

***MULTI-DIMENSIONAL LEADER CAPABILITIES
FOR ORGANIZATIONAL AGILITY IN THE
FUTURE OF WORK***



RESEARCH DISSERTATION THESIS
EFPM 2020

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JULY 13, 2023

“In a few hundred years, when the history of our time will be written from a long- term perspective, it is likely that the most important event historians will see is not technology, not the Internet, not e-commerce. It is an unprecedented change in the human condition. For the first time – literally – substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And society is totally unprepared for it.”

– Peter Drucker 2000.

Managing knowledge means managing oneself’, Leader to leader Vol. 16, (Spring 2000: 8 -10)

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I. Chapter 1: Introduction and Background

“The only thing we know about the future is that it will be different”. - Peter Drucker

1.1. *Introduction: The forces shaping the Future of Work*

Ten years ago, the world was very different from the way it is today. A much bigger change in the workforce and workplace, nevertheless, is still to come. Between 2010 and 2023, there was a significant change in how people used technology and how it affected how they lived. Now, the foundation has been set for the next stage of technology-driven development.

The role of technology as an amplifier of productivity and connectivity has already been realised, with the potential for it to both enhance and undermine the contribution of the human race. While the world is heading quickly towards several key crises that will have a substantial impact on the earth and life on it over the next 25 to 30 years, technological developments and their influence on human evolution are expanding.

The following are a few examples of these life-threatening situations:

1. Climate and environmental emergency: As technology has advanced and the world has grown more integrated, much industrial progress is taking place at the price of natural resource exploitation, which has a significant negative influence on the climate. The globe is being rapidly affected by the slow-moving climate and environmental changes in more ways than one can imagine. Being irreversible makes it an emergency, and as time goes on, it just becomes more urgent and difficult to address.

Extreme data access and analysis are paving the way for various exploitation techniques.

2. Technology and its impact on better health conditions: Additional technology developments have made it possible to provide better health care, increasing life expectancy, decreasing child mortality, and promoting well-being (SDG Goal 3¹).

3. Human competing with technology: A creation of the human itself is now competing with human and human is getting anxious about its redundancy. This is both a challenge and an opportunity for the human to deliver its highest value.

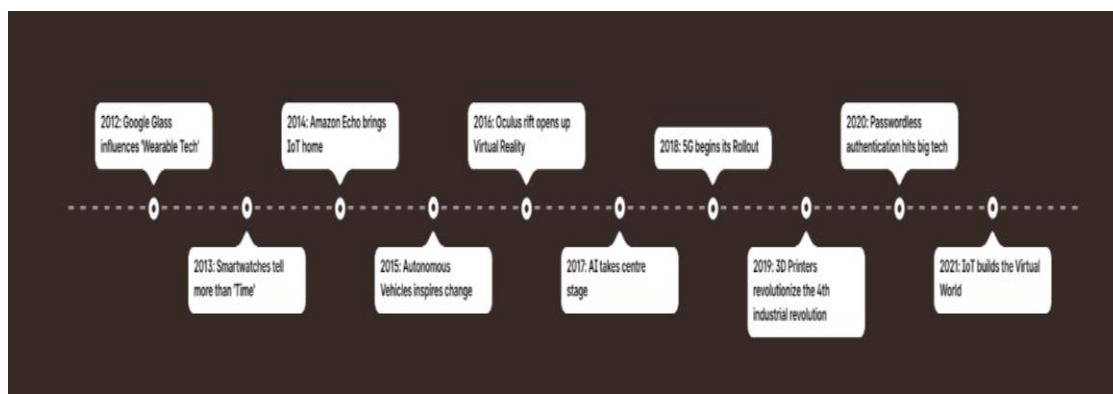


Exhibit 1: Top Ten Tech Disruptions in the Last Ten Years / Inspiring Apps, Source 1

The five megatrends, as quoted across multiple sources, influencing our economies, cultures, and the planet as a whole are:

¹ [Sustainable Development Goals \(SDG 3\) | United Nations Western Europe \(unric.org\)](https://unric.org/sustainable-development-goals/sdg-3/)

1. Accelerated urbanisation
2. Resource depletion, climatic changes, and environmental damage
3. A shift in the balance of power in the world economy
4. Changes in the social equation and demography
5. Technology and Digital Advancements

1. Accelerated Urbanisation

More than half of the world's population presently lives in urban regions, and the majority of future population increase will take place in lesser-known medium-sized cities in developing countries.

According to the World Bank, 4.4 billion people, or 56% of the global population, now live in cities. Cities will produce 80% of the world's GDP by 2020. By 2050, the percentage of people living in cities will have doubled from its current level, coming to about 7 out of 10 people. In spite of only taking up 3% of the nation's land, cities in India alone are estimated to be responsible for 60% of the GDP as of May 2022 by NITI Aayog.

Cities continue to be at the hub of economic growth because they may benefit from economies of scale; they create value for both individuals and organisations because of their ability to attract talent, ideas, and information and to promote corporate expansion.

Businesses need to take action to take on more responsibility for things like offering services, making infrastructure investments, and safeguarding the environment.

Large worldwide corporations will find new markets as a result of rapid urbanisation. In order to take advantage of the recently discovered potential, these businesses need to give careful thought to how they position themselves in their efforts to expand abroad.

Businesses' actions will also change. The business sector will face pressure to adopt more flexible, open, innovative, and sustainable methods.

2. Resource depletion, climatic changes, and environmental damage

As the world's population, urbanisation, and affluence rise, so will the need for energy, food, and water. The Earth's natural resources, however, are not sufficient to supply this need. The ability of the planet to support life is being strained by the current economic system. Forecasts made by the scientific community have recently been shown to be accurate. It's unfortunate because they were right about the pace and effects of human influence on the climate.

The current patterns of production and consumption are no longer sustainable for the planet. The rising temperatures are expected to have severe and potentially permanent effects on the environment. Natural resource consumption is expected to increase significantly.

Global economic development is either sustainable or it is not. Businesses that pollute the environment or largely rely on natural resources like water, land, or energy have already begun the process of changing into organisations that are responsible, moral, and waste-free. Business groups have welcomed innovation as a means of achieving this goal.

Unpredictable climate change and environmental rules will necessitate organisational changes. Organisational agility must be embraced by businesses in order to adjust to internal and external changes and reverse environmental impact.

Businesses must assess their goals and priorities. If businesses are to survive in this hostile environment, they must understand that they must progress beyond simply being a means of making money for their shareholders. Business leaders must consider concerns beyond just producing money; they must evaluate the influence their firm has on society and the environment. Businesses need to build an environment that endures for a longer time if they want a higher ROI.

Businesses must realise that following a moral and sustainable business plan can set them apart from the competitors. According to research, 75% of Millennials globally are concerned about the environment and are changing their buying habits as a result.

3. A Shift in the Power Balance in the Global Economy

As the world economy is getting ready to change, Asia would all of a sudden become the leading trading region. This may indicate that a sizable, wealthy area is expanding and that newer businesses are relocating there. China and India will account for 35% of global population and 25% of global GDP, respectively. There has been a major shift of economic power, which presents each of us with a fantastic chance.

As we can see, India is growing as a result of its status as a net importer of oil and other commodities, making it a beneficiary of falling world prices, and its more business-friendly policies that promote economic

development and growth. China, a former leader in economic growth, is slowing down.

According to PwC's forecasts, India should overcome Japan to become the third-largest economy in the world by 2030 and might overtake the United States as the second-largest economy in the world by 2050 (based on GDP at purchasing power parities).

Businesses that are investing in or have already invested in emerging markets need to carefully examine whether they should do so and, if so, how to manage in current more volatile market conditions, where prospects look to be less certain now than they did even a few years ago.

4. Changing Social and Demographic Factors

The population will increase by 97% in emerging or developing countries over the next few decades. By 2030, it is anticipated that there will be a global population growth of more than 1 billion people. It is also interesting that people are living longer and having fewer children. Over 65-year-olds will number 390 million more in 2030 than they did in 2015, making them the demographic group with the greatest growth, according to PwC.

Many populations are rapidly ageing and, if they haven't already, will soon begin to decline, according to a recent HBR study, "The Global Population Is Ageing. Is Your Business Prepared," which had quoted that "According to the most recent UN data, two-thirds of the world's population reside in nations with below-replacement birth rates, while average lifespans are continuing to increase."

While some countries will continue to have a younger population and contribute more to the labour force, others will increasingly rely on immigration or automation to fill the gap in youth needed for certain demanding tasks in the workplace.

- a. **An Ageing Workforce:** The global workforce is ageing, and some nations are ageing faster than others.
- b. **Ageing customer base:** While the increasingly interconnected world has increased the consumer base for all businesses that can contact clients around the world via technology or other methods, the ageing of the global population is also affecting the customer base globally. The global population of people aged 70 and over increased by 627 million during the past ten years, rising from 5% of the total population to 12%. 16% of the eight billion individuals on the planet will be older than 70 in another ten years. This opens up a wealth of chances for goods and services aimed at this elder market. Healthcare, where wearable technology, geriatric medication, and specialised care are in high demand, is the most evident area that will see the shifting demographic-led development. In addition to the healthcare sector, other industries will also need to adapt and serve an ageing population, such as real estate, consumer goods, and other related sectors that must serve an ageing and health-conscious consumer.
- c. **Modifying retirement expectations:** Although age seems to be just a number, expectations about how long employees should anticipate working don't always match lifespans when it comes to retirement norms. For instance, Japan is the

oldest country in the world strictly based on age, with 31% of its citizens 65 or older, compared to only 22% of French citizens. It is understandable that plans to raise pension retirement ages to reflect rising life expectancies were recently shelved in both the Netherlands and Ireland; however, in the future decades, employers, governments, and citizens will all depend on mechanisms that support older workers who choose to delay retirement.

The majority of Baby Boomers who are currently employed said they would like to explore some type of semi-retirement, with 79% indicating a desire for a flexible work schedule, 66% for switching to a consulting position, and 59% for working fewer hours. However, only one in five people claimed their workplace provided any of these semi-retirement options.

d. **Changing global markets:** The growth of the working-age population is slowing down in many advanced countries, and the tendency of inequality is quickly escalating.

- The eight richest people on the planet today are as wealthy as the bottom half of humanity.
- The alteration in the demographic composition will cause disruptions in the typical life cycle of education, employment, and employment.
- Healthcare costs will increase as a direct result of the ageing population, but this untapped resource also presents an economic opportunity, so companies must Exhibit out how to take use of it.

- Businesses must create plans for inspiring, empowering, and encouraging young people while also utilising the skills of women and senior employees.

Increasing retirement flexibility, creating financial incentives, adopting pension rule reforms, outlawing age discrimination, retraining, reverse mentorship, phased retirement, and similar initiatives that help in balancing use of technology aid to support multi-generational workforce are just a few of the steps businesses can take to encourage older workers to stay in the workforce. Additionally, younger recruits are typically targeted for training and apprentice programmes.

Businesses must encourage women's professional advancement, guarantee that all employees receive equitable pay and growth opportunities, and support flexible work schedules in order to create a pipeline of female leaders.

5. Technological Development

There are no boundaries or bounds to the digital revolution, which is changing behaviour and expectations as much as it is transforming the tools used to create new services and experiences. By 2030, there will be more than three times as many networked devices on the Earth as there are people.

The power balance has shifted from corporations to consumers as a result of the digital revolution, and consumer preferences are now driving business technology standards, not the other way around. Developing markets are adopting innovations almost as quickly as developed ones, if not more so.

The following mature technologies have been cited by numerous technical companies:

- 3D printing, drones, robots, augmented reality, virtual reality, IoT, and blockchain, that have huge promise across multiple industries. They provide the following advise to organisations considering integrating them:
- Do not utilise these technologies for their own sake. Find methods to use these technologies to provide value by experimenting with them and learning from them. Businesses can enjoy countless rewards in terms of establishing financial riches if handled appropriately.
- According to study from MIT Sloan School of Management, throughout the next five years, major firms are more at danger of disintegration owing to digital disruption. The arrival of four different business model types—Omni-Channel, Supplier, Ecosystem Driver, and Modular Producer—is the solution.

Overall, these five fundamental developments are generating a paradigm shift in how we think about our companies.

1.2. Purpose of the Study - The Burning Platform

The world of work has been constantly evolving over centuries. However, the advent of technology changed the pace of evolution in the past thirty years. Organizations and the world of work got flatter, more connected globally and locally.

Organizations have been in appreciation of the technology's role and the shift in ways of working. The black swan incident of the pandemic in 2020 cemented the role and impact of technology led transformation. Another critical shift that the pandemic established was the pace of change and the breaking of the biases that technology led transformation can only be driven to a certain extent in parts of organizations and / or the maturity of organizations that can get the best return on transformation investments.

At the centre of the technology led transformation has been the role and evolution of the human workforce at the workplace. Almost on all accounts, with the progress of technology, the role, contribution and expectation from the workforce itself has changed dramatically. The talent demand and supply equation for long has been a critical but a predictable one with organizations being able to peg for the talent that they believe will be in lesser supply with talent that is available. However, recent developments in the 'world of work' with rapid automation, technological shifts, and change in the problems to be solved and the ways in which problems need to be solved are compelling the entire ecosystem (that comprises of organizations, employees, educational institutions, government bodies, development agencies, industry bodies and the society at large) to relook at how the skills mismatch can be bridged. The capability requirements for the Future of Work (*FoW*) as the machines and humans coexist and the relationship between the two evolve, thus, will need to be studied and understood. The future requires leaders across all sections and managers across levels to be adept, not just in technical / functional skills, but as multiple dimensions shape the new future including digital disruption, environment and social led changes, multi-faceted workforce definition and extreme data use in businesses, it

will be critical for leaders to have the common minimum understanding and appreciation of:

- How will the world be at the intersection of some of the biggest shifts multiple factors are leading to?
- What will be the impact of this new world on workplaces and organizations, thereby impacting the organizational agility requirements?
- The Leader and Leadership capabilities that organizations and leaders will need to focus upon, to deliver on the organizational agility mandate for the future of work?

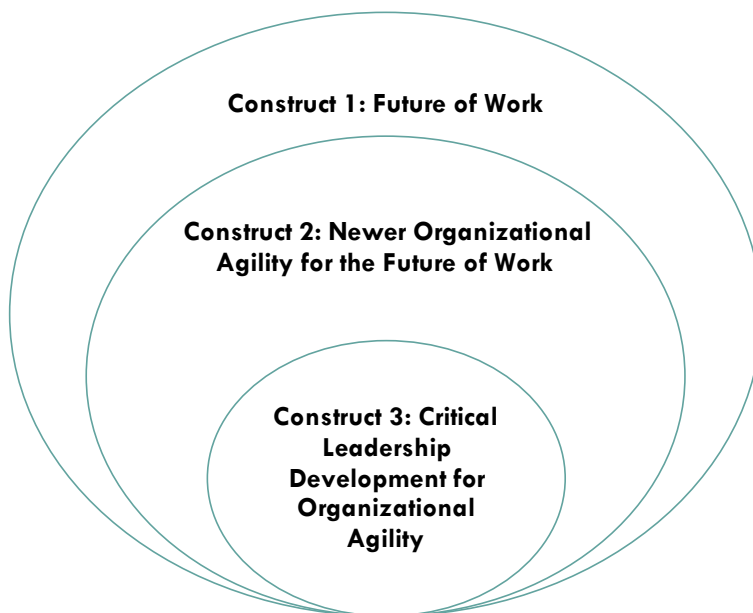


Exhibit 2: The Three Constructs for the research

While understanding the leadership capabilities for the future of work is a critical and a novel problem that is relevant for managers, it is equally critical academically and from a management perspective to test and establish the relevance of research from the past and establish connections with some of the critical archetypal

research from the past.

The three most critical theoretical constructs that I have shortlisted to extend and study further in the Future of Work context include the following:

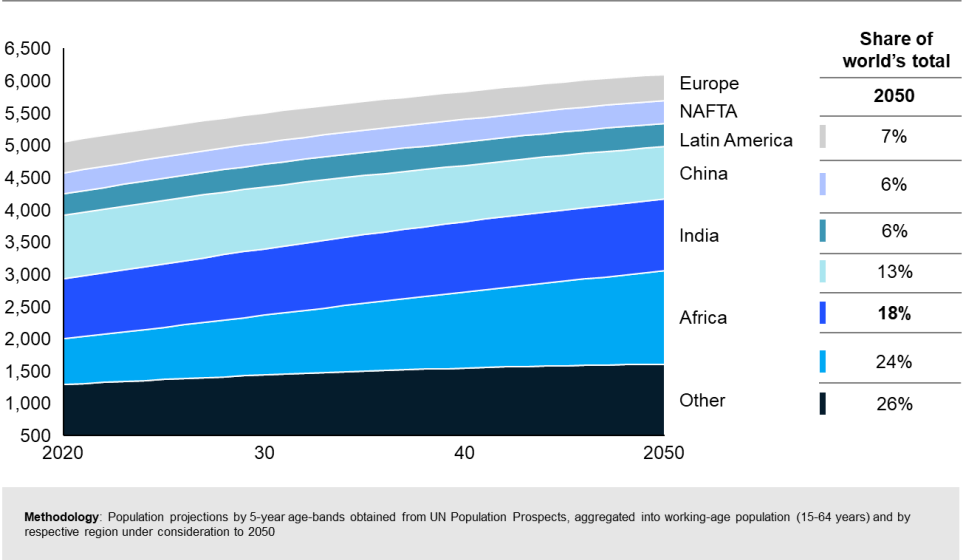
1) **How is the future of work itself changing and what does that mean for work, workforce, and workplaces?**

This would mean understanding the existing theory and archetype of ‘Future of Work’ as researched and established, by focusing on the following five vectors in the future of work context viz.

1. **Technology Led Disruption:** How technology will shape, drive, and deliver business differently tomorrow with the changing equation of human and digital interface, thereby defining the ‘Digital Human’ in the future of work context. The demarcation between technology and human led contribution is already blurring. As technology led advancements progress, this demarcation will dwindle out further. The opportunity for this partnership of technology and human can have major impact on the way work gets done, the way workplaces get designed and the purpose of workplace to begin with and also the opportunity that the workforce has to transform how and where they work from.
2. **Environment and Climate changes and its impact on Business:** Understanding environment and climate shifts from a business perspective and how business decisions will get taken differently in the context of the same in the future.
3. **Multi-dimensional workforce:** The multiple dimensions that will redefine the workforce equation of the future, including the dimensions of multi-generational workforce, global + local workforce and virtual /physical / hybrid workforces. By understanding each of these workforce dimensions today vs tomorrow as a triangulated workforce context to establish the definition of multi-dimensional workforce in the future of work context. This is perhaps one of the biggest silent disruptors of the corporate world in the years to come. Most of the corporate and organizational definitions and ways of

working have been defined centuries ago, for the western world. The basic definition of work in that era was a mode of skills based income and rules of the organization were almost uni-dimensionally decided by the employer. Further, with limited global and local talent mobility, the workplaces were hardly diverse and job / employment options being minimum, work had a very different status in the lives of the people and their families. With shift in economies, opening of newer economies, talent mobility and above all, technology led disruption which has enabled job / work mobility and not just talent mobility, work can be done, from anywhere, by anyone who has the skills, regardless of where they are. With skills being at the centre of job allocation more than tenure, age and other factors, workplaces have started to look way more different. Yet, this is just the start of the disruption with the advent of phygital workplaces and ageing population in parts of the world while newer workforces coming from different parts of the world.

Working age population, Total population aged 15-64, Mn people (projected)



Source: UN World Population Prospects

Exhibit 3: World's Working Population by major regions, by 2050

The UN's working population breakup by 2050 is an interesting reminder of the workforce concentration of the world by 2050 and its impact on workplaces.

Further, while most of the developed countries in the world are ageing and in another 20 years, will have a highly aged population, there will be other parts of the world which would just be turning younger. The role of mobility and work displacement coupled with technology for work will be some of the most critical considerations, beyond markets to focus upon for organizations in that context.

4. **Extreme data analytics and its role in shaping the trust equity:** As organizations get even more focused on making the data work for them both from a customer and employee perspective, the thin line between '**data for business**' or '**data of stakeholders**' will become even thinner, thereby making rightful use of available data even more difficult. Understanding aspects of data that could make business decisions contradictory from the perspective of different stakeholders will be critical to understanding how workplaces will get shaped because of this dimension.

The data will impact the trust equation at three levels in the future of work:

- i. Impact of data led trust at the macro level where the trust on economies, governments will get shaped by what is heard and seen. Many a times the data will be shaped driving polarities on the back of managed data, thereby impacting the trust equation in the longer term at a macro level between citizens and governments
- ii. Impact of data led trust at a meso level, with industries merging and data by large technology companies being used and traded across the value chain, thereby customer and consumer's trust

getting impacted by what was the data shared for and where is it getting used eventually

- iii. Impact of the data led trust at a micro level, where in closer relationships between student and teacher, employer and employee trust could get impacted because of how data is viewed and not differentiated between information (disinformation/ misinformation) and perspective (or point of view, which may not be well researched).

5. Geopolitical disruption and its impact on the future of work:

Geopolitics will continue to play a very critical role in shaping the future of work. With the shifting powers from west to east, there is a huge disbalance in the world economy fed by geopolitics. While all the earlier vectors are shaping the world differently in different parts, it is creating an increased pressure on the world and across economies to play their role. While this was always a very critical global vector, the impact of geopolitical disruption increased multi-fold post COVID and the Russia – Ukraine war. The impact of these two developments and the associated break down of global travel and supply chain coupled with multiple sanctions on the back of the war has resulted in global multinational corporations having to think even more on how to think and act global for local. The ‘Globally-Local’ world of work has the challenges of being able to think – act – communicate globally but many a times needs to operate locally.

The future of work that is going to evolve at the intersection of the above five vectors is extremely critical to be understood for multiple reasons, but some of the obvious ones are as below:

- a. Rapid technological advancements as a cause and an effect in shaping the future of work: Technology is changing how work

will be done in the future. The ways in which we work and engage with one another are evolving as a result of automation, artificial intelligence, and digitization. Research identifies how these developments affect employment and the workforce in various industries and forecasts future trends that will direct essential changes and assist people and businesses in getting ready for the future.

- b. Changing nature of work, both as input and as an outcome: As a result of shifting societal, economic, and environmental conditions, the nature of work is changing quickly. The diverse and multigenerational nature of today's workplaces has an impact on how we operate. Extensive research in this space is required to get a better understanding of how future skills, working habits, and workforce characteristics may be impacted by changes in industry, corporate structure, labour, and demographics.
- c. Impact of Human Evolution and their impact on education and upskilling goals: The way work is done in the future will have a big impact on how human capital is developed. With shifting of staged lives to continuous goals for learning in lives, education, upskilling and lifetime learning are becoming increasingly important as employment and skill requirements change. Extensive research is again required to identify the threshold skills and capabilities that will serve as the baseline for future skills.
- d. Economic Outcomes associated with the Future of Work: With so much change happening, all the investments that are being made collectively, worldwide need to deliver much higher ROI and that is possible only when we think collectively and make

strategic choices around the five vectors mentioned above.

Findings from this study can aid in the development of inclusive policies by firms and policymakers that promote growth and alleviate the inequity that frequently results from change.

- e. Social Impacts: People's socioeconomic situation, access to healthcare, and general well-being can be profoundly impacted by the way we work and the opportunities that are accessible. Continuous study is needed to better predict, comprehend, and address these difficulties in the future given how quickly the economic, social, and environmental context of the workplace is changing.

In conclusion, given its wide-ranging effects on people, organisations, governments, and society, the future of work is a crucial subject for inquiry. The future of work can be better understood and prepared for by identifying trends and potential obstacles through study. Businesses, people, governments, and academics may develop solutions that support inclusive, sustainable, and prosperous future economies and communities thanks to research's role in the creation of new insights and knowledge.

The second critical construct of my research has been to understand the relevance of the current definition of organization and the changing nuances of the organization in the context of the future of work.

This has been covered in the following way:

2) Changing definition of organization, and thereby organizational agility in the future of work context

Organizational Agility is one of the most widely studied organizational constructs to explain competitive advantage of any organization.

Organizational agility has been researched extensively to explain and implement the ability to respond to market changes rapidly by being able to be flexible and repurpose and organize internal resources to be able to respond to external market changes.

As the future of work changes the context of organizations and the basic definition of organization, it is critical to understand how organizational agility needs to be studied and understood to deliver on it in the future of work context.

Some of the big shifts that make the study of Organizational Agility in the future of work context important to study include the following:

- a. **Changing definition of Organization:** Organization has been defined in the past as below, and the shifts in the future of work context is as below:

Table 1 - Shifting definition of Organization in the Future of Work context

Definition of Organization Today	Definition of Organization in the Future of Work
1. “Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing ² relationships for the purpose of enabling people to work most	Organization in the FoW context is: <ul style="list-style-type: none"> • A formal system, • Where people (individual or groups), come together across horizontal and vertical constructs • The people are committed to a common purpose, and are

² Louis A. Allen (1958)

effectively together in accomplishing objectives.”	clear about their objectives to be attained
2. “Organization is the process of combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and coordinated application of the available effort ³ ”.	<ul style="list-style-type: none"> • The people are managed through definition and delegation of responsibility and accountabilities set, • The people, through established relationships, work together, effectively, towards accomplishing shared objectives.” • There is a transaction between all the entities in the form of rewards / benefits or a value transaction in the equation
3. ⁴ “The establishment of authority relationships with provision for co-ordination between them, both vertically and horizontally in the enterprise structure.”	
4. ⁵ “The term (organization) applies to stable associations of persons engaged in concerted activities directed to the attainment of specific objectives. It is thought to be a decisive characteristic of such	

³ Oliver Sheldon (1928)

⁴ Koontz and O'Donnell

⁵ Egon Bittner (1965)

organizations that they are deliberately instituted relative to these objectives. Because organizations, in this sense, are implementing and implemented programs of action that involve a substantial dose of comprehensive and rational planning, they are identified as instances of formal or rational organization in order to differentiate them from other forms”.

5. ⁶ “Organising is the establishing of effective authority relationships among selected work, persons, and workplaces in order for the group to work together efficiently”.
6. ⁷Images of Organization: Eight Metaphors on Organization and the purpose it serves...

⁶ George Terry (~1960s)

⁷ Gareth Morgan (2006)

The big shifts in the definition of organization, and thereby organizational agility include the following:

- **Operating Model Construct shift:** With multiple competing priorities challenging organizations, how could organizations reconfigure themselves to be agile in the FoW context, including the shift from vertical structure to a combination of horizontal and vertical structure
- The shift from authoritative relationship establishment to inspired and purposeful relationship
- **Constantly Evolving Capabilities shifts:** With the increased focus on newer capabilities such as digital and sustainability, how can organizations enable these priorities simultaneously. This would include shifting the approach to having all the core functions and capabilities residing within the organization to a construct where even the core capabilities could exist within and outside the organization, within an ecosystem of partnerships and alliances
- **External and Internal Organizational response:** The need for organizations to transform itself from being focused on internal operations focused to respond to market needs to operating in an open environment, where multiple players need to get extreme specialization in specific and multiple areas for success for the greater good. This will result in organizations rethinking what should be within the realms of the organization and what could be in the larger ecosystem, thereby redefining the core internal capabilities
- **Role of Human Capital in the organizational context:** With changing role of Human Capital in the organization from being a function to enabling success in the centre, and the need for

organizations to restructure around the newer human capital requirements

- **Employee voice:** Definition and voice of employer within the organization limits will shift dramatically in the future of work context, thereby employment contracts would need to change to cater to a newer persona of the workforce that is aware, seeking stake and is uninhibited
- **Digital Response:** As organizations continue their digital transformation, the need for organizations to repurpose digital from being an enabler to a core operating model construct
- **Changing Workforce Demographics:** With more contract workers, distant workers, and varied groups, the workforce is evolving. To manage these changes and adjust to new worker dynamics, the organizational construct will need to evolve to cater to workforce and talent needs of the future that are both internal and external. With limited control on core workforce outside the organization, the shift from authoritative to inspiring and influencing style will be critical.
- **Extreme Data and Decision Paradox:** With extreme data readily available, organizations would need to focus on managing the paradox of extreme data and quick decisions through a balance of data centricity and risk taking.
- **Role of leadership in agility: This is a critical enabler for the future of work.** The ability, capability and the role of leadership is going to be central to driving any change in the future of work context. Thus, being able to be lead in a new world, with newer skills, that involves reskilling and unlearning will be a critical component for the future of work

- **Dynamic Innovation or Experimental Agility:** To prosper and survive in the workplace of the future, organisations must innovate. To encourage a culture of invention and creativity, enable experimentation, and swiftly implement successful innovations, agility is necessary. Organizations will need to build capability for continuous experimentation that enables capability for multiple models at a fast pace, without waiting for complete data. This would be a critical component that agility in the future of work will need to cater.

Organizational Agility for the future of work as a construct in my research has focused on capturing the following:

- The newer / additional organizational capabilities that need to be focused upon for delivering on the future of work agenda
- The newer / additional organizational enablers that will need to be developed in the organizations
- The newer/ additional organizational practices that will need to be developed in the organizations
- The newer definition of organization success in the context of future of work, which is going to be beyond the top line and bottom-line growth to inclusive growth focus

Why Organizational Agility over other adjacent Organizational Theories?

Based on my literature review of multiple organizational theories that capture the capabilities for organizations for competitive advantage, including that of organizational adaptability, dynamic capabilities,

ambidexterity, absorptive capacity and organizational agility, Organizational Agility emerged as the most adaptable and the broadest concept that encompasses the organizational capabilities (attributable as dynamic capabilities), organizational enablers (that includes the absorptive capacities) and the organizational practices to understand and internalize capabilities for the future of work. Hence, I chose to study the impact of the shifts on organization, thereby impacting the organizational agility, to capture the organizational capabilities, enablers and practices that need to be added or changed to keep organizational agility relevant in the future of work context as described above.

There is a section in Essay 2 that compares the other popular organizational theories viz. Dynamic Capabilities, Organizational Ambidexterity, Adaptability and Absorptive Capacity and explains the relevance of extending the study on Organizational Agility for the future of work, over the other theories.

3) How is changing face of organizational agility going to change the face of Leader Capability for driving Organizational Agility in the future of work context?

The third construct that I have focused upon in my research includes the focus on understanding the specific leader capabilities that will be critical to enable the organizational capabilities to deliver on the organizational agility. The leader capabilities for the future of work includes multi-dimensional characteristics of leader capabilities that collectively will be required for leaders to unlearn, become conscious of their needs and focus on success, that is a combination of both long term and short-term goals.

The research focuses on the leadership behaviours, mindsets, and capabilities that organizations and leaders need to be cognizant of, specific to organizational agility. Further, the specific leadership paradoxes that leaders will need to navigate and finally, the leader personas that organizations may need to consider for the changing and multi-dimensional nature of the agility dimensions for the future.

In a summary, Organizational Agility in the Future of Work context will be an ever-evolving mandate as the future of work around the five prioritized vectors will also evolve continuously. While there is enough and more research that establishes the role of organizational agility as a construct for organizational success, there is limited research on how it gets shaped in the context of the future of work. Again, there is well defined research on the role of leaders in shaping organizations particularly in times of change. The newer Organizational agility, in the context of the future of work is the highest order change that organizations may be experiencing. Thus, the need to understand what kind of leadership capabilities will be critical for driving organizational agility in the future of work context will be extremely valuable to organizations to focus on building and developing these capabilities.

II. My vision for the research and the discoveries:

My vision for the research has been to focus upon the farther end view of future of work, two decades away and in light of that capture some of the biggest shifts that will shape the future dramatically, and hence not unmissable. Some of those shifts may take longer, some may take much lesser time to get shaped in the way it is envisaged in this research. However, the context and their importance continue to remain critical. The vision for this research was to ascertain the big shifts in the future of

work and capture the organizational agility construct in light of these shifts.

Leader and leadership capability has always been a core area of my interest throughout. Hence, the focus on understanding the archetype of the leader for the future of work has been central to my interest for the research.

The discoveries vis a vis my vision during my research process:

Some of the critical discoveries that I have had vis a vis my research vision include the following:

- The burning platform for this research is even more pronounced. Whilst it was well understood that future of work is a critical area to be researched in the future of work context, the five vectors shaping the future got discovered to be even more intense and face paced. So did the organizational agility construct and the role and capability of leader and leadership capability
- The pace at which the disruptions may impact and thus the need to implement some of the big shifts may need to be much sooner than anticipated
- The role and challenge around leadership capability, leadership alignment and around principles of equity is even more pronounced. Hence, this will need to be prioritized even more
- The ability of leaders to operate at micro level in the context of the organization, at the meso level in the context of the industries and / or country alone, is no more an option. The ability to operate at macro level (global and across sectors), meso and micro level is absolutely critical.

- The importance of agility is no more critical just for competitive advantage but also for survival. Again, the construct of organization agility has completely transformed as the context of organization itself has changed completely.
- Finally, the ability to manage the paradox of scale and flexibility internally whilst maintaining the proactive response ability for external development in the context of org agility is very critical.
- Two major enablers for organization success: Leader and leadership capability along with the role of data led Analytics in shaping the future will be huge. Organizations will need to redesign themselves majorly to respond to these two core enablers by thinking of capabilities, practices and processes to enable these as organizational enablers for the future of work.

III. How is the research thesis constructed?

The research has been constructed as a three-essay series, each of the essays being a stand alone essay that talks about one of the constructs. The study of the three constructs are interdependent and yet stand alone extremely critical to be understood and acted upon in detail.

The three-essay series, focuses on the following:

- Essay 1: Future of work as a result of the five prioritized vectors and the six phenomena that have been constructed at the intersection of two or more vectors. These phenomena, each of them, have one or more propositions that capture the occurrence of the phenomena and hence the organizational agility and leadership capability requirements.

- Essay 2: Organizational Agility for the Future of Work, in the context of the six phenomena. This included studying multiple existing theories on organizational agility, focusing on the specific construct of organizational agility that includes the capability – enabler and the practices model and extrapolating the model to capture the newer capabilities – enablers and practices for the future of work. Further, redefined the measure of success for organizational agility in the future of work context.
- Essay 3: Leader capabilities at an individual level as a multi-dimensional concept, the critical non negotiable capabilities that leaders need to have to succeed in the future of work context and the eight critical leader archetypes / personas that each organization will need to have.

IV. Research Contribution and Chapter Conclusion:

For a number of reasons, this research at the intersection of the future of work, newer expectations of organizational agility and leader capabilities for future is crucial from an academic and managerial perspective. Some of the research contributions that I hope this research serves includes the following:

- **Anticipating and organizing for the multi-dimensional shifts:** This research of mine is an honest attempt to understand the five big shifts shaping the world and through those, understanding the shifts in the nature of work in the future, thereby to spot the new patterns of potential disruptions, captured in my report as the six phenomena, that will allow organizations to prepare for these six simultaneous phenomena.

- **Changing nature and expectations from Innovation:** At the intersection of the six phenomena are white spaces and opportunities for larger problems to be solved. These, however, need a certain pace in the response. The nature of innovation, the scale of innovation and the approach to innovation in the future is going to be one big factor that will impact organizational agility and relevance. The ability to convert thought into scalable action at speed using technology will be the newer focus of innovation. This will require **a new toolkit for leaders to master**, which includes new sets of capabilities, deeper empathy and ability to problem solve collectively with diverse sets of people.
- **Workforce Management:** As a result of technology development, that has enabled the redefinition of work and work distribution, workforce management by getting to the right talent, at the right time and retaining them will be one of the biggest managerial capabilities of the future. This would require both internal and external networks within and outside the organization, understanding and access to a diverse pool of talent and talent providers and skills guilds and ability to influence and inspire talent to connect to the larger purpose and become part of the larger goals.
- **Learning, Upskilling and Reskilling:** Because the nature of work is continuously changing, it is important to constantly learn and grow. The opportunity to remain relevant for both academics and managers in their disciplines and also understand the multi dimensionality of the capability shifts will be a critical requirement. Almost in all the interviews done with leaders as well as with academics, one of the biggest possible 'derailers' identified by all of them was the lack of preparedness of education and skills as a sector to adapt to the multi-disciplinary needs of the future and thereby preparing talent for this

world in light of the shifting workforce dynamics by studying the future of work. This research can be extended in the context of academia as an industry and how it could contribute by changing its operating model to partner for the future of work, by not just providing degrees but also convert themselves into skills nurturing guilds.

- **Rethinking Policies:** While there are multiple ways to contribute to policy making, specific to this research, the opportunity around the six phenomena for countries to come together and think about the global + local policies and thereafter organizations rethinking their employment contracts is going to be huge.
- **Comprehending the magnanimity of the change required:** At the intersection of the future of work, the shifts for organizations to remain agile and relevant and for leaders to reinvent themselves is the huge requirement for all the three: organizations, the larger ecosystem, and individuals as leaders to understand the degree and pace of the change consistently, and work towards it consistently. This research is attempting, through the five vectors, the six phenomena, the ten organizational capability shifts and the eight leader archetypes of the future of work to build a common understanding and narrative of this magnanimous change and work collectively to make it happen.

V. Concluding Message

The three-essay series is my first step towards my journey in the academic space to continue to research these three connected topics, as a space of continuous research for my lifetime. This research has also helped me focus on my journey as a consultant in the space of organization and leadership and apply the critical learnings from this

space with my clients, which I intend to continue along with my academic endeavours of extending the research in these topics.

Chapter 2: Literature Review

The evolution of the relationship between the Human, Technology and Nature shaping the world: A Literature Review and Exploratory Framework on Future of Work and Organizational Agility

You can't connect the dots looking forward, you can only connect them looking backward. So, you have to trust that the dots will somehow connect in your future.

Steve Jobs

I. Introduction

The scope of this research spans the areas of future of work, organisational agility and leadership capability. To understand the complex nature of each of these phenomena, their evolution, and how they contribute to the world of work in the future, it becomes critical to review the extant literature in each of these areas. Further, it is important to consider it in light of the frameworks of the past, as well as the future implications that have been predicted by researchers. As part of the present literature review, both academic and management literature has been considered. While academic research provides a robust scientific perspective on the areas, the management literature highlights key issues or prevalent practices, as they are seen in the world of work. Since there continues to remain a gap between the two approaches, reviewing both ensures that the phenomena are perceived from all perspectives.

As part of the academic literature review, the journals listed in the Financial Times Top 50 Journals list, were given preference. Some of them include Academy of Management Journal, Academy of Management Review, Harvard Business Review, Journal of Management Studies, Journal of Marketing, Sloan Management Review, among others. Apart from these, research databases such as Google Scholar, ScienceDirect and Elsevier were used for procuring academic research. For the business and management literature review, publications by management consultancy firms such as PwC, Strategy&, McKinsey, Accenture, Deloitte, etc. were used. These provided insight into perspectives by the senior leadership as well as industry experts, on recent developments and significant areas of change across all the three areas of

research – future of work, leadership capabilities and organisational agility.

II. Future of Work

a. Academic Research

One of the earliest academic publications laying down the earliest predictions for the future of work, is attributed to Malone (2004). The underlying bases of these were the economic and technological advancements that shaped the future. He saw the revolution to be “self-organised, self-managed, empowered, emergent, democratic, participative, people-centred, swarming and peer-to-peer,” to describe a few of the attributes. He focused chiefly on “decentralization,” since the emphasis of this future lay on the people – the workforce participating in the decisions that affect them. This was a marked shift from the traditional bases of power that were prominent in the world of work. He placed organisations on a continuum, based on the involvement of the people in the decision-making process – from centralised to decentralised. Technology acts as a major decentralising factor, giving people the freedom of choice, flexibility and freedom.

Connelly et al (2004) pointed to similar changes in the work landscape, two decades ago. They differentiated with the “traditional” modes of operating of that time, and the emerging trends in the field. For the majority of workers in the 20th century, the “normal” or “standard” work arrangement was employment that was performed (a) full-time, (b) would last forever, and (c) was carried out in the “employer’s” place of business under the employer’s supervision. They highlighted how employers are increasingly recruiting people on “contingent” or “fixed-term contracts” as a kind of “non-standard” employment. They divided the working population into the traditional workers. individuals who are self-

employed who sell their services to client organisations on a fixed-term or project basis and are known as independent contractors or "freelance" employees. People who were hired through "direct-hire" or "in-house" agreements with the immediate employer organisation made up a third, and growing, group of contingent workers.

Pasmore et al (2010) studied this trend further, taking into consideration the organisational lens. They note that with the help of new workforce entrants who are skilled in these skills, organisations are redesigning their business strategies and operational procedures to take use of the benefits of new online capabilities. These same organisations are simultaneously threatened by the possible loss of business and consumer knowledge.

When considered collectively, the persistence of these trends and the difficulties presented by the economic climate are expected to hasten the quest for organisational efficiency and heighten the demand for cutting-edge skills. Citing Carnevale (2005), the authors state how the work models were under pressure, and the usage of alternative work forms and methods of engaging the workforce was intensifying due to the absence of a properly skilled workforce and the rising aspirations for flexibility and self-fulfilment by both young and old workers. To serve this purpose, organisations were moving to more porous models, marked by linking and sharing arrangements. The siloed model was no longer considered effective. Top-down and independent decision making and direction was evolving to become collaborative and fluid. Interaction, distribution, and peer-orientation were some of the key features of work. Even decision making was decentralised by organisations, by making use of newer technologies, making work mobile, connected through distant time and space, and modular.

