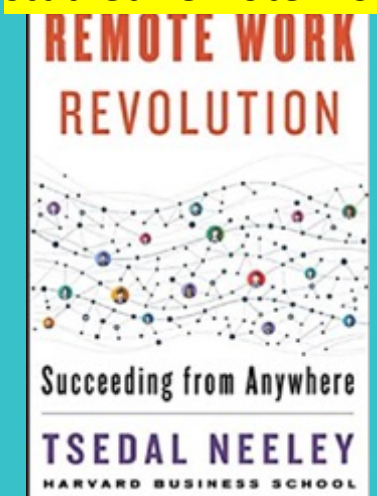
Particularly good for "Fear"



Research rich, all points backed up by data



HBR Prof who has studied remote work



RECOMMENDED PODCASTS (all are links)