In his paper, 'Future of Work in the Digital World: Preparing for Instability and Opportunity,' Lent (2018) attributes the changes in the

condition to complex factors driving these, such as an increase in the offshoring or migration of specific industries and jobs from one geographical location to another; multinational corporations that can take advantage of labour and tax opportunities globally; an unequal wealth distribution and the growing influence of the financial sector; and intense global competition, which forces many businesses to employ a smaller, lower-paid, and less permanent workforce. He also describes the technology developments as the “unholy trinity of automation, robotics, and artificial intelligence,” which intersect with and support these economic trends. Similar sentiments are echoed by Larsson et al (2020), Schaffers et al (2020), Fisher (2022), besides others.

These "brilliant technologies," made possible by the exponential increases in computer speed and power, are often regarded as game changers with the potential to significantly alter the course of human history, for good or worse. Even if technology is replacing some workers, it can improve the working lives of many others by making it easier to do boring, hazardous, or unpleasant activities. Technology is also creating new occupations and opening up new chances for work-life balance.

Although these new platforms for employment are frequently praised for their adaptability (allowing employees to choose their own schedules or working conditions, for example), they are not without drawbacks. For instance, pay is frequently meagre, and benefits like health insurance are frequently not provided by the work distributor/employer. No matter how cognitively or physically skilled they are, people who perform fewer repetitive jobs may be more difficult to replace with existing technology, however this may not always be the case. In many non-routine tasks, automation will be able to compete with humans, according to Frey and Osborne's (2013) argument. They believed that during the next ten to twenty years, computers would be less likely to be able to perform

nonroutine job involving complex sensing and manipulation, creativity, and social intelligence (such as negotiation, persuasion, and care).

As part of sustainable business practices, Haigh et al (2015) stress on the need for more hybrid organisations, where the focus is not only on competition and quality, but also positive change for the society and environment. The line separating the for-profit and non-profit sectors is blurred by the business methods these organisations use, also called the Fourth Sector, L3C, Blended Value, For-Benefit, Values Driven, Mission Driven, Benefit Corporation, or Hybrid Organisations.

They are based on the idea that conventional for-profit and non-profit business models fall short in addressing social and environmental issues. Hybrid businesses are supported by a new and expanding group of people who place a higher priority on ecological sustainability, social and environmental justice, and healthy living in the goods and services they use, the businesses they support, and the investments they make. Hybrid organisations paradoxically seek integration into the social and environmental systems in which they function, even though they frequently prefer financial and administrative autonomy. By hiring locals, involving them in decision-making, teaching them specialised sustainable skills (such low impact agriculture and reforestation), and offering more than the market wages that enable a better quality of life, hybrids build strong relationships with communities. These connections are built on the same values that have been linked to organisational resilience, growth, and innovation: trust, respect, compassion, and vitality.

In their 2021 paper, George et al discuss the implications at the intersection of technology and climate change, for sustainable development. The first trend is related to the increased focus on the climate emergency and the requirement for societal actors to play larger roles in the creation of environmental and social value. The swift

digitalization of the economy is the second trend. A digital toolbox of answers that challenge the status quo is being created through a range of new technologies. Machine learning and artificial intelligence (AI/ML) are developing fast, and both enterprises and governments are vying with one another to realise its potential. In order to lower transaction costs and moral hazard in sustainable supply chains, organisations are using digital tools. Many of the fundamental technologies in this area are comparable to those being used to address valuation issues, with a stronger emphasis on addressing coordination issues in the creation and distribution of shared value. Leading companies in digital sustainability are now integrating verification procedures into exchange system architecture. Embedding verification lowers the risks of free-riding and opportunism by allowing a variety of market participants to engage in arm's length—and frequently distrustless—buying and selling. Digital sustainability initiatives have the potential to expand access and reach in ways that will empower formerly marginalised populations who frequently lack access to organised, effective marketplaces. One of the main causes of how expensive it is to be poor is this exclusion. By balancing power and information asymmetries, innovations fuelled by digital technology can support business solutions at the "base of the pyramid." Solutions appear on both the demand side for clients and consumers and the supply side for small-scale production.

b. Management Literature

In an April 2019 publication by Deloitte, Schwartz et al, look at redefining the future with regards to the work, workplace, and workforce. They define the future in terms of three elements: work (the what), the workforce (the who), and the workplace (the where). The employment

needs of the future are anticipated to be more data- and machine-driven than those of the present, but they are also anticipated to require human abilities in problem-solving, communication, listening, interpretation, and design. Roles could be redefined in ways that combine technology with human abilities and cutting-edge knowledge in interpretation and service as robots take over repeated activities and people's job becomes less mundane. Other questions arise, such as who is going to be able to complete the work using the new talent platforms and contracts? How can the talent continuum—from full-time employees through managed services providers to independent contractors, gig workers, and crowds—be utilised? As an answer, they offer that more creative and efficient workforce composition is now possible thanks to the expansion of labor-sourcing options. More alternatives, however, frequently mean greater complication. When combining humans and machines, employers should take into account both the organisation of their human workforce and how positions are created. It may radically alter the way we think about the employee life cycle, moving away from the conventional "attract, develop, and retain" paradigm and towards one in which the central concerns are how organisations should access, curate, and engage workforces of all kinds. There also arises the question of how workplaces and work-based practices can be made possible owing to new and emerging combinations of collaborations, teams and digital technologies, which shape reality. Workplace culture is closely linked to both innovation and business results, from the more conventional co-located workplaces to those that are entirely distributed and reliant on virtual interactions. As teams become more dispersed, organisations may need to reconsider how they foster both culture and team connections. They emphasise on analysing and rethinking employment possibilities that make use of the benefits of automation, diverse talent pools, and

collaborative work environments. Along with that, the key elements are to align the workforce development, leadership, and organisation programmes to access skills, curate next-generation experiences, and engage the future workforce in long-term connections and innovative working methods.

The Black Swan event, the COVID-19 pandemic, set the stage for the future unfolding of these patterns. PwC's US Remote Work Survey (2021) and PwC Pulse Survey: Next in work (2021), point to the trends of remote work and hybrid organisations. Emphasising inclusive leadership to make hybrid models work, the focus is on creating a culture of inclusion and to curb inequities. One of the key facilitators and opportunity here, is artificial intelligence, as identified by PwC (AI: an opportunity amidst a crisis; 2021). Since boosting operational efficiency (90%), enhancing decision-making capabilities (87%), and gaining competitive advantage through digital transformation (91%) was critical, organisations have identified AI as one of their top priorities for implementation. Through crucial digital solutions and better resource allocation and utilisation, AI is assisting organisations in achieving their business goals. However, this is not without ethical and compliance risks, performance risks, and security and control risks. Given the nature of these magnanimous changes, the role of organisations and the leadership in building psychological safety, becomes vital, as laid down in the Harvard Business Review article, published at the peak of the pandemic: What Psychological Safety Looks Like in a Hybrid Workplace (2021). Psychological safety, or the conviction that one can speak up without fear of being punished or humiliated, has a long history of being recognised as a key factor in high-quality decision making, positive group dynamics, positive interpersonal relationships, more innovation, and more successful

execution in organisations. Without the safety net, all major disruptions have the chance of falling through, at all levels of the organisation. While the changes remain volatile and unpredictable, building psychological safety would be a priority.

McKinsey published their 2023 report, “What is the future of work?” based on their analysis in top eight countries of the world - China, France, Germany, India, Japan, Spain, the United Kingdom, and the United States – to give a diverse yet convergent view of the future. They anticipate a career transition for 100 million workers, which was further exacerbated by the pandemic. They predict job growth to be concentrated around high-skill jobs (like those in the STEM arena), and a decline in middle- or low-skill ones. Green economies are seen to be on the rise, with investments rising in the area. When it comes to the workforce, it will comprise of an aging population, one that requires assistance and additional medical support to function. Digital technologies see a faster adoption, either for automation to mitigate costs and avoid uncertainty. For there to be inclusive, sustainable growth, it will be essential to address social and economic inequalities. And at work, making improvements to diversity, equity, and inclusion frequently goes a long way towards ensuring that workers from all backgrounds can perform well and prosper.

The more geopolitical climate changes are covered in, “Black swans, gray rhinos, and silver linings: Anticipating geopolitical risks (and openings),” against the background of the Ukraine War, which disrupted supply chains, food availability and energy. This makes it crucial for multinational companies to improve their capacity to predict geopolitical risk, develop resilience, and engage in scenario planning. Global events are categorised as black swans, grey rhinos and silver linings for heuristic

purpose, to aid in scenario planning. Black swans are seen as unpredictable, significant events. An unusual climate disaster that causes mass casualties, waves of migration, and famine is one example of a potential black swan, as are another pandemic, the forced overthrow of a leader or government, large regional military war, and the political implosion of a major economy. Grey rhinos are potential occurrences, which are highly impactful. These threats are visible in the distance, but it is not possible to fully grasp their scope. The possibility of regional and national conflicts increasing amid more strategic competition is one of the grey rhinos on the international radar. In contrast, silver linings are opportunities or openings, enabling organisations to work in a secure environment and perhaps gain a competitive edge. These "silver linings," can be fragile and easily obscured by storm clouds, but can be accessible to leaders who display strategic courage in unstable situations. All three require a lookout for significant developments in politics, economics, regulations or military events.

Looking at the trends coming up at the end of the decade in 2030, PwC published a report entitled “Workforce of the future: The competing forces shaping 2030 (PwC), where it describes four distinct worlds operating in the future, shaped by rapid technological innovation, altering demographics around the world in terms of size, distribution, and age, quick urbanisation, power shifts between wealthy and emerging nations, resource shortages, and climate change. The Yellow World is where local and socially conscious enterprises thrive. Crowdfunded money is directed towards brands with a good reputation. There is a quest for significance and purpose that has a social heart. 'New Worker Guilds', artisans, and makers all prosper. In the Red World, businesses and people compete to satisfy customers. Regulation is outpaced by innovation. Digital platforms

allow people with a great idea a disproportionate amount of reach and power. Profitable specialists and niche entrepreneurs thrive. For the Green World, social responsibility, trust, and worries about demographic shifts, the environment, and sustainability have taken centre stage on the corporate agenda. Big firm capitalism reigns in the Blue World as organisations continue to expand and individual preferences supersede social responsibility convictions. McKinsey's 'Tomorrow's capitalist is socially conscious (2022),' covers a similar base - by aligning with the values that are most important to their customers, employees, and other stakeholders, businesses are combining profits and social purpose. It is a world where CEOs are becoming more and more aware of this dynamic and are driven by a strong sense of obligation to try to change it. This is a marked shift, from not wanting to discuss social or divisive political topics that didn't directly relate to their firm.

Integrating all of these isolated areas, is the ecosystem approach – a world where organisations can no longer function in independent siloes. MIT Sloan Management Review in their 2021 publication, 'The Future of Work is Through Workforce Ecosystems,' define workforce ecosystems as, “a structure that consists of interdependent actors, from within the organization and beyond, working to pursue both individual and collective goals. The major shifts that contribute to an ecosystem approach include more non-employees which contribute to the work of organisations, evolving nature of work, contribution of diverse and inclusive workforce, and complex management of workforce. Other publications concentrate on each of the elements discussed above – from green capitalism to emergent technologies to the diversity of the future workforce.

c. 2.1. - Construct 1: Future of Work

The '**Future of Work**' goes beyond the working and construct of the workplace. The organizational construct of future of work develops where work, the workplace, and the workforce intersect. Thus, the future of work, needs to consider the three-dimensional shift happening in the way the work is getting defined and done, how the workforce is changing its expectations from the workplace and how the place of work, viz. workplace is shifting from a workplace to a workspace. Future of Work is not just the changing order of work, but it is the simultaneous shift of how work gets defined and done, how the workforce demands and expectations from the work will change, thereby impacting the construct of work. Additionally, technology and climate will change the workplace expectations and need to reorder the workplace. The section below captures some of the big shifts that are shaping the work, workplace and workforce of the future.

2.1.1. Work in the future:

Watson and other emerging AI systems have a remarkable capacity for self-improvement, enabling them to perform some knowledge-based activities that were previously thought to be the sole preserve of humans. Previously, white-collar people handled these duties, which were thought to be resistant to automation (Wladawsky-Berger, 2017). AI technologies' intelligence is proliferating, making semi-autonomous decisions in various challenging circumstances (Davenport & Kirby, 2016). According to Brynjolfsson and McAfee (2014), powerful innovative technologies are on track to replace human employees in various industries, ushering post-industrial economies into a "second machine era."

As per McKinsey's recent report that covers MGI research quotes: "MGI research on the automation potential of the global economy, focusing on 46 countries representing about 80 percent of the global workforce, has examined more than 2,000 work activities and quantified the technical feasibility of automating each of them. The proportion of occupations that can be fully automated using currently demonstrated technology is actually small—less than 5 percent. An additional important finding is that even if whole occupations are not automated, partial automation (where only some activities that make up an occupation are automated) will affect almost all occupations to a greater or lesser degree. The impact will be felt not just by factory workers and clerks but also by landscape gardeners and dental lab technicians, fashion designers, insurance sales representatives, and even CEOs⁸."

Artificial Intelligence led work automation: It's going to be about systematic unpacking and categorization of the job into simple, standard, repeatable / replicable / duplicate, dirty, delicate and dangerous jobs. Jobs that fall in any of the above categories will be the first ones to get automated. The additional capacity that gets created by the automation of the above categories of jobs will enable the organizations to invest their additional capacities for higher order human value addition. As improvement in understanding of work happens, advanced technology development in machine learning and user interfaces, such as speech and gesture detection, will boost productivity or completely replace some knowledge jobs. However, most of the jobs that are going to get automated will be enabled through one or many of the below mentioned technology led transformations:

⁸ McKinsey Global Institute Report: Technology, Jobs and Future of Work

- i. **Virtual and Augmented Reality for experience transformation:** Virtual and Augmented reality led transformation of human experience will enable near and far connectedness without losing on the advantages of in person experience. As per **the World Economic Forum data**, Goldman Sachs is betting on the virtual and augmented reality industry to become an \$80 billion market by 2025 – it's around \$7 billion right now. Major upgrades will come to technology infrastructure and an ecosystem of apps will form for consumers and enterprises alike⁹.
- ii. **Mobile Internet:** With rising connectivity, and with the advent of 5G and beyond the connectivity is set to increase at an overall level, thereby enabling faster and seamless connectivity that could enable higher and deeper use of technology at all levels, including basic jobs, advanced manufacturing and experience management.
- iii. **3D Printing for manufacturing customization:** To make manufacturing process faster and more responsive, technologies associated with 3D printing and manufacturing customization are going to disrupt the mass manufacturing construct and thereby lead to an alternate option to looking at manufacturing, with reduced costs, reduced time to market and also reduced costs eventually. The biggest opportunity associated with 3D printing could be the option to experiment with manufacturing and thereby enable the journey of concept and design completely.

⁹ NASSCOM Report:

The 15 Big Tech shifts that will shape the future world:

1. 5G Technology : user experience, customer service, greater bandwidth resulting in wider AI / automation
2. Unsupervised Machine Learning (UML) : Data leverage for predictions and intelligence without the human bias or pre-existing knowledge
3. Robotic Accuracy and Automation: Higher human intelligence based robotics and automation, greater precision on the back of vision recognition
4. Intelligent Tech Revolutionizing Security: Detect when someone is about to make a mistake, detect intentionally risky behaviour such as exfiltrating data
5. Connected Telehealth Solutions: Telehealth apps, made interoperable with critical patient data in electronic health records and other platforms of engagement for healthcare providers and payers, will change the paradigm with how care can be delivered more effectively
6. Augmented and Virtual Reality: The possibility of using a VR space to interact with customers or co-workers seems much more plausible, and provides a richer interaction.
7. Hyper automation: Hyper automation provides companies with a framework to use a combination of AI and ML to identify and automate any business processes.
8. Edge Computing: Transform how data is processed and delivered to the end user, along with 5G data networks.
9. Spatial Computing: A new relationship between humans and digital content. Controlling interfaces with eyes, gestures and voice in a seamless and integrative manner offers a new precedent for

interaction with the world. Partially used in semi-autonomous cars, drones and robots.

10. Quantum Computing and IoT

11. DataOps: Organizations will need to adopt agile approaches and increase collaboration to manage and analyse the data, that will drive transformations at all levels

12. Natural Language Processing: Ability of robots to probably process human speech and intelligently react to it

13. Value Stream Management (VMS): In the context of the remote workforce, and hybrid workplaces, ability to maintain visibility

14. Additive Manufacturing: Complex geometries unsupported by traditional machining and injection moulding can now be created on demand with a single print. Greater access to rapid prototyping, tooling and direct manufacturing, and acquire new core competencies

15. Regulatory Tech for governments: This category of technology enables governments to implement enforcement and monitoring activities required by law.

d. [2.1.2 Workforce in the future:](#)

The future of work is not just getting shaped by the work that's getting disrupted by technology, it's also getting reshaped by the changing equation of workforce at the workplace.

In the next 20 to 25 years, the workforce is projected to take on some of the patterns listed below, among others:

i. **Automation, Artificial intelligence and robotics**

In the future of the workforce, automation and artificial intelligence (AI) are probably going to be quite significant. Some jobs will be eliminated by automation, but new ones will also be created. AI will be utilised to automate a variety of tasks, which will boost workforce and productivity and workplace efficiency. This will however need to be balanced against the concern of job loss that is the obvious outcome of automation for a certain level of jobs and tasks. There is an increasing concern that automation and AI could result in job losses and unemployment, especially for individuals with low-skilled jobs. However, with the right understanding of the workforce and automation partnership, this concern can be abetted.

ii. Remote Work

The trend towards remote work has been hastened by the pandemic, and it is likely to continue in the future. Employers and employees can both benefit from remote work in a number of ways, including increased flexibility, reduced costs, and an improved worklife balance. Yet, there are also drawbacks to working remotely, including the necessity for efficient tools for collaboration and interaction as well as the possibility of social isolation.

iii. Skills Gap

The discrepancy between the skills that companies require and the abilities that job seekers possess is referred to as the skills gap. Future developments in technology and a rise in the demand for specialised skills are anticipated to cause this gap to worsen. Employers face a lot of difficulty because of the skills gap in finding eligible applicants for their open positions.

iv. Gig Economy

The term "gig economy" refers to a labour market where temporary contracts or freelance work are more common than full-time employment. The gig economy has expanded dramatically over the past few years, and this trend is set to continue. The gig economy benefits workers in many ways, giving them more freedom and flexibility. Yet it also has some drawbacks, like a lack of benefits and employment security.

e. Future Workforce: Opportunities and Challenges

The following are some of the opportunities and difficulties that the workforce of the future is likely to face:

Possible Challenge: Inequality

It's possible that the skills gap and job relocation will enhance workplace inequality. It can be difficult for workers with low skill levels or those employed in automating industries to obtain new jobs. This problem offers an opportunity for legislators, educators, and employers to alleviate inequality through programmes for training and education.

Opportunity to mitigate: New skills for new jobs

New occupations will be created by automation and AI, especially in the domains of science, technology, engineering, and mathematics (STEM). These new positions will demand specialised knowledge and will pay more and provide greater prospects for career progression.

Possible Challenge: Redundancy of jobs

Some jobs, especially those that require repetitive and routine tasks, are likely to be replaced by automation and artificial intelligence. Workers

will need to reskill and upskill in order to compete in the labour market due to this job displacement. Those who take on this challenge will have the chance to learn new skills and choose other career choices.

Opportunity to Mitigate: Increased Flexibility

The gig economy and remote work give employees more flexibility. With this flexibility, employees may be able to combine their personal and professional life and seize new chances. Due to the potential for higher productivity and lower costs, this enhanced flexibility may also be advantageous to companies.

In a summary from the literature review, the next 25 years, the workforce is anticipated to see considerable changes and difficulties. The future of work is likely to be shaped by factors including automation, artificial intelligence, remote work, and the gig economy.

f. 2.1.3 Workplace in the future

It is crucial to envision what the workplace of the future might seem as the globe continues to change quickly. The workplace will undoubtedly appear particularly different from what it does today by the year 2050. Future work trends, societal values shifts, and technological developments will all have a big impact on how workplace expectations and designs will change.

In 20 years from now, the workplace will certainly appear quite different from what it does today. The way we work will continue to change as a result of the workforce's changing demographics and technological

advancements. Some of the significant shifts as identified in the current literature review include the following:

- i. **Technology Led Work and Workforce Disruption:** The increasing use of automation and artificial intelligence is one of the biggest shifts we can anticipate. Many professions that were formerly performed by people will be automated as machines become smarter and more capable of executing difficult tasks. The workforce will be significantly affected by this as many traditional jobs will be replaced by machines. Yet it will also open up new career options for people with technical and data analysis abilities.
- ii. **Remote Work:** The rising popularity of remote work is another trend that will influence the workplace of the future. Companies and employees have gotten used to working remotely as a result of the COVID-19 pandemic. Since technology keeps making it simpler for people to work from anywhere in the world, by 2047-2050 it is likely that remote work will be the norm opposed to the exception. In order to manage distant teams and cooperate effectively, businesses will need to establish new methods of operation.
- iii. **Flexible Work Places for flexible work Arrangement:** We can anticipate a move towards more flexible work arrangements as remote work becomes increasingly common. Many workers will have greater choice over their work hours and be able to modify their schedules to match their personal demands rather than adhering to standard 9–5 workdays. Because employees will be able to work when they are most productive, there will be a better ability to

balance work and personal life. Permanent seats in the offices will not be a norm. Rather, mobile seats/ plug and play seats and workplaces for different work goals will become the norm.

- iv. **Human management skills critical to success:** The growing significance of soft skills is another development that is expected to influence the workplace of the future. The most in-demand talents in the market will shift towards those that call for human creativity and emotional intelligence as automation replaces many traditional occupations. As a result, there will be a considerable demand for professionals that have good leadership, communication, and problem-solving abilities.
- v. **Sustainable Workplace Design:** The emphasis on environmental responsibility and sustainability in the workplace is also something we can anticipate expanding. Companies will face increased pressure to lessen their environmental effect and conduct business more sustainably as concerns about climate change continue to grow. This will necessitate new developments in disciplines like green technology and renewable energy, as well as new employment opportunities in sectors like environmental engineering and sustainability consultancy.
- vi. **Flexible, Smart and Intentional Workplace Designs at the heart of delivering work goals and team constructs:** At the heart of using workplace as a workspace to deliver business goals, while delivering more from less workspace will imply instead of creating dedicated workplace for people, the focus will be on creating workspaces that are

focused on delivering the different kinds of work goals and the objective of the workplace. Thus, individual work pods, that require individuals to focus on enabling employees to do focused – one on one work or take calls, would be designed to be such that they are almost like soundproof workpods. At the other end, collaboration and group spaces focused on innovation and learning will be designed differently. Thus, offices will be more of intentional zones rather than allocated work seats that are designation and level focused. While offices will be open, the focus on creating focused individualized workplaces, that are distinct, sound proof and allow you to create your own work-pod and zoom into individually focused workplace will be the design of the future.

In summary, automation, remote work, flexible scheduling, people skills, sustainability and workplace design that enables individual and group work are likely to characterize the workplace design of the future. While these developments may pose difficulties for employees and businesses, they also present fresh chances for innovation and expansion. Companies can set themselves up for success in the upcoming years by embracing these trends and adjusting to the shifting nature of the workforce.

III. Organisational Agility

a. Academic Research

Organisations must adapt to change constantly. For the majority of big and small organisations, difficulties include globalisation, rapid technical advancements, competition, innovative business models, emerging new markets, and continuously changing consumer preferences. These ever-changing difficulties push organisations to become more effective and adaptable in order to survive, especially when combined with more conventional risks of business and economic lifecycles. Strategic thinking, being innovative, exploitation of change, and an unwavering desire to be adaptive and proactive are all necessary for organisational agility, which is regarded as a core competency, competitive advantage, and differentiator. The incorporation of cutting-edge technology with organisational processes, traits, and members may be referred to as organisational agility. Agility is essential for an organisation to be competitive because it improves its capacity to deliver high-quality goods and services. Thus, being agile in business becomes a necessity for existence rather than a choice (Harraf et al (2003); Crocito et al (2015)).

Žitkienė, R., & Deksnys, M. (2018), in their paper ‘Organizational agility conceptual model,’ present the evolution of the various definitions of organisational agility. Although organisational flexibility has been researched for a few decades, there have been numerous attempts to define agility in commercial businesses. However, the majority of classifications highlighted distinct functional facets of the organisations. Some researchers study it in the light of enablers and capabilities that assist in achieving agility, while others examine it from the perspective of agile practices being used in daily operations. The sense-response

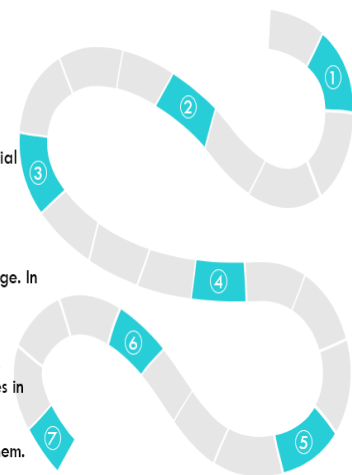
dimension to changing environments is considered by yet others. A summary of the definition evolution has been presented in Exhibit 1.a. and Exhibit 1.b. Combining all these elements, Žitkienė and Deksnys define organisational agility as, “an organizational ability to recognize unexpected changes in the environment and appropriately respond in a swift and efficient manner, by utilizing and reconfiguring internal resources, thus gaining competitive advantage in the process.”

The two exhibits below capture the evolution of the Organizational Agility Study over the years:

EVOLUTION OF THE EXISTING THEORY OF ORGANIZATIONAL AGILITY

Ability to recognize the changes in the environment refers to the know-how, experience, and knowledge of the organization and its decision makers.

- ① Early agility research (Goldman et al., 1995; Sharifi & Zhang, 2001; Yusuf et al., 1999) characterized agility as an ability to reconfigure manufacturing system in order to respond to unpredictable changes in the market.
- ② The ability to reconfigure entails utilization of structural and infrastructural elements, which adds to the position that agility is a more encompassing capability compared to flexibility (Attafar et al., 2012).
By synthesizing existing technologies and production methods (Goldman et al., 1995), combining managerial and manufacturing tools (Sharifi & Zhang, 2001) with the help of people and processes organizations are able to reach agility.
- ③ Yusuf et al. (1999) argued that organizational agility level is influenced by aligning “competitive bases” (speed, flexibility, innovation proactivity, quality, and profitability), reconfigurable resources and knowledge. In order to improve organizational agility level, companies have to combine these enablers and adapt to consumer needs and changing marketplace.
- ④ The concepts of speed and innovation as key properties of organizational agility was brought up by (Lu & Ramamurthy, 2011a). They define agility as an organizational capability to deal with unexpected changes in the environment via rapid and innovative responses, which help to take advantage of those changes.
- ⑤ Overby et al., (2005) adds a strategic element to the process of sensing the changes and responding to them. Response to the changes has to be appropriate and factor in the quality and cost of the actions.
- ⑥ Environmental change is also present in other definitions of organizational agility as ‘competitive market opportunities’ (Sambamurthy et al., 2003), ‘dynamic and continuous change’ (Sarkis, 2001); and referred as changes arising from competitor’s actions, consumer preferences, regulatory or legal changes, economic shifts, technological advancements etc. (Overby et al., 2005).
- ⑦



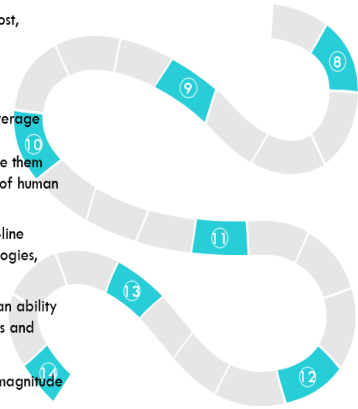
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Exhibit 4: Exhibit 1.a.: Evolution of the existing theory of organisational agility (1 of 2)

EVOLUTION OF THE EXISTING THEORY OF ORGANIZATIONAL AGILITY

Ability to recognize the changes in the environment refers to the know-how, experience, and knowledge of the organization and its decision makers.

- ⑧ Dove (1996) contends that organizational agility level depends on a balance of its four dimensions: cost, time, quality and scope. Dove (1999) refers to this ability as 'knowledge management'.
- ⑨ Goldman et al. (1995) identify four dimensions that organizations should aim towards in order to stay competitive and achieve agility. The dimensions can be interpreted as activities or practices that organization should perform continuously: enrich the customer, cooperate, organize for change, and leverage the impact of people and information
- ⑩ Charbonnier-Voirin (2011) identifies practices that are important in the agile organization and structure them into four main categories: practices directed towards mastering change, practices promoting the value of human resources, cooperative practices, and practices to create value for customers
- ⑪ Gehani (2010) recommends to use the following actions and implement practices based on them: front-line decision-making empowerment, cross-functional team sharing, modular integration of available technologies, delayed design specification, product succession planning, enterprise-wide integration of learning.
- ⑫ Ability to respond or 'seize' (Sambamurthy et al., 2003), 'reconfigure' (Sharifi & Zhang, 2001) and is an ability to act in response to the changes and in the situation dictated by the environment and internal resources and abilities.
- ⑬ Singh & Sharma (2013) state that sense-response framework can be explained by the concept of the magnitude of variety change (flexibility) and rate of generating a variety of change (speed).
- ⑭ Putting together all these elements of organizational agility allows to generate the following definition: organizational agility is an organizational ability to recognize unexpected changes in the environment and appropriately respond in a swift and efficient manner, by utilizing and reconfiguring internal resources, thus gaining competitive advantage in the process.



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Exhibit 5: Evolution of the existing theory of organisational agility (2 of 2)

2.2 Construct 2: Changing Definition of Organizational Agility

As I studied the future of work and studied the five major vectors that are shaping the future of work, the definition of organization and hence organizational agility in the context of the future itself came out to be a very critical area of study to understand the design principles of organizations and thus the definition of organization agility in the future of work.

The topic of organizational / enterprise agility is widely researched and studied. Hence the intent of my research was not to create a newer literature on organizational agility. Rather it is focused on understanding what the current literature on organizational agility covers already, capture the focus of this research and understand what the additional requirements from an organizational agility perspective are, considering the newer world of work (future of work, in the context of my study).

As I was studying organizational agility, there was a realisation on the need to study some of the adjacent constructs around organizational effectiveness viz. Organizational Adaptability, Organizational Ambidexterity, Dynamic Capabilities and Absorptive Capacities that also study the critical organizational capabilities and focus on organizational success. Additionally, the core constructs of organizational agility, viz. flexibility, responsiveness and how they are different from adaptability and similar constructs needed to be studied to capture, what specifically, in the future of work context, will continue to remain relevant from the current definition of organization agility and what are some of the ‘new and different’ elements that haven’t been focused upon, in the construct of organization agility that needs to be considered in the future.

2.2.1 Academic and Management Literature Review of Organization Agility

As per the academic paper, “A Review of enterprise agility: Concepts, frameworks and attributes by Bohdana Sherehiy, Waldmer Karwowski and John K Layer”, there are three core notions of how organizations are viewed:

1. **Adaptive Organization** - Adaptivity: How organisations deal with uncertainty and change by focusing on the form, structure, and level of formalisation of the organisation affects the capacity for adaptation (Burns and Stalker, 1961; Hague and Aiken, 1969; Hage and Dewar, 1973).
2. **Flexible Organization**: In the 1980s, organisational flexibility was the subject of increased research. Organizational flexibility, according to Reed and Blunsdon (1998), is the ability of a company to modify its internal structures and procedures in response to

environmental change. The majority of definitions of the flexible organisation place an emphasis on the capacity to adapt and react to change, according to Volberda and De Toni and Tonchia's reviews of the research on flexibility from 1996 and 1998, respectively.

3. **Agile Enterprise:** The definition of agility according to Kidd (1994) is "a quick and proactive adaptation of enterprise aspects to unexpected and unanticipated changes."

Around the start of the 1990s, a brand-new approach to managing a dynamic, ever-changing environment called agility developed.

Within the concept of agile, there are the following core concepts:

- Agile manufacturing (AM) is the capacity to adapt fast and effectively to shifting markets, driven by customer-defined products and services, in order to survive and thrive in a competitive environment of constant and unpredictable change, according to Gunasekaran (1999).
- "A manufacturing system with capabilities (hard and soft technologies, Human Resources, educated management, information) to meet the rapidly changing needs of the marketplace (speed, flexibility, customers, competitors, suppliers, infrastructure, responsiveness)," according to the "agility" concept's creators at the Iacocca Institute of Lehigh University in the USA Yusuf and al (1999)
- According to Yusuf et al. (1999), agility "is the successful application of competitive bases such as speed, flexibility, innovation, and quality by means of the integration of reconfigurable resources and best practises to knowledge-rich environment to provide customer-driven products and services in a fast-changing environment.

Notwithstanding their variances, all definitions of agility place an emphasis on the following:

- Two key characteristics of an agile company being, speed and flexibility (Gunasekaran, 1999; Sharifi and Zhang 1999; Yusuf et al., 1999).
- The ability to adapt well to change and ambiguity is another crucial quality of agility (Goldman et al., 1995; Kidd, 1994; Sharifi and Zhang, 2001)
- Additionally, “the main factors of agility are adapting to change in suitable ways and exploiting and taking advantage of changes" (Sharifi and Zhang, 1999).
- High-quality and heavily customised products are another element that frequently appears in published definitions of agility (Gunasekaran, 1999; Kidd, 1994; McCarty, 1993; Tsourveloudis and Valavanis, 2002).

Hence, as we can see from the definitions of agility, the idea of agility includes both adaptability and flexibility-related qualities. And all three ideas—adaptability, flexibility, and agility—were regarded as having the capacity to respond to and adjust for change. **Nevertheless, agility is more than just flexibility and adaptation.**

The section below captures across academic and management literature, the various elements of organization agility and arrives at the unique characteristics that is covered to define organizational agility exhaustively. Across 47 papers, covered 78 unique elements that capture the current definition of organization agility. While some of the elements could be attributed to ‘what constitutes agility’, there are others that are

viewed as ‘success measure’ of organization agility and others are adjacent attributes to organizational agility.

Table 2: Academic Literature and Management Research Coverage and definition of Organizational Agility and their significance:

Sr. No.	Author	Primary Focus that's unique and relevant for Future of Work
1.	(Dove 2001; Goldman et al. 1995)	<ol style="list-style-type: none"> 1. Firm's ability to cope with rapid, relentless and uncertain changes (Change Agility) 2. Thrive in a competitive environment of continually and unpredictably changing opportunities (Competition Agility)
2.	(Goldman et al. 1995; van Oosterhout et al. 2006; Zhang and Sharifi 2000).	<ol style="list-style-type: none"> a. (Firm wide capability to deal with changes that often arise unexpectedly in business environments (Market Agility)) 3. Rapid and innovative responses (Response Agility) 4. Exploit changes as opportunities to grow and prosper (Change Agility)
3.	Goldman et al., 1995; Sharifi & Zhang, 2001; Yusuf et al., 1999; Sharifi & Zhang, 2001	<ol style="list-style-type: none"> 5. Ability to reconfigure manufacturing systems (Operations Agility) <ol style="list-style-type: none"> a. (<i>Respond to unpredictable changes in the market</i>) 6. Synthesizing existing technologies and production methods 7. Combining managerial and manufacturing tools, with the help of people and processes organizations are able to reach

4.	Attafar et al., 2012	8. Reconfiguring for agility entails more than flexibility and involves utilization of structural and infrastructural elements.
5.	O verby et al. 2006; Volberda and Rutges 1999)	9. Strategic Flexibility: Capability to handle unstructured changes
6.	Brown, J. L., & Agnew, N. M. (1982). Corporate agility. <i>Business Horizons</i> , 25(2), 29-33.	a. (Responding effectively to uncertainty) b. (Capacity to react quickly to changing circumstances) c. (Flexibility) 10. Commitment of key resources to output oriented goals
7.	Dove, R. (1991). The 21s Century Manufacturing Enterprise Strategy. <i>Iacocca Institute, Lehigh University, AD-A257176</i> .	11. Agile manufacturing enterprise a. (Environment of constant and unpredictable change) 12. Evolving Definition of Quality 13. Environmental Responsibility 14. Move fast in all ways 15. Continuously improving (own markets) 16. Rapid response to unforeseen threats - (Characteristic that allows the organization to thrive in an environment of constant and unpredictable change)
		a. (The ability to move fast in all ways. - An agile company maintains leadership by constantly

		<p>introducing improvements to its own markets,</p> <ul style="list-style-type: none"> - by instantly seizing unexpected opportunities, - and with rapid response to unforeseen threats. <p>17.Environmental Responsibility</p>
8.	Goldman, S. L. and Preiss, K. (1991)	<p>a. (Enterprise-wide response)</p> <p>18.Customer enrichment</p> <p>a. (Mastering change and uncertainty)</p> <p>19.Leveraging human resources</p> <p>20. Cooperation to compete</p>
9.	Goldman et al (1995)	<p>21.Capability of operating profitably</p> <ul style="list-style-type: none"> a. (Continuous and unpredictable) b. (Competitive environment) c. (Changing customer opportunities)
10.	Goldman, Nagel, & Preiss, 1995	<p>d. (Delivering value to customers)</p> <p>22.Being ready for change</p> <p>23.Valuing human knowledge and skills</p> <p>24.Forming virtual partnership</p>
11.	Dove (1996)	<p>25.Balance of four dimensions: cost/time/quality/scope</p>
12.	Flidner and Vokurka, 1997	<ul style="list-style-type: none"> a. (Market successfully) b. (low-cost, high-quality products in short lead times in varying volumes (Dove))

13.	Naylor, Naim, and Berry (1999, p. 108)	<p>c. Using market knowledge</p> <p>26.Using virtual corporation</p> <p>27.Exploit profitable opportunities</p> <p>a. (Volatile market place)</p>
14.	Yusuf, Sarhadi, and Gunasekaran (1999, p. 37)	<p>28.Successful exploration of competitive bases - Speed, flexibility, quality, and profitability</p> <p>29.Innovation proactivity</p> <p>30.Integration of reconfigurable resources</p> <p>31.Best practices in a knowledge-rich environment</p> <p>a. (Customer-driven products and services)</p> <p>b. (Fast changing market environment)</p>
15.	Katayama & Bennett, 1999	<p>32.Interface between the company and the market</p> <p>33.Improve competitiveness and the business prospects.</p>
16.	Tolone, 2000	<p>34.Integrating the supply chain</p> <p>a. (Forging close and long-term relationships with customers and suppliers)</p>
17.	Van Hoek, Harrison, & Christopher, 2001	<p>b. (Customer responsiveness)</p> <p>c. (Market turbulence)</p> <p>35.Requires specific capabilities</p> <p>36.‘Lean thinking’.</p>
18.	Aitken, Christopher, & Towill, 2002	<p>37.Visibility of demand</p> <p>38.Quick response</p> <p>39.Synchronized operations</p>

19.	Sambamurthy, Bharadwaj, and Grover (2003, p. 238)	<ul style="list-style-type: none"> a. (Detect and seize market opportunities) b. (Speed) c. (Surprise the market)
20.	Sambamurthy, V. & Bharadwaj, Anandhi & Grover, Varun. (2003).	<ul style="list-style-type: none"> 40.Managing internal operations 41.Interactions with ecosystems 42.Customer agility - OA 43.Partnership agility - OA 44.Operational agility - OA
21.	DeSouza (2006, p. xiii)	<ul style="list-style-type: none"> 45.Sense signals in the environment 46.Process signals adequately 47.Mobilize resources and processes 48.Take advantage of future opportunities 49.Continuously learn and improve the operations of the organization 50.Quick time cycles and with minimal cost and effort.
22.	Agarwal, Shankar, and Tiwari (2006, p. 212)	<ul style="list-style-type: none"> a. (Respond rapidly to changes in demand) b. (Respond to volume and variety)
23.	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of	<ul style="list-style-type: none"> c. (Adapt and perform well in rapidly changing environments)

	information technology.	
24.	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology.	<p>d. (Firm success in turbulent environments)</p> <p>51.Dynamic capabilities</p> <p>52.strategic flexibility</p> <p>53.Market orientation</p> <p>54.Absorptive capacity</p>
25.	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006).	<p>a. (Sense environmental change)</p> <p>55.(Respond readily)</p>
26.	Vasquez-Bustelo, Avella and Fernandez, 2007	<p>a. (Changes to operations undertaken by businesses)</p> <p>b. (response to increased volatility)</p>
27.	Ketchen and Hult, 2007, p. 574	<p>56.Ability to be proactive</p> <p>a. (Responsive to changes)</p>
28.	Lu and Ramamurthy (2011, p. 932)	<p>b. (Cope with rapid, relentless, and uncertain changes)</p> <p>c. (Thrive in a competitive environment)</p>
29.	Tallon and Pinsonneault (2011, p. 464)	<p>57.Detect and respond to opportunities with ease/speed/dexterity</p> <p>58.Detect and respond to threats with ease/speed/dexterity</p>

30.	Lu & Ramamurthy, 2011a)	59. Deal with unexpected changes in the environment 60. Rapid and innovative responses 61. Take advantage of changes
31.	Roberts and Grover (2012b)	62. Sense and respond quickly to customer-based opportunities 63. Innovation and competitive action
32.	(Attafar et al., 2012).	64. Performance capability
33.	(Cai, 2013).	(Speed for response and implementation) ¹⁰ 65. Innovativeness for quality and substance of response
34.	Lewis, Andriopoulos, and Smith (2014, p. 60)	a. (Flexibly respond to complex, global, and dynamic environments)
35.	Cegarra-Navarro, SotoAcosta, and Wensley (2016, p. 1544)	b. (Capability of company to rapidly change or adapt)
36.	Gartner (2006, p. 1)	c. (Create environment change) d. (Respond efficiently and effectively to change)
37.	Aghina et al. (2015)	66. Ability to be both stable and dynamic a. Balancing inherent tension between stability and flexibility b. Enablement of agility to balance stability and flexibility through

¹⁰ (Characteristics in brackets are repeating characteristics for Organizational Agility across the papers)

		organizational structure, governance and processes
38.	Holbeche (2015, p. 55)	<p>(Adjust and adapt strategic direction as function of strategic ambitions)</p> <p>(Create new products and services)</p> <p>67.Create new business models</p> <p>68.Create value in complex and fast-changing conditions</p> <p>69.Agile strategizing</p> <p>70.Agile operations</p> <p>71.Agile people practices</p> <p>72.Agile linkages</p>
39.	Giannakis and Louis (2016, p. 707)	<p>73.Deal with unexpected events</p> <p>74.Overcome unforeseen situations of business environment</p> <p>75.(Benefits and opportunities of changes)</p>
40.	Battistella, De Toni, De Zan, and Pessot (2017, p. 67)	<p>(Revise or reinvent the company and its strategy)</p> <p>(Anticipating or adjusting to trends and customer needs without diverging from the company vision).</p>
41.	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	(Performance Outcomes)

42.	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	76.Flexibility being an inclusive enabler
43.	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	77.Identify changes in the environment and respond accordingly 78.Knowledge Management
44.	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	(Recognize unexpected changes in the environment) (Respond in a swift and efficient manner) (ReconExhibituring internal resources)
45.	Alessandro Margherita , Hossein Sharifi & Antonio Caforio (2021)	79.External and internal drivers of organisational agility 80.Agility strategy and goals 81.Agility capabilities and required competencies 82.Technology enablers of organisational agility 83.Human resource enablers of agility 84.Process innovation for agility

		85.Agility performance and measures.
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2.2.2 Organizational Agility Today: The core constituents

Across all the definitions, Organizational Agility is seen to have two core categories (Lu, Y., & K.(Ram) Ramamurthy. 2011):

- **Market Capitalizing Agility**
- **Operational Adjustment Agility**
 - a. **Market Capitalizing Agility** refers to a firm's ability to quickly respond to and capitalize on changes through continuously monitoring and quickly improving product/service to address customers' needs. This agility emphasizes a dynamic, aggressively change-embracing, and growth-oriented entrepreneurial mindset about strategic direction, decision making, and judgment in uncertain conditions (Sambamurthy et al. 2003; Volberda 1 996, 1 997).
 - b. **Operational Adjustment Agility** refers to a firm's ability in its internal business processes to physically and rapidly cope with market or demand changes (Dove 2001; Sambamurthy et al. 2003). This agility highlights flexible and rapidly responding operations as a critical foundation for enabling fast and fluid translation of innovative initiatives in the face of changes.

Both types of agility entail a continual readiness to change, with the former focusing on entrepreneurial mindset and the latter emphasizing speedy execution/ implementation.

Both these constructs of agility, viz Market Capitalization and Operational Adjustment Ability, in turn have a few specific focus areas, across all the definitions studied. As I did a MECE analysis (mutually exclusive and collectively exhaustive) of the various attributes, the construct of organization agility as per the current literature could be segregated into the following eight elements that determine organization agility. This includes agility capabilities required by organization, agility measure of success and agility enablers.

The agility capabilities include the following:

- A. **Market Capitalization Agility:** As defined in literary works already ((Sambamurthy et al. 2003; Volberda 1 996, 1 997), Market capitalization Agility focuses on responsiveness to the external environment. This market capitalization agility could be segregated into the following external environment factors. These include:
 - i. Customer Agility: With a focus on understanding customer requirements, responding to customer requirements and aligning to changing customer requirements is unique and critical to success.
 - ii. Market Agility:
 - iii. Competitive Agility:
 - iv. Environment Agility:
 - v. Response Agility:
2. **Operational Adjustment Agility:** The aspect of agility that refers to a firm's ability in its internal business processes to physically and rapidly cope with market or demand changes (Dove 2001; Sambamurthy et al. 2003).

strategy, performance, quality, operations, continuously all of which are focused on response to external factors and reorganizing internal resources.

2.2.3 Organizational Agility and its changing definition in the FoW Context

The current coverage of the current literature on Organizational Agility has the following relevant elements in the context of the future of work:

1. Agility in the past has been defined majorly in the context of response to the external market: customer, competition, market response, and external market response. The elements about this responsiveness, that continue to be extremely relevant in the future of work context are:
 - Sense Making of external environment
 - Customer and competitor responsiveness
2. Agility so far has been defined majorly as Flexibility to respond (as on outcome of strategy, systems and processes and resources) by managing /re organizing / re prioritizing internal resources (operations and processes)
3. Agility has been studied more about interacting with external players, rather than orchestrating the external world
4. Agility has studied technology as an enabler for pace (v/s technology as a key component of agility)
5. Agility has been defined with human resources as a function of processes- policies vis a vis as a function of talent and skills enablement

6. Role of leadership and its capability in influencing organizational agility has been studied in a very limited way

Further, the aspects of future of work that require specific mention as additional dimensions for newer organizational agility but don't have enough mention or emphasis in the current literature of Organization Agility include the following:

1. **'Competency of envisioning' for a constant change:** While market agility is critical as captured in the current context, the focus is on responding to the external changes. Considering the future of work is about doing 'new and different' the need to go beyond responding to 'envisioning' will be critical in the future of work for organizations to be agile. Thus, organization's ability to envision success for a constantly changing future, will be a core additional capability for the future.
2. **"Ecosystem" as the Organization Agility:** Organizational agility across resources, both inside and outside the organization to deliver fastest market focused results in a constantly changing (not stable) environment
 - **Shift in focus from recover to reinvent:** Shifting the focus within organizational agility from pace of change, adapt and recover alone, to ability to reinvent
 - **Resilience for reinvention from resilience to handle resistance:** Resilience to manage not only resistance but also improvement under reinvention (Dual transformation)
 - **Capacity to initiate and advance**
 - **Agility for Ecosystem Orchestration: Partner / Network Agility**

3. **Human Capital (vs Human Resources) Agility:** While human capital agility has always been a part of the current definition of organizational agility, it has been viewed from the lens of process and people have been viewed as an internal resource. However, in the future of work, when the equation of human capital changes, the need to look at a broader spectrum and definition of human capital, that includes multi-generational workforce, gigs and flexible workforce as well as human and bot partnership, the role of human capital in driving organizational agility will be critical.
4. **Digital Agility:** While in the current context of organization / enterprise agility, IT has been studied as a critical enabler, for the future of work, Digital, beyond IT as a connector is a ‘table-stakes’ capability. It will not be enough for organizations to be able to use their internal processes to connect and disseminate. The role of digital as an enabler will be a critical organizational ability to be ahead of the curve.
5. **Dynamic Experimentation agility:** As the nature of problems and ambiguity increase manifold, the need for organizations to not just wait for complete stability, and instead operate on the principles of dynamic experimentation, will be key.
6. **Learning Agility:** While learning agility has been captured as a capability critical to success in adjacent theories of organization agility such as Adaptability, Absorptive capacity (that specifically focus on the unique learning that gets built at the intersection of organizational systems, processes, practices)

IV. Related concepts to Organisational Agility:

To differentiate organisational agility, from related concepts which come close to it in some elements, we also studied three other concepts, elaborated below:

a. Dynamic Capabilities

The term "dynamic" alludes to the environment's evolving nature; specific strategic responses are needed when time-to-market and timeliness are crucial, the speed of innovation is accelerating, and it is challenging to predict the nature of upcoming competition and markets. The word "capabilities" highlights the crucial function of strategic management in effectively integrating, reconfiguring, and adapting internal and external organisational resources, skills, and functional competences to changing environments.

The earliest definition of dynamic capabilities reads as: 'the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments' (Teece et al. 1997, 516).

Furthermore, Eisenhardt and Martin (2000, 1107) define dynamic capabilities as 'the firm's processes that use resources – specifically the processes to integrate, reconfigure, gain and release resources – to match and even create market change' and 'the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die.' Wang et al (2007) define dynamic capabilities as: 'a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage.' They further identify three components to dynamic capabilities, which form to be the core: adaptive capability, absorptive

capability, and innovative capability. Dynamic capabilities are seen to act as a leverage for organisation for superior performance and survival (Zollo and Winter, 2002). However, Zott (2003) emphasised that while dynamic capabilities may influence performance through altering a business's collection of resources or routines, they are not directly linked to firm performance.

b. Ambidexterity

Although Duncan (1976) was the first to introduce the phrase "organisational ambidexterity," the seminal paper by March (1991) is often credited with igniting the present interest in the idea. According to March, businesses split their attention and resources between the two fundamentally different learning activities known as exploitation and exploration. While exploitation implies firm behaviours characterised by refinement, implementation, efficiency, production, and selection, exploration indicates firm behaviours characterised by search, discovery, experimentation, risk-taking, and invention. In general, exploration is linked to new markets and technologies, organic architectures, loosely coupled systems, path-breaking, improvisation, autonomy, and chaos. Mechanistic structures, closely connected systems, path dependence, routines, bureaucracy and control, stable markets, and technologies are all factors that contribute to exploitation.

Since then, the usage of the term has undergone an evolution. Tushman and O'Reilly (1996) define it as being "able to manage both incremental and revolutionary change (temporal ambidexterity)." Danneels (2006), lists it as "developing and marketing both sustaining and disruptive innovations." Gibson et al (2004) call it out as "an organization's ability to be aligned and efficient in its management of today's business

demands while simultaneously being adaptive to changes in the environment.” The ability of organisations “to simultaneously pursue double-loop and single-loop learning, incremental and radical innovation, stability and transformation” in organisational adaptation, induced and autonomous strategic processes, and efficiency and flexibility in organisational design were all related to organisational ambidexterity. According to most studies, ambidexterity is promoted by organisational structures, behavioural contexts, and leadership practises.

g. Adaptability

Katayama et al (1999) define adaptability in the context of organisations as, “a feature of the company’s production system. It is the inherent ability to adjust or modify its cost performance according to demand. Adaptability may be realised through a number of different organisational and technological solutions.” Pulakos and colleagues (2009) list out eight dimensions: (1) handling emergency or crisis situations; (2) handling work stress; (3) solving problems creatively; (4) dealing with uncertain and unpredictable situations; (5) learning new work tasks, technologies, and procedures; (6) demonstrating interpersonal adaptability; (7) demonstrating cultural adaptability; and (8) demonstrating physically oriented adaptability. Reeves et al (2012) call it “the new competitive advantage,” suggesting that in order to adapt, a firm must have its antennas tuned to signals of change coming from the outside environment, be able to decipher them, and act swiftly to modify or reinvent its business model and even alter the information landscape of the sector. Failure is something that adaptive businesses are very tolerant of, and also celebrate it. Therefore, adaptive businesses are developing techniques for pushing operations outside the corporation and for creating

network strategies without necessarily being able to rely on archaic control systems. To summarise, adaptation is inescapably local in nature—someone conducts a first experiment at a certain location and moment. It must also be global in scope since, if the experiment is successful, it will be shared, chosen, and improved. Organisations must consequently foster the knowledge sharing, autonomy, risk-taking, and flexibility that are essential for adaptation.

b. Management Research

A publication by Deloitte, ‘The Organization of the future: Arriving now,’ lays down the prerequisites that organisations need to function in the future. According to the paper, the successful organisations of the future will probably be those that can move quicker, adapt more quickly, learn more quickly, and embrace dynamic career demands as digital disrupts the corporate landscape. Today's high-performing organisations operate very differently than they did ten years ago. Many other organisations, however, are still using industrial-age models that are at least 100 years old and are hampered by ingrained practises, procedures, and behaviours that must be addressed and changed before real change can occur. They suggest a shift away from hierarchical organisational structures and transitioning to work happening in teams, which can be formed and dismantled quickly.

For this, the organisations need to bring a mindset shift: one that focuses on experimenting, innovation, constant learning and unlearning, and having a customer-centric approach. Even the leaders cannot function with limited capabilities – they need to be skilled at negotiating, building resilience in the organisation and the employees, as well as having systems thinking. While more agile organisations may have certain

advantages, effective large organisations will keep up by forging stronger alliances and ecosystems that increase the size of their workforces and capacities. Another publication by McKinsey, ‘The Impact of Agility: How to Shape your Organisation to Compete,’ however contends that to attain agility at scale, agile teams and practices at the team level are not enough. It's also necessary to modify the larger operating model, which serves as the thread connecting the teams. By establishing an efficient, solid backbone, the organisations driving the most successful agile transformations made sure to do that. By aiming for flat and fluid structures built around high-performing cross-functional teams, implementing more frequent prioritisation and resource-allocation processes, establishing a culture that supports psychological safety, and decoupling technology stacks, one can optimise the entire operating model across strategy, structures, processes, people, and technology. Reimagining the organisation as a network of high-performing teams, underpinned by an efficient, reliable backbone of strategy, structure, processes, people, and technology, is the essence of an agile transformation.

While an agile approach becomes critical for most organisations, it is often not easy to achieve, owing to the fundamental nature of the human personality. Here, solving the adaptability paradox, is inevitable, or the risk of failure looms. A McKinsey report, ‘Future Proof: Solving the ‘adaptability paradox’ for the Long Term,’ describes the adaptability paradox as a phenomenon such that, “when we most need to learn and change, we stick with what we know, often in a way that stifles learning and innovation.” The same circumstances that make adaptation crucial can also elicit dread, causing us to fall back on tried-and-true routines or previous solutions, which goes against the fundamental nature of agility. A multidimensional understanding includes learning flexibility, emotional

flexibility, and an openness to new experiences. Adaptability building at scale can be enabled by practise using bite-sized instruction, creating communities that assist in learning, being an example at all levels, with outward sponsors at the top, and build supportive systems to develop enduring capabilities.

It is known that organisational agility cannot be driven, without the leadership believing in the need for an agile approach. Leaders are often playing a game with huge stakes. Many people have started initiatives to reinvent their companies. The benefits of achievement are great, whilst the negative effects of failure can be fatal. No change or race is without risk, of course, but it takes courage to make decisions that stretch the limits of the organisation. ‘A CEO guide for avoiding the ten traps that derail digital transformations,’ by McKinsey¹¹ lists down ten derailers that can affect transformation. While these are spoken about in the context of digital transformations specifically, they are also generalisable to other agile approaches, since they have a common underlying thread – it all comes down to leader mindset issues, culture and a lack of foresight, courage and discipline. Excessive caution, fear of the unknown and a lack of focus are the top three derailers that have been identified for a strategic disadvantage. Running out of money, not having appropriate talent and skill sets, and a lack of discipline follow next – while agile is important, it needs to be systematically built to avoid chaos. While most leaders fear failure, the failure to learn from past mistakes becomes a major derailer. Systems to capture lessons from the past, and to actively keep learning from them needs to be an ongoing process. The last three include change fatigue, avoiding an ecosystem approach and going at it all alone, and going too slowly. When it comes to responding to market changes and

¹¹ [A-CEO-guide-for-avoiding-ten-traps.pdf \(mckinsey.com\)](https://www.mckinsey.com/~/media/mckinsey/featured-insights/digital/A-CEO-guide-for-avoiding-ten-traps.pdf)

seizing revenue opportunities before rivals do, agility is crucial, and will continue growing in importance.

V. Leadership Capability

a. Academic Research

Bernard M. Bass, in his seminal work, 'The Bass Handbook of Leadership: Theory, Research and Managerial Applications (2009),' enlists several dimensions to leadership and traces the changes in the definition of leadership, over the decades. The influence of the leader was viewed in the 1970s as being optional and ranging from one member to another. Leadership was viewed in the 1980s as motivating followers to take deliberate action. In the 1990s, it was the followers and the leader's influence that sought to bring about significant changes that reflected their shared goals. In the first ten years of the twenty-first century, the leader is regarded as the individual who has the greatest responsibility and accountability for the acts of the organisation. Leadership now is seen more as a process, that shapes the activities of the organisation. Thus, the evolution of the definition of leader as an individual to leader as a process to leader as a team (as seen in my research) will be one of the most critical shifts for the future of work.

A thorough review of literature was carried out based on the personality traits or approaches embodied by leaders, commonly referred to as the leadership styles. Each of the styles were further parsed to indicate the unit of analysis (individual or organisational level of operation, and whether they can be categorised as styles, skills, capabilities, mindsets, paradoxes, archetypes, or virtues, in keeping with the prevalent theories.

A summary of the leadership styles theories, along with the source it was studied from, are referenced in the table below:

Table 3: Existing Theories on the dimensions of Leadership Development

Sr. No.	Different kinds of Behavioural focused Leadership Style Theories	Academic Definition	Unit of Analysis / Measure: Leadership Style/ Leadership Skill / Leadership Capability / Leadership Mindset/Paradoxes (Individual/Organisational)
1	Servant Leadership	<p>The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve — after leadership is established. The leader-first and the servant-first are two extreme types.</p> <p>(The Servant as Leader (1970) - Robert Greenleaf -The Greenleaf Center for Servant Leadership and The Power of Servant-Leadership (1998)</p>	Individual - Leadership Style
2	Visionary leadership	<p>Visionary leadership has been defined as the ability to create and articulate clear visions providing meaning and purpose to the work of an organization.</p> <p>(Sashkin, Marshall (1987). A New Vision of Leadership. Journal of</p>	Individual - Leadership Style

		Management Development, 6(4), 19–28.)	
3	Dynamic Leadership (vs Ambidextro us)	<p>This dynamic model of leadership developed out of what was then the prevailing orthodoxy on thinking about leadership, namely, the “visionary” or “transformative” model of leadership.</p> <p>'Dynamic': it stands in contrast to that which is 'static,' active style, shift attention and behaviour between the various facets of 'visionary' leadership according to their changing leadership situation.</p> <p>Manning, T., & Robertson, B. (2002). The dynamic leader–leadership development beyond the visionary leader. <i>Industrial and Commercial Training</i>.</p> <p>Manning, T., & Robertson, B. (2011). The Dynamic Leader Revisited: 360-degree assessments of leadership behaviours in different leadership situations. <i>Industrial and Commercial Training</i>.</p>	Individual - Leadership Style
4	Pacesetter Leadership	<p>Pacesetting leadership is a leadership style where a leader sets the pace of their team, leading from the front and by example. Such a leader sets high standards and targets for themselves as well as their employees. Expecting quality performance from their team members with minimal management and prioritizing results beyond any other concern are some defining</p>	Individual - Leadership Style

		<p>characteristics of pacesetter leadership style.</p> <p>(Primal Leadership (2004) - Daniel Goleman, Richard E. Boyatzis, Annie McKee - Harvard Business Press)</p>	
5	Laissez-Faire	<p>Bradford and Lippitt (1945) conceived of laissez-faire leadership as descriptive of leaders who avoid attempting to influence their subordinates and who shirk their supervisory duties. Such leaders are inactive and have no confidence in their ability to supervise.</p> <p>(Bradford, L. P., & Lippitt, R. (1945). Building a democratic work group. Personnel, 22, 1-12.)</p>	Individual - Leadership Style
6	Bureaucratic	<p>Bureaucratic leadership refers to the preference for rules, regulations, and order in running organizations. Merton (1940) suggested that bureaucrats are likely to be inflexible. They are likely to overemphasize the importance of goals for those whose attainment the rules were established. The goals will be displaced by attention to outmoded rules. When bureaucratic leaders are inflexible, actions will continue to be bound by inapplicable rules.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Style

7	Transformational	<p>Transformational leaders motivate their followers to do more than the followers originally intended and thought possible. The leader sets challenging expectations and achieves higher standards of performance. Transformational leadership looks to higher purposes.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Style
7(A)	Multifactor Leadership	<p>It is a psychological inventory consisting of 36 items pertaining to leadership styles and 9 items pertaining to leadership outcomes, with the goal to assess a full range of leadership styles. The MLQ is composed of 9 scales that measure three leadership styles: transformational leadership (5 scales), transactional leadership (2 scales), and passive/avoidant behavior (2 scales), and 3 scales that measure outcomes of leadership.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Capability
8	Autocratic Leadership	<p>The autocratic-authoritarian cluster encompasses being arbitrary, controlling, power-oriented, coercive, punitive, and closed-minded. It means taking full and sole responsibility for decisions and control of followers' performance. Autocrats stress obedience, loyalty, and strict adherence to roles. They make and enforce the rules. They see that decisions are carried out (Smither, 1991)</p>	Individual - Leadership Style

		(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i> . Free Press.)	
9	Coaching Style of Leadership	"Coaching Leadership" is about building leadership capacity in individuals, and in institutions, through enhancing professional relationships. It is based on the importance of maximising potential, and harnessing the ongoing commitment and energy needed to meet personal and professional goals. (Coaching Leadership: Building Educational Leadership Capacity through Partnership. (2016) - Jan Robertson - New Zealand Council for Educational Research)	Individual - Leadership-Style
10	Adaptive Leadership	Heifetz (1994) called for a new form of leadership that promoted the adaptive capacities of people, versus addressing problems through hierarchical authority. The focus is on the leader's role to mobilize followers to "tackle tough challenges and thrive". The behaviors of adaptive leaders should encourage followers to tackle and solve challenges through mobilization, motivation, organization, and focusing attention. (Leadership Without Easy Answers.(1994) - Ronald A. Heifetz - Cambridge Press)	Individual - Leadership Style

12	Daniel Goleman Leadership Styles	<p>1. Coercive leaders demand immediate compliance.</p> <p>2. Authoritative leaders mobilize people toward a vision</p> <p>3. Affiliative leaders create emotional bonds and harmony</p> <p>4. Democratic leaders build consensus through participation</p> <p>5. Pacesetting leaders expect excellence and self-direction.</p> <p>6. Coaching leaders develop people for the future.</p> <p>(HBR's 10 Must Reads on Managing People (with featured article "Leadership That Gets Results," by Daniel Goleman (2011) - Dolly Chugh - Harvard Business Review Press.)</p>	Individual - Leadership Style
14	Ambidextrous leadership	<p>Ambidexterity literally means the ability to use both hands with equal ease. Ambidextrous leadership is the ability to foster both explorative and exploitative behaviors in followers by increasing or reducing variance in their behavior and flexibly switching between those behaviors. That is, ambidextrous leaders are able to support their followers in the attempt to be ambidextrous.</p> <p>(Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. The Leadership Quarterly, 22(5), 956-974.)</p>	Organisation - Leadership Skill / Capability

15	Inclusive Leadership	<p>Inclusive Leadership (IL) is about relationships that can accomplish things for mutual benefit. It means “doing things with people, rather than to people,” which is the essence of inclusion. It also provides an atmosphere that promotes fairness of input and output to all.</p> <p>Inclusive Leadership respects competition and cooperation as part of a participative process.</p> <p>(Inclusive Leadership: The Essential Leader-Follower Relationship (2009) - Edwin Hollander – Routledge)</p>	Organisation - Leadership Style
16	Inspirational	<p>An inspiring leader is perceived by followers to be knowledgeable, enlightened and sensitive to the problems at hand. From this, follower confidence is built. Followers share with the leader common beliefs about what is wrong, beliefs that the leader articulates publicly for them. Unlike the charismatic leader who substitutes for the follower's ego ideal, the inspirational leader can represent and symbolise it.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Style
17	Situational leadership	<p>According to Hersey and Blanchard’s situational leadership model, the leader’s style of behavior should be related to the maturity of the subordinates. As the subordinates mature, the leader should decrease emphasis on structuring tasks and increase emphasis on consideration. As the subordinates continue to mature, there could be an eventual decrease in</p>	Individual - Leadership Style

		<p>consideration. Maturity is defined in terms of subordinates' experience, motivation to achieve, and willingness and ability to accept responsibility. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	
18	Charismatic	<p>Weber's (1922/1963) charismatic leader was a mystical, narcissistic, and personally magnetic saviour with extraordinary capabilities and a doctrine to promote. Such a leader arose in times of crisis. He applied the concept of charisma to explain the development and maintenance of complex organizations in which the gift of extraordinariness as a person was now bestowed by colleagues and subordinates instead of by God. According to Weber, charismatic leaders inspired the development of organizations, which subsequently came to be traditionally or bureaucratically managed. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Style

19	Emotionally Intelligent	Salovey and Meyer (1990) introduced the concept of emotional intelligence as the ability to monitor the feelings and emotions of oneself and others to help guide one's own thinking and actions. Goleman (1995, 1998) popularized "emotional intelligence" as a term encompassing a limited number of socioemotional abilities and traits, including self-awareness; handling one's own feelings and impulses; motivating others; showing empathy; and remaining connected with others through optimism, enthusiasm, and energy. Emotional intelligence implies to think positively, understand relationships, and resolve conflicts. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i> . Free Press.)	Individual/Organisational -Leadership Style
20	Paternalistic	Paternalistic leadership is a management style in which a dominant, assertive Figure operates as the matriarch/patriarch whom employees must trust, obey and be loyal to. (Ünler E, Kılıç B. Paternalistic Leadership and Employee Organizational Attitudes: The Role of Positive/Negative Affectivity. SAGE Open. July 2019.)	Individual - Leadership Style
21	Orchestrator Leadership	An orchestrator coordinates action across groups, organizations, and sectors to scale the proposed solution. The role of orchestrator involves planning and leading the strategy for change adoption, in close coordination with the range of actors already behind	Individual/Organisation - Leadership Skill

		<p>the change, as well as those now asked to adopt it who may have fought it initially.</p> <p>(Julie Battilana Joseph C. Wilson Professor of Business Administration at Harvard Business School)</p>	
22	Agitator Leadership	<p>An agitator brings the grievances of specific individuals or groups to the forefront of public awareness.</p> <p>(Julie Battilana Joseph C. Wilson Professor of Business Administration at Harvard Business School)</p>	Individual - Leadership Style
23	Innovator Leadership	<p>An innovator creates an actionable solution to address these grievances.</p> <p>(Julie Battilana Joseph C. Wilson Professor of Business Administration at Harvard Business School)</p>	Individual/Organisation - Leadership Skill
24	Growth Mindset	<p>A growth mindset is an attitude and belief that people have the ability to develop their talents, abilities, intelligence, and emotional intelligence. It basically means that you believe success comes from the consistent effort of working through challenges. Leaders with a growth mindset tend to focus more on the process rather than just the outcome.</p> <p>(Mindset: The New Psychology of Success (2008) - Carol Dweck - Ballantine Books)</p>	Individual/Organisation -Leadership Mindset
25	Crisis Leadership	<p>Crisis leadership is the process of responding to a low-probability, high-impact situation by influencing others to overcome or take advantage of the situation, regardless of its cause, optimizing the effect, in a timely framework. One might consider crisis</p>	Individual/Organisation -Leadership skill

		leadership the same as non-crisis leadership but with the all the features intensified.	
26	Spiritual Leadership	<p>Louis Fry defines spiritual leadership in business as comprising the values, attitudes, and behaviors necessary to intrinsically motivate one's self and others to have a sense of spiritual survival through calling and membership. This definition has two foundational components. First, spiritual leaders create a compelling vision in that employees experience a sense of calling that gives meaning and purpose to their lives. Second, spiritual leaders create a culture based on altruism and love such that members feel valued and appreciated.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Style
27	Shared / Distributed Leadership	<p>Shared leadership, also referred to as distributive leadership, is a leadership model that distributes executive-level responsibilities across a team. Rather than using a traditional top-down organizational hierarchy, the group shares power. (References)</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Organisation - Leadership Style

28	Integrative Public Leadership	<p>Integrative public leadership is a process of developing partnerships across organizational, sectoral and/or jurisdictional boundaries that create public value.</p> <p>(Ricardo S. Morse (2010). Integrative Public Leadership: Catalysing Collaboration to Create Public Value. , 21(2), 0–245.)</p>	Individual/Organisation - Leadership Style
29	Ethical Leadership	<p>Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”</p> <p>(Michael E. Brown; Linda K. Treviño (2006). Ethical leadership: A review and future directions. , 17(6), 0–616.)</p>	Individual - Leadership Style
30	Ideological Leadership	<p>Ideological leadership stresses values, standards, and the meaningfulness of these standards, one would expect ideological leaders to define and justify actions based on abstract principles. Followers, will be of interest, not as entities unto themselves, but rather as their actions impinge on the values and standards being defined by the leader.</p> <p>(Strange, J. M., & Mumford, M. D. (2002). The origins of vision: Charismatic versus ideological leadership. The Leadership Quarterly, 13(4), 343-377.)</p>	Individual - Leadership Style

31	Pragmatic Leadership	<p>Pragmatic leaders utilize a problem-solving approach that aims to intellectually stimulate followers through effective communication steeped in logical appeals.</p> <p>(Lovelace, Jeffrey B.; Neely, Brett H.; Allen, Julian B.; Hunter, Samuel T. (2018). Charismatic, ideological, & pragmatic (CIP) model of leadership: A critical review and agenda for future research. The Leadership Quarterly, (), S1048984317307877-.)</p>	Individual - Leadership Style
32	Full Range Leadership (transactional + transformational Leadership) (Avolio)	<p>The Full Range Leadership Model (FRLM) is a complete approach to leadership styles that covers low to high engagement leading to different leadership efficiency. FRLM was defined by Bass and Avolio, building on works by Burns, and includes laissez-faire, transactional, and transformational leadership. FRLT represents nine single-order factors comprised of five transformational leadership factors, three transactional leadership factors, and one non-transactional laissez-faire leadership.</p> <p>(John Antonakis; Bruce J Avolio; Nagaraj Sivasubramaniam (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. , 14(3), 0-295.)</p>	Individual - Leadership Style
33	Agile Leadership / Leadership Agility	<p>Agile leadership relates to the ability to adopt an adaptively flexible strategy based on external and internal dynamics and employs broader perspectives to recognise and examine</p>	Individual/Organisation -Leadership Skill

		<p>different circumstances and swiftly respond to them. Agile leaders possess the skills of adaptability and versatility to lead in a variety of situations that are challenging and unpredictable.</p> <p>(Akkaya, Bulent (2020). Agile Business Leadership Methods for Industry 4.0 The Role of Agile Leadership in Organisational Agility. , 10.1108/9781800433809(), 171–191.)</p>	
34	Purposeful Leadership	<p>The essence of purpose-driven leadership is presented in three undertakings: Discovering your leadership purpose, helping others to discover their purpose, and connecting personal and organizational purpose.</p> <p>(Cardona, P., Rey, C., & Craig, N. (2019). Purpose-driven leadership. In Purpose-driven Organizations (pp. 57-71). Palgrave Macmillan, Cham.)</p>	Individual/Organisation - Leadership Style
35	Crucibles of Leadership	<p>One of the most reliable indicators and predictors of true leadership is an individual's ability to find meaning in negative events and to learn from even the most trying circumstances. The skills required to conquer adversity and emerge stronger and more committed than ever are the same ones that make for extraordinary leaders. A crucible is, by definition, a transformative experience through which an individual comes to a new or an altered sense of identity.</p> <p>("Crucibles," named after the vessels medieval alchemists used in their attempts to turn base metals into gold.)</p>	Individual - Leadership Capability / Mindset

		<p>(Crucibles of Leadership (2002) - Warren Bennis and Robert J. Thomas - HBR</p> <p>Crucible Leadership (2021) - Warwick Fairfax - Mount Tabor Media)</p>	
36	Narcissistic	<p>Narcissistic leaders have grandiose belief systems and leadership styles, and are generally motivated by their needs for power and admiration rather than empathetic concern for the constituents and institutions they lead. However, narcissists also possess the charisma and grand vision that are vital to effective leadership. (Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. The leadership quarterly, 17(6), 617-633.)</p>	Individual - Leadership Style
37	Task oriented leadership	<p>Leaders who are task-oriented tend to focus on details. They do not tend to commence with an action plan until they are completely content they have all the required information.</p> <p>The most concise definition of task-oriented leadership is “doing whatever it takes to get the job done.” The approach tends to be autocratic and emphasizes completing tasks required to meet organizational goals.</p>	Individual/Organisation - Leadership Style

38	Relationship oriented leadership	<p>Leaders who are relationship-oriented tend to focus on creating trust and respect, will listen to the followers' needs and are comfortable with developing an action-plan when they have the followers' inputs</p> <p>The people-oriented style focuses on interpersonal relationships within organizations, attempting to improve such relationships in order to increase productivity and create a positive work environment.</p>	Individual/Organisation -Leadership Style
39	Directive	<p>Directive leadership implies that leaders play the active role in problem solving and decision making, and expect followers to be guided by their decisions. There are two types of directive leadership. In one type, the leader makes the decisions for the followers often without an explanation and without consulting or informing them until he directs them to carry out his decisions. Other directive leaders play a more active role and try to persuade their followers to accept them. They gain acceptance of their proposals by using reason and logic. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual/Organisation - Leadership Style

40	Participative	Participative leadership aims to involve followers in decision processes – in generating alternatives, planning, and evaluation. Such involvement is expected to enhance satisfaction and performance but such expectations do not always materialize. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i> . Free Press.)	Individual/Organisation -Leadership Style
41	E-leadership	Computer and telecommunication technology make possible e-leaders who can exert influence on linked individuals. One or several leaders may be linked with one or several teleworkers at a distance to form virtual teams. Virtual teams make for flat organizational structures. Much is the same as for leadership in nonelectronic circumstances. The focus is still on people but particular aspects of e-networking must be considered. (Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i> . Free Press.)	Individual/Organisation - Leadership Style
42	Democratic leadership	The democratic or egalitarian leadership cluster reflects concern about the followers in many different ways. Leadership is considerate, democratic, consultative and participative, consensual, employee-centered, concerned with the maintenance of good working relations, supportive and oriented toward facilitating interaction, relations-oriented, oriented toward joint and group decision making.	Individual/Organisation -Leadership Style

		(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i> . Free Press.)	
43	The Mindsets of a Leader	<p>One of the most revealing questions leaders can ask themselves is “Whom do I serve?” Their answers to that question say more about their style of leadership and field of influence than their personality traits or emotional intelligence does.</p> <p>(MIT Sloan Management Review (2018) - Modesto A. Maidique and Nathan J. Hiller)</p>	Individual - Leadership Mindsets
44	Six Different Mindsets of Leadership	<p>An evidence-based theory named Leadership Value Systems (LVS) is a way of understanding how humans adapt to increasingly complex life conditions. Value systems shape our cultures, societies, everyday life (including economics, politics, finance industry, etc.) and how we think about topics or solve problems. LVS associates particular life conditions with particular leadership practices; it looks at the ways in which leaders have adapted their practices through history in order to effectively lead people and organisations in a changing competitive environment.</p> <p>(Chartered Management Institute (2016) - John Grisby)</p>	Individual - Leadership Mindsets

45	Six Paradoxes of Leadership - PwC	<p>1. Globally-minded localist - How do you navigate a world that is increasingly both global and local?</p> <p>2. Strategic executor - How do you execute effectively while also being highly strategic?</p> <p>3. High-integrity politician - How do you navigate the politics of getting things to happen and retain your character?</p> <p>4. Tech-savvy humanist - How do you become increasingly tech savvy and remember that organisations are run by people, for people?</p> <p>5. Humble hero - How do you have the confidence to act in an uncertain world and the humility to recognise when you are wrong?</p> <p>6. Traditioned innovator - How do you use the past to help direct your future success, while also creating a culture that allows innovation, failure, learning and growth?</p> <p>(The Global Strategy and Leadership Team, PwC)</p>	Individual - Leadership Paradox
46	Three Organisational Paradox - McKinsey	<p>The first is that change comes about more easily and more quickly in organizations that keep some things stable. The second is that organizations are more likely to succeed if they simultaneously control and empower their employees. And the third is that business cultures that rightly encourage consistency (say, in the quality of services and products) must also allow for the sort of variability –</p>	Organisation - Organisational Paradox

		<p>and even failure – that goes with innovation and experimentation.</p> <ol style="list-style-type: none"> 1. Change and stability: 2. Control and empowerment: 3. Consistency and variability: <p>(Colin Price, McKinsey)</p>	
47	Eight Archetypes of Leadership	<p>Archetypes - A number of recurring patterns of behaviour that influence an individual's effectiveness within an organization.</p> <p>The eight archetypes most prominent are:</p> <ol style="list-style-type: none"> 1. The strategist 2. The change-catalyst 3. The transactor 4. The builder 5. The innovator 6. The processor 7. The coach. 8. The communicator <p>(Manfred F.R. Kets de Vries, Harvard Business Review)</p>	Individual - Leadership Archetypes
48	Leadership Virtues	<p>A leader with good character will have internalized the Platonic virtues of prudence, justice, temperance, and courage, as well as honesty, compassion, keeping promises, and dedication to the common good. A leader of bad character is motivated by vices such as greed, cruelty, indifference, and cowardice.</p> <p>(Bass, B. M., & Bass, R. (2008). <i>Handbook of leadership: Theory, research, and application</i>. Free Press.)</p>	Individual - Leadership Virtues

The six leadership principles that McFarland, Senn, and Childress (1993) believed were most pertinent for the twenty-first century are as follows: (1) The role of the top boss is no longer solely reserved for leadership. (2) Leadership encourages people to perform at their best. (3) Management and leadership are not the same thing. (4) There is a sensitive, humanistic aspect to leadership. (5) Leaders must adopt a holistic approach, utilising a range of traits, abilities, and skills. (6) Leadership is the ability to foresee, start, and carry through change.

Allen et al (1999) echo this, where they put forth that new values, attitudes, behaviours, and a stronger commitment to collaborative solutions to today's difficulties are necessary for a sustainable future. The leadership we currently have, which is centred on power and position, is insufficient to meet the problems. We require leadership that improves our potential to discover innovative approaches to comprehending, defining, and resolving the challenging issues we face. They necessitate an ecological approach to leadership. The focus of traditional leadership models and theories has traditionally been on the individual leader's talents, abilities, or attributes, or more specifically, the tree and its cells. Some methodologies have attempted to employ a wider lens by include contingency factors, such as position power, task structure, leader-member interactions, or subordinate ambitions, but doing so is equivalent to expanding the lens to cover a small patch of ground around the tree. According to an ecological theory of leadership, human interaction can only be understood as a component of an ecosystem; in other words, the lens must be adjusted to perceive both the forest and the trees and their cells.

Petrie, N. (2011), in their paper, 'Future trends in leadership development,' place emphasis to vertical development – while "horizontal" development (competencies) has received a lot of attention,

"vertical" development (developmental stages) has received far less. While the former can be transmitted, the latter has to be earned. Next in line is the transfer of greater developmental ownership to the individual, rather than placing it on the superiors. A limited perspective is broadened as there is a greater focus on collective rather than individual leadership. A lot more emphasis should be placed on innovation in leadership development techniques because there are no easy, preexisting models or programmes that can be used to create the levels of group leadership needed to address the challenges of an increasingly complicated future. In their thorough analysis of the best practises for leadership development, Bertelsmann Stiftung (2010) proposed that organisations can decide to devote their future leadership development resources on strengthening capacity at one of five different levels: capacity of an individual, a team, an organisation, a network, or a system. The need seems to be shifting in the new V.U.C.A. environment away from specialised behavioural capabilities and towards more complicated "thinking" skills. These take the form of adaptive competencies including self-awareness, learning agility, comfort with ambiguity, and strategic thinking.

b. Management Research

In their 2020 publication, 'Leadership in a crisis: Responding to the coronavirus outbreak and future challenges,' McKinsey covers the key elements of leadership capabilities that are going to be crucial in the ever-evolving present, as well as the nebulous future. The COVID 19 outbreak's enormous scope and utter unpredictability made it difficult for leaders to react appropriately in time. The outbreak does, in fact, exhibit the characteristics of a crisis on a "landscape scale": an unanticipated

occurrence or series of occurrences of immense scope and overwhelming speed, producing a high degree of uncertainty that leads to confusion, a sense of loss of control, and significant emotional disturbance. These are also going to be characteristic of the future. Leaders must give up the notion that a top-down reaction will bring stability during a crisis. Leaders can set up a network of teams to facilitate quick issue resolution and execution in high-stress, chaotic situations. The focus of the work should be on “workforce protection, supply-chain stabilization, customer engagement, and financial stress testing.” Leaders must be able to align teams around a common goal and demonstrate a number of traits. One is "deliberate calm," or the capacity to step back from a potentially dangerous situation and reason logically about how to proceed. The trait of "bounded optimism," or assurance mixed with realism, is another crucial one. Leaders risk losing credibility if they act overconfident in the early stages of a crisis, despite the fact that the situation is clearly challenging. It is more effective for leaders to convey assurance that the organisation will overcome its difficult circumstances while simultaneously demonstrating that they are aware of the ambiguity around the crisis and have started to address it by gathering more data. With more data-based decisions, there is a need to transition to a model where we make greater use of technology, remote learning, microlearning as opposed to waiting for event-based learning, and simulations (Capability Building in 2030, McKinsey). This will also make digital leadership capabilities a non-negotiable factor. Senior leaders must not only communicate a vision for everyone, but they must also foster the conditions necessary for digital maturity, acquiring top talent and bringing out the best in that talent. For this, transformative vision and forward-looking perspective, digital literacy, and adaptability are seen as enabling factors (How Digital Leadership

Is(n't) Different, MIT Sloan Management Review). Besides that, it also requires in upskilling the digital literacy of the senior leadership, to make them acquainted with AI, blockchain, data analytics, autonomous intelligence, VR/AR, and other such new age technologies. This is underpinned by a need to foster the right conditions, for emerging leaders to practice their skills and create a culture where experimentation is encouraged, and failure is allowed.

Given the complexity of the world, it is there are six paradoxes that leaders must manage more and more as time goes on (Six paradoxes of leadership: Addressing the crisis of leadership, PwC). Leaders must contend with other paradoxes as well, but these are the ones that are currently most pressing and will continue to be significant in the future. The paradox of the globally-minded localist is the requirement to be both firmly rooted in the local market and globally linked at the same time. In order to promote joint success, this calls for both local and global connectedness, as well as the capacity for interregional negotiation. The second is, that of a high-integrity politician - it seems likely that integrity might be lost in a highly political environment. Hence, leaders must work to preserve integrity while balancing the political demands, as it is difficult to lead without honesty. The humble-hero paradox, is that leaders feel pressure to act heroically and project confidence during anxious times.

To confess when they are wrong, let others make mistakes, and instill confidence inside the company, leaders must have the personal fortitude to do so. The fourth is the strategic executor parado. Typically, people have a preference for either strategy or execution. The most effective plan is to clearly state it, recognise how it must change, and carry it through while keeping in mind both the present situation and the evolving future. Tech-savvy humanist - it is paradoxical that those with technical

capabilities did not also have the abilities necessary to comprehend people's needs or how to lead them. As a result, many of the people who are advancing technology are ill-equipped to think about how their actions may affect people. It is the responsibility of the leader to support the growth of the company and, in doing so, provide a better future for their workforce. The last paradox is that of the traditional innovator - The paradox is that it can be tempting to keep doing what you do exceptionally well while ignoring the chances that will keep you current. It necessitates the capacity to recognise the value of the past while determining what must be carried through into the future. McKinsey's 'Leadership and the art of plate spinning' summarises the paradoxes, akin to the act of spinning multiple plates at the same time. Leaders need to handle change and stability, control and empowerment, and consistency and variability. To reconcile all these paradoxical tensions, the leaders need to keep their eyes peeled to ensure that they can handle all their spinning plates. The plate-spinning approach ensures that the frustration of picking an extreme position, when both need to be factored in. They may try to shun complexities by assuming a punitive top-down approach or a loose bottom-up one, which far contradict the realities of the future world.

PwC, in their paper, 'Reimagining leadership: Steering India's workforce in 2030,' carried out surveys and focused group discussions and identified critical leadership themes for the future, which are going to be pertinent. In the context of new and emerging capabilities, they list disruptive envisioning, multidimensional sense-making, orientation towards institution building, managing multidimensional diversity, personal credibility and talent magnetism. The core and foundational capabilities to all leaders include curiosity to learn and evolve, building and nurturing

network and constant self-awareness. According to a McKinsey paper, the attributes of a leader will be the decisive factor, and not the skills. Performance was based on these qualities—these attributes—and went much deeper than just obvious skills. We all possess them naturally, and they influence how we react in various circumstances, particularly those that present stress, difficulty, or ambiguity. Characteristics like flexibility, situational awareness, and patience are examples of attributes — specific categories include grit, mental acuity, drive, leadership, and team ability. To summarise, the critical leadership attributes for the future include empathy, selflessness, authenticity, decisiveness, and accountability.

The best research you can do is talk to people...

Terry Pratchett

“The power of statistics and the clean lines of quantitative research appealed to me, but I fell in love with the richness and depth of qualitative research.”

- Brené Brown

Approach to My Research:

The research methodology adopted by me for this study is qualitative research. I have followed the Grounded Theory Approach to collect and capture data for Future of Work while for the remaining two constructs of Organizational agility and Leader / Leadership Capability, I adopted the Theories in Use Approach.

At the intersection of Grounded Theory and Theories in Use Approach has been the process of data collection for the three interconnected constructs.

The section below details the two theories and their relevance for my research.

Understanding the Grounded Theory Approach:

Grounded theory is a qualitative research methodology that was developed by sociologists Glaser and Strauss in the 1960s. It is rooted in the idea that theories should be developed from the data collected from research participants, rather than imposing preconceived theories or hypotheses. This approach assumes that the data can tell a story and that the researcher's job is to organize and interpret the data to develop a theoretical explanation or conceptual framework of the phenomenon being studied.

Grounded theory is characterized by iterative and inductive data collection, data analysis, and hypothesis generation. It involves gathering data through open-ended interviews, focus groups, observations, and document analysis. In grounded theory, data collection and analysis occur simultaneously, with each analysis informing the next round of data collection.

The analysis process involves coding the data into categories and themes and identifying relationships and patterns that emerge from the data. The categories and themes become the building blocks for the theoretical framework, which can be refined and expanded through subsequent data collection and analysis.

One of the key principles of grounded theory is that the researcher should remain open to new insights and be willing to change their approach or perspective if the data does not support their initial assumptions or hypotheses. This approach can lead to the discovery of new, unexpected findings and generate theories that are grounded in the data rather than existing theories or assumptions.

Overall, the grounded theory approach to qualitative research emphasizes the value of systematic and in-depth data collection and analysis, and the importance of allowing data to speak for itself rather than imposing preconceived notions or theoretical frameworks on the research process. Out of the three constructs of my research, the Future of Work has been built using the Grounded Theory approach primarily.

Through a simultaneous process of series of long interviews, focused group discussions and literature review, the theory was developed, thereby defining the five core vectors that will shape the future of work, and capturing the characteristics of the future of work

Understanding the Theories in Use Approach:

The phrase "theories in use approach" was coined by Chris Argyris and Donald Schön for their book "Theory in Practice: Increasing Professional Effectiveness." This strategy tries to expose the implicit beliefs and

presumptions that influence people's behaviour in specific circumstances. This method assumes that people have "espoused theories" (what they claim to do) and "theories in use" (what they really do). The theory being applied is frequently unconscious and challenging to explain.

Organisational behaviour research frequently uses the theories in use approach to examine how organisations work. It is typically employed to comprehend why organisational change programmes frequently fail or why there is a discrepancy between professed beliefs and real behaviours. In-depth interviews, observations, and an examination of organisational procedures are used to implement this strategy.

The development of new theories based on information obtained directly from the study participants is accomplished using the grounded theory approach, on the other hand, which is a methodological technique. The grounded theory technique entails a methodical procedure for gathering and analysing data, seeking out trends and commonalities, creating categories, and then using these categories to create a new theory.

The approach to grounded theory develops new theories, which is the primary distinction between it and the theories in use method. Instead of necessarily developing a new theory, the theories in use approach aims to identify the implicit ideas that motivate people's behaviour in certain circumstances.

In conclusion, the theories in use strategy focuses on identifying the implicit ideas that underlie people's behaviours while the grounded theory approach tries to produce new theories based on evidence directly acquired from the research subjects.

The Theories in Use was used as the primary approach to understand the existing theory of organizational agility and the existing theories on Leader and Leadership Development. This was used as the basis for starting the research and thereafter extended through interviews, FGDs and surveys to identify newer elements of Organizational Agility and extend the theory in the context of Future of Work.

At the intersection of the Grounded Theory and Theories in Use Approach, the three constructs of Future of Work, Organizational Agility and Leader/ Leadership development have been built.

Data Gathering Approach:

Considering the qualitative research approach adopted was a combination of Grounded Theory and Theories in use approach, specifically for Organizational Agility for the future of work, there was a need to study the existing theories of organizational agility as well as the adjacent theories of Organizational Agility viz. Ambidexterity, Dynamic Capabilities, Absorptive Capacity and Adaptability to capture what has already been defined in the context of future of work, uniquely across these theories and what is missing in the context of the future. Beyond the Literature Review process, that focused on both academic research and management research papers and focused on the Top-rated journals and in select cases, top rated journals for the specific topic, to understand the relevance of the five vectors that kept emerging from the interviews, did a word analysis for select words across 50 S&P companies for a period of eight years. Details of the secondary word-based research is as below:

1. Secondary Data Analysis: S&P 50 Companies Based Word Analysis

As part of the secondary data analysis, I have covered 50 companies across the cross section of industries - tech/pharma/entertainment/utilities/electronics/FMCG, covering 400 reports from 2015 to 2022 (both years included). The process involved making a list of 120 keywords that represented the five vectors and six phenomena, organizational agility and leadership. The words were chosen such that they avoided biases and at the same time some of the most used word and their synonyms. The word analysis was done across these 400 reports covering a total of 3,70,90,358 words. The intent of this word analysis was to see if there is a specific trend for the key terms for each of the vectors / phenomena. The intent of this was to establish / assess a preliminary relationship and direction of the relationship between the words and the direction of the trend over an eight-year period. This was to see if those five vectors (being represented through the prioritized terms) was getting more attention over the years consistently across the S&P 50 companies.

2. Long Interviews based Data Collection

The primary source of collecting the data for grounded theory as well as for theories of use extension were the Long Interviews conducted with 45 key leaders.

Understanding the Long Interviews based Data Collection: The process involved the following key stages:

- i. **Step 1: Identifying the broad themes to be covered as part of the Long Interview Process:** As part of this, I started with 8 to 10 broad thematic questions that would capture and structure the conversation around future of work, organizational agility and leadership capability for the future of work.

- ii. **Step 2: Defining the process of the Long Interviews:** For this, I focused on the book ‘The Long Interview by Grant McCracken to detail and internalize the process.
- iii. **Step 3: Identifying the audience for the Long Interviews:** This was one of the most critical steps to making this process as useful as possible. The approach and criteria for selecting the leaders to be interviewed for the long interviews included the following considerations:

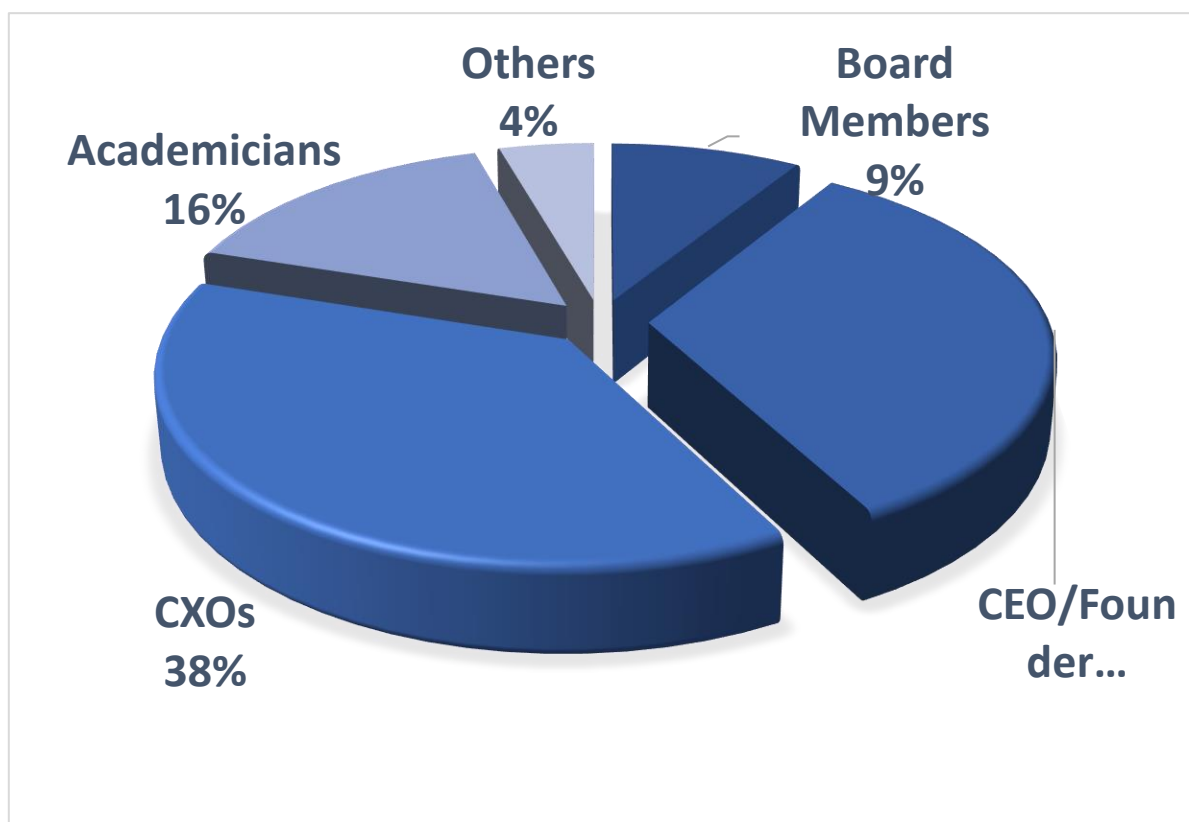


Exhibit 8: Profile of the leaders interviewed through the Long Interview Process (N=45)

- a. Leaders who are in position of influence from a long-term perspective
- b. Leaders who are deep experts or industry shapers in any of the five vectors, organizational agility, or leadership development

c. Academics who have researched extensively in these areas

Consistently, all the 45 leaders identified have multi-disciplinary exposure, and are leaders of influence and in positions of power and exposure to the way world is getting shaped in the future. The list of leaders thus included board members, CEOs, founders / entrepreneurs, CXOs (functional leaders) of large global organizations and academicians.

d. Further, the leaders were distributed across India, North America, Europe and Asia.

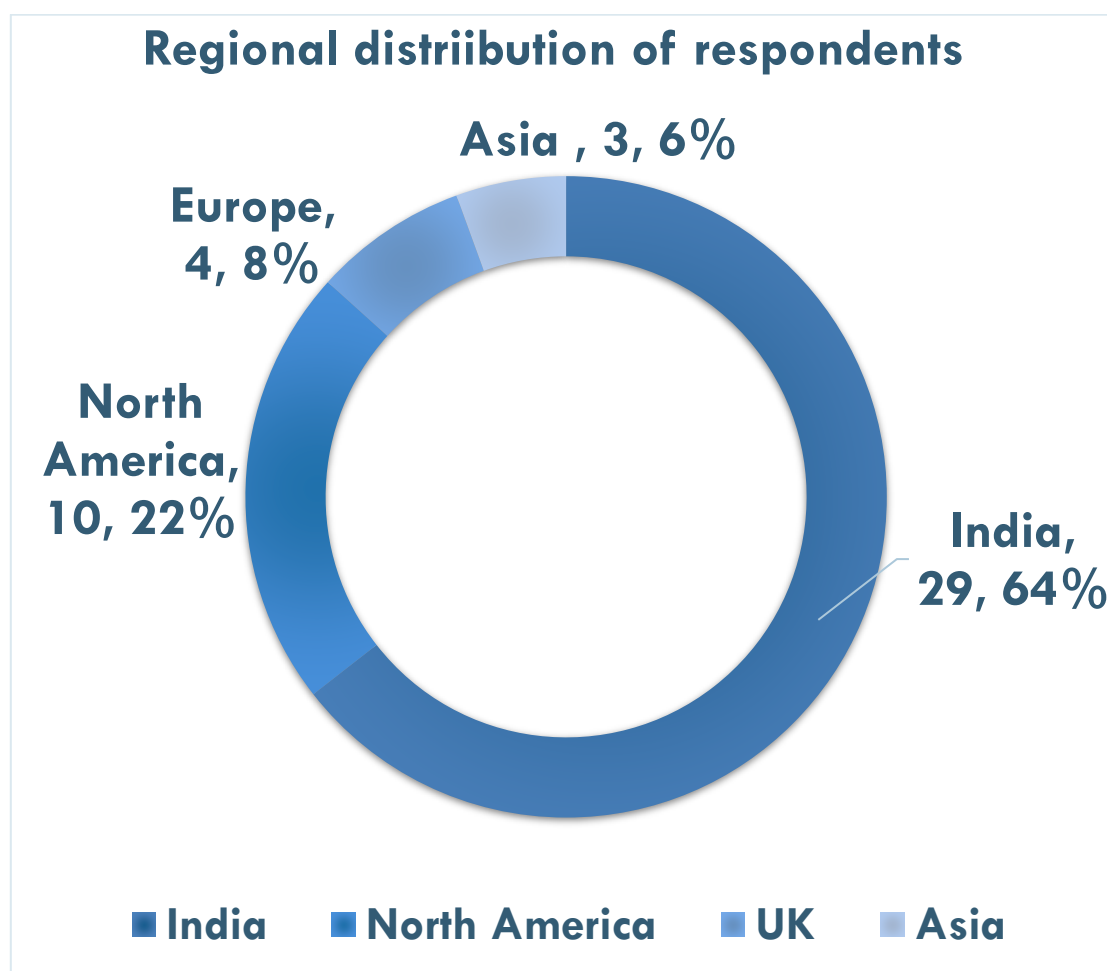


Exhibit 9: Regional Distribution of the respondents

Step 4: Long Interview based Data Collection: This involved long interviews with the chosen leaders over a 90 to 120 minutes with a focus on capturing the leader's perspective, using the semi structured questionnaire which had ten themes to conduct the conversation. Depending upon the specialism of the leaders and also the conversation flow, most of the themes were covered with the leaders, with a specific thrust on their specialism. The key themes covered with the leaders included the following:

- How has the world specific to their industry and role transformed in the past tne years? What have been some of the biggest shifts?
- What are the biggest disruptors shaping the world of work, in the next ten years?
- The five big vectors and how they see them shaping the world of work?
- The best case and worst case as a result of the five vectors? Why?
- What are the work – workforce and workplace capabilities that will get shaped as a result of the vectors?
- What is the current understanding of the leader of organizational agility?
- How do they think the organizational agility will need to change to cater to the new world of work?
- What are the organizational capabilities to deliver on this org agility?
- What are leader non-negotiable leader capabilities that will be critical for the future of work?
- What could be leadership derailers that could come in the way for leadership success in the future of work?

Choice of the leaders for Long Interviews: I followed a combination of the following steps to choose the leaders to be interviewed as part of the process:

- a. From within my direct and indirect circle made a list of top 50 leaders, I should interview on account of their role, influence, understanding and specialism in the topic and /or ability to think into the future
- b. In each of the interviews, at the end of the long interview, I sought names and introductions from the respective leaders, people who they felt could provide useful insights and direction in the topics of my research
- c. Based on the topics of coverage, I looked for industry shapers and leader influencers and sought their perspective (directly through an interview or written response) or through content they have published in this space that I could refer to. Data that I got because of this particular strategy was included in my literature review.
- d. Out of the total of 45 leaders interviewed, 29 are from my direct and indirect circle, while rest of the 16 are names recommended to me by the leaders who I interviewed, and they felt it would be good to include them as part of the interviewing process.

Step 5: Axial Coding: I followed the axial coding approach for the data collected.

a. Understanding the Axial Coding Process:

In qualitative research, axial coding is an approach that involves categorising and connecting data in order to create connections and find themes or patterns in the data. The pioneers of the grounded theory methodology, Glaser and Strauss initially introduced it. Axial coding is the process through which researchers find concepts or ideas that are pertinent to the research issue by examining the initial codes that were

applied to the data during the open coding phase. By developing connections between those ideas using a coding paradigm or coding matrix, axial coding goes one step farther.

Three phases are commonly included in the axial coding process:

1. **Determining the core category:** The core category is the main idea or theme that comes to light throughout the initial coding process. It acts as the centre around which additional groups and connections are arranged. By looking at the links and linkages between different starting codes, the core category can be found.
4. **Defining Subcategories:** Subcategories indicate the various dimensions or subthemes related to the core category. 2. Developing subcategories and characteristics. Each subcategory's associated attributes or traits are described through properties.
5. **Creating connections:** The connections between the main category, subcategories, and characteristics are found and investigated. This entails determining how attributes and subcategories affect or influence the main category.
6. **Interviews until theoretical saturation:** A critical component of grounded theory research was to decide to when to stop conducting any more data collection and interviews. I followed the approach of theoretical saturation for cutting off interviews. This involved conducting interviews until I reached a state of theoretical saturation. Iterative data collection and analysis are key components of grounded theory. This involved starting with a limited sample size to gather the data, analyse it, and then continue to gather more information until I reached a stage of theoretical saturation. The purpose of continuing to acquire more data was to discover and gain a deeper understanding of the topics and themes that the analysis could reveal, so as to build the results

as an iterative process after each cycle of data gathering and analysis.

However, when I reached a point where new information was simply confirming what was already known or collected or demonstrating the same things repeatedly, one has theoretically learned everything there is to know about that subject, thereby saturated all that one can learn about that topic and has reached the stage called 'theoretical saturation'.

b. Why was Axial Coding identified as the effective process for my research?

1. **Ideal for conceptualization and theory development:** By classifying and connecting concepts and categories, axial coding aids in the conceptualization and theory building, allowing researchers to examine connections and patterns in the data. At the intersection of the five vectors, there was the opportunity to develop the phenomena that will shape the future and thereby the work – workforce and workplace characteristics.
2. **Enables holistic analysis:** Axial coding employs a planned and methodical approach to qualitative data analysis, ensuring a full and in-depth assessment of the data. With the amount of data that got created through the interviews and FGDs, there was the need to convert the data in a structured manner into codes and make sense out of the data for a holistic analysis.
3. **Reliability and transparency:** Axial coding, which uses a coding paradigm or matrix, improves the reliability and transparency of qualitative research. The research process is made more transparent and repeatable by the explicit structure it gives for coding and

analysis. Further, by using Nvivo as the platform, it was possible to cluster the categories and subcategories to create newer theory.

4. **Relationship identification:** It was possible to use axial coding to find connections among various groups and ideas, which led to a better comprehension of the phenomena that emerged as well as the relationship between future of work, organizational agility for the future of work and the associated leader and leadership capabilities.

Overall, axial coding makes it easier to analyse qualitative data in a systematic and organised way, allowing researchers to create useful categories, spot connections, and produce in-depth insights. It enhances the robustness and reliability of qualitative research findings and is a potent tool for organising and making sense of complex qualitative data.

c. Process of coding followed:

The following steps were followed for coding:

1. Each of the interviews were recorded and transcribed using Teams recording and Otter.ai
2. Each transcript was then cleaned for consistency and thereafter coded for the following broad categories and subcategories:
 - a. Future of Work
 - i. Technology led disruption
 - ii. Environment and Climate
 - iii. Multi-generational workforce
 - iv. Data analytics and trust
 - b. Organizational agility characteristics
 - i. Agility characteristics from today that will continue to be relevant
 - ii. New and different characteristics that organizations will need to build

- c. Leadership characteristics.
 - i. Leader capabilities and dimensions: mindsets, skills and other aspects
 - ii. Leadership derailers that will become critical to avoid and solve for
 - iii. Leader and leadership construct in the set up for the future to drive organizational agility

Based on these categories and subcategories, the following relationship-based inferences were identified, through mapping, prioritization, and assimilation of similar factors:

1. The six phenomena that will occur simultaneously at the interaction of the five vectors
2. The work – workforce and workplace characteristics that will emerge at the intersection of the vectors and the phenomena
3. The organizational agility capabilities, enablers, practices and success measure in the future
4. The non-negotiable leader capabilities as a combination of critical skills-capacities, mindsets, paradoxes, and virtues to prioritize for the future of work
5. The leader personas as a combination of the multi-dimensional leader characteristics
6. The leadership team's non-negotiable characteristics.

Validity and Reliability of the coding process:

The review of categories, subcategories and drawing of inferences was a continuous exercise since the completion of first four or five interviews. It was a consistent and a continuous exercise that involved two coders,

coding independently (one being me, and the other one being the additional transcriber, I included him to code independently) and then mapping of the codes around the categories and sub-categories for consonance and dissonances that were emerging. This ensured there was consistency and cross checking of the codes. Most of the dissonances that emerged, were around attribution of the code / subcode (organizational characteristics) to a specific vector. This helped in evaluating and attributing the inter dependencies of the characteristics to one or more vectors and thereby the shaping of the phenomena, at the intersection of one or more vectors shaping the future of work.

Bulk of the interviews were continued until there was theoretical saturation. Thereafter, I continued with a few additional interviews (last ten interviews), to deep dive into specific elements (the phenomena) that emerged and get specific views on the phenomena and validate the inferences.

The code book in the appendix includes the list of the codes.

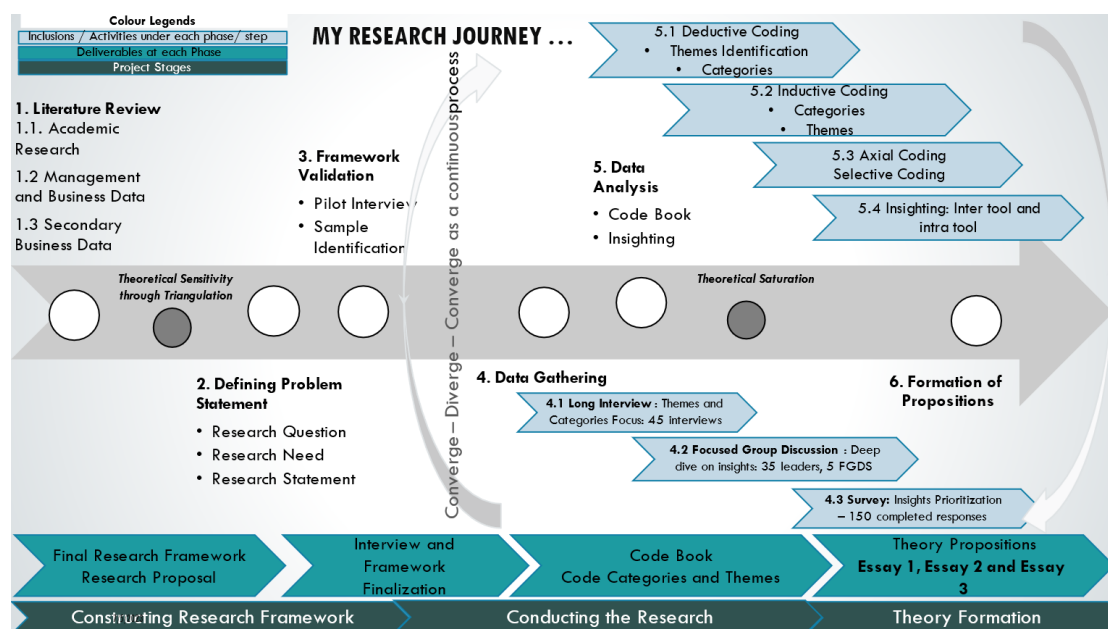


Exhibit 10: The Overall Approach and Methodology for the Research

3. Step 3: Focused Group Data Collection:

The next step of data collection was conducting focused group discussions. The intent of the Focused Group Discussions was to get a view from a group collectively on specific topics that required deeper perspective. Four groups of people were picked up for the Focused Group Discussion:

Group 1 and 2: Students of two different categories of management institutes, who have very different expectations from their careers

Group 3: Deep Specialists in Environment and Climate and are solving the future problems in the area of climate and environment for the future.

Group 4: Gig workers, who are for the past three years, operating in the gig environment, through multiple gig market places.

The focus of the focused group discussion was to capture more details around specific themes that were emerging from the interviews. I focused upon the future of work characteristics and the three of the six phenomena viz. social and inclusive capitalism, employee voice, digital transformation delivered with a focus on employee experience and employee voice and its impact on workplace of the future.

4. Step 4: Online Survey

As a last step towards the data collection, I ran a survey with senior leaders to capture their perspective to prioritize the work – workplace and workforce characteristics in the future of work context. From a list of 150 plus characteristics prioritised 20 characteristics that were to be ranked by the leaders as most likely in the future of work context, followed by organizational agility characteristics and leader / leadership capabilities that are most critical in the future of work context. The purpose of the online

survey was to prioritize from the data collected to stack rank and look for points of consonance and dissonance against the interviews and validate the importance and the probability of the characteristics consistently across the interviews, FGDs and the survey.

The survey had a total of 150 completed responses across senior and top leadership and covered a diverse demographic. Section 6 in the Appendix covers the detailed break up of the survey questionnaire, the data specific to the questions and the inferences. Across all the data points the intent was to capture points of consonance and dissonance across different data sources so as to triangulate and look for any inconsistencies and eliminate them.

Chapter 4: Essay 1 - The Future of Work Findings and its impact
on the world

***“If we could unfold the future, the present would be our greatest
care”.***

Edward Counsel

VI. Essay Overview

The future of work is evolving each day and whilst there is enough and more being written about the future of work, there is a need to look far and beyond to understand the possibility of how the world is going to get shaped by multiple simultaneous occurrences that are going broad and deep in their impact on the way work- workforce and workplace are going to be shaped in the future.

The future of work could be studied in multiple ways. I chose to structure the research on future of work by understanding what are the big mega trends equivalent that will shape the world, will impact all, regardless of locations or demographics and thus will be all pervasive. However, I didn't want to directly pick up some of the predefined the mega trends as defines and understood as part of literature review by multiple management researches. I wanted to pick up top three or four large developments that are shaping the world and hence will impact the future of work. My boundary conditions for the future of work, was 'where, how and by whom' work will get done in the future. Defined as 'vectors'¹² that are shaping the future of work, I initially started with the three obvious ones that are being experienced and can be seen all pervasive around, viz, technology led disruption, demographics, which in the context of future of work, is the changing nature of workforce on account of multiple reasons, and the environment and climate disruption. Thereafter, included another dimension on data and its impact on the future of work. Eventually, through the course of the first few interviews, there was a push to look at another important vector, viz. Geopolitical impact. This

¹² Vector is defined as a development that will provide a certain magnitude and direction to the future of work; influenced by the mathematical definition of vector which is "A vector is a quantity or phenomenon that has two independent properties: magnitude and direction"

was on the back of how different parts of the world chose to react, cooperate, and operate independently on the back of the pandemic. Thereafter the Ukraine -Russia war, and its impact on the ability of large multinational corporations to operate freely across countries cemented the importance of the fifth vector: Geopolitical disruption. The literature review and mega trends had a few prominent dimensions shaping the future such as Rapid Urbanization and shifting of global powers from the west to the east, defined which I didn't pick as primary vectors because some of these have already taken shape and were defined many decades back and have evolved since then. Similarly, there is limited study on some of the newer vectors such as the role of Data in getting the world together or fracturing it. The five vectors that I have focused on, hence, to define the future of work in my research include the following:

1. Vector 1: Technology led Disruption
2. Vector 2: Environment and Climate led disruption
3. Vector 3: Multi-dimensional Workforce led disruption
4. Vector 4: Extreme data led analytics and impact of trust led disruption
5. Vector 5: Geopolitical shifts led disruption

Through a five-stage process, I established the construct for each of the vectors and its impact on the future of work, as well as its impact on the work – workforce and workplace characteristics and finally the impact of the same on driving organizational agility in the future of work. The five-stage process included a detailed literature review on the factors shaping the future of work, including the global mega trends and other publications / management articles on future of work and factors impacting the future of work; an initial S&P 50 company analysis for specific terms for each of the vectors. Thereafter through series of long interviews, captured the views of 45 leaders including futurists,

academics, senior leaders who are industry experts or board members or with specific focus in building the world because of this vector. This was followed by focused group discussions with industry experts who delved deep into select of the vectors and finally, a survey with leaders to capture the priorities on the future of work characteristics, organizational agility, and leader capability as a result of these five vectors.

The data points that have been used to shape the five vectors of the world include:

- Data Point 1: Literature Review across academic and management research on the five vectors and its impact on the future of work
- Data Point 2: Focused Word Analysis, specific to the Vector for the S&P 50 companies, over a period of seven years, from 2015 to 2022
- Data Point 3: Structured Interview based Long Interviews with forty-five identified leaders to capture their thoughts on the five vectors, the future of work characteristics as a result of the five vectors, and the impact of these in the form of six simultaneous phenomena that occurred at the intersection of the five vectors
- Data Point 4: Focused Group Discussions with subject matter experts or participants in the respective vectors.
- Data Point 5: Survey based data gathering with 150 leaders who shared their feedback in an anonymous survey.

By triangulating the data from each of these sources, at the intersection of these five vectors have established the following, for each of the vectors:

- Characteristics of the vector in the future of work because of the various data points

- The work – workforce and workplace characteristics as result of this vector that could shape the future of work because of the vector
- The best case and worst-case possibilities because of the vector
- The impact of this vector and its ask from organizational agility and leader / leadership capabilities
- Finally, at the intersection of the five vectors, identified the six core phenomena that will occur simultaneously in the future of work. Each of these phenomena will occur simultaneously and shape the future of work. These six phenomena are shaped by multiple of the vectors and all these six will occur simultaneously. The future of work, as part of my research is best understood by delving into these six phenomena. These six phenomena, collectively capture the future of work by circa 2045 and beyond. These six phenomena include:
 - Phenomenon 1: Responsible and Inclusive Capitalism over Shareholder Capitalism being the norm for success and valuation of organizations
 - Phenomenon 2: Ecosystems and Platforms as operating model constructs for the future
 - Phenomenon 3: Simultaneous focus on Productivity and Multi stakeholder experience in technology led transformation
 - Phenomenon 4: Employee Voice at the core of Workplace design and organizational choices
 - Phenomenon 5: ROI and Governance around ‘Extreme Data Insights’ the new capital for

- competitive advantage will be critical for
organizational and societal success
- Phenomenon 6: Multi-dimensional capability a
critical need for the future of work

Each of these phenomena, at the intersection of multiple vectors, collectively will shape the future of work. As part of my study, I have defined these six phenomena, by including the following:

- **Genesis of the Phenomena:** This section is focused on capturing what the phenomena is about, why, and how is this getting shaped at the intersection of multiple vectors in the future of work
- **Definition of the Phenomena at the intersection of multiple vectors:** Considering each of these phenomena will be critical to understand the future of work and its application from an organizational agility and leader capability understanding standpoint, captured the definition of the phenomenon as it emerged through the research.
- **Characteristics of the phenomena and the big shift that this phenomenon captures in the future of work:** This section captures the characteristics that got called out through the course of the interviews, representing either one of more vectors, or through the conversations emerged as the context of some of the characteristics that will happen in the future of work. The best way to understand these phenomena is to think of it as an outcome of the reaction between one or more vectors, creating a newer ground to operate,

thereby shaping the future itself. While each of the phenomena are an outcome of multiple vectors, each of the phenomena themselves are not operating in isolation. Thus, each of the above six phenomena will feed on to each other. **Hence, it is fair to say that the six will co-exist, and they are individually necessary and collective exhaustive to define the new future of work. Thus, whilst thinking of organizational agility, organizational and leader / leadership capabilities for the future of work, it will be critical to think of all the six phenomena.**

- **Propositions that capture the line of actionable possibilities for each of the phenomena:** As part of converting the phenomena into plausible and actionable paradigms, I have defined one or more propositions that capture the ‘how to respond’ to the phenomena. These set of propositions mapped to each phenomenon uniquely, capture the essence of how the phenomena will be shaping the future of work, and how through the propositions, the phenomenon will respond to the future of work.

Table 4: Summary of the Six Phenomena and the corresponding Propositions

<i>The Six Phenomena</i>	<i>The Corresponding Propositions</i>
<i>shaping the world</i>	
<i>Phenomenon 1: Responsible and Inclusive Capitalism</i>	Proposition 1: While profitable growth is necessary, it may not be sufficient for measurement of organizational

*over Shareholder
Capitalism being the
norm for success and
valuation of
organizations*

success towards creation of long-term wealth, until it includes value creation for all its multiple stakeholders (viz. shareholders, customer, employee, partners, business leaders, the ecosystem it operates in and for the society at large).

*Phenomenon 2:
Ecosystems and
Platforms as
operating model
constructs for the
future*

Proposition 2A: Demand Focused Ecosystems of Organizations:

Organizations that focus on the demand (customer), rather than the internal capabilities and build the ability to serve customers, as a collective, by focusing on a common customer serving purpose across entities by merging capabilities and resources that are spread across traditional definitions of industries and competition will have a greater ability to succeed in meeting the customer needs in the longer term, thereby delivering a multi stakeholder growth

(Customer pain point being viewed beyond the narrow lens of an industry, thereby taking a broader, ecosystem view that enables deeper, broader and long time view to the problem)

Proposition 2B: Supply focused Platforms:

To solve larger, complex problems,
Organizations that build the flexibility, reach and mechanism to operate as Capability focused Open, flexible, and scalable

*Phenomenon 3:
Simultaneous focus
on Productivity and
Multi stakeholder
experience in
technology led
transformation*

Organizational Construct, cutting across internal and external network of resources (people, skills, and other resources), will have a greater propensity to mobilise resources to solve the ‘new and different’ problems. (Operating as a pool of resources, thereby resources being platformized to solve problems collectively)

Proposition 3A: Productivity ‘table-stakes’ for technology transformation in the human – technology partnership

In the future of work, Technology advancement will enable higher order productivity, thereby, the partnership between human and technology around tasks, decisions, thinking and innovation, with **technology focusing on the profitability interest and productivity being table-stakes**, will lead to highest human contribution for workplace excellence.

Proposition 3B: Advanced Technology for multi stakeholder experience to be the technology led transformation differentiator

With the focus on getting technology and human partnership right, use of advanced technology for enhanced stakeholder experience that includes ease of partnering / contributing and learning (beyond

*Phenomenon 4:
Employee Voice at
the core of
Workplace design
and organizational
choices*

productivity) will be an important decision
maker to measure technology contribution

**Proposition 3C: Simultaneous delivery of
productivity and experience necessary to
deliver true value of technology led
transformation**

Technology led transformation will be serving
dual and simultaneous outcomes of
productivity focused efficiency and humanized
experience led impact:

**Both, collectively will deliver true digital
transformation in the future of work.**

Proposition 4A:

Employee advocacy along with workforce
involvement in prioritising **and inclusive
decisioning making** will be critical **to deliver
workforce's voice enabled transformation,**
that will be a **differentiator for employer
brand**

Proposition 4B:

**Individualized approach to employee well-
being and flexibility**, that is personalized, and
**delivers the open and new age workplace
agenda**, to shape the workplace experience will
**no more be a good to have but a need to
have**, for organizations **to deliver the future
employee experience**

*Phenomenon 5:
ROI and Governance
around 'Extreme
Data Insights' the
new capital for
competitive
advantage will be
critical for
organizational and
societal success*

Proposition 4C:

Building organizational advocates and personalised commitment building will require deeper workforce data analytics led insights to ensure workforce experience choices are not top down, biased by leaders' preferences, thereby making the **data relationship of employer and employee very critical to building a trusting relationship**

Proposition 4D:

In the FoW, where the **workplace will be an equalizing space for employees and other contributors**, (rather than resources driven by tasks), **skills will become an important currency for growth** rather than age, experience, and tenure in an organization

Proposition 5A:

Data will become the new capital that provides competitive advantage to the organization (in addition to the existing resources viz. financial capital, human capital, and natural resources as capital) thereby **ROI on data will be proportional to not the quantity of the data but the level and degree of data analytics to convert the data into **insights to serve****

Proposition 5B:

*Phenomenon 6:
Multi-dimensional
capability a critical
need for the future of
work*

Data insights will need to be imagined with multi-stakeholder trust at the centre for value creation, rather than just financial returns.

Proposition 5C:

As data attains the position of critical and independent capital for competitive advantage, the approach and process of **transacting data** (capturing, collecting, accessing, analysing, sharing /holding data, managing and governing data) will require a **systemic approach across multiple stakeholders**, with government's role being **critical as a partner to corporations to building stakeholder trust to get access**

Proposition 6A: Multi-dimensionality of Leader Capability Requirement

In the future of work context, **as the nature of the problems get more complex**, **organizations capacity and capability to apply multi-dimensional capabilities** to solve the problem will be a **'must have'** to comprehend and succeed.

Proposition 6B: Leader Paradoxes and leader mindset critical for leader's success in the future of work

The impact of managing paradoxes and leader mindset, with a longer shelf life, are more arduous and time consuming to develop but are

critical and would have higher impact on applying the multi-dimensional leader capability

Proposition 6C: Leadership Virtues for Multi-dimensionality

At a time, when problems will get more complex, and the focus on tangible measure of results increase, leadership virtues, that seem intangible, and hard to measure, will become the most critical differentiator to deliver long term sustainable outcomes

Proposition 6D: The Multi dimensionality of Leader Capability for future of work makes leadership at an organizational level even more of a team capacity than an individual leader capability.

With the multiplicity of leader capability expectations in the FoW, organizations would necessarily need to take a persona approach towards meeting the leadership capabilities such that collectively as the leadership team, the organization / ecosystem has all the capabilities, whilst all leaders exhibit the common minimum leadership capability.

- **Organizational Agility for the future of work requirements and leader capabilities:** Following the propositions are the organizational agility requirements and the leadership capabilities that will

be required to be delivered in the future of work in response to the phenomena and as part of the proposition build up.

Academic Contribution through the Future of Work Research:

For academic and management research, the study on the future of work serves multiple purposes. It enables the establishment of common considerations around big changes that are happening and studying ways to incorporate the impact, internally. Some of the obvious advantages that the study of the Future of Work will lend to both the academic and the management world include the following:

1. **Anticipating changes:** The study aids in predicting future workplace changes that are expected to take place. This aids organisations in quickly anticipating the changes and adjusting to them.
2. **Spotting trends:** The study aids in spotting the trends that are most likely to influence the nature of work in the future. This aids businesses in keeping up with trends and keeping their plans competitive.
3. **Shaping New Theories:** The study aids in the development of new ideas and models that can explain how the nature of work is changing. This aids in the advancement of management academic research.

4. **Increasing productivity:** The study aids in pinpointing the elements that can raise workplace productivity. This aids in the performance improvement and goal-achieving of organisations.
5. **Increasing employee engagement:** The study aids in pinpointing the elements that can raise satisfaction and engagement levels among workers. This aids businesses in fostering a pleasant workplace culture and retaining workers.

VII. The Vectors Shaping the Future of Work

As the future of work unfolds, while there are multiple factors that will operate simultaneously to shape the way the work, workplace and the workforce will get remodelled, the five that I focused upon to study their influence on the world of work included the following and for the below mentioned reasons:

1. **Vector 1: Technology Led Disruption** – Perhaps the most widely accepted future of work disruption vector is the Technology Led Disruption. While this vector has been studied and mapped for a very long time since past two decades, the pace of shift of this particular vector and its impact on all things, including work, workforce, and workplaces have been huge. However, the degree to which disruption through and within technology as a capability is happening, this could be the biggest shapers of the future of work. This not only includes the new and different technology developments but also the transformation technology is causing in the world of work, including the shifts in expectations, changes in the levels of trust, connectedness and yet levels of fracture in the society because of technology.
2. **Vector 2: Environment and Climate led disruption** – One of the prominent mega trends that have been identified across various research papers is environment and climate. Rightfully so, the degree of shift that's getting caused in the environment and impact on climate has been studied a lot. Yet, climate and environment has been left on the back burner for a long time. A critical resource for competitive advantage, 'Natural Resources' for a very long time has been taken for granted as was readily available and assumed to

be a bottomless pit. However, over the past few decades, the impact of extreme exploitation of environment has left irrevocable damage on mother earth. The natural resources suddenly, now, need both immediate and extensive action. The next few decades will get shaped by the degree of consideration and action we take to manage the environment and climate led disruption and stop it from becoming a man-made disaster from a natural disaster.

3. **Vector 3: Multidimensional Workforce** – The earlier definition of workforce has been quite straight forward: workforce was defined as workers who provided service to the organizations in lieu of set hours of work and deliverables against a contract of employment. However, with the advent of technology and with change in shape of worker expectations, the definition of workforce itself is getting changed with changes in worker contracts: full time, part time, virtual, hybrid, in premise, contractual etc. Again, the workforce itself is white collar, blue collar and metal collar, the metal collar signifying the bots who are part and parcel of workplace. Again, the workforce locations have become inconsequential thereby driving time zone-based locations rather than headquarters based on parent organizational location. Again, with multiple generations of workforce now coexisting, with younger workforce entering the workplace sooner with skills-based entry rather than educational degrees and people living and working longer thereby not retiring completely from workplaces for a long time. This and more will be seen as part of the multi-dimensional workforce disruption.

1. Five vectors shaping the future of work: Focus 2048- 2050

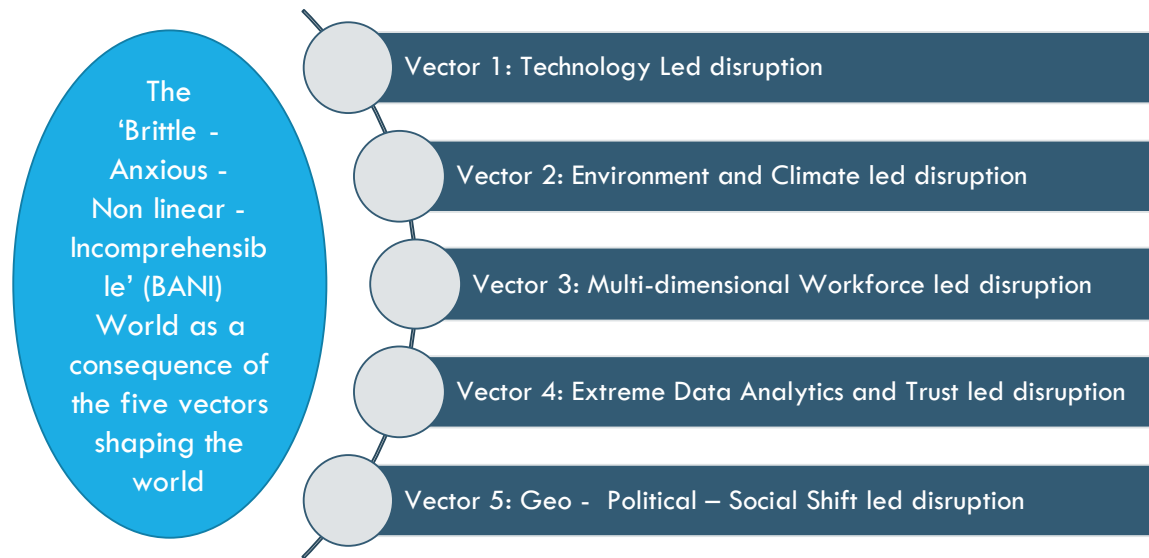


Exhibit 11: The Five Vectors and the BANI World

4. Vector 4: Extreme Data Analytics and Trust led disruption –

Amongst the global megatrends ¹³that have consistently been identified across multiple studies, the earlier three vectors do find a mention. However, the one that is shaping quite swiftly and has the probability to shape the world very differently is the space and place of 'data' in workplaces. In the past ten years, data has garnered prominence, not just in the role of data stand alone, but also in the way data is shaping the transaction between humans. The transaction of data either adds or takes away from the equation of trust. This was, hence, identified as an important vector to study and understand its impact on the world of work

5. Vector 5: Geo-Political Disruption – Although this wasn't picked up earlier as part of my research, through the course of interviews,

¹³ <https://www.peterfisk.com/2022/10/megatrends-2022-in-a-world-shaken-up-by-covid-conflict-and-uncertainty-are-you-shaping-the-future-or-is-it-shaping-you/>
<https://www.pwc.com/gx/en/government-public-services/assets/five-megatrends-implications.pdf>

and eventually with the developments shaping up during my research, because of the Russia – Ukraine war, the impact of the same as a result of multiple sanctions impacting both economies and corporations and the role of corporations in response to the war pushed this as a critical vector to study the future of work.

The next few sections details each of the five vectors, and their impact on the future of work, using multiple lenses. Each of the sub sections on the five vectors covers the following, for the respective vectors:

- a. **S&P 50 Data Analysis:** Understanding each of the vectors by doing a text analysis of 50 S&P companies over a period of seven years (2015 to 2022) using a few prioritized terms for each of the vectors. The intent of the S&P50 text analysis is to test the preliminary importance / role of the vector and if the vector is truly getting a mention consistently across firms over a period.
- b. **Establishing the definition of the vector:** Whilst there could be many ways in which each of the above-mentioned vectors could be understood, the intent of establishing the definition during my study is to ensure I put boundary conditions around the vector itself to keep it consistent across the research process.
- c. **Key themes that emerged from the interviews and Focused Group Discussions (FGD):** For each of the respective vectors, through the 45 leader interviews and five Focused Group Discussions (FGD), there were specific perspectives captured for each of the five vectors, in the context of how they will get shaped over the next few decades and its impact on the world of work – workforce and workplace, thereby impacting the expectations from organizational agility and leader capabilities.

- d. **Work – Workforce - Workplace characteristics:** This section focused on capturing the work-workforce and workplace characteristics considering the vector being studied.
- e. **Best- and worst-case possibilities:** This section has focused on the best and the worst-case possibilities that got enumerated by various leaders as an outcome of how the vector shapes the future of work.
- f. **Triangulating the data:** The final sub section for each of the vectors triangulates the data across the various data points and establishes the vector as an outcome of the research with specific characteristics to be considered to establish the organizational agility characteristics and the leader and leadership capabilities for the future of work, as a result of this particular vector.



Vector 1: Technology Led Disruption



VIII. Vector 1: Technology led disruption:

The disruption that rapid technology advancements continue to create in the workplace because of automation, technology led innovations and connectedness across multiple stakeholders, all of which are enabled through technology enabling nonlinear outcomes and unpredictable results through the intervention of technology.

I. The S&P 50 data on Technology Led Disruption:

As I continued to evaluate technology led disruption as one of the primary disruptors in the future of work, chose a few terms as markers for technology led disruption and evaluated the trend for those marker terms across the S&P top 50 companies over a period of seven years from 2015 to 2022.

In addition to the interviews, specific to the technology led disruption, based on the literature review and interviews prioritized a list of seven key words and studied the trend for these words across the leading S&P 50 companies for the past seven years, from 2015 to 2022.

As seen in the graph below, where we have plotted the average frequency of each of these terms across the 50 companies over the seven- year period.

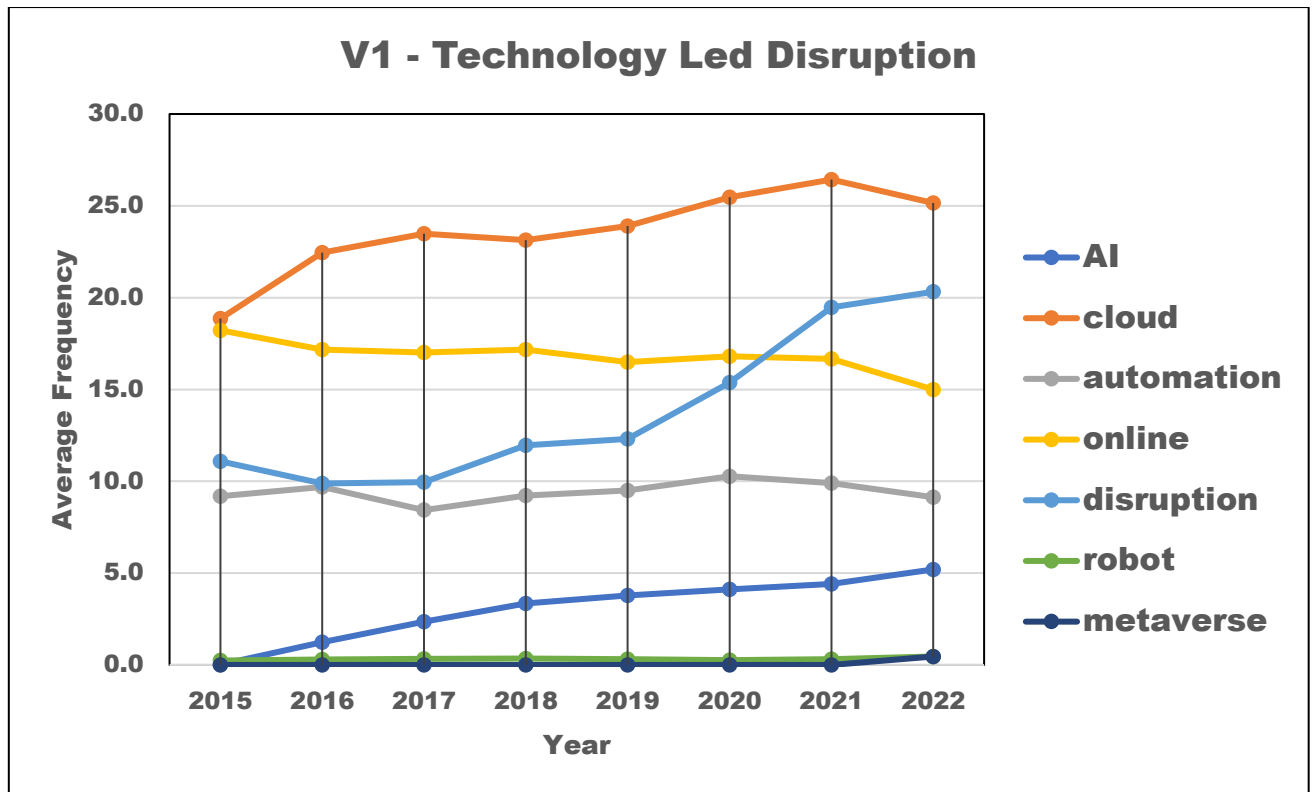


Exhibit 12: S&P 50 Analysis Data for Vector 1

As can be seen from the graph above, each of words have shown a consistent increase in the S&P 50 annual reports consistently. Except for the term 'online' all the words viz. AI, Cloud, Automation, Disruption, Robot and Metaverse have shown a consistent rise in the annual reports. The average mention in the annual reports is representative of the increasing importance of the terms and thereby the vector shaping the future of work and the investments and strategy associated with it. Online is no more a term that is associated with technology disruption and hence that is the only one that saw a downward trend.

II. Definition of Technology Led Disruption:

The future of work will be majorly influenced by technology and as we experience technology led impact today, it will continue to disrupt the world of work both positively and negatively. Technology has the power

to improve our lives, raising productivity, living standards and average life span, and free people to focus on personal fulfilment.

Definition of Technology Led Disruption:

“Technology disruption in the future will be about reconstructing the world of work through assistance, augmentation, and automation of various categories of work. Use of technology will be for delivering assistance, automation and augmentation for productivity, production and manufacturing, humanised experience redesign and ultimately automation and thereby replacement of human intervention to the extent possible, through higher order and advanced digital intervention”.

III. Key themes that emerged from the interviews and FGDs:

Technology disruptions are not only for jumping to the next level of modelling. Technology disruptions can be used to solve some of these capabilities. If you do it well and people see impact, I think adoption will be there, but even so 10 years is a minimum it is going to go down that path and to call it adoption, will need at least more than 10 years.

Long Interview, No. 08

Some of the biggest advancements in the field of technology and the big shifts that technology will induce as identified through the interviews could be categorised into the following:



Exhibit 13: Future of Work Characteristics from interviews for Vector 1

Across the multiple interviews and discussions, there are thirteen key themes that emerged around technology led disruption, shaping the future of work:

(Refer to Appendix 8 for the table with interview and FGD comments pertaining to Technology Led Disruption for Future of Work)

- i. **Rapid acceleration in technology adoption:** Consistently across all the interviews and thereafter even in the FGDs, leaders spoke about the rapid acceleration in technology adoption. Particularly, shaping the rapid acceleration of technology adoption that will continue to shape the future includes the mindset for hybrid and flexibility. While there has been continuous technology led transformation over the last two decades, there have been phases of transformation. However, in the past three years, the pandemic set the ground for accelerating the transition from **‘technology as an enabler’ to ‘technology as the primary stake’** for business transformation. The two key levers that emerged in the interviews, shaping the technology led disruption included the following:

- **Mindset for hybrid and flexibility:** The mindset for hybrid and flexibility, which earlier was seen as the biggest bottleneck to implementing digital transformation, got taken care of because of the post pandemic digital transformation. This also got identified as one of the biggest shifts that will continue to play a big role in shaping digital as the disruptor and enabling the organizational transformation. The next level of the transformation will require a mindset shift from ‘an openness to hybrid’ to ‘a mindset for open workforce ecosystem’.
- **Horizonal integration vs vertical integration of organizational construct:** Another big lever for digital disruption that got identified in the interviews included the changing construct of organizations. With organizations responding to rapid transformation through technology disruption, organizations are operating around skills as a key differentiator for success. To respond to the skills focus, organizations are moving away from a static structure to a platform construct of capabilities and industries. This horizontal and vertical integration of the organizational

Acceptance of technology into daily lives by diverse demographics going to be the biggest change which requires a very high degree of competence, high degree of quality, speed, and agility in making future changes from that point on.

Long Interview, No. 25

construct is going to play a critical role in defining the

contours of the technology led disruption. There are two approaches to driving transformation in organizations: a role-based approach and a skill-based approach. So far, organizations have always taken either of the two, and/or focused on this in an ad-hoc manner. The future requires organizations to focus on a ‘**Critical Roles to focus**’ for the core business and strategic priorities, which may not necessarily perched at the top. For the rest of the organization, it would be about taking a ‘**Multi-disciplinary Skills to focus**’ at a larger organization level, to build an internal talent marketplace.

- ii. **AI led automation:** Consistently across all the interviews and thereafter even in the FGDs, leaders spoke about AI led automation as one of the primary technology disruptors. Investments in AI are continuously rising: Nearly **two-thirds of respondents** of the 2022 McKinsey Global Survey on AI expected that their companies’ **investments in AI would increase over the next few years**. As per the same report, AI with the power to **build better organizations** as it is increasingly applicable in a wide range of areas, e.g., **recruiting, learning, communication, organizational set-up**. From AI for basic, repeatable jobs to augmented AI and voice for higher order experience. This includes:

- **Automation of the 5Ds:** The automation of delicate, dirty, difficult, dull, and dangerous jobs is the first step of using automation for productivity. Across the interviews as well as the literature review, there were five categories of jobs that were identified to be automated. These included jobs that are

identified as dirty (menial jobs that under the evolution of human rights are being rightfully chosen to be automated) and could be identified at lowest end of value but critical to be automated spectrum to the other end of the spectrum that includes highly skilled and /or repeatable jobs by technology, thereby pushing the human contribution to move up the value chain. These could include delicate jobs that require high order precision to dull jobs that are repetitive in nature to dangerous and difficult jobs that again need to be automated to drive higher human intervention.

- **Data and analytics led repurpose of super specialist jobs:**
Super specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology and decision making by humans, thereby enabling the technology and human partnership.
- **Changing nature of technology led work enablement:**
This one is already differing by markets and will continue to get intensely unique in each of the markets, marked by market differentiation. In some advanced markets in the West, as an example, Machine IoT is taking priority. However, in more populated countries like India, the focus is on building people's networks and applying it to human behaviour.
- **Greater and more advanced application of some of the existing technology capabilities:** Some of the core technology capabilities will continue to get more advanced, thereby the problem-solving capacity of the same technology will advance further. We will see the improvement happening at two levels: Greater adoption of the existing

applications and newer applications of the existing technologies. Secondly, as there will be increased adoption of the existing technologies, there will be deeper problem solving as the single most important link to deliver value using technology will get delivered through the increased adoption.

- **AI for productivity enhancement** will continue to be a key lever of the use of AI at workplaces, towards delivering more for less:
 - As technology and Human will start partnering in day-to-day activities, there will be increased effectiveness that human will be able to deliver, thereby the same talent being deployed to do more. As an example, every human will have a virtual assistant who would be ‘uniquely mapped’ to the individual’s work styles, preferences and styles, thereby delivering through the combination more or better outcomes. This is something we are already seeing with the advent of various platforms that provide a host of repeatable and/or skill based and/or basic but time-consuming activities such as writing, editing, reviewing and even basic responding and looped searching. This in turn will deliver much higher productivity per employee (through advanced automation). Further, with highly specialised skills becoming a rare commodity, it will be critical that highly skilled talent is not wasted in basic delivery, thereby creating the case for advanced productivity tools. This would of course, for a while create the fear of redundancy

amongst talent that is not focusing on reinventing itself and being relevant for the future.

- Super specialised talent enablement for higher order work as gig model because of established talent sharing models and requisite data available to drive analytics and thereby target higher precision at high end skills requirements: Concept of Shared CEOs, CHROs on loan, Skills focused Board Members etc. to deliver skills focused outcomes will become a norm
- **Flexibility in operating models**, reach and security along with automation will be the higher order outcomes
- **Innovative applications of the technology platforms**: biggest innovation would be not the technology itself but the application of the technology and visualisation of the use of the technology to solve new and different problems
- **Generative AI for productivity**: One of the biggest advancements that is coming our way, which is different from the productivity focus alone, is the ability to link productivity with language and creativity and research capabilities through Generative AI. Generative AI might shape the future of work drastically. Generative AI-powered bots could take over repetitive tasks such as data entry, responding to customer inquiries, and scheduling appointments. This can free up human workers to focus on more creative and strategic work. Further, by analysing data on employees' preferences and behaviour, generative AI could create tailored work experiences that improve job satisfaction and increase productivity. Generative AI-powered tools such as chatbots and virtual assistants could

improve communication within an organization by providing real-time translation, summarizing meetings, and assisting with file-sharing. Generative AI-powered machines could assist humans in generating creative ideas, designs, and solutions. This could potentially lead to breakthrough innovations and new products. While generative AI can make work more efficient, it could also displace certain jobs, particularly those that rely heavily on repetitive tasks. However, it could create new job opportunities that require skills in programming, data analysis, and AI. Overall, generative AI has the potential to transform work experiences and provide value to industries across the board. However, it's important to ensure that the human workforce is augmented and supported by AI, rather than replaced by it.

Artificial intelligence as we know it, and as we see it, is all about productivity and simplification. The augmented intelligence is putting in the brain a little bit and taking micro decisions. Autonomous (intelligence) is actually becoming self-directed and taking decisions. The journey of autonomous intelligence and its full potential utilization has an economics to it, at the end of the day, right? It has an economics to it; it has a societal challenge to it. And some of those factors, when taken care of, will actually permit the full potential of it.

Long Interview, No. 08

We exist in this space, which in some ways, is no different from the physical world. So just as whatever we have in the physical world, whether it is real estate, it'll be a digital equivalent of that - the digital real estate. We have playground and we'll have a digital playground. Some parts of it are very scary, but I'm sort of saying that this prevalence between the physical world and the virtual world and that we can go between these two seamlessly. There's no difference and same would be in the sense of the virtual economy, (which) is no different from the physical economy in the sense that there's a creation of value and for value, there is an exchange and the exchange happens, whether it is a transaction that someone pays cash or whatever it might be - you could do the same thing in the digital world. And similarly, whatever is happening in the virtual space, the transactions are going to happen in the physical. It'll be seamless, the experiences seem seamless, and we could jump between these two worlds. We won't know the difference between the two. It comes naturally to us.

Long Interview, No. 07

- iii. **Human Voice: Technology as an enabler and differentiator for humanized experience** - One of the big shifts that got spoken about in the future of work context was the enablement of human voice through technology enablement. While this may sound

counter intuitive, one of the biggest outcomes of the human – technology partnership is the co-dependence creation around the strength areas, thereby imparting probable courage to the human voice, to be independent.

Is there a way to bridge? Is there a way to listen to what people are saying? Can they be given a stake in the future of the organization? That means working in a way that is very, very different from where we are today. Digitization has opened up the boundaries, they've made it much easier to create networks within the organization. But if leaders don't enable that empowerment and some structure to get things done, I'm not sure that it will be easy to retain your brightest talent.

Long Interview, No. 12

iv. **Metaverse enabled Human Experience Focused**

Digital Transformation: Some of the key shifts that are turning data more relatable and impactful for human experience include the advent of Metaverse, that is converting the static data into three-dimensional data. Over the coming decades, designing human experiences for the workplace will be significantly influenced by Metaverse, a virtual world that digitally recreates the physical world. Some of the prominent and impactful applications of Metaverse that could significantly shape the future of work, as identified in the inter Here are a few significant ways that the Metaverse will influence how people live and work in the future.

- Virtual Reality workplaces: The Metaverse will enable people to use virtual reality workplaces to work from anywhere in the globe, removing restrictions to employment based on location. Individuals will be able to do things like collaborate with co-workers around the world without ever leaving their homes because to this.
- Immersive Collaboration: By simulating real-world interactions and experiences in the metaverse, immersive collaboration will be made possible. Work teams will have the chance to collaborate in a virtual setting while sharing resources, knowledge, and data to accomplish shared objectives free from physical limitations.
- Training in Augmented Reality: Using the Metaverse, workers will be able to receive training in a variety of disciplines without being physically present. Employees are given the chance to learn new skills and refine existing ones in a virtual setting, improving their comprehension of sophisticated ideas and resources.
- Personalization of Work Experience: By re-creating dynamic virtual settings that are adapted to the needs and preferences of the individual, the Metaverse will enable personalised work experiences. To improve

their productivity, employees will be able to customise their working environment by changing the lighting, walls, and colours.

- Democratisation of the Workforce: By removing barriers to employment based on geography, the Metaverse will democratise the workforce and promote greater equality. As more people collaborate remotely with organisations throughout the world, it will also result in a greater diversity of information, skills, and cultures.
- Psychological Well-being: The Metaverse enables people to have more control over their social, emotional, and cognitive environments in their virtual workspaces, which will assist sustain psychological well-being at work.

In conclusion, it is anticipated that the Metaverse will have a significant influence on how human experiences are designed for the workplace of the future, enabling virtual reality workspaces, immersive collaboration, augmented reality training, personalised work experiences, democratisation of workforce, and psychological well-being. It will alter the conventional workstation, removing the limitations of the physical environment and improving the customization, connectivity, and satisfaction. Beyond metaverse, that requires right-brain capabilities like imagination and creativity for unstructured/no-agenda work, consumer awareness is also majorly being shaped by technology requiring advance in insights, methodology or

advising model. With an increased focus on Consumer and Employee Experience and importance of the voice because of social media will be an important shaping factor.

- v. **Technology led democratization of work, education, and skills:** Technology has the power to connect, empower and penetrate for scale. This is already being experienced in India, through the India technology stack developed by the government. For a very long time, inclusion has been controlled through the bias of reach and access. The post pandemic period broke the barrier of reach and thereby enabled the organizations and employees to equally, to depend on technology enablement and virtuality to connect, engage and problem solve. While that wasn't experienced as the ideal method for everything, it created a newer appreciation and acceptance of technology enablement to solve problems, particularly enabled redefining 'ways of working', learning and upskilling. This in turn, enabled creation of technologies, organizations and people who have now built the ecosystems that can take the human – technology partnership for driving democratization of learning, skills and specific categories of skill-based work. The way it stands today, most leaders interviewed, viewed this as one of the biggest 'silver linings' of the pandemic and if not pushed backwards to the older ways of working, this could completely change the currency of skills and the relationship between skills and education, thereby making both

distinct and the value expected from skills vs. education being different and serving different purposes that can best be enabled by technology. Some of the critical roles that technology is playing in the future of work include the following:

- Technology operating both as an aggregator and disseminator, leading to democratisation of work and education: The access through technology in the field of education and work has enabled access to the best-in-class education to the marginalised due to reduced cost of education as well as provision to drive greater outreach and easier access, while driving inclusion, access, and penetration of education

There is knowledge, there is a skill and then there is an education. That education is knowledge, skill, plus the overall personality that actually comes up. And a lot of people earlier, even now, have been selling knowledge or skill and been calling it education. Technology has come and just broken that off. And they are saying we have democratized knowledge and skill. If you really want education, which is, ability to think and build a network, build your personality, then you go for the educational institute, otherwise, knowledge and skill has actually been democratized.

Long Interview, No. 03

- Education shifting towards virtual and asynchronous mediums due to technology
- vi. **Technology and Human Partnership at a deeper level to change the partnership equation:** Today technology is seen as an enabler of the human for productivity and for delivering experience. However, the development of technology from a productivity enhancer to the virtual assistant to generative AI, today, is changing the relationship from assistance to

collaboration to complementing for higher order goals.

Technology in the future will continue to be used to augment human capabilities than competing or replacing the humans. One of the critical factors that will shape this relationship in the future will be the build-up of trust between human and technology to shape this relationship further. If technology were to be personified as a 'human' member on ones' team, the relationship would change dramatically depending upon how technology aids or hinders the build up of this equation. Some of the key aspects of the technology and human partnership that emerged from the interviews that are critical to how the future would get disrupted include the following:

- While today a lot of emphasis is being laid on data, as the journey of data is getting covered, the future will become data rich and thereby the opportunity to derive insights and take deeper data driven insights rather than content driven will lead to multiple changes in the decision, operations, and engagement constructs of organizations
- Multiple leaders spoke of using AI as a response to problems caused by people v/s AI leading the workforce, thereby changing the relationship of human and AI. However, the trust building mechanism with AI would be critical to enable this.
- A major shift identified by multiple leaders as well as in the FGDs was the impact of longer exposure to technology and its impact on rewiring our personality and cognitive profiles as humans. In the next twenty years or so, regular exposure to technology at work will probably have a considerable impact on people's cognitive profiles, both positively and negatively.

Here are some of the most significant ways that prolonged technology exposure may affect cognitive characteristics.

- a. **Better Cognitive Processing:** Using technologies like AI, automation, and machine learning at work will enhance human cognitive processing. This is because by giving people immediate feedback on their work, technology will enable people to digest information more rapidly, organise their thinking, and enhance their analytical and problem-solving abilities.
- b. **Reduced Attention Span:** Prolonged use of technology, such as social media and mobile devices, which offer constant stimulus, may cause humans to have a reduced attention span. This can impede productivity at work by making it challenging for people to concentrate on activities for long periods of time.
- c. **Reduced Memory Capacity:** People may have less memory capacity because of using technology to store and recall information, such as contact lists, to-do lists, and calendars. This can eventually restrict a person's capacity for information storage and spontaneous recall, lowering overall cognitive capacities.
- d. **Different levels of Creativity and Imagination:**
Prolonged exposure to technology may have a negative impact on human creativity and imagination since people may grow more dependent on it for concepts and answers. This can make it harder for someone to come up with innovative ideas, which might make the workplace less creative.

- e. Modifications to Social Intelligence: The employment of technology in the workplace has the potential to alter people's social intelligence. On the one hand, technology may boost social intelligence by giving people easier access to knowledge and resources, which fosters better teamwork, collaboration, and communication. On the other side, an excessive reliance on technology can harm interpersonal interactions, which would have a detrimental impact on social intelligence.

We will have colleagues that are technology. You're in conversation with them on a regular basis. And I imagine us being able to run some pretty serious, realistic simulations around how things will work because we've modelled a lot of what the world looks like in a space that we can then go play in. Super specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology and decision making by humans - technology and human partnership.

Long Interview, No. 11

In conclusion, prolonged exposure to technology in the workplace of the future by 2045 will probably have a significant impact on people's cognitive profiles, including improved cognitive processing but possibly at the expense of a decreased memory capacity, a limited ability to be creative, and possibly negative effects on social intelligence. To maintain a healthy and effective workforce in the future, it will be crucial to find a balance between employing technology to improve human cognitive capacities and making sure that the negative effects are reduced.

- Intentional use of technology to avert harm: One of the key partnership features of human and technology that came out was the ability to solve much deeper and larger issues using technology and the intentional use of technology to avert harm and manage biggest disruptions.
- vii. **Rising importance of diversity, equity, and Inclusion, enabled by technology:** While diversity, equity and inclusion is a stand-alone vector that got identified consistently by all leaders, specifically, the role of technology in enabling the connections could be over emphasized. In the future, technology is democratizing and will continue to do so in terms of skills, education, and work. This will enable deeper and broader penetration of opportunities and thereby inclusion. Again, the role of technology in averting biases and building a level playing field is well understood. Some of the critical characteristics that got called out specifically on this one, being enabled by technology include the following:
- Technology driven inclusion for the differently abled through advancements, thereby enabling inclusion and growth
 - The impact of tech led disruptions and the reach resulting in deep societal implications

- Technology led disruption is also enabling the followership and creation of tribes that are sometimes connecting on narrow and insufficient information and thereby leading to bigger issues such as extreme nationalism / regionalism...the advancement of

Technology is also giving you a more even playing field to people with limited abilities. Inclusivity is driving it. I was so fascinated; there was a guy sitting with me in an Indigo bus and was doing everything - he booked his own Uber cab. He just asked me, 'I'm not able to hear the name. Tell me which this location is' for some Google pin. Can you imagine? He didn't look visually impaired, but he reconfigured out how to go from Bombay to somewhere to somewhere and had done it.

Long Interview, No. 08

technology's impact on the society, if not governed well could also lead to factions of the society becoming more regressive in decisions / choices

viii. Public Digital Infrastructure Platforms for the future

One of the biggest opportunities of technology led disruption is the enabling opportunity of technology for governments and governance. This includes but is not limited to just good governance goals by government using technology. Technology disruption has become too big for governments to not play an advanced role. The role of governance and governments in shaping the citizen experience to ensure transparency, consistency, scale, and continuity whilst focusing on reliability will be a critical differentiator for governments to build citizen trust. As such, Digital Infrastructure Platforms for citizen services that are available and secured, will be the biggest opportunity for governments to drive mass improvement.

ix. The risk of potential overuse of technology leading to technology abuse

One of the primary areas of technology led disruption and its impact on the future of work that got called out was the impact of potential overuse of technology and its probable abuse. Some of the critical ones that got called out included the following:

- Drawing the wrong inferences from connections and nodes using AI causing harm
- Advancement of technology and AI based human analysis, leading to possible exploitation. Some of the leaders spoke about the potential abuse of human data by over indexing on causations and possibilities thereby leading to dangerous outcomes. Use of neuro technology advancements and its application to decipher the human mind and using it for commercial gains, nudges of for productivity could be one major fallout, in the absence of protective governance and rights of stakeholders considered. A study by PwC in 2017 on Workforce of the Future 2030¹⁴, talks about different simultaneous worlds that may coexist. Specifically in the case of a world where corporations are ruling (The Blue World), it talks about companies choosing to monitor and measure employee productivity, their performance, their health, and wellbeing and their overall choices, both within the organization and outside the organization with the intent of taking extreme care of the employee but also wanting to drive productivity beyond the realms of work. It also spoke of productivity pills (cognitive enhancer drugs as a research and application) that

¹⁴ <https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf>

organizations could envisage and people wanting to associate with the companies may be open to experiment.

Some of the risks associated with technology that need to be considered and responded to include the following:

- **Technologically connected, but ideologically more fractured world:** The world is getting connected technologically, but in the absence of enough ideological connections, the society and the world at large is getting more disconnected, almost fragmented and distributed around their conditions.
- **Cyber Risks:** In a technologically connected and merging world, the opportunity to solve for problems will also come with the
- **Human exploitation:** The levels of awareness, intelligence and ability to connect the potential dots will not be the same for all humans. However, technology enablement will have a certain level of consistency. Being developed by less than 1% of the brightest people in the world, the advanced applications are being designed, and use cases being thought of, continuously by a much higher order of the brain. Hence, in the absence of deep governance, it could lead to massive human exploitation, even without the common man/ woman realising the same.

- x. **Capability Agility and Relevance: New and changing set of skills and capability** requirements: Capability for the future and the drive by technology will be one of the highest enablers for the future and the role of technology is going to be critical for it.

Some of the critical considerations that got called out included:

- Extinction of existing careers due to reconstruction of routine tasks and modern technology
- Technology elevating the work of those who stand out
- Technology horsepower will become a necessary table-stakes at a capacity as well as at a skills level
- Growing Capacity for individuals to do more with the same resources: time, distance, etc.
- Power of the Person made efficient by tech: Level 1 and Level 2 support by technology to create more human capacity
- Technology-led skilling for content creation would people to operate independently

xi. **Changing order of leadership expectations:** Technologically led advancements are shaping the future of work dramatically. As talent models become open, the need for transmitting the organisation's DNA (culture, experience, values) from leadership to organisation will become critical, thereby establishing the need of **Leadership as a Function** that drives leadership focused outcomes whilst skills focused outcomes could be delivered and enabled BU roles at all levels. Understanding of technology and its utility for problem solving as well as the associated issues with technology will be capabilities that leaders will need to have at the same level, as technical and domain/ industry capabilities. This includes leaders' ability to decipher the disruption of their domain / industry through use of digital for productivity improvement, higher order delivery and experience as well as for solving higher order issues.

xii. **Culture for Digital:** A big shift that will be required and will be visible in organizations because of technology led disruption is the culture for digital. Digital transformation in the future would require multiple levels of digital application:

- i. Digital for productivity:
- ii. Digital for customer experience
- iii. Digital for human / employee experience
- iv. Digital for human and technology partnership
- v. Digital for human learning

Each of these require a massive mindset shift. With all / most of these transitions happening simultaneously, organizations and leaders will need to be mindful of how they are being enabled.

xiii. Technological advancement and its impact on the long-term shifts – healthcare, environment, and climate

- The sectors that will get disrupted the most include healthcare, financial sector, education and skills. As an example, the technology's role in changing longevity and its impact on demography is huge. The phenomena of climate tech – both climate and technology are evolving at a fast pace, way beyond the human mind can decipher. Climate, we cannot control but technology and its full capacity can become our biggest strength to leverage for climate, towards lesser of negative impact. The rapid pace of technology serves as a hope to tackle climate issues – predict/control/respond better (eg: First flu at nature's mercy and with COVID fast tech advancement made it manageable). The need to prioritize technology for some of the highest order problems rather than the most lucrative problems will be key. The role and

strategic prioritization by the government in enabling this would be critical.

xiv. Changing Equation of workforce and technology in the near and long term: Technology led disruption and the human evolution:

Technology is a strong disruptor of the talent equation and some of the biggest shifts that technology would enable includes the following:

- AI as a response to problems caused by people v/s AI leading the workforce
- Longer exposure to technology rewiring our personality and cognitive profile
- Extended exposure to technology and its impact on the evolution of human and their well being

IV. Key characteristics of work – workforce and workplace that seem to emerge because of this vector through the triangulation that emerged as the near-term possibilities:

Over the next twenty years, technology disruption will continue to change the nature of work, the workplace, and the workforce. Here are a few important ways that technological disruption will affect the nature of work in the future.

A. Job roles will be redefined by automation and AI: Automation and AI will keep redefining job roles, particularly in repetitive, process-driven jobs. To reduce errors, increase productivity, enable quicker decision-making, and free up people to focus on more inventive and creative jobs that need human intellect and decision-making, the integration and adoption of AI into workflows will be

essential drivers. While this seems almost possible and already happening even today to reach its full potential, consistently, there are a lot of dependencies amongst the other vectors that will come in the way and perhaps not enable it at the ideal pace at which this could have happened. If exceptional circumstances like the pandemic that impacted the entire world consistently, made the entire world, regardless of their economic status, make a step change in the use of technology and redefining workplaces. In the absence of such an uncontrollable massive push, this shift in employment roles will continue to happen, but the pace will differ. But in the next two decades, surely, organizations that are not deeply automated and not using human only for higher order work, will not exist. However, the evolution of the human must keep pace with automation to ensure mass societal challenges of employment, education and relevance don't slow the automation beyond a threshold level.

B. Agile workspaces: Technology-enabled modular workplaces and flexible office layouts will become increasingly common, enabling organisations to adjust more quickly to shifts in the workforce or the business climate. Given the ongoing trend to remote work, agility will be a crucial component in assisting organisations in getting the most out of their space.

C. Remote work will be more persuasive: As communication and collaboration technologies advance, remote work will spread more widely. As a result, accessibility of the workforce will no longer be constrained by distance. Virtual and augmented reality will make it easier to collaborate remotely, obfuscate geographical boundaries, and enable genuinely global teams.

D. Augmented and virtual reality will transform how we learn and

work: Training and skill-development programmes will be replaced by gamified systems that offer experiences that replicate the real thing and provide a truly immersive learning environment. Virtual and augmented reality experiences will rule how we learn and work.

E. Privacy and cybersecurity will be highlighted more: Given the growing use of technology in company operations, cybersecurity and privacy will become more important. Companies will be compelled to invest more money in risk management, data security, and privacy.

F. The gig workforce will keep expanding: As technology makes project work and collaboration much more comfortable, businesses can use specialised skill sets for certain projects rather than hiring permanent staff, which will lead to the continued growth of the gig workforce.

The automation, augmentation, and virtualization of jobs, the democratisation of the workforce, the creation of virtual and agile workspaces, and a greater emphasis on cybersecurity and privacy are all effects of technology disruption that will affect work, the workplace, and the workforce. These effects will all work in concert to help businesses optimise work in a rapidly changing operating environment.

Technology is playing a very big role of an aggregator and disseminator, and that is going to be a big thing. The careers and the options available for people will undergo certainly a big change, because a large number of routine activities will probably be taken over. That is something that you can actually see even today, that a large number of the careers really don't exist now.

Long Interview, No. 02

The nature of work in India changing due to AI. This is different from the West where machine IoT takes priority. Here, the focus is on building people's networks and applying it to human behaviour.

Long Interview, No.13

V. The best and the worst cases envisaged on account of the technology led disruption:

Some of the best-case scenario characteristics imagined on account of technology led disruption include the following:

1. Human and technology partner to solve some of the biggest challenges including that of climate and healthcare by defining the best norms of partnership
2. The dull, dirty, dangerous, difficult, and demanding work will get replaced by automation resulting in human being pushed to its highest intellectual capacity for contribution and impact
3. Technology disruption being caused by a select few companies will get adjusted

4. Decentralized form of technology like block chain and distributed ledger become the dominant forms
5. Democratisation of education, skills, work, and finance, all enabled through technology led connectivity
6. World more connected on issues that need global / regional intervention and thereby ability to manage and control them improves remarkably
7. With technology led connectivity, larger issues of rapid urbanisation are solved for by reverse migration that will ensure a more equalised distribution of work amongst workforce, regardless of workplace
8. An opportunity to solve for diversity and a leveller for equity by enabling reach, connectivity, and communication.
9. Public digital goods will become one of the biggest ways of driving some of the largest democracies and will enable fast growing economies to hack their growth path
10. Access to anytime knowledge and learning: degrees become table-stakes
11. Automation enabling basic chores of life
12. Technology will make life simple but dependent... (How do we ensure that decision making, intuition are focused upon as technology drives predictability and ease in life)"
13. The social-cultural change might nudge in that direction. There is a clash against the tremendous power that four or five big companies have. So that's the best case and if we do that, and we're able to solve with the democratization of technology, we're able to solve many of the problems we have.
14. One of the big things about this tech revolution, is that it is dematerializing physical goods, and by dematerializing physical

goods, it lends itself to democratization automatically. So, even our health has data, the common man, whether they have anything else or not, they surely, they have a phone. Thus, technology being all pervasive is constantly tailing us and making us a data provider than a data user.

15. The opportunity to create accountability on the back of available data for some of the high priority goals, in a connected world. Thus, at an individual level, I am able to see my carbon emission score, that can be linked to my finances and I have a highly personalized tax, that takes cognizance of what I am contribution at an overall level as a global and a local citizen.
16. One of the best-case scenario options is that we genuinely enter a much, much better world where a decentralized set of technologies can provide access to basic health care and education across the world. And this would be led by both technology and intent for social impact. This as a best-case scenario can't and shouldn't be ruled out entirely as a possibility because we are seeing nudges towards this in the world at large.
17. Finally, one of the best outcomes of the massive technology led disruption could be that it makes us realise the importance of compassion and human touch, thereby moving the society towards valuing 'humanness' over productivity.

The future of work will be assisted by technology and not replaced by technology. And in that assistedness, technology will really help in the 4D formula - anything that is really a dirty/delicate/dangerous/duplicate job. There will be a replacement in dirty and dangerous and assistance in delicate and duplicate. That would mean, robots and automation instead of manual scavenging in Indian context.

Long Interview, No. 22

In the best-case scenario, I think some of this extraordinary - perhaps more than it's fair for any company to have in their hands - would get curtailed through other technology, which can come and control it. So, if some of the decentralized forms of technology like blockchain and distributed ledger, etc. become the dominant forms, for some series of events, I cannot at all predict that becomes the thing to be and it may happen. The social-cultural change might nudge in that direction. One of the big things about this tech revolution in particular, is it is dematerializing physical goods, and by dematerializing physical goods, it lends itself to democratization automatically. So, that's the best-case scenario that we genuinely enter a much, much better world where a decentralized set of technologies is able to provide access to basic health care and education across the world. And this would be led by both technology and intent for social impact.

Long Interview, No. 19

There will be greater and more advanced application of some of the existing technology capabilities along with greater adoption of the existing applications and newer applications of the existing technologies. Amongst some of the core technology platforms such as IoT, 5G, Metaverse, some will become highly affordable due to the deeper penetration. The biggest innovation would be not the technology itself but the application of the technology and visualisation of the use of the technology to solve new and different problems. The application could be for improvisation (reduced time for same work, greater efficiency, precision, rapid automation or greater security).

Long Interview, No. 08

We are finding new means of using technology but distancing ourselves from humans. That is too bad. For the organizations today, using technology has taken away the emotional connect, whereas it should be the other way around. That is going to be the next way. Whether technology moves faster or slower, organizations will move faster to reverse some of it to bring back the human connect, and emotions and say, 'Look, this emotional intelligence is what is going to lead us to a better future, not the business intelligence.' We are more focused on this business intelligence but let's focus on emotional intelligence.

Long Interview, No. 15

Some of the worst-case scenario characteristics as envisaged on account of technology led disruption include the following:

1. Lack of balance in the human and technology equation resulting from overt use of technology's capabilities akin to the intellectual capacity of a very small fraction of humans that leads the rest of the world. This could include overdependence on technology resulting in distorted human capability, generational divide, and thoughts/perspective-based polarisation of the society.

The knowledge that comes through music, the knowledge through contemplation, the spiritual world - that is thinning out. I suspect it's still quite rich in India. But in Europe, in our knowledge, and the love of art - real art, real music - I think is weakening. And as we rely more and more upon the empirical world, the observation of patterns in the external world and the neglect of the inner world, the spirit so to speak is exhausted.

Long Interview, No. 29

2. Lifestyle issues and disorders due to a parallel world created in the future through the use of technology: the human will advance to do more complex work with the help / partnership of technology but will lose its capabilities to do basic activities resulting in becoming dumber while becoming more refined.
3. The power of digital first companies and their power to yield and influence large economies – the capitalist interest of the digitally advanced companies could impact the 'greater good' interest of countries and societies at large. Further centralization of technologies amongst the top companies dealing with technology in

the world; it's almost imagining and purposing five people to have the interest of the world, which could be an extremely risky proposition.

4. Digital led marginalisation instead of digital led democratisation and equity is also a possibility. There will thus be the need for regulation which will be the deciding factor and have global interest
5. The risk of cyber and other related risks of incomplete information or inadequate skills around use of technology could make lack of skills a huge point of vulnerability
6. Misinformation / disinformation and its impact on building or breaking trust is something societies, governments, organizations and people at large will need to be cognizant of. The ability to differentiate and decipher the truth from the 'maliciously led false' could have a huge impact on the equation of trust and result in polarisation around interpretations instead of followership of the truth
 - a. Technology led disruptions in the future of work are like a big puzzle with multiple people seeing and deciphering only parts that are visible or relevant to them
 - b. Worst case of technology could be a demon who takes over ...we can let the technology become the demon ...it destroys the human relationship. Make technology so narrow in the measure that it loses control on impact...

These technology giant firms are playing a huge role, by which they are controlling both the demand side and then data, but obviously, the monetization of data. On an extreme end, the worst-case scenario could be the same. Some of the things that we are experiencing now will play out again, but even worse, right? These systems, they could be controlled by very few (and some countries or criminals or these cartels), that you wouldn't want that they're anywhere close to this, given what they could bring about as a result of it. Whether it is China, whether it's North Korea, whether it's Russia and if they do start controlling parts of this network, they could create mayhem, total chaos. And so that would be the worst-case scenario.

Long Interview, No. 07

I get a degree from Google or Amazon University. I share my space with others. At an individual level, I can measure and reduce carbon footprint by using all electric vehicles and the process is seamless because there is complete infrastructure for it. After I come home, the juice is already ready with a machine. Technology prepares my meal; a lot of things get simple in my life. I am with the dumbest person across generations, because extreme technology may make me dependent.

Long Interview, No. 01

We can have a better intent or not. We can set out not to deploy a technology, which deliberately and actively causes harm. I think certainly in the West, there's a growing bossware, surveillance-ware, software that is being used, and supposedly to track productivity and activity. There's a lot of snake oil right now being sold, where people are drawing the wrong inferences from connections and nodes. The claims that a current generation of AI technology companies are making for what they understand about work are profoundly dangerous.

Long Interview, No. 05

VI. Triangulating from the various sources to imagine Vector 1 and its impact on Future of Work:

The relationship between humans and technology is altering in a number of ways because to technology. The quick development of artificial intelligence, machine learning, and automation is what motivated this alliance.

Future technology-human partnerships will be based on a mutually beneficial and cooperative relationship. Technology will increasingly be developed to complement human abilities rather than to replace the workforce with humans.

The outcome of this interaction between people and technology will have a big impact on people's trust. This is due to the fact that technology is becoming a more important factor in a variety of areas, including finance and healthcare. Therefore, in the digital age, having faith in technology is more and more important.

Here are some effects on human trust that the technology and human cooperation will have:

1. **Enhanced productivity:** The collaboration of technology and people will boost productivity across a range of industries. By enhancing workflow productivity, this improved efficiency will enable businesses to produce more, which will promote consumer trust.

2. **Algorithmic transparency:** Concerns regarding confidence in technology have been highlighted by the use of artificial intelligence and machine learning in decision-making algorithms. Developers must therefore maintain transparency on the algorithms they utilise, the data sources they use, and the selection factors that affect the output of the algorithms.
3. **Extreme Collaboration:** Collaboration and communication will improve because of the technology and human collaboration, as will interactions between people and machines in the workplace. Building trust will be necessary for these collaborations since it will be crucial for the collection, validation, quality control, and interpretation of data.
4. **Humanising technology:** For technology and people to work together, the technology sector needs to develop a user-centric design that places a high focus on taking into account human wants and experiences while developing technological solutions. Technology will become more approachable, fostering a stronger bond between people and technology.
5. **Data protection and privacy regulations:** Compliance with regulatory standards and data protection and privacy laws will be a key aspect in determining whether or not people will trust technology and the judgement of artificial intelligence.

In conclusion, the combination of technology and human collaboration will fundamentally alter the way we do business. Building human confidence will require trust-building strategies that foster transparency, cooperation, and communication within the technology and human partnership equation.

To sum up, disruptive technology will continue to shape the world in unpredictable ways for the next 20 years and beyond. It could elevate the role of humans in partnership with technology, but utilizing its full potential requires careful consideration and planning. The future of work will demand specialized skills, requiring collaboration between different parts of the global and local ecosystems. The impact of this disruption will significantly influence human behaviour and choices. While there are challenges such as the loss of jobs and industries, there are also opportunities for new approaches to work, thinking, and action. To succeed, individuals, organizations, and ecosystems must be adaptable and willing to embrace change. The best outcome could be an integrated ecosystem, while the worst case could be parts of the ecosystem operating in a fractured world.

The ability to adapt and willingness to change at an individual, organization and ecosystem level will be key to getting the best outcomes of this disruption, thereby emphasizing the need to understand these shifts real time for today and into the future, and work on building those skills and capabilities.



Vector 2: Climate and Environment Disruption and its impact on the World



IX. Vector 2: Climate and Environment Disruption and its impact on the world

One of the biggest disruptors for the future and almost for the existence of the humankind is that of climate and environment led disruption. A critical resource, identified as Natural Resource (beyond human resources and capital resources, is natural resources) that has been taken for granted as it's treated as natural and hence freely available has led to mass exploitation resulting in irreversible challenges associated with environment led disruption. The impact of climate and environment led disruption are far reaching and include some of the Biggest natural disasters. However, some of the bigger challenges associated with the existence for all industries since centuries, that has been taken for granted and now its impact.

02 Environment and Climate led disruptions and its impact on the Future of Work

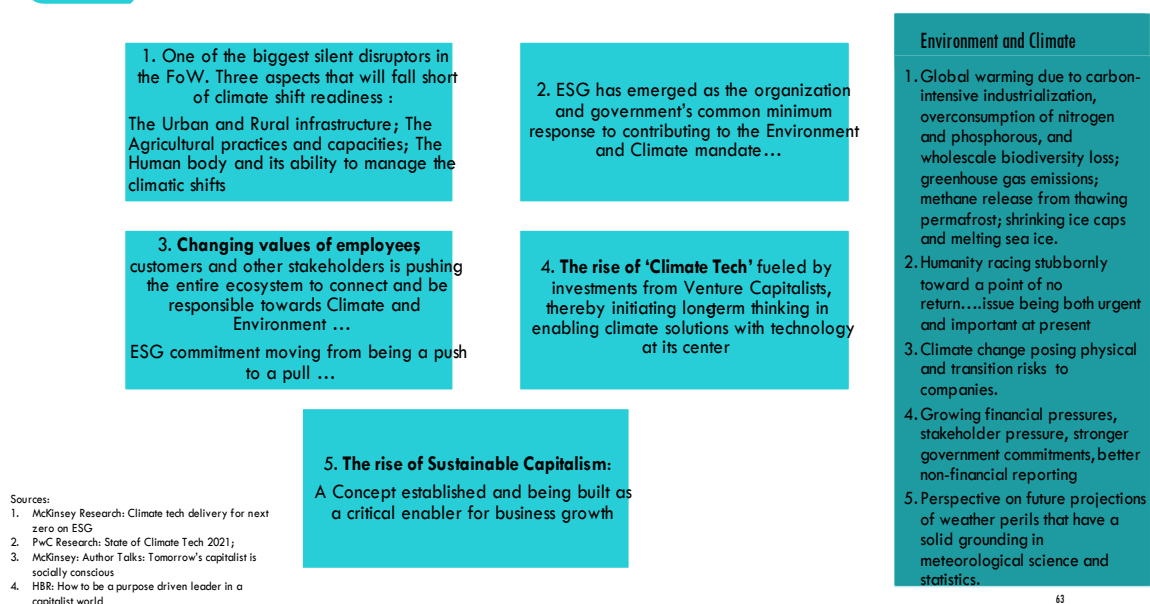


Exhibit 14:Future of Work Characteristics from interviews for Vector 2

- **S&P 50 Data Analysis for the key terms**
pertaining to Climate & Environment

As I analysed the nine key terms pertaining to Climate and Environment across the S&P 50 companies for the seven year period, the average reference to all the words over the seven year period has gone up, with the exception of environment as a term for 2022, emphasizing perhaps the movement towards actual action with a step increase in the average use of the terms climate and sustainability, followed by an increase in the average frequency of the term emission, thereby pointing towards action oriented words associated with environment and climate.

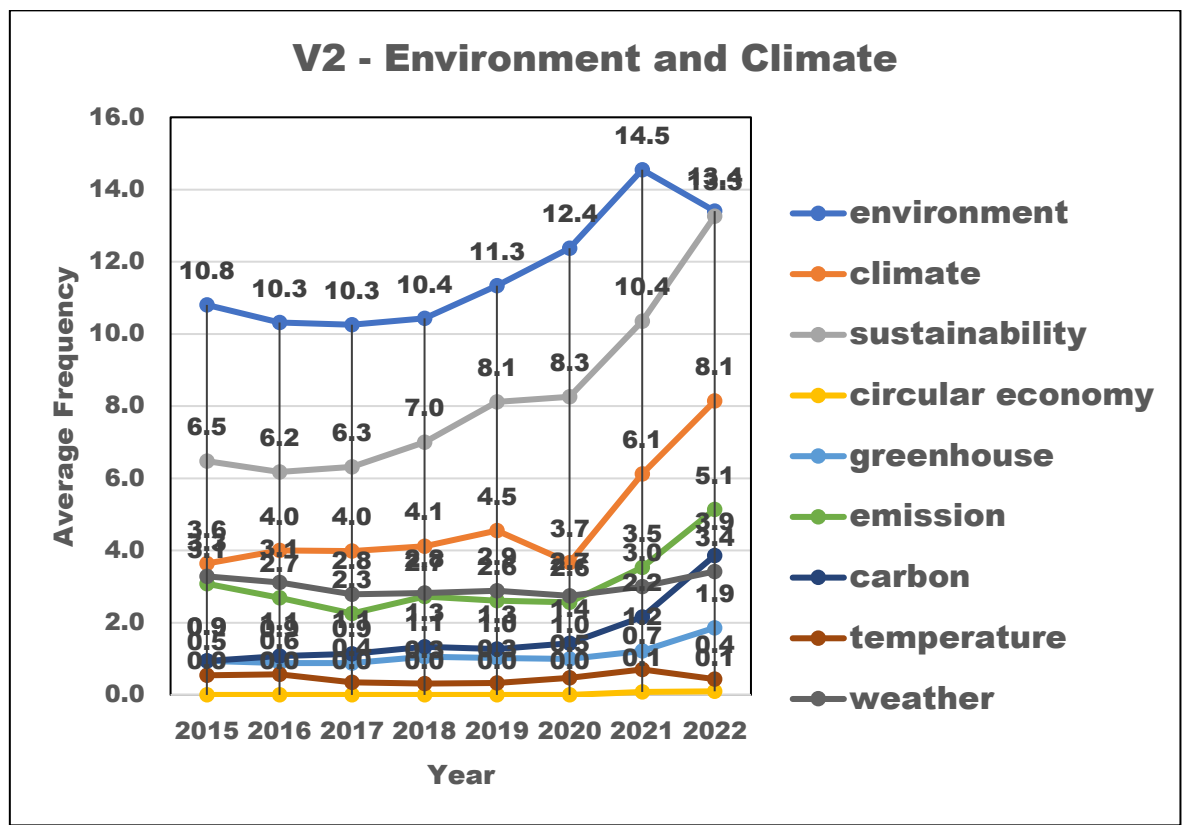


Exhibit 15: S&P 50 Data analysis for Vector 2

As we can see from the data trends above, sustainability and climate as key words have seen a very sharp increase. So have the terms viz. emission, greenhouse, carbon. There is less of an upward tick on decisive

terms such as circular economy. The two terms that have shown a negative tick for 2022 are environment and temperature. Clearly, the time to address these as broad-based issues is gone and the time to talk of actions such as sustainability, climate, emission, carbon and greenhouse are seeing precedence.

- **Definition of Climate and Environment led disruption:**

The future of work will be majorly influenced by climate and environment led disruption. While there is an increased awareness about the climate led impact, the problem will only aggravate and result in a tipping point from where the imminent action will be required. With environment and climate being at the centre of most board conversations in organizations, government priorities and governance priorities globally are shifting towards creating awareness and accepting the need to pay attention to this important challenge that is soon going to shape the world.

“Climate and Environment led disruption is the slowly and increasingly rising impact of environment and climate led impact on daily decisions pertaining to work and choices workforce and organization are taking / will take to build a more conscious society. Climate and environment led disruption is slow, tenuous, irreversible, and far reaching. Hence, the disruption that’s climate and environment led will require an active, all-inclusive realisation and acceptance for action across all cross sections of the society”.

I think we are at the tipping point, where we are not even sure whether it's not too late. So, I don't think climate and environment is going to go away in 20 years. Even if we are on time, even if we do everything, I think the needle will take at least 20-25 years to change because it took us 100 years to get here. No matter what you do, even with a larger population, and particularly because of a larger population, it's not going to go away in 20 years, completely. So, I believe you have to be cognizant, because you will be made to be cognizant. And compliance will drive that. It's not that everyone is an environment warrior and even environment warrior can't change the equation. You will have to have large scale thinking about how are you planning to all this thing about plastic and climate.

Long Interview, No. 08

- **Key themes that emerged from the one-on-one interviews and focused group discussions:**

Some of the biggest advancements in the field of climate and technology as identified through the interviews could be categorised into the following:

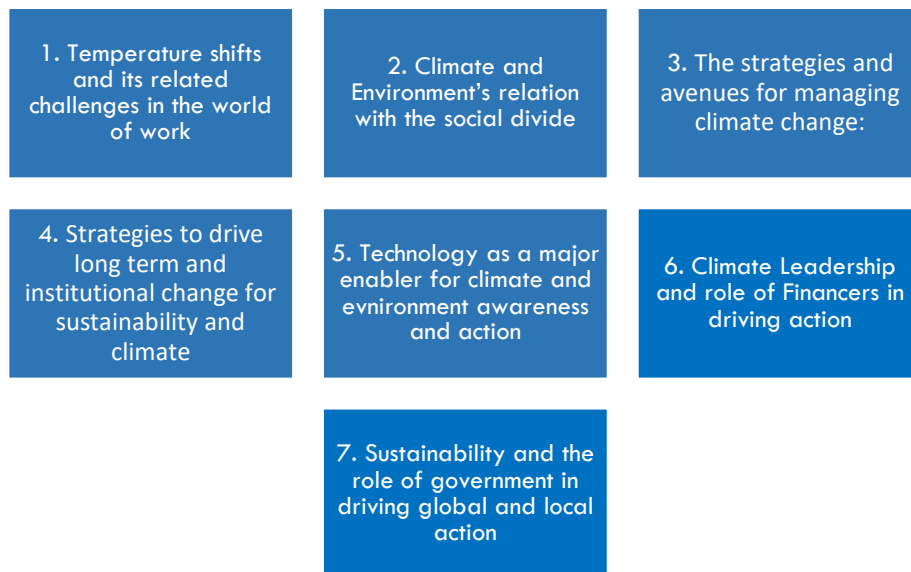


Exhibit 16: Future of Work Characteristics from interviews for Vector 2
Some of the key themes that emerged for this vector from the interviews and FGDs:

1. Temperature shifts and its related challenges in the world of work:

Most of the leaders who were interviewed and spoke about how parts of the world will become unliveable because of massive temperature shifts:

- Massive temperature shifts across the world resulting in parts of world becoming / to become uninhabitable. Parts of the world to be under water that creates strong realization amongst countries, societies to act and take the problem of climate seriously. Many regions of the world are experiencing temperature changes, notably because of climate change, and others are on the verge of being uninhabitable owing to excessive heat. Some effects include the following:
 - **Heatwaves and drought:** Due to climate change, heatwaves are becoming more frequent and severe, making it difficult for people to live in hot climates.

Additionally, droughts are growing more frequent and severe, which reduces access to food and water and lowers people's quality of life.

- **Health consequences:** As temperatures rise, more people may get sick or die from heat-related conditions. Particularly at risk are people who suffer from conditions like diabetes, heart disease, or respiratory disorders.
- **Migration:** When temperatures are too high, people are forced to leave the locations they once called home and move to cooler climates, which causes population upheaval and displacement.
- **Economic losses:** Extreme temperature changes may have an impact on a region's ability to sustainably grow and develop, which may limit job and career options.
- **Degradation of the environment:** Changes in temperature may result in changes in ecological patterns, which might be very problematic for biodiversity and the earth's ecology.

These effects are warning indications that climate change is altering the natural order of the planet, and immediate action is needed to stop any potentially catastrophic effects on the environment and humanity. There are numerous instances worldwide when temperature changes brought on by climate change have negatively impacted liveability in different ways. The following are a few famous examples:

- **Australia:** Due to warmer waters, the Great Barrier Reef, which is situated in the north-eastern region of the nation,

has gone through many bleaching events, seriously harming this crucial ecosystem.

- **India:** The nation has been hit by severe heatwaves with temperatures as high as 50 degrees Celsius, which have killed many people and reduced agricultural output.
- **Arctic:** The loss of sea ice, diminished snowfall, and thawing permafrost are having a substantial ecological and societal impact, including land erosion and decreased fish availability.
- **Europe:** Heatwaves have afflicted many European towns, causing fatalities and making it uncomfortable to engage in outdoor activities.
- **USA:** Severe droughts and wildfires have had a negative impact on the country's western region, while sea level rise and flooding pose a threat to the country's coastline regions.

These are just a few instances of how temperature changes brought on by climate change have a big impact on people's lives all over the world and on the ecosystem. The world, however, is divided on the pace and urgency to shift their accountabilities to make climate and equally urgent problem to solve at the same pace

2. Climate and Environment's relation with the social divide

Disruptions to the climate and environment can have a big impact on how inclusive and unequal society is. Several things, including natural disasters, ecological changes, and climate policies, can have an impact on these outcomes. Some significant effects include:

- i. **Economic inequality:** People who are already at risk owing to their economic situation or location may be affected by climate-

related calamities. These occurrences have the potential to cause large economic losses and disrupt people's livelihoods who are already having a hard time meeting their fundamental requirements.

- ii. **Health disparities:** The effects of climate change on human health can be devastating, increasing the risk of infectious diseases, malnutrition, and respiratory illnesses. People who already have poor health, have little access to healthcare services, or live in high-risk locations may experience these effects more severely.
- iii. **Social displacement and migration:** Those most impacted by climate change, including those who reside in coastal regions or who are subject to catastrophic weather occurrences, may be compelled to migrate, leading to social displacement. These migrations run the risk of escalating social tensions, creating cultural chasms, and decreasing migrant groups' economic prospects.
- iv. **Resource access:** As a result of resource scarcity brought on by climate change, persons with greater privilege and power may be able to relocate or more easily maintain their access to resources. As a result, there may be wider socioeconomic gaps and more barriers that are discriminatory.

Overall, the social divide and societal inclusion are impacted in a variety of ways by climate and environmental disruption, which can have a particularly negative effect on the most vulnerable. To address these problems, policies that are inclusive, approachable, and consider the worries of the most vulnerable groups would need to be developed. This would help to lessen the effects of climate change and protect people's well-being and socioeconomic standing. What came out clearly was that

the marginalised groups affected most by climate change and needing acknowledgement. Real threat of global warming which is going to get worse as economies grow, people become more affluent, consume, and pollute more. The working class being asked to give up their livelihoods because of the climate urgencies of the West. Huge disparity for the climate change problem, where the marginalised pay for the problems of Western origin. Climate impacting the livelihoods of people since majority is dependent on agriculture and therefore climate.

Other critical themes that emerged included the following, consistently across the interviews:

3. The strategies and avenues for managing climate change:

Maintaining a sustainable future and preserving the planet's ecosystems depend on managing climate change. The following are some effective tactics for managing climate change:

- **Carbon Pricing:** Setting a price on carbon through taxes or tradeable emission permits encourages businesses and people to lessen their carbon footprint, which ultimately lowers atmospheric greenhouse gas emissions.
- **Renewable Energy:** It is thought that one of the most effective ways to lower carbon emissions and reliance on fossil fuels is to promote and increase the use of renewable energy sources like wind, solar, and hydropower.
- **Technological Innovation:** The creation of new technologies may provide a special contribution to long-term sustainability. For instance, carbon capture devices can lower the atmospheric levels of carbon.
- **Building "Green":** Energy-efficient structures made of environmentally friendly materials, passive construction methods,

and the newest energy-saving technology can cut carbon emissions and promote sustainable living.

- **Green Transport:** Promoting the use of dependable, inexpensive, and energy-efficient public transportation helps to lessen the negative effects of transportation on the environment while opening up opportunities for economic growth.
- **Sustainable Agriculture:** Promoting soil health, crop diversification, waste reduction, and sustainable agriculture practises all help the environment and support wholesome food systems for people.
- **Climate-Smart Forestry:** Providing incentives for forest conservation and sustainable management not only lowers carbon emissions but also provides vulnerable populations with employment possibilities and fosters the regeneration of many biological systems
- **Green finance mechanisms:** Establishing new channels for green finance mechanisms can help fund projects that aim to combat climate change.
- **Building Resilience:** By adopting a holistic strategy, nations and communities can strengthen their resistance to the consequences of climate change and strengthen the environmental, economic, social, and institutional systems to make them less susceptible to disturbances and better able to bounce back from them.
- **Circular Economy:** Climate disruption and other environmental problems are mostly caused by the linear economy, which places a high priority on resource extraction, production, consumption, and disposal. The circular economy, in contrast, places a higher priority on the reuse, reduce, and recycle principles in the creation, use, and disposal of products. Resources are used sustainably and

productively in the circular economy, which places an emphasis on creating value and preserving limited natural resources. The sourcing of raw materials and other inputs is sustainable, and products are made with the idea that they will be recycled, repurposed, or utilised again. A systemic shift away from the linear economy is necessary in order to implement the circular economy, which is regarded as a revolutionary model. By moving towards a circular economy, we can cut waste, resource depletion, greenhouse gas emissions, and material inefficiency.

- **Waste Management:** For each of these methods to be fully effective, cooperation at the policy, economic, social, and institutional levels is required. Governments, the corporate sector, non-governmental organisations, and communities must collaborate on a worldwide scale to identify effective solutions to lessen the negative effects of climate change and safeguard ecological systems. Since waste generation and disposal often result in high levels of greenhouse gas emissions, waste management strategies have significant climate change consequences. Effective waste management can greatly lessen effects on the environment and climate by minimising waste through product design, recovery, recycling, and disposal techniques.

For each of these methods to be fully effective, cooperation at the policy, economic, social, and institutional levels is required. Governments, the corporate sector, non-governmental organisations, and communities must collaborate on a worldwide scale to identify effective solutions to lessen the negative effects of climate change and safeguard ecological systems.

4. Strategies to drive long term and institutional change for sustainability and climate:

To effectively prevent disruptions to sustainability and the climate, institutional and large-scale change are required. The following are a few long-term tactics identified that could facilitate such change:

- **Education and awareness:** Raising awareness and educating people about climate change and sustainability can help people better grasp the problem, see the need for change, and be inspired to get involved in finding solutions that will lead to a sustainable future. This necessitates spending on education at all levels, from elementary to university.
- **Regulatory Intervention:** To promote accountability and compel compliance among businesses and individuals, the government, institutions, and regulators must prioritise the passage and execution of laws and regulations. Setting international and national standards that place a priority on sustainability can aid in moving forward in the correct direction.
- **Innovation:** Change is vital but not necessarily simple. Research and development can generate fresh ideas for techniques and procedures to lower carbon emissions and hasten the shift to a low-carbon economy.
- **Collaboration:** In order to effect significant change, cooperation between institutions, corporations, governments, and civil society groups is essential. Partnerships have an impact on national and regional development because they generate tangible results and encourage businesses and investors to join the struggle for a sustainable future.
- **Technology:** In addition to strategies that boost energy effectiveness, lower greenhouse gas emissions, and support zero

waste practises, green technology like electric cars and smart building systems must be pushed.

- **Economic incentives:** Promoting economic models that give green company models based on sustainable options the highest priority, rewarding sustainable behaviour, and punishing unsustainable business models can all be powerful tools for enacting change.
- **Advocacy and Public discourse:** In order to influence policy and decision-makers, advocacy and public discourse are necessary. This informs the general public about practical strategies for achieving sustainability. To urge a shift to a more sustainable future, citizens must speak out and take part in advocacy activities.

These tactics necessitate a combination of quick action and ongoing investment in approaches to large-scale change that are driven by research, economics, technology, and public discourse. The journey begins with a single step, despite the long and twisting nature of the path to a sustainable future. **The journey will have to be a pull rather than a push towards building a sustainable society.** This will have to be by focusing on the culture and mindset for sustainability and through different levels of capability building, right from awareness to action orientation and measuring impact. Most importantly, while this is yet being treated as a slow burner problem, thereby resulting in further aggravation, this truly requires an ecosystem approach to solving the problem with accountabilities set at multiple levels, including organizations, countries, and individuals, which can be attained through continuous advocacy beyond communication.

5. Technology as a major enabler for climate and environment

awareness and action: The role of technology as a major enabler for

climate and climate tech will be one of biggest identified vectors for climate action. Some of the critical ones that got identified as plausible actions include the following:

- **Sustainable business practices:** Technologies like cloud computing, remote work, and video conferencing can assist businesses in implementing sustainable business practises. By reducing business travel, energy use, and carbon emissions, these technologies can help us move towards more environmentally friendly manufacturing methods.
- **Smart Buildings and Smart Infrastructure:** Artificial intelligence (AI) and sensor-enhanced technological innovation in the form of smart buildings may improve sustainability. These structures can make sure that resources like lighting, heating, and other utilities only activate when necessary and shut off automatically when not. According to study, roughly 30% of the energy used in buildings might be saved by employing energy-efficient equipment and changing behaviour.
- **Green data centres:** Using low-carbon electricity sources, technology can aid in the development of green data centres. Because they store, process, and transport data, data centres now require a lot of energy. However, adopting sustainable practises in these facilities can greatly cut emissions.
- **Tracking carbon footprints:** By collecting and reporting data, technology can assist in monitoring carbon footprints. Platforms for technology can be used to track pollutants, keep track of energy use, and provide

information on where improvements can be made. Real-time accreditation can be monitored and maintained with the aid of technology, ensuring that environmental policies are being followed legally.

In conclusion, technology has a big say in how sustainable work practises develop in the future. The promotion of sustainable practices, smart buildings, green data centres, and carbon footprint monitoring are examples of solutions. These and other

concepts can inspire a greener, lower-carbon, and more sustainable workplace of the future.

For the success of the Circular Economy, we would see creating and orchestrating this kind of an ecosystem that consists of different kinds of activities and done by different actors like service providers and consumers that are involved. We are talking about electric cars but unless we create the charging docks for those, it won't happen. It is based on successful creation through innovation in circular economy which will drive full-potential reuse and green-use.

As regards global warming and climate change, we get everything from nature. We would see responsible citizens and again awareness amongst people to choose environment over nature by sharing of resources for traveling, commuting etc. Celebration of minimalism as a culture may be the big shift. From owning multiple cars, to being simple and living a green life could be a new status symbol. There may also be more role models who can drive this, globally and locally.

Today consumerism is being driven on the back of new...a newer economy on the back of consumerism being fed by circular use of things. There is dignity in using used stuff. For recycle and e-waste, while there is an awareness for plastics and paper etc., in ten years, the consumer will be way more aware, way more conscious and will hold companies and government responsible. In technology and e-waste, there would be platforms created for technology disposal and boosted by encouragement, through incentivization by companies. This will also be triggered further by disparity and supply chain issues of semi-conductors.

Long Interview, No. 01

- 6. *Climate Leadership and role of Financers in driving action:*** A big part of making climate action ‘main stay’ is ensuring that climate finance becomes big with private equity firms investing in organizations and ideas, take a priority step towards focusing on the

climate agenda. Financial institutions have the potential to play a significant role in driving the climate agenda. Here are four ways that they can focus their efforts:

- **Carbon Footprint Tracking:** Financial institutions can develop sophisticated methods for tracking and analysing carbon footprints, with the end-goal of reducing these footprints. By analysing data and crunching numbers, they can help companies and investors to adopt more sustainable practices and reduce their carbon footprints.
- **Sustainable Investing:** Financial institutions can incentivize investments and loans in sustainable projects and companies that are committed to reducing their carbon footprints. They can offer incentives and lower interest rates for investments in renewable energy and encourage investors to invest in sustainable funds that have less exposure to fossil fuels and high emissions industries.
- **Climate Risk Assessment:** Financial institutions can assess and evaluate the risks faced by companies related to climate change. They can anticipate events such as droughts, severe weather patterns, and other natural disasters. These assessments can be used to direct investments towards companies and projects that are well-prepared for climate risks or work with businesses to take proactive measures.
- **Lobbying:** Financial institutions can lobby governments and push for regulatory policies that address climate change. By urging for comprehensive policies, they can encourage global leaders to take more significant action

on climate change. Financial institutions can use their platforms to push for change and even influence policies surrounding carbon footprints and climate goals.

In summary, financial institutions can prioritize acting for climate change by utilizing various strategies such as carbon footprint tracking, sustainable investing, climate risk assessment, and lobbying to drive the climate agenda.

7. Sustainability and the role of government in driving global and local action:

Governments are essential in determining the local and international agenda for climate action. They can have a big impact and some of the identified ways included the following:

- **Policy development:** To cut greenhouse gas emissions and slow down climate change, governments can enact laws and regulations. Carbon pricing, energy efficiency requirements and goals, and financial incentives for the use of renewable energy sources are a few examples of these policies. Governments may promote the growth of low-carbon sectors and support and encourage the development of innovative green technologies.
- **International collaboration:** Through collaboration and international accords, governments can engage with other nations to combat climate change. To assist developing nations in making the transition to low-emission economies, this entails supporting international finance, technology transfer, and capacity building initiatives. The 2015 Paris Agreement, the United Nations Framework

Convention on Climate Change, and many more agreements are examples of international cooperation.

- **Carbon Reporting:** Environmental impact and carbon reporting are things that governments can make businesses and organisations report. This may encourage organisations and businesses to take action to lessen their carbon footprints by fostering openness, accountability, and monitoring of emissions.
- **Raising public awareness:** Through educational initiatives, media coverage, public gatherings, and seminars, governments may increase people's understanding of climate change. These initiatives may inspire people to improve their behaviour and lead more sustainable lifestyles.
- **Transferring Investment:** To lower carbon emissions, governments can spend money on energy-efficient buildings, renewable energy sources, and other green infrastructure and technology. Investment policies can be put into place to aid low-carbon economies, advance renewable energy sources, and quicken the shift to a low-carbon future.

In conclusion, governments have a critical role to play in determining the global and local climate agenda, and their decisions can have a big impact on how well global efforts to combat climate change turn out.

Both climate and technology are evolving at a fast pace, way beyond the human mind can decipher. Climate, we cannot control but technology and its full capacity can become our biggest strength to leverage for climate, towards lesser of negative impact. The rapid pace of technology serves as a hope to tackle climate issues – to predict, control or respond better. For example, the first flu was at nature's mercy and with COVID, fast technology advancement made it manageable. The need to prioritize technology for climate.

Long Interview, No. 19

There is a need at this point for capacity building for leaders to engage in long range planning for the environment, enabling them to think beyond their tenures and lifetimes.

Long Interview, No. 22

Whether somebody will do underground mining as a human; I don't think so. By the time the ESG could become...maybe in 2050 the way that businesses are operated will have such a strong ESG lens of what you give back to communities, planet and environment that most of the business operations and supply chains will have to be disrupted.

Long Interview, No. 16

- **Work- Workforce and Workplace characteristics getting shaped by Environment and Climate as a vector**

Some of the key shifts identified from the interviews and FGDs for the work, the workforce, and the workplace as a result of environmental and climatic disruptions in the coming few decades include the following:

- **Work - Versatile & Sustainable:** Due to environmental disruptions and climate change, businesses will need to adapt to new surroundings and switch to more environmentally friendly and sustainable business practices. The emphasis on sustainability will help sectors including renewable energy, waste management, and environmental consultancy. To cut down on carbon emissions from travel, virtual and remote work may also grow more popular.
- **Workforce – Adaptive, Long Term thinker and Resilient:** Future workers will require a unique set of abilities that can adapt to new environmental and climatic situations. Employees in agriculture may require knowledge of new farming practices that can withstand unpredictable weather, whereas construction employees may require expertise in flood control and disaster management. To succeed in a volatile environment, employees need to be adaptable and resilient and have the skills to understand the impact of climate in their respective areas of work, in the short term, midterm and the long term and act today for the longer term.
- **Smart & Digital Workplace:** The workplace of the future will be digitally linked, smart, and energy efficient. Due to its adaptability and accessibility, technology will be more reliant on than traditional infrastructure. These workplaces will be created with a focus on cutting down on paper use, conserving energy and resources, and technology advancement.
- **Renewable and Conservation as core careers:** As nations move towards lowering carbon emissions and adopting sustainable practices, there will be an increase in jobs in the renewable energy and conservation industries.
- **Disruption in work time and location norms as a result of extreme climate:** A rise in online cooperation and remote work as extreme

weather events interrupt conventional workplaces and put physical workstations in danger.

- **Sustainable and green infrastructure being the norm:** A move towards sustainable building methods and green infrastructure to lessen the impact of climate change on the nation's physical infrastructure.
- **Sustainability and Climate regulations:** To address the issues brought about by climate change, more climate-sensitive laws and regulations are required in a number of industries, including transportation, tourism, and agriculture.
- **Newer careers for newer problems being faced by the world:** The advancement in this space will give rise to new professions and sectors, such as specialists in catastrophe risk management, climate change communications experts, and planners for climate adaptation.
- **Specialized capability building for environment and climate:** A stronger focus on professional training in environmental and climate education to give the workforce the skills it needs to address the problems caused by climate change.

In conclusion, environmental and climate changes will significantly change how we work, the workforce, and workplaces. Sustainable industries will prosper, and people who can be flexible and adjust to changing circumstances will have an advantage in the job market. Workplaces that are intelligent, agile, digital, and environmentally responsible will rule the future.

- **Best- and Worst-Case Scenario:**

Some of the best case and worst-case scenarios envisaged around climate and environment led disruption include the following:

Best Case Scenarios:

Some of the best-case scenario characteristics as envisaged for the future of work include the following:

- i. Governments, industries, and individuals act expeditiously to reduce greenhouse gas emissions significantly, limiting global warming to 1.5 degrees Celsius above pre-industrial levels.
- ii. Carbon capture and storage technologies are developed and implemented on a large scale, enabling the removal of excess carbon from the atmosphere and the slowing of global warming.
- iii. Governments and businesses invest in renewable energy, thereby generating new employment opportunities and a sustainable economy.
- iv. Widespread adoption of sustainable agriculture and forestry practises preserves ecosystems and promotes biodiversity.
- v. Increased international cooperation results in more effective global action on climate change, thereby reducing the risk of extreme weather events, food and water shortages, and other climate-related consequences.
- vi. A transition to a low-carbon economy could generate new employment opportunities in industries like renewable energy, energy efficiency, and sustainable agriculture.
- vii. The increased emphasis on sustainability and climate action may result in more innovative and creative solutions, leading to the creation of new business opportunities and jobs.
- viii. Remote work and flexible work arrangements may become more prevalent, thereby reducing the need for commuting and carbon emissions.

- ix. An increased awareness of environmental and health risks may result in a greater emphasis on workplace safety and health.
- x. The common man is not just held responsible but also accountable for the contribution: Consumer/ Individual level carbon footprint measure and contribution measure (like the financial CIBIL score or equivalent in other countries). This being linked to their identity: Social Security Number etc. would help in establishing the role as a global citizen.

I've seen more and more in the last five-six years people asking questions about...energy obviously is getting disrupted big time from where we were to completely renewable... the shift from being business outcomes led to whole purpose-led, focused on adding value to the planet, people, environment.

Long Interview, No. 16

At an individual level, I can measure and reduce carbon footprint by using all electric vehicles and the process is seamless because there is complete infrastructure for it. I have the consumer or individual level carbon footprint measure and contribution measure, like the financial CIBIL score.

Long Interview, No, 01

Best Case Scenarios: There could be the following options because of climate and environment shifts in the FoW:

Self Sufficient Localised Ecosystems based Clusters: There is the best case where self- sufficiency becomes the norm, thereby clusters of self-sufficient ecosystems are created to that connect to use of the raw materials, create the majority of the things they use locally. Thus, clusters

of self-sufficient (contained) and localised ecosystems get created, where the role of the individuals is to do their part and coordinate with all the others to co-evolve the system. This ecosystem will be a good use of technology and human for nature, whereby the dirty jobs are taken care of, through automation and also the human is choosing to lead a less ‘consumption focused’ lifestyle.

Alternate ways to manufacture and broader but newer operating models: The other alternatives where we move to an entirely different way of growing, moving, constructing manufacturing, and providing energy may also emerge as an outcome.

There is a possibility that it starts with the option 1, where local ecosystems, who are conscious and keen to action, will take the action first, and the rest will follow, thereby disrupting the operating models gradually.

Worst Case Scenarios:

Some of the worst-case scenario characteristics as envisaged for the future of work include the following:

- i. Global warming has surpassed 2 degrees Celsius above pre-industrial levels, resulting in catastrophic environmental, economic, and social consequences.
- ii. Climate change exacerbates geopolitical tensions, leading to resource, land, and water-related conflicts.
- iii. In coastal regions, rising sea levels cause mass displacement, the destruction of homes and infrastructure, and widespread economic and social upheaval.
- iv. Extreme weather events, such as hurricanes, floods, and droughts, result in substantial property and life losses.

- v. The irreversible destruction of ecosystems and biodiversity causes a decline in agricultural productivity and the extinction of numerous species.
- vi. Changes in the climate and deterioration of the environment could result in the displacement of workers in industries such as agriculture, fishing, and tourism.
- vii. Extreme weather events, such as hurricanes and flooding, could cause severe infrastructure damage and disrupt supply chains, resulting in job losses and economic instability.
- viii. The cost of adapting to climate change and mitigating its effects could reduce economic growth and lead to job loss.
- ix. Increased air pollution and exposure to hazardous materials may contribute to a rise in occupational health issues.
- x. The worst case and an impact of not responding to climate and environment issues over the next two decades could result in either massive mobility, massive refugee issues, massive food shortages, massive significant weather events could become a regular course of life.
- xi. Extreme greed and competition driving indifference of people adding to existing environmental problems

In summary, the best-case scenario would involve swift and decisive action to combat climate change, reduce greenhouse gas emissions, and transition to a sustainable economy. The best-case scenario for the future of work could involve a transition to a sustainable economy with new employment opportunities and an emphasis on workplace safety and well-being.

The worst that will happen is that people will never stop using plastic. The e-waste keeps on increasing and has a huge impact on environment. Extreme greed may be prevalent, and people want to keep winning over. Competition is taking over.

Long Interview, No. 01

I just see chaos. You know that so many things happening simultaneously, you've got changes that are taking place, because of climate change. You've got, countries that were looking at globalization, supporting globalization, they're now going back to nationalism, or trying to go back to nationalism. You've got polarization of resources, whether it is people, or you take rare earths.

Long Interview, No. 02

We will have two serious crises, either largely under control or blowing the world up. I wouldn't bet which way we go. So, one is climate. Clearly, 20 years from now, there's a risk a lot of cities are underwater. Just think about how much of a Bangladesh would be underwater in 20 years. Just think about how many coastal cities will be underwater. So, I think the risk we have is massive mobility, massive refugee issues, massive food shortages, massive significant weather events. Or we actually have moved to an entirely different way of growing, moving, constructing manufacturing and providing energy and that race is over the next two decades. And I think the consequences will be felt within 20 years in a really serious way of how that plays out. So, for me, that's probably the largest uncertainty the earth confronts.

Long Interview, No. 11

Climate and environment are a major disrupter and hence critical to prioritize yet not being prioritized the same way as technology led disruption is owing to its longer term (over near term) ramifications and success / failure measured on shorter term goals. The risk associated with that being: it is irreversible and hence poses much higher risk of no or little action. Climate change will have a holocaust and the dichotomies become so bad that it leads to massive asymmetry.

Long Interview, No. 08

In contrast, the worst-case scenario could have catastrophic effects on the environment, economy, and society, resulting in widespread loss and suffering. Climate action and sustainable development must take precedence in order to avoid the worst-case scenario and achieve the best-case scenario. The worst-case scenario in the workplace could result in significant job losses and economic instability. To mitigate the negative effects of climate change on the future of work, climate action and environmental sustainability must be prioritised.

- **Triangulating across all the data points for Climate and Environment as a formidable vector for the Future of Work:**

Environment and climate have a large and complex impact on how work will be done in the future. Disruptions in the environment and climate will have a profound impact on the way we work, the workforce, and workplaces in the years to come. Businesses that prioritise sustainability, resource conservation, and ecological protection will see their competitive advantage change. Workers will need to develop new skills, increase their resilience, and adapt to quickly changing work situations. To combat climate change and promote corporate sustainability, the workplace will adapt to smart, digital, and energy-efficient facilities.

Professionals in the disciplines of renewable energy, conservation, climate adaptation, and catastrophe risk management will be more and more in demand. Various businesses will be impacted by climate-sensitive rules and regulations, and as a result of catastrophic weather events, distant work and online cooperation will increase.

Overall, environmental and climate considerations will encourage economic innovation and set the groundwork for a future of work that is more sustainable, productive, and egalitarian. This is clearly a vector that

will significantly shape the future of work. It is one of those vectors that has been impacting the future for a considerable long time but has been put on a back burner. However, the impact of the vector can no more be ignored nor can be denied of action, as it is a river of no return, irreparable and the measures taken to control it will take significant time to show impact. Additionally, it is one of those vectors that connects the world and hence a concentrated, collective, and sustained action is required to make it possible to respond to this vector.

To prepare the ecosystems, organizations and workforce for these changes, there will also be a stronger focus on environmental education and professional development focused on building the right mindset and capability to appreciate, understand and respond to climate and environment impact in the longer run and act on it for the immediate term. Individuals, organisations, and policymakers will need to adapt and plan for a resilient and sustainable future of work because of environmental and climate changes.



Vector 3: Multi-dimensional Workforce and its impact on the world of work



X. Vector 3: Multi-dimensional Workforce and its impact on the world of work

Yet another impactful and major vector that is shaping the future of work is the changing nature of the workforce, that is multi-dimensional on account of the multiple changing dimensions that are shaping the workforce of the future. These include but are not limited to the following dimensions that are shaping the future of workforce vector:

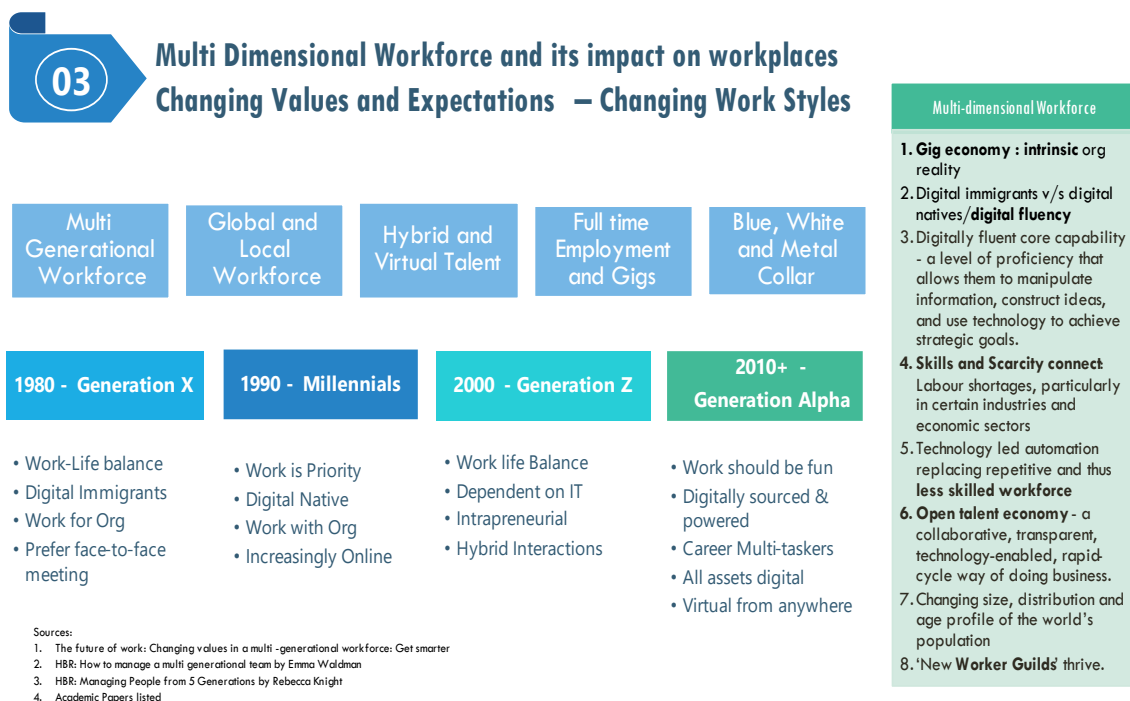


Exhibit 17: Future of Work Characteristics from interviews for Vector 3

- **Multi-Generational workforce working simultaneously at the workplace:** As the average age of workforce increases due to increased life span and quality of healthcare led quality of health, increased complexity of the work demands different levels of skills and complexity handling capabilities, we are certain to have at least three generations

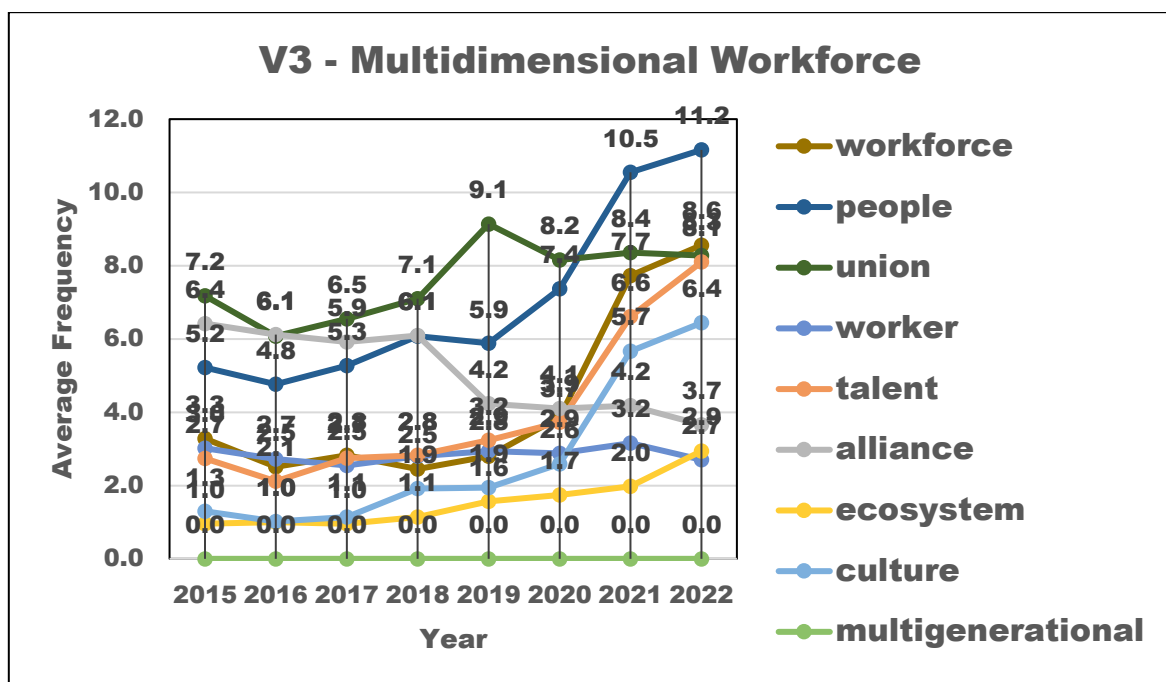
of workforce (in their early 20s, in their mid-40s, in their mid-50s and even in early 70s), who will have very varied expectations from life and careers and hence the ‘one size fits all’ approach to workforce management goals won’t be acceptable and successful.

- **Technology and Human Partnership enabled workforce- White Collar, Blue Collar and Metal Collar workforce:** With rapid technology led automation to improve productivity, partnership with technology by human to do the difficult, delicate, dirty jobs, the partnership of human and technology will be far reaching. With human being led by technology, and reporting to technology and at the same time technology and human partnering for results will be the norm. Thus, organizations will look at their workplaces as people who are doing the ‘white collar’ jobs, people who are doing the ‘blue collar’ jobs, and people who are doing the ‘metal collar’ jobs.
- **Global and Local Talent competing simultaneously:** With the world becoming increasingly connected, with hybrid ways of working breaking the work global and local talent competing simultaneously for the same skills / roles and above all, skills / capabilities supremacy driving relevance at the workplace, the workforce will need to be increasingly more globally aware to act local. This would mean employees and organizations, alike, will be competing for the same talent and opportunity, globally.
- **Full Time, Part Time, Flexible Timing (Gigs), Virtual, Hybrid and in person workplace:** The new order of workplace which defines flexibility on two dimensions:

flexibility of time and flexibility of location will enable workplaces to operate with a highly dynamic workforce that will seek flexibility to choose, what s/he does, where s/he does the work and how s/he does that work (virtually, in person, hybrid as well as an employee vs as a gig). This will cause a huge disruption to the workplace as organizations have been used to straight jacket employees into similar groups having similar asks, expectations and demands. This would require organizations to take a more ‘personalized’ approach towards their workforce and solve for ‘appreciation, engagement, celebration, well-being, and motivation very differently than in the past.

- The new hybrid work-model is opening the workforce opportunity but also creating newer challenges around workforce opportunities and work models.

1. S&P 50 data on ‘multi-dimensional workforce:



Across the nine key terms prioritized to study the trends across the S&P 50 companies, for the seven-year period, the term ‘multi-generational’ showed a flat line, emphasising on the fact that organizations are yet not taking that into consideration as they are thinking of their workforce strategies, as much as may be required in the next few years. The term “people” saw sharp increase as an average across all the organizations. So did ‘culture’, particularly from 2021 to 2022 where organizations witnessed a sharp need to reset who they are and how they were approaching organization issues. The term ‘worker’ saw a decline, perhaps being replaced by workforce and people, as the approach to human workforce to human capital may have happened in the mindset and hence in the narrative of the organizations. Terms such as People, and when taken collectively, along with workforce, and talent, could be one of the terms / themes with the highest count across all the themes. This basically explains the magnanimity of ‘workforce’ as a business enabler and the attention it requires.

2. Definition of ‘multi-dimensional’ workforce led disruption:

“Multi-dimensional workforce led disruption is the disruption that’s caused by the changing nature of the workforce on account of multiple dimensions (including age and generation of workforce, country, mobility, race, background, social background and exposure, skill levels, automation, and technology impact etc.) and the net result being that the workforce is not more a mute player in the equation of organization. Multi-dimensional workforce led disruption is that of changing the equation of the workplace to make it adaptable so as to make it of the workforce, for the workforce and by the workforce”.

3. Key themes that emerged from the one-on-one interviews and focused group discussions:

Some of the biggest advancements in the workplace of the future on account of multi-dimensional workforce as identified through the interviews could be categorised into the following:

1. Sustainability conscious workforce resulting in greater focus on ESG as a phenomenon	2. Technology and human partnership at workplace resulting in changing in the workplace equation	3. Polarity of specialisation of skills: Multi specialization vs Deep Generalisation	4. Multi generational workforces at the workplace simultaneously, seeking different purpose and job/career experiences
5. Shifting demographics pushing global workforce demand in ageing countries from younger countries	6. Flexibility and Niche Super specialism based Gig Workforce Models, a reality of the future	7. Purpose driven workforce seeking employee voice and choice	8. Technology led workforce change: a big opportunity as well as a development / upskilling need
9. Organizational and individual capability a big gap	10. Talent's Value Journey: From Human Resources to Human Capital	11. Multi-dimensionality of capabilities for the workforce a critical requirement	12. Boundaryless Talent Ecosystem

Exhibit 18: Future of Work Characteristics from interviews for Vector 3

1. Sustainability conscious workforce resulting in greater focus on ESG as a phenomenon

- The Composition of workforce in an organization for the future is being influenced by technology, climate, and disparity
- By 2050, the lens of ESG will become so much stronger and the focus on giving back to communities, planets, and environment that most of the business operations and supply chain will have to be disrupted to think of dirty work, difficult work to be done by use of machines and bots.

2. Technology and human partnership at workplace resulting in changing in the workplace equation
- Easier to leverage diverse local and global talent due to technology and Metaverse
 - Millennials and Gen X / GenY being digital natives will be able to adapt to the use of technology quite well.
 - Workplace of the future as a phenomenon: We will see multiple layers of workforce disrupted through technology and bots: blue collar vs white collar vs metal bots. In multiple industries the role of the middle manager will need to be thought differently, to add a different value from just aggregating, reviewing and reporting, as a lot of that will be done much better by AI and analytics coupled with automated reporting.

3. Polarity of specialisation of skills: Multi specialization vs Deep Generalisation

- **Two polarities of work:** There will be a skills-based push towards mass specialization, driving the journey towards gig workforce, who are brought in for the specific period for their skills. At the same time, for the core employees, considering the degree of complexity in all jobs and easier jobs automated, there will be an expectation for multi-disciplinary **deep generalization from all employees.**
- Talent having to be multi-dimensional with understanding of all the vectors that are changing simultaneously to make complete sense. Thus, even in

the traditional general management profile, leaders are going to be expected to have deep specialisation atleast in a few core areas, in addition to being the general manager.

4. Multi-generational workforces at the workplace simultaneously, seeking different purpose and job/career experiences:

It will be critical to understand the evolution of the multigenerational workforce definition. Some of the factors to consider include the following:

- Generational gap reducing due to quicker emergence of newer generations
- Multi-Generational: One of the biggest shifts that has happened is that the life span has increased and 60 has become now 45. The workforce available will not be from 18 to 60 but 18 to 75. So, building organizations that can cater to three generations of workforce will be huge. Multigenerational personas will coexist within an organisation, with people starting to work sooner, as part of gaining experiences sooner and not necessarily focusing on completing all the education in one go and senior professionals not choosing to retire soon, if possible.
- Multi-generational workforce will have competing demands and not necessarily stick to the same expectations

5. Shifting demographics pushing global workforce demand in ageing countries from younger countries

- Global talent for local solutions, will no more be an exception but a norm
- Talent becoming even more global than local because of hybridization
- Median age of countries will also push countries to think differently about talent mobility thereby making dependence on international talent more of a socio-political issue rather than just a skill and economic issue
- The need and the opportunity huge in a country like India where ~200 million new people will enter the workforce in the coming 15 to 20 years. Thus ‘employability’ a very big need for social inclusion and development, at a national level in India and similar countries that have a huge young workforce that need to be skilled
- Talent development and skilling in the more populated but lesser developed countries not just the need and responsibility of those nations but a need for the world, globally

6. Flexible Workforce Models, including gigs, a reality of the future

Different formats of Flexible Workforce Model:

- Hybrid working models enabling diverse workforce, further accelerated by the pandemic
- The gig economy and the impact of pandemic has only accelerated the possibility. A hope and call out i have that the skill set will be the easier thing to tackle. It

will be the mindset shift that you can track, evaluate, record and measure is critical to enable mindset.

- Gig economy will itself have two different aspects to consider:
 - a. **Flexibility led gig economic model:** The model being a gig economy model means that you still spend 80-90% of your time in that organization, but you don't want to have a permanent payroll. If you want flexibility, you will still want to be a free agent, you don't want to be bound by the rules of the company etc. It's that that they want slightly lesser pay but more freedom. And that's what the current reality of the gig economy is. This format, which is currently being practices is still not leading to the loneliness or no peers or no peer interaction. It could be true for some job types where coding, or painting or designing or creative designing, where earlier also the advent of freelancers was enough. The trade-off here, is having control of time, not seeking highest parity of pay, but wanting to control what they do with their lives
 - b. **The skills-based gigs as a workforce model:** This is the second category of gigs, that are super specialized and believe their biggest opportunity to learn and earn is by not locking themselves within one organization but working and learning across multiple organizations. The trade off the talent is making here is stability over earning. This is particularly going to be true for highly specialised skills, that are scarce and

thus will be acceptable to organizations to have them as specialist experts. The specialism will make all the difference and decide the price point for the talent here.

7. Purpose driven workforce seeking employee voice and choice

- Sense of freedom and mobility, non-conventional career paths and changing demographics of the world of work.
- Purpose-led multidimensional workforce needing diverse thinking on growth and career trajectories

I would want to discuss employee activism. Young people today are acutely conscious of what is right and wrong. They want a voice. You saw that at Facebook, Google, with Lever as well with Fair and Lovely and everything else, and Pepsi. People are conscious and this is also a very hot-button issue. They want their organizations to be seen as purposeful, and relevant in today's world.

Long Interview, No. 12

8. Technology led workforce change: a big opportunity as well as a development / upskilling need

- Human led change slower than the technology led change, thereby posing a lot of stretch and stress on workforce skilling to keep pace
- Challenges of getting people/organisations to respond to technology-led change
- The process of change management with humans to adapt

- Focusing on capabilities (smartest people = versatile talent = best minds) rather than for role-specific skills
- The technology development for mindset shift will be critical to make it happen.
- Technology will make skills of today irrelevant, thereby accentuating the focus on identifying problems that one can come together to solve
- There will be a need to redefine the value that the human can uniquely bring to the workplace in the wake of technology advancements

9. Organizational and individual capability a big gap

- Greater acceleration of multi-generation and global workforce, thereby the management of a highly diverse workforce will be a huge challenge for organizations
- The ability to build talent models that cater to both super specialists, multi-disciplinary generalists will be the big talent supply chain management opportunity.
- Newer capabilities to be catered to: Globally sourced super-speciality coaches for capability building – sleep/fitness/career planning

10. Talent's Value Journey: From Human Resources to Human Capital

- Shifting value of talent in the organization from being reckoned as a human resource to becoming a human capital towards adding value as a critical organisation differentiator

- With human capital becoming one of the toughest resources for competitive advantage to manage, the role of HR as a function and the thin line between who is responsible for Human Capital will be blurred.

11. Multi-dimensionality of capabilities for the workforce a critical requirement

- Limitations of individual talent being multi-dimensional
- Need to look at multi-dimensional capability as a capability stack across teams or across an ecosystem rather than just an individual
- Transition from generalist to a **multi-disciplinary generalist** will be a critical ask for the future. Again, definition of super specialists will become sharper, and the ability of super specialists to think of the future in the context of their specialism will be super critical.
- Multi-dimensional workforce pushing the boundaries of conventional thinking about organizational structure, compensation, structure of roles and structure of micro economies.
- Future considerations that are critical for success:
 - a. Entrepreneurship as a career and capability option
 - b. Importance of vocational training for societal inclusion: thinking of vocation

differently to drive start-up and entrepreneurship

- Diverse motivations around multidimensional workforce to drive engagement and experience

12. Boundaryless Talent Ecosystem:

Some of the critical considerations for this that got captured include:

- Global and local workforce: culture and appreciation for differences globally and locally will be critical for talent's success, beyond skills.
- New technologies that will need to bring in to get the generations working together
- Shared purpose and identity will be the most important currency for talent and organizations to connect and trust.
- Given the wide disparity in the experiences and exposure of workforce, globally and even locally, there is an greater need for the voices of the majority population in tier II and III cities to be highlighted versus those of the majority, as they could give shape to skills led employee clusters dependent on connectivity and commonality of thinking.

Refer to Appendix 8 for the data pertaining to the vector from interviews and FGDs.

The value of talent is becoming very, very critical. And this talent is actually global. The boundaries that had been defined, in my opinion no longer exist. So, the HR in the US had H1 B visas, and today, it is irrelevant, I think, because if they need talent, those US companies are going to come to India or they will hire people who work in India, but work with the US over the satellite. The boundaries that existed are no longer there.

Long Interview, No. 11

The planet is going to slow down in number of humans, we will need to think of what a planet of eight billion will need to do. There will be smaller corporations which are agile. People will find purpose and job will not be the basis, since food clothing and housing will not be a problem. Physical mobility will be that much easier...almost global citizens! Societal problems will be solved by different levels of ecosystem build up. We'll be having more tools to find purpose, let me put it that way. More avenues to find purpose rather than saying, 'I'm in the village and I'll go to the city'

Long Interview, No. 08

I'd say probably multi-dimensional workforce and all of the various permutations of that, including the gig economy. There's a push, both, towards mass specialization and gig level work. And then there's a push towards mass, deep generalization. So, this is two polarities at work going on. So, it's very complex. And, the level of mobility. There's mass resignations going on around the world, right? So there's a sense of freedom and mobility that people are far more willing to pack up and leave than they were in my generation for a job and they have so many unique options, whether it's grab driver, freelancing, you name it. Very non-conventional career paths that I couldn't even have envisioned when I was young. So, I think this whole thing, and the demographics that go with it are going to completely reshape the world of work. I think the multi-dimensional workforce is pushing the boundaries in so many different ways of conventional thinking about organizational structure, compensation, structure of roles, structure of micro economies. Everything is being pushed now by this. People are exploring so many different directions.

Long Interview, No. 04

Greater acceleration of multi-generation and global workforce and hybrid working models enabling diverse workforce, further accelerated by the pandemic.

Long Interview, No. 03

There are partnerships with varieties of individuals, who are maybe not part of your organization. There will be a large number of gig workers and people who are offering various things on their own, who need to come together. And so, you need to piece together because a large number of those skills you don't even have, and you don't even want to have within the boundaries of your organization. But those are really required.

Long Interview, No. 03

I think there is a big change in the generational changes. Every three years you're getting, in a way, a new generation. The span of a generation keeps changing. The challenges of managing diverse workforce will be huge. It'll be a much more diverse workforce. A lot of young people, mid-level people, senior people are very different. With greater longevity, and I think now it'll be an organization where we will have to have very distinct personas that we manage - the EVP for that lower level, which is lots of young people is very different from what we give to the senior people. So, we've got to keep all the different personas in mind as we start looking at it.

Long Interview, No. 08

I think the multi-dimensional workforce is pushing the boundaries in so many different ways of conventional thinking about organizational structure, compensation, structure of roles, structure of micro economies. Everything is being pushed now by this. People are exploring so many different directions.

Long Interview, No. 04

IV. The work, workforce and workplace characteristics being shaped by the multi-dimensional workforce in the future of work

It's possible that the nature of work, the workforce, and the workplace will change significantly in the future, creating a multidimensional workforce led disruption. The following are some potential disruptions that could shape the workplace in the next decade or beyond:

- More flexible work solutions, such as telecommuting, remote work, and flexible hours, will be available. Employees will have

more control over their work schedules, enabling them to manage their personal and professional lives.

- **Multigenerational workforce:** The age makeup of the workforce in the future will be more varied. While the elder generation may value stability and job security, the younger generation may favour more fast-paced, collaborative work environments.
- **Gig economy:** The gig economy, in which people work as freelancers or contract employees as opposed to being employed on a long-term basis, will continue to grow. As technology develops and makes remote work more accessible, this trend might persist.
- **Technological innovation:** As the usage of technology grows, so will the demand for individuals who are accustomed to and knowledgeable about cutting-edge tools like artificial intelligence (AI), machine learning, and automation.
- **Skills development:** Lifelong learning, upskilling, and re-skilling programmes will receive increasing attention. Opportunities for training and development will be more and more crucial to meet the demands of industries that are changing quickly.
- **Scalable and flexible workspaces:** There will be a need for places of this type. As more people work remotely, businesses may need less actual office space, which will make flexible spaces more crucial as requirements change quickly.

- Diversity and inclusion: The workforce of the future will be more varied, with a greater representation of women, minorities, and people with disabilities. Because of this, businesses might need to be more inclusive, developing settings that value diversity and inclusion.

In conclusion, the future of work will bring about considerable changes to the characteristics of work, the workforce, and the workplace as we currently know them. The development of new technologies, flexible work schedules, and a more diversified workforce will be the driving forces behind these shifts. Businesses that adapt fast and adopt new working methods will have a better chance of succeeding in the workplace of the future.

V. The best case and worst-case scenarios in the future of work as a result of multidimensional workforce include the following:

Possible Best-Case Scenarios:

The possible best-case scenarios that could emerge as a result of multi-dimensional workforce, shaping the future of work include the following:

1. Increased inclusion and diversity: As more and more individuals with diverse backgrounds join the workforce, there may be a noticeable rise in inclusion and diversity in the workplace. A wider

range of perspectives and ideas may result from this, which may boost creativity and invention.

2. Greater flexibility: As remote work becomes more prevalent; individuals may have more freedom to choose where and when to work. As a result, there may be a better work-life balance and more freedom for individuals to engage in extracurricular activities.
3. Improved Productivity: Technology and automation advancements may increase efficiency, enabling people to complete more tasks in a given amount of time. Employees might have a shorter workday or get more time off as a result.
4. Increased emphasis on wellbeing: With more consideration being given to both physical and mental health, employers may give greater priority to employee wellbeing and provide more tools and assistance to assist staff in striking a balance between work and life.
5. Skills over degrees: Organizations enable skills focused degrees, thereby reducing the dependence on traditional degrees. This could enable a wider, affordable, accessible, and free-form education system, where people are able to choose what they want to focus upon: short term skills or midterm capabilities, or both, at different paces and stages of their work-life.
6. Limited liability and dependence towards an institution or a specific career, enabling space to do more and better. With multistage life taking precedence, dependence on shaping careers within an organizational ambit will not be a norm. Also, choosing to pace life and career on individual terms will be key.
7. As organizations start to operate around problem focused ecosystems and solution centric platforms, that have both internal and external stakeholders, the opportunity to be non-hierarchical

and inclusive to be able to deliver the best will become the norm and build the base for an equitable world

8. Organizations adapt to the changing environment / climatic and workforce availability and breaking the big urban zones and entering into multiple zones
9. Gigs are across ages and working across locations, industries are shaping around it.
10. Mega gigs and micro gigs: like-minded people coming together to solve problems (guilds or tribes emerging around a common purpose)
11. Industries are agile to manage the big shifts by being very flexible

Possible best and worst-case scenarios:

Best case of workforce:

Some of the obvious best case options include the diversity beyond gender, diversity in including diverse thinking, perspectives, design of teams with diverse intelligences and abilities, the world will be a biased design ...even in intergenerational diversity, designing of teams such that you just don't include people for their ages, but what they do differently. Age not being a stereotype...younger people who are wise and older people who are tech savvy...when you honour that, it would be very different.

Employment model being a gig economic model...The model being a gig economy model means that you still spend 80-90% of your time in that organization, but you don't want to have a permanent payroll. If you want flexibility, you will still want to be a free agent, you don't want to be bound by the rules of the company etc. It's that that they want slightly lesser pay but more freedom. And that's what the current reality of the gig economy is.

Gig economy has two aspects. One is the employment model being a gig economic model. The model being a gig economy model means that you still spend 80-90% of your time in that organization, but you don't want to have a permanent payroll. If you want flexibility, you will still want to be a free agent, you don't want to be bound by the rules of the company etc. I feel that 70-80% of the economic still isn't that dimension. I don't see a situation where people are in gig economy because they want to work for five different companies. It's that that they want slightly lesser pay but more freedom. And that's what the current reality of the gig economy is. So, what I'm trying to say is that it may not still be leading to the loneliness or no peers or no peer interaction, yet. It could be true for some job types where coding, or painting or designing or creative designing, where earlier also the advent of freelancers was enough.

Long Interview, No. 09

Maybe these kinds of degrees and these kinds of things are going to become irrelevant, because I can learn at my pace or at my own time. Why do I need to go and then waste four years to get a certification which doesn't do me any good? A large amount of these kind of our certifications process which happen in India, a bulk of these things what they add to the students is highly, highly debatable. If degree is about getting a job, then the degree standalone will not get you the job anymore, because they're not adding the skills.

Long Interview, No. 02

Possible Worst-case scenarios:

Some of the fall outs at the workplace, if the multi-dimensional workforce is not handled well, could include the following:

1. **Increased automation:** While automation could boost productivity, automation could also cause many people to lose their

jobs. This might result in more inequality and a wider gap between the wealthy and the poor.

2. **Reduced job security:** Many workers may experience a reduction in job security as the workforce becomes more diverse and adaptable. Workers may experience increased tension and anxiety as a result of this.
3. **Increased loneliness:** As more individuals choose to work remotely, there may be an increase in loneliness. This might result in a decline in work engagement and have a negative effect on mental health.
4. **Greater inequality:** If diversity and inclusion efforts fail, there could be a rise in workplace inequality. This may result in lower job happiness as well as more conflict and conflict at workplace.

Wealth and opportunity asymmetry that could be driven by quality as a huge differentiator. If you are in a gig economy setup, with better ratings get more demand. If you have more demand, which means you're earning more money, you can always give some freebie along with your thing, one hour extra or one code set extra, because you're earning more.

Long Interview, No. 09

VII. Triangulating across all the sources

The nature of work, the workforce, and the workplace will change and be disrupted by the multidimensional workforce of the future of work. To address the associated repercussions and maintain competitiveness and responsiveness to the changing environment, major action is needed.

A change in the organisational structure of the workplace, with hybrid work arrangements combining remote and on-site work, is one key influence. The increasing demand for digital skills is another effect. Employers will need to place a high priority on employee wellbeing, paying particular attention to both physical and mental health and experimenting with policies that help achieve this goal. Traditional labour markets will shift as gig work becomes more prevalent, forcing companies to strike a balance between employee expectations and security issues.

Environmental issues will be one of the key areas of activity. Employers who place a high priority on sustainability and adopt responsible environmental practices will attract more applicants. Employers will also be expected to place a greater emphasis on equality, diversity, and inclusion, expanding their diversity and inclusion agenda beyond representation to include fair practises for all genders, age groups, and economic levels. It will be essential to reskill and upskill the workforce in order to be ready for these developments.

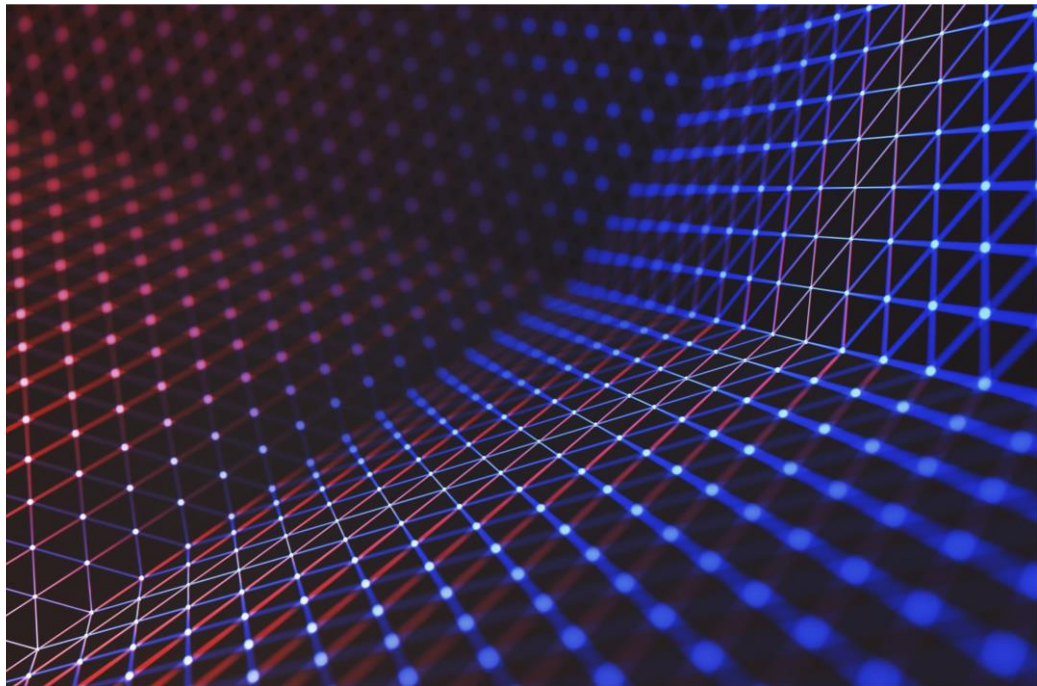
The three big shifts as a result of the multidimensional workforce and their ‘voice’ at workplace would be

- The shift in the operating models from static to dynamic operating models, thereby organizations operating as ecosystems
- Employees having a voice in what they would want to do, on the back of the skills and specialism they will bring to the table, thus focus on multidimensional skills and capabilities for the future of work
- Employees demanding a specific experience thereby disrupting the norms of the workplaces and thus the culture and other enablers of the workplace changing

Employers, governments, and organisations must all be flexible and adaptable in order to deal with the consequences of the multi-dimensional workforce for the future of work. In order to adapt the workforce and make it more robust, comprehensive steps must be implemented, such as training and development for new technical and intercultural skills, a focus on employee health and mental welfare, and environmental sustainability activities.



Vector 4: Extreme Data Analytics and Trust



Data and Trust:

If there is one thing that is consistently spoken about in organizations that is being consistently being referred to shape the future of the organizations is the organization's data strategy.

The use of data by organisations to accomplish their organisational goals is referred to as data strategy. Organisations must create a strong data strategy since data is crucial to business strategy now and in the future. Any organization's data strategy today and in the future can be broadly divided into the following elements:

- **Data Governance:** Establishing an efficient data governance framework include defining important data pieces, identifying business-relevant data, and appointing data stewards to oversee data quality.
- **Data Management:** Creating a data warehouse or big data environment, designing data architectures and models, and creating a data environment to support data analytics.
- **Data Security:** Encrypting data, creating methods for access control systems, and protecting sensitive firm information as well as sensitive employee and client data.

Data can increase or decrease people's trust, and this effect will probably have an impact on how work is done in the future. Here are some examples of how data might impact people's trust and how it might influence trust in the workplace of the future:

Data and its role in increasing human trust: Data can play a very critical role in shaping the human trust in the future. Some of the

factors that data and data led analytics shape to build the trust include the following:

1. **Transparency:** Transparent and easily accessible data can increase confidence. People's trust may grow when businesses are open about their data rules and provide them access to their personal information.
2. **Accuracy:** Data that is dependable and accurate can increase confidence. This may be especially important in fields like healthcare, where reliable data may be necessary for making the right diagnoses.
3. **Personalization:** By using data to tailor experiences and services, we can foster greater trust. For instance, tailored recommendations on an e-commerce site based on information about a consumer can increase the user's confidence in the site's suggestions.

Loss of Human Trust: However, the same data, and data led analytics, if not governed and managed properly could lead to loss of human trust. Some of the factors that could impact data led human trust negatively include:

1. **Security:** When data is insecure and subject to breaches, confidence can be damaged. This may result in identity theft or the nefarious exploitation of data.
2. **Data manipulation:** Data can be manipulated, misrepresented, or utilised to persuade others. Deeply fabricated videos, for instance, can be used to disseminate false information and erode public confidence in authorities.

3. **Bias:** When data are collected unfairly, incorrect conclusions can result. Biased data analysis and algorithms can produce unfair results and damage confidence.

To make sure they can use data to achieve their aims and react to future trends, organisations need to undertake a variety of data-related investments. When making data investments, organisations need to consider several important factors, including:

1. **Data Infrastructure:** To store, organise, and analyse large amounts of data, organisations must invest in developing a solid data infrastructure that includes data management, storage, processing, and analysis.
2. **Data Analytics and Visualisation:** Investing in tools for data analytics and visualisation to draw insights from data and present them in a meaningful way.
3. **Data Security:** Investing in data security measures to guard against breaches or unauthorised access to sensitive data, corporate information, and customer information.
4. **Data Talent:** Investing in the creation and development of data scientists, analysts, and engineers who can manage the organisational data assets. This includes talent acquisition, training, and development.
5. **Data Governance:** Investing in governance practises to guarantee that data is gathered lawfully and morally and that its management complies with institutional and governmental rules.
6. **Data science and advanced analytics:** Investing in cutting-edge analytics tools and cutting-edge technologies like deep learning and artificial intelligence to unlock new possibilities and turn organisational data into insights that can be put to use.

7. **Investing in new technologies**, such as edge computing, 5G, and the Internet of Things, which will have a big impact on the data landscape and allow for novel business models.

Investment in data is essential if organisations are to capitalise on and get the most out of their data assets, which will foster innovation, give them a competitive edge, increase operational effectiveness, and lower risks. In order to effectively leverage data, one must carefully consider how to use it, identify new prospects for value creation, and manage any risks related to data misuse or unauthorised access.

Future of Work: The Future of Trust:

In a society driven by data, trust will be essential to the future of employment. The usage of automation and AI will only grow, thus it's important to establish and uphold public confidence in these tools.

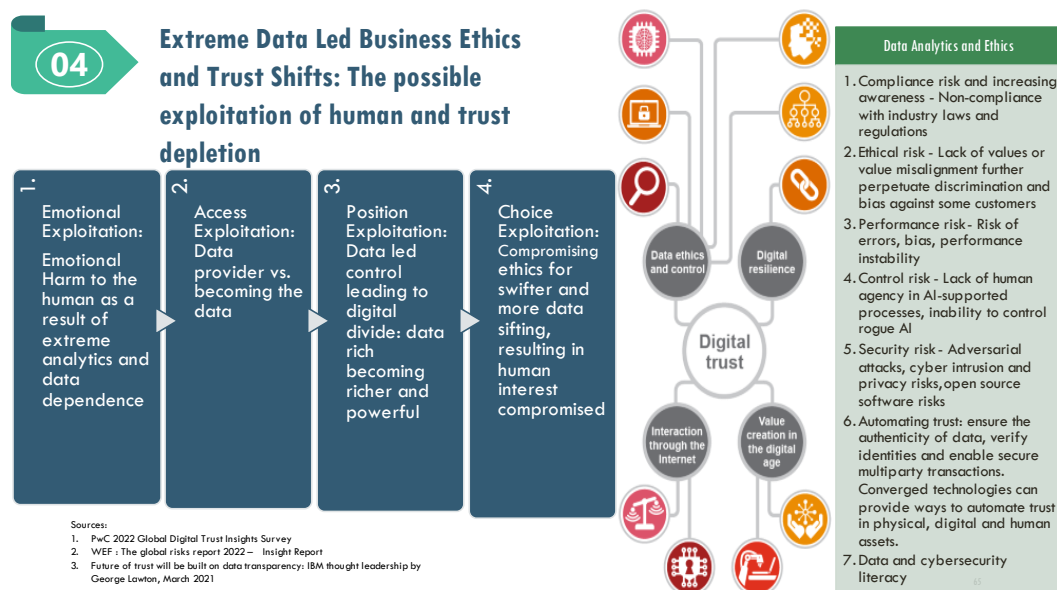


Exhibit 19: Future of Work Characteristics for Vector 4

Data led exploitation is happening at four levels:

- **Emotional exploitation:** Exploitation of the human emotion as a result of extreme data analytics and data dependencies
- **Access exploitation:** Everyone accessing data today is themselves providing the data themselves and currently becoming data points themselves, most of the times without understanding of providing consent to the data
- **Position exploitation:** The data access of the large technology companies creating a deep divide amongst organizations as the haves and have-nots from a data perspective
- **Choice exploitation:** The urge for extreme data analytics driving organizations to push on data analytics without seeking adequate consent there by exploiting the choice of providing data

Organisations will need to concentrate on the following five important areas to shape trust in the future of work:

- a. **Governance:** Policies and rules will be required to guarantee that data is gathered, used, processed, and shared in a responsible and reliable manner.
- b. **Education:** As data gathering and analysis get more intricate, employees will need to be instructed on how to use data in the workplace, how to keep it safe, and how to use it to make wise decisions.
- c. **Ethics:** Businesses will need to develop moral standards for handling data. Employees and stakeholders will need to understand what behaviour is appropriate for using data and what is not.
- d. **Data analytics and machine learning:** constructing platforms for analytics and automation to glean information from data to aid in decision-making

- e. **Data Science and Advanced Analytics:** Going beyond conventional analytics and utilising cutting-edge technology like artificial intelligence, deep learning, and machine learning to forecast future patterns in the organization's data.

In summary, data has the capacity to both increase and decrease public trust. Organisations and individuals will need to make sure they gather and utilise data responsibly and ethically to preserve and develop trust as data becomes more pervasive in the future of work.

1. S&P 50 data on Data Analytics and Trust

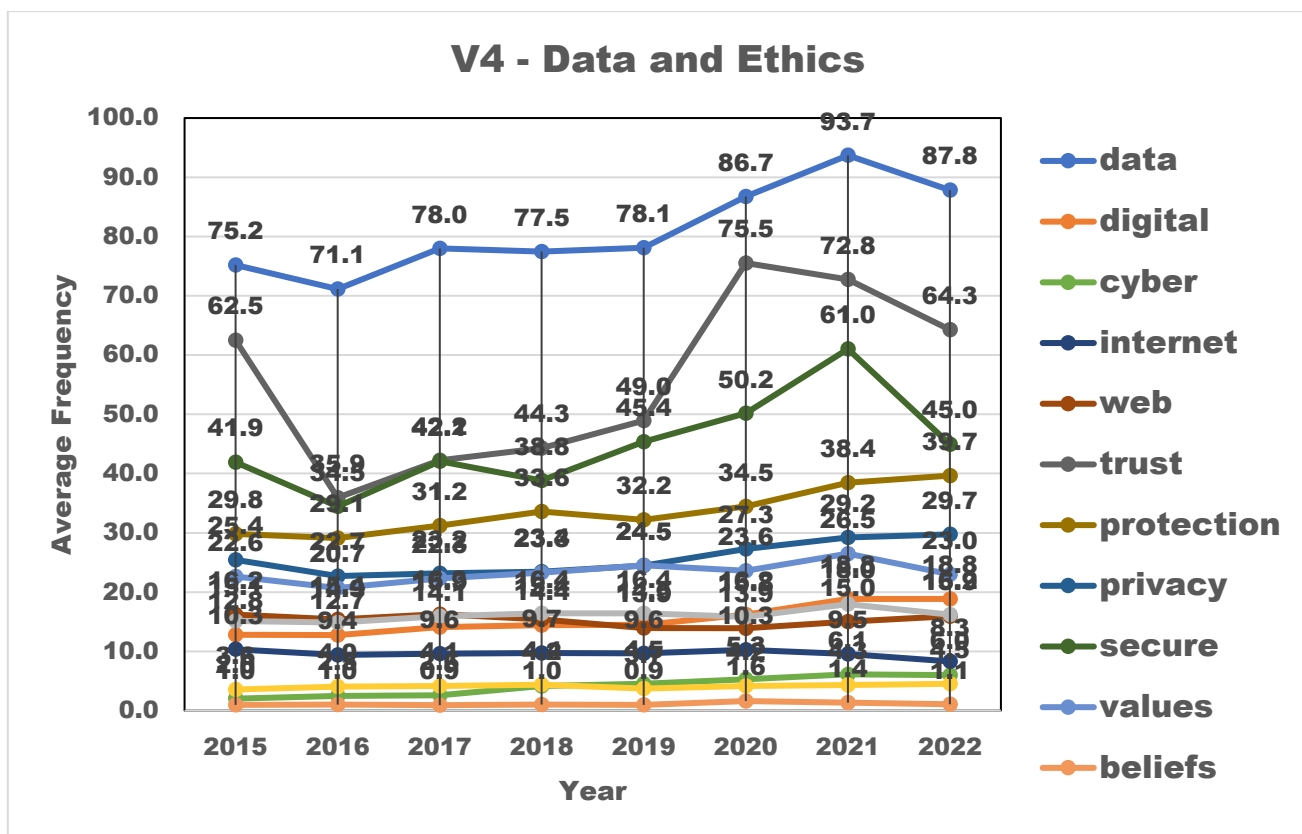


Exhibit 20:S&P 50 data for Vector 4

The S&P 50 data analysis for this vector revealed most of the vector specific terms showed a slight dip in 2022, which is perhaps the result of extreme focus in 2020 and 2021 which thereafter did a bit of correction in 2022.

2. Definition of Extreme Data led Analytics and its impact on trust

The definition of extreme data led analytics and its impact on trust is as follows:

“Extreme Data led analytics will drive decisions dependence and affinity to data to an extent that it could pull data from sources without consent and / or incomplete or wrong interpretation of data leading to data trust. At the other end, use of authentic data and focused analytics will enable organizations and leaders to act fast and take faster and prompt decisions. Thus, extreme data led analytics could impact trust both positively and negatively. The legitimacy of the data and the sensemaking on the back of analytics driven by governance and measures will be critical to shape the future of work”.

3. The characteristics of the data led trust deficit

The fact remains that by 2040, we will all be walking data points. We are givers of data, we are takers of data, and we are operating around and in data. Now, the one who has access to the maximum data and is able to analyse the data, is the one who is actually controlling it. Now in that set-up, the whole business ethics of what is right for business versus what's right for the data giver or data consumer, becomes a very important question.

Long Interview, No. 19

Key themes that emerged from the one-on-one interviews and focused group discussions:

Some of the biggest advancements in the workplace of the future on account of extreme data analytics and trust as identified through the interviews could be categorised into the following:

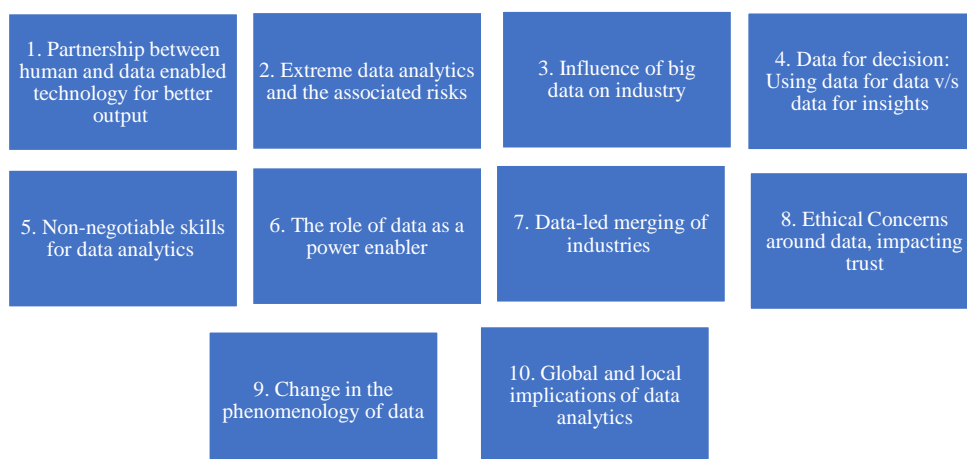


Exhibit 21: Future of Work Characteristics for Vector 4

Some of the key themes that emerged from the interviews and the FGDs included the following:

1. Partnership between human and data enabled technology for better output

- Human and data collaboration as two specialists (two in a box)
- Interconnection of extreme data and technology disruption interrupting the most
- Multiple options with human choice becoming a key factor, which will be mediated by analytics

2. Extreme data analytics and the associated risks

- Risks of data from the past-based extrapolation of the future (considering the rate of change), where in the future is very different from the past
- Extreme data analytics - all of us becoming providers of data in addition to users of data

3. Influence of big data on industry

- Big data leading to deeper and discrete analysis
- Big data access and hence need for speedier analysis
- Big data leading to greater access and hence need to focus on ethics

4. Data for decision: Using data for data v/s data for insights

- Owning data vs. actualizing data
- Data analytics vs data insights
- Clean data and data efficacy
- Definition of the common minimum data required to drive insights
- Availability of data v/s sense-making of available data

5. Non-negotiable skills for data analytics

- Data authenticity and data interpretation as a skill (association vs causation)

- Questioning as a capability (to interpret data, its source, its holisticness, and accountability for its efficacy and impact)
- The capability of visualising data-led future and interconnectedness
- The general physician as an analogy for Pi (pyramid of multiple pi-s)
- Analytics driven personalised coaching programs: multi-dimensional leader capability development, with specialists coming together, and analytics doing the triangulation.
- Need for multidisciplinary capabilities to appreciate and understand the pace and breath of technology advancement at all levels including the government.
- Need for developing deeper ethics and risks management capabilities in light of extreme data analytics to safeguard multi stakeholder interest in organisations at an ecosystems level and the government.

6. The role of data as a power enabler for competitive advantage

- Three established power enablers - knowledge, money and talent and now data has emerged as the next big enabler for the future
- Strategy deciding what data to pick up and driving decisions

7. Data-led merging of industries

- **Consumer focused insightful leading to** merging of industries (healthcare, consumer/retail and financial services) – With the end outcome of understanding and serving the customer, multiple discrete industries could use each other's data to draw behavioural analytics and work with the same data. If consumer

industry is looking at disposable income for spending, financial companies are looking at the same disposable income for investments. Healthcare is looking at the same disposable income to offer preemptive health care and also look at the consumer spending to extrapolate possible health issues. Pre-existing health conditions are helping financial companies to take insurance advisory and also consumer companies to make recommendations in accordance. Thus, human has interconnected data that can work much harder and say so much about what and how s/he can be catered across industries. Today, each of these industries are sitting under different industry definitions and governed by different regulations. As a persona-based merger of the industry definition happens in the back end, companies will look at the individual as a package.

- The challenge of data privacy: The data that I made available for healthcare is not something I want to be made available for insurance or consumer product recommendations. The decision today is to a certain extent in the hands of the consumer because of the broken back end. But when the back end of the data gets connected, in the absence of proper governance, we could be exposing ourselves for marketing gimmicks way beyond what we are thinking.
- One needs to understand that if you are not paying for a service (say google maps) then I am a product. So can the consumer stand up and say that I will consume what I pay for!
- Ethics and governance from boards on this is again a big one...governance structure and ethical framework around this could be a big one...maybe a role around Chief Ethics Officer, Data Stewardship, developing clear guidelines.

8. Ethical Concerns around data, impacting trust

- Ethical use of data: What is the equivalent for a Board or for a government in terms of its sensory motors? And how does it then manage all of that data? How does it be with unintended consequence? How does it get better and better understanding faint signals?
- The real hard yards of governance are the three governance questions that it boiled down to- How's that working for us; Who do we mean by us in this context, politically? Whom are you asking those first two questions? And of course, in the future, of what AI systems/extreme data are you asking those first two questions?
- There's a huge issue around data chartering and organizations coming around for employment lawyers to think about, because as we start, what are the ethics of inference data? I think certainly in the West, there's growing bossware, surveillance-ware, software that is being used, and supposedly to track productivity and activity.
- Onus of ethical data usage on clients and not the ones developing it
- The user of data being responsible for maintenance of ethical guidelines
- Access to data leading to intrusion and blurring lines of privacy by extreme data analytics
- Trust and ethics are a real issue. Data being used already for reasons other than what it was sought. This can only go to a different level. How do organization manage this level of trust deficit? organizations will need to give more importance to transparency and explainability...how are they using the data and

what are they doing with the data and very clear policies around use of data and being open about the uncertainties and the lack of complete clarity and hence being open to continuously explaining the source and use of data to build trust.

9. Change in the phenomenology of data

- **Analytics led Data Personification, through landscaping of data:** With analytics and insights shaping data to personify it to express, in the future, the phenomenology of data itself will change, as data gets landscaped. More people are able to get back to being in touch with that relationality because of the way data is being landscaped for us, because of the way we're actually holding data haptically in our hands; feeling some data which feels heavy, cold, hot, squirming, painful, you will feel it. It will have a phenomenology. The same will also enable heightened collaboration among teammates.
 - i. Each organization is one complex adaptive system, but it sits in a network of complex adaptive systems, right the way through to the geopolitics of supply chains. So, my hypothesis would be that more people with another way of being with data and information will actually be able to see connection, and that you could start to find the ways as you make strategy to hold one and seven perspectives in the same space.
 - ii. Organisational Capability to pick up all and right data and making sense out of it.
 - iii. Businesses to transform themselves to cater to changing role of data analytics.

10.Global and local implications of data analytics

- Extreme data analytics taking time to show pervasive results in India, while being quicker in the West
- Countries being split over GDPR, creating a continuum where countries like India or China can use the opportunity
- Ethics is driving the geopolitics because I'm not happy with the way the Big Four or the tech companies are driving it
- From a data standpoint, it will get more distributed than centralized.
- The right and wrong issue could emerge, more locally than globally.
- National boundaries to allow much lesser data exchange getting out of the country has started to happen but will happen even more. More regulation would happen but I think that the scale of that issue will change.
- Today, usually the bulk of the debate is on global ethics of data usage, not more on local and hyper local and how that model will emerge. Potentially, 20 years from now, the question of large corporations, owning lots of global data may reduce drastically. If countries need to remain self-governing, they will have to do it.

- No control over data due to the presence of the big corporations which restricts it. Geopolitical shifts leading to their role being limited.
- The jurisdiction of technology companies is across countries and hence the opportunity to regulate any of the impact is higher

How much ever you have firewalls, people carry information out, unless and until there is a self-moral standard. You cannot stop when a person is hell bent on taking it out.

Long Interview, No. 22

Extreme Data Analytics and its impact on trust:

In a few decades, due to data-driven disruption and declining trust, the following workforce and workplace characteristics may be expected:

- i. A highly competent and flexible workforce: The workplace of the future will require a staff with the ability to adjust to new technologies and working methods. Workers must master data analytics, artificial intelligence, and machine learning to compete in this environment.
- ii. Gig workers: As the workforce becomes more digital, the prevalence of gig workers will rise. The requirement for businesses to maintain flexibility and agility, allowing them to utilise

specialised personnel, will accelerate this trend. The creation of blockchain-based led identity systems will lower obstacles to trust and better prepare people for project-based work.

- iii. Remote work: As technological improvements make it increasingly possible for more businesses and functions, remote work will continue to gain favour. More businesses will discover that remote work gives them access to specialised talent while saving money on real estate.
- iv. Agile workspaces: Agile, multi-purpose workspaces will proliferate as traditional offices make way for more dispersed workforces. Companies will be able to develop a more modular infrastructure and swiftly adapt to the needs of their staff by decreasing the need for large, expensive office premises.
- v. Cybersecurity and privacy: With less trust in institutions and data-driven disruption, these two issues will need more attention than they currently receive. Organisations will increase their investments in secure communication infrastructure, data governance, and data protection mechanisms.
- vi. Data-driven decision-making: In the future of work, data-driven decision-making will be the standard. Data will be used by organisations more and more to inform choices, provide projections, and spot trends in company operations.
- vii. Lifelong learning: With the rising automation of some occupations and technological advancements, the workforce will need to

continuously upgrade and reskill. To make sure their employees stay relevant in the changing workforce, businesses are expected to prioritise investing in employee training, upskilling, and reskilling.

In conclusion, a highly trained and flexible workforce, more gig workers, remote work, agile workplaces, cybersecurity, privacy, data-driven decision making, and lifelong learning are all aspects of the future of work, which is characterised by data-led disruption and decreased trust.

4. The work workforce and workplace characteristics as result of the Data and Trust Equation

Many of the ways that data and analytics will change employment, the workforce, and the workplace depend on how they are used specifically. Here are some instances of how the future of work, the workforce, and the workplace may be shaped by data and analyst-led trust:

1. Automation: As data and analytics are used more frequently, there will be more automation in a variety of businesses. Because of this, some jobs can become redundant while others might need new skill sets. For instance, there might be a greater need for automation engineers, machine learning experts, and data analysts.

2. Personalization: Data analysis can help businesses better understand the preferences and actions of their customers. As a result, personalised goods, services, and experiences might become more prevalent in the workplace of the future. This might involve specialised marketing initiatives, specialised goods, and specialised customer service.

3. Remote Work: Data analytics can assist businesses in gauging the output and productivity of their staff. As a result, more businesses might offer remote work because managers can rely on employees to complete tasks well even when they are not present. As a result, there might be changes to the conventional workplace as businesses might need less physical space.

4. Talent Acquisition: Businesses may give priority to selecting applicants who have particular skills or qualifications as a result of the rising use of data analytics to evaluate employee performance. To find the best hiring practises, businesses may, for instance, utilise automated algorithms to assess resumes or analyse the success of previous recruits.

5. Ethics and governance: As data and analytics are utilised more frequently at work, businesses will need to establish ethical standards and clear procedures to guarantee that data is used properly. Losing the trust of both consumers and staff can be detrimental to a company's growth due to data breaches or unethical data practises.

In conclusion, the future of work, the workforce, and the workplace will be significantly impacted by data and analytics. Companies will need to react by giving ethical standards development, the use of specialised talent acquisition techniques, and automation measures priority. Additionally, it's possible that customised goods, remote employment opportunities, and new skill sets may spread.

5. The best case and worst-case scenarios in the future of work as a result of data and trust include the following:

Best Case:

- Human and data collaboration as two specialists (two in a box)
- Multiple options with human choice becoming a key factor, which will be mediated by analytics
- Change in the phenomenology of data to make it more sensory
- Ethics and governance from boards...governance structure and ethical framework around this could be a big one...maybe a role around Chief Ethics Officer, Data Stewardship, developing clear guidelines.

More people are able to get back to being in touch with that relationality because of the way data is being landscaped for us, because of the way we're actually holding data haptically in our hands; feeling some data which feels heavy, cold, hot, squirming, painful, you will feel it. It will have a phenomenology. The same will also enable heightened collaboration among teammates.

Long Interview, No. 05

Finally, the limitation will only be people's own ability to really choose from all these things. So how do I even make (the choice) ...that is where probably analytics and other kinds of things will come.

Long Interview, No. 04

Trust and ethics are a real issue. Data being used already for reasons other than what it was sought. This can only go to a different level. How do organization manage this level of trust deficit. organizations will need to give more importance to transparency and explain-ability...how are they using the data and what are they doing with the data and very clear policies around use of data and being open about the uncertainties and the lack of complete clarity and hence being open to continuously explaining.

Long Interview, No. 39

Worst Case:

- Ethics of bossware, surveillance-ware, software that is being used supposedly to track productivity and activity.
- Access to data leading to intrusion and blurring lines of privacy by extreme data analytics
- No control over data due to the presence of the big corporations which restricts it. Geopolitical shifts leading to their role being limited.

6. Triangulating for the vector across the sources:

Analytics and data are crucial to determining how businesses will develop in the future, but their effects on society are complicated, and worries over data privacy make consumers less trusting of firms. The effects of data and analytics on deteriorating trust on society are shown below, along with some possible responses from organisations:

- 1. Effect on customer trust:** Concerns over data privacy and the unethical or unregulated use of data have caused consumers to lose faith in businesses. To avoid customer scepticism and retain their trust, businesses must prioritise data protection and be open and honest about their data practises.
- 2. The influence on governance:** Laws governing data privacy, data protection, and other laws involving data must be continually updated to reflect the societal and business implications of data. The development of governance mechanisms that balance the interests of the population with the benefits to the organisations will rely heavily on the co-creation of these regulations.
- 3. The potential for innovation:** Many businesses have had success using data and analytics technologies to provide original solutions to social issues across a range of industries. Therefore, it is crucial that businesses use that data to advance social good, be open about data usage, and demonstrate the impact on society as part of their data plans.
- 4. The requirement for enhanced data privacy and security:** Given the frequency of data breaches and cyberattacks, there is a requirement for

increased data privacy and security. Businesses must make investments in data privacy and cybersecurity safeguards, as well as in employee training and ongoing security posture reviews of their data assets.

In general, the future of work and society will depend heavily on data and analytics. Companies must prioritise data usage transparency and governance practises that reduce the damaging effects they can have on confidence as worries about data privacy grow. In response, as we move towards a data-driven future, it will be crucial for organisations to create strong data privacy and cybersecurity policies, increase openness around data usage and privacy, and foster customer trust.

If I have some mental issues, some people are pretty open about it. Others are not. And so, they don't want to tell anyone, but what if watching me for eight hours, 365 days a year, 24/7, you can Exhibit out that there's something wrong with me. We might have some sort of algorithms in place in the Meta world, which identifies that something is dodgy about this guy, right? And who gets to know that? Where is that information going? There are all these governance issues, massive governance issues that we'll have to deal with.

I think the big one, as the world will open up, and talent will actually become more and more open to more options, the importance of building trusting relationships. Hence, I'll not have hierarchy or not have a regular control over that. And hence my capacity to actually build trusting relationships, so that without the formality of a relationship, that equation is still respected. This becomes super, super critical. That's where the dichotomy of data will actually come in, because data can give me so much power that it can take away from the trusting equation.

Long Interview, No. 07

Ethics is driving the geopolitics because I'm not happy with the way the Big Four or the tech companies are driving it. Today, usually the bulk of the debate is on global ethics of data usage, not more on local and hyper local and how that model will emerge. Potentially, 20 years from now, the question of large corporations, owning lots of global data may reduce drastically. If countries need to remain self-governing, they will have to do it. There is no control over data due to the presence of the big corporations which restricts it. Geopolitical shifts will lead to their role being limited.

Long Interview, No. 20

I think there's a huge issue around data chartering and organizations coming around for employment lawyers to think about, because as we start, what are the ethics of inference data? I think certainly in the West, there's growing bossware, surveillance-ware, software that is being used, and supposedly to track productivity and activity.

Long Interview, No. 05



Vector 5: The Impact of Geopolitical Environment Shift



XII. Vector 5: The impact of geopolitical environment shift:

At the start of the research, I started with the previous four vectors as the primary vectors shaping the world. However, during the literature review¹⁵ as well as through some of the most critical long interviews, the geopolitical disruption got called out multiple times. Importantly, geopolitical was called out in multiple interviews as the cause for some of the effects on the other vectors. Similarly, some leaders pointed to the direction of geopolitics shaping the technology advancement and the impact of data and trust as well as the environment and climate choices that will be made. Finally, the role of ageing population and its impact on geopolitics was also called out multiple times, shaping the fifth and a critical vector to study the future of work.

The longer-term view of the world:

While there has always been an established hierarchy amongst the global economies, the major shifts in the world and the already shifted power from the west to the east on account of rate of growth, market sizes are a known fact. If we were to take a view for the next three decades, the geopolitical environment could look very different.

With change in the order of economies on their influence of the world, with the Global 7, followed by Emerging Seven and the next Eleven¹⁶ growing differently, the order of political hierarchy is changing dramatically. This will influence the world of work dramatically.

¹⁵ <https://www.mckinsey.com/capabilities/risk-and-resilience/our-insights/black-swans-gray-rhinos-and-silver-linings-anticipating-geopolitical-risks-and-openings>

¹⁶ PwC: The World in 2050 Report: <https://www.pwc.com/gx/en/world-2050/assets/pwc-world-in-2050-summary-report-feb-2017.pdf>

Definition of Geo-Political:

As per the English dictionary, ‘Geo-Political’ is the definition of the study or the application of the influence of political and economic geography on the politics, national power, foreign policy, etc., of a state.

Geopolitics and its direct and indirect influence on the future of work:

Geopolitics, on account of the changing order of political clout, will have a direct impact on how it will shape the future because of growth and economic factors. At the same time, the sanctions, and the fracturing of the globe¹⁷ around priorities will have a direct impact on the ability of the world to operate globally.

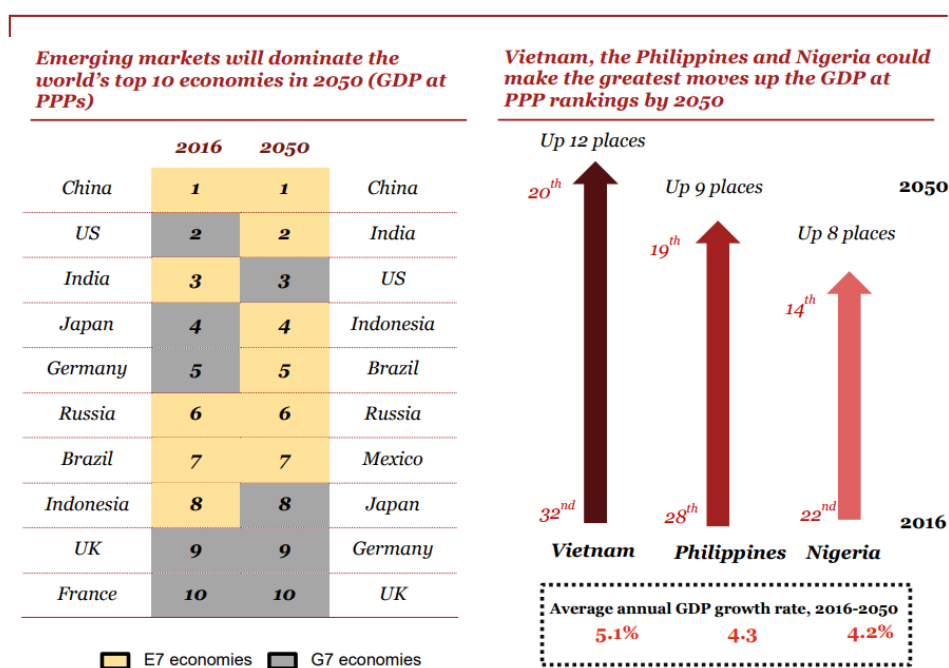


Exhibit 22: Shifting of global Powers

Aspects of the world shifting from VUCA to BANI: [What BANI Really Means \(And How It Corrects Your World View\) \(forbes.com\)](https://www.forbes.com/sites/jeroenkraaijenbrink/2022/06/22/what-bani-really-means-and-how-it-corrects-your-world-view/?sh=6f5a502011bb)

¹⁷ <https://www.forbes.com/sites/jeroenkraaijenbrink/2022/06/22/what-bani-really-means-and-how-it-corrects-your-world-view/?sh=6f5a502011bb>

Geopolitics and its impact on multinational corporations' ability to operate as global entities:

The ability of multinational corporations (MNCs) to conduct business internationally has been significantly impacted by geopolitics. Following are some examples of how geopolitics has affected MNCs:

1. **Political Stability:** Political turbulence and instability have greatly increased over the past few years, making it difficult for MNCs to operate in various regions. Political unrest can increase company risks and uncertainties by affecting everything from supply chains to human resources to shifting policies, rules, and regulations.
2. **Market Access and Regulations:** Geopolitical unrest may also result in the enactment of trade restrictions, tariffs, and other laws designed to safeguard domestic industries or the security of the country. Because of this, it could be challenging for businesses to expand into new areas or run efficiently in current ones.
3. **Cybersecurity threats:** Geopolitical tensions can increase the risk of cyberattacks, espionage to test, sabotage, or steal from organisations, as well as geopolitical threats such as hostilities between nations. Governments are scrutinising businesses more closely as a result of growing national security concerns, which is difficult for MNCs with a global presence.

4. Labour Market: Geopolitics may have an impact on the labour market and disrupt the supply of talented workers in various geographic areas, making it challenging to recruit and retain talent or maintain a steady workforce. For instance, trade disputes and restrictive immigration laws can limit labour mobility, requiring businesses to manage and deploy personnel across areas with extreme agility.
5. Resource Dependence: Supply chain interruptions due to geopolitics are possible. Conflict between nations or unfavourable business conditions can raise the danger of interruptions in the water and power supply, changes in the price of commodities, and shortages of other raw materials used by businesses to produce their services and goods.

Overall, geopolitics increases the likelihood that uncertainty will have an effect on MNCs, but it also offers opportunity in developing markets and at new technology frontiers. In order to succeed and successfully traverse these challenging conditions, MNCs must exercise caution, establish adaptable strategies, and manage stakeholders from a variety of geopolitical backgrounds.

Indirect impact of geopolitics as a vector on the other vectors:

i. Geopolitics and Technology led disruption

Technology disruption and geopolitics are intricately interwoven. The way that technology is created, adapted, and regulated in various regions is influenced by the global geopolitical environment. Here are some possible ways that geopolitics could influence technological disruption in the workplace of the future:

1. **Investment Priorities and Research and Development:**
Government policies and funding have a big impact on the advancement and innovation of technology. Changes in government funding for R&D in technology innovation and investment priorities might be brought on by geopolitical shocks. For instance, nations might give higher priority to the development of technology essential to their national security, like AI and quantum computing. As a result, some areas may emerge as industry leaders in particular technical subfields.
2. Government rules can also significantly affect how technology is disrupted. The usage of developing technologies may be governed by specific legal frameworks in various nations and areas. Regulations are a crucial element that can affect the use of different technologies in different markets, especially with the advent of remote work and dispersed teams who operate without regard to physical location. Businesses must make sure that the technology they create and implement adhere to the various regional regulations.
3. **Competitiveness and Collaboration:** Geopolitics can lead to both chances for competitiveness and for cooperation. For instance, the US-China trade spat has caused serious disruptions, especially in the technology industry. Due to China's efforts to create its own technologies independently of its Western counterparts, rivalry has increased, and rival technological ecosystems have emerged. On the other hand, geopolitical ties may result in joint investments in cutting-edge fields like semiconductor production and 5G mobile networks.

4. **Workforce Development:** The environment for workforce development can also be influenced by geopolitics. For instance, the present geopolitical unrest may result in limitations on the mobility of experts and workers. Tech companies might need to rethink their talent acquisition plans and create regional talent pools. As the technology industry becomes more competitive, there may be a larger need for highly trained individuals, which would result in more advanced training programmes and chances for ongoing professional growth.

In conclusion, geopolitics will likely have a significant impact on how technology disrupts the workplace in the future. Businesses must be aware of these geopolitical possibilities and threats and adopt adaptable strategies to change while being competitive and inventive.

The future of work and its effects on workplaces and organisations over the next 20 years could be shaped in a number of ways by the geopolitical disruptions taking place right now.

- i. **Changes in Political Power:** Geopolitical upheavals could result in changes in political power and a realignment of international alliances, which could have an impact on international trade, rules, and laws as well as the creation of new markets and economic possibilities. To manage potential future disruptions, organisations will need to revise their strategies, streamline their supply chains, evaluate trade prices, and create backup plans.

- ii. Changing worker Demographics: Mass population shifts have been hastened by global geopolitical upheavals, and worker reskilling and retraining will be a crucial tool for keeping up with the evolving business environment. In order to manage diverse and multigenerational teams, organisations will need to proactively adjust their talent acquisition strategies, upskill current employees, and develop new management techniques.
- iii. A greater focus on resilience and cybersecurity has emerged in recent years as a result of geopolitical upheavals, such as targeted cyberattacks on businesses to get access to private information. To manage global risks like cyberattacks and other emergencies like pandemics, organisations will need to strengthen their cybersecurity practises and resilience plans in addition to re-evaluating their supply chain and operational risk measures.
- iv. Increased use of technology and automation: In a post-disruptive world market, technological developments like AI, automation, and digital transformation will become even more crucial. To sustain smooth productivity, organisations will need to support remote work and adopt new forms of communication, collaboration, and information sharing. Organisations will also need to adjust to shifting client demands and preferences as a result of the growth of e-commerce, new delivery channels, and automation.
- v. Greater Focus on Corporate Social Responsibility: Geopolitical upheavals are likely to result in increasing social inequality and

accelerated environmental deterioration. Corporate social responsibility, which includes ethical investments, sustainable shipping and logistics, fair labour practises, and the promotion of environmental sustainability, might receive more attention in the future. To improve their reputation, stay competitive, and meet the changing needs of their stakeholders, organisations will need to assess their ESG policies and practises and take a proactive approach to managing social and environmental challenges.

3. Businesses would have to make decisions and face the challenges of operating on a global scale.

ii. Geopolitics and Climate and Environment Action

Geopolitics significantly affects how people act and make promises on environmental and climatic change. The following are some ways that geopolitics is influencing environmental and climate change-related actions:

- i. **Paris Climate Agreement:** Several nations have ratified the Paris Climate Agreement, which aims to cut carbon emissions and keep warming to 2 degrees Celsius or less above pre-industrial levels. The success of the Paris Agreement has been hampered by geopolitical pressures like trade wars and international disputes. Famous nations have recently scaled down or abandoned their promises, including the United States under the Trump administration.
- ii. **Resource Use:** Countries are vying for resources including minerals, oil, and gas, which is causing geopolitical tensions over

access to wealth, prices, and energy independence. The geopolitical environment may be impacted by efforts to promote increased use of renewable energy sources because nations compete not only to develop effective transitional strategies, but also to gain greater control over the essential rare materials and minerals needed to develop and deploy clean energy infrastructure.

- ii. **Natural catastrophes and Climate Migrants:** As a result of natural catastrophes becoming more frequent and intense due to climate change, more people are becoming climate refugees. International relations may be impacted by border conflicts or regional tensions brought on by migration and refugee flows.
- iii. **Environmental Policies:** Geopolitical issues have an impact on and are affected by environmental policies. For various countries and locations around the world, trade and economic policies can have a substantial impact on environmental legislation and goals. For instance, environmental norms and laws may not exist or may not be enforced in nations with poor governance, resulting in pollution and ecological destruction. Nations may use varying strategies to strike a balance between environmental protection and economic growth, which can lead to increased conflict and discord among trading partners.
- iv. **Global Cooperation:** Addressing environmental and climate concerns requires collaboration and global action. Geopolitical conflicts, however, can make it difficult for nations to work together. Trust concerns, political and economic rivalries, and the rise of protectionist measures can all cause conflicts.

Since it is now challenging for nations to work together to achieve the targets established for environmental protection and climate change mitigation, geopolitics is having an impact on environmental and climate disruption action. Emergency and long-term issues must be handled with diplomacy and dialogue in order to develop effective solutions that balance local and global interests in order to manage the challenges of geopolitical conflict.

iii. Geopolitics and future of work:

The effects of geopolitics on the workforce of the future based on present patterns and advances could be viewed through a few options:

- **Mobility constraints:** If geopolitical tensions rise or nations adopt protectionist policies, there may be more restrictions on the movement of people and goods. Mobility in the workforce could be impacted by this, particularly for expatriates and foreign employees. To lessen the effects, businesses might need to spend more on the development of local talent.
- **Change in skill demand:** Geopolitics can have an effect on the economy and the need for specific talents. For instance, if a nation confronts a security threat, investments in defence and security may rise, and there may be a greater need for individuals with knowledge of cybersecurity, data analytics, intelligence, etc. Similar to this, demand for healthcare professionals and related skills may increase if a nation has a health crisis. To keep up with the shifting skill demand, businesses may need to modify their talent strategies.
- **Geopolitical tensions can also have an impact on immigration regulations and businesses' capacity to recruit people internationally.** Companies may need to navigate complicated

immigration laws and figure out how to recruit and keep talent from abroad while staying within the letter of the law.

- Emerging markets and opportunities: Geopolitics may open up new doors for corporations to enter developing nations or to collaborate with regional enterprises. To take advantage of these opportunities, businesses may need to acquire individuals with local knowledge.

In conclusion, geopolitical trends may have a variety of effects on the workforce of the future, ranging from mobility and skill demand to immigration laws and rising market opportunities. To successfully negotiate this complex environment and recruit and keep the people they require, businesses may need to remain flexible and adaptable.

iv. Geopolitics and its impact on the Data and Trust Equation:

Geopolitics can have a variety of effects on the data and trust equation in the workplace of the future. Here are a few potential outcomes:

- Data sovereignty: Due to geopolitical unrest, businesses may be forced to adhere to local data processing and storage requirements. For international corporations that must adhere to numerous data regulations across various nations, this might provide difficulties. Companies may need to make greater investments in data management systems to accommodate various regional needs.
- Cybersecurity threats: Geopolitical tensions can enhance the likelihood of cyberattacks and other types of digital sabotage. In addition to limiting businesses' capacity to communicate sensitive information, this can erode public confidence in digital platforms

and technologies. To reduce the danger of cyber threats, businesses might need to invest more in cybersecurity measures and work with governments and other stakeholders.

- Perception management: Geopolitical events, particularly on social media, can affect how the general public perceives businesses and their brands. Negative perceptions can hurt a company's ability to retain and recruit customers and personnel, as well as undermine faith in its data handling capabilities. To maintain their brand image and develop trust with diverse stakeholders, businesses may need to employ efficient communication methods.
- Talent trust: Geopolitics can affect the safety and trust of workers in various locations or nations. For instance, geopolitical unrest may make it more difficult for workers to go to or do remote work in some areas. Companies may need to put in place policies and procedures that prioritise the safety and security of their workers across diverse geographies, including defining clear standards for the protection of personal data and adherence to local laws.

The Ukraine crisis, has created amazing opportunity, where people have actually started working internationally. Ukraine talent for technology is super premium right now. You won't find a Ukrainian programmer today because people are paying crazy amounts of money to them. And there's a crisis in their country, so they're very happy to move out and take up work elsewhere. There's a war for talent. So that physicality that you talked about - local, global - all of that is already starting to move.

Long Interview, No. 22

In conclusion, geopolitics can have an impact on the data and trust equation in the future of work, posing both opportunities and difficulties for businesses. Companies must combine concerns about data privacy and security with the need to establish a culture of trust and transparency with their employees and clients in order to successfully mitigate these problems. Companies must also proactively monitor and adapt to changes in the geopolitical scene.

1. Geopolitics and its impact on the future of work as a formidable vector:

Identified later as one of the critical vectors both as a standalone vector as well as an indirect vector, impacting the rest of identified vectors shaping the future of work. Some of the biggest advancements in the workplace of the future on account of geopolitical disruption as identified through the interviews could be categorised into the following:

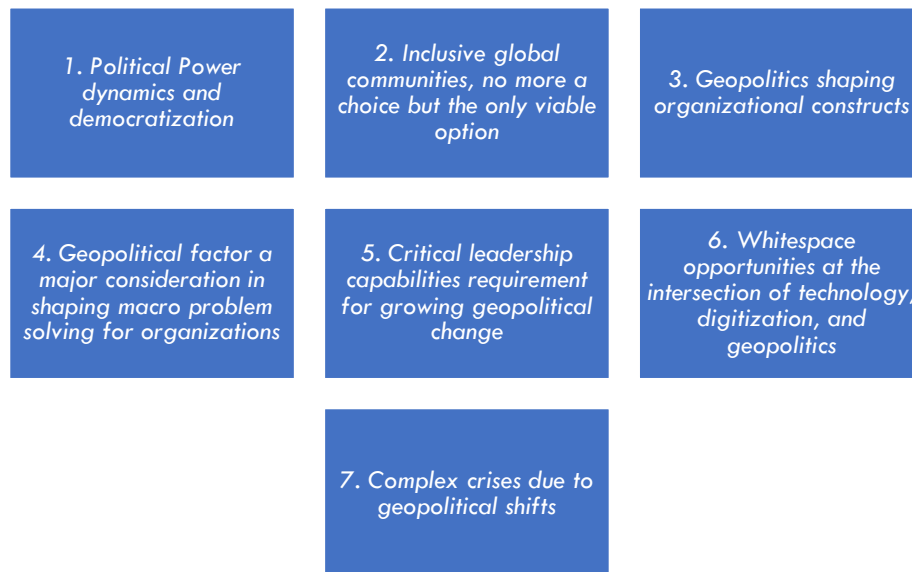


Exhibit 23: Characteristics of Socio-Political Disruption

1. Political Power dynamics and democratization

- Newer economies emerging as economic and social power driven by their economic growth and population
- Traditional bases of power of authoritarian regimes and socialist regimes moving away to make the future massively democratic
- Mass democratization, and levelling of the global playing field and providing more access
- Old systems of reward and recognition are going to become obsolete
- Human creativity and motivation getting unleashed.
- Extreme polarisation and localisation as a political strategy

2. Inclusive global communities, no more a choice but the only viable option

- Inclusive economies, inclusive cities, inclusive workplaces, inclusive wealth (including historically marginalised communities) will be the norm of all newer developments as the entire world competes globally for financial investment, talent, and quality of life.

- Working near home v/s globalised working and having a nationalist approach: Most of the skilled talent will choose to be at or near home location and thereby a better quality of life than be based out of far off locations.

3. Geopolitics shaping organizational constructs

- All organizations are one complex adaptive system, but it sits in a network of complex adaptive systems, right the way through to the geopolitics of supply chains. Hence there is a high possibility that people with data and information will actually be able to see connection, and that you could start to find the ways as you make strategy to hold one and seven perspectives in the same space.
 - Conflict between multinationals and governments
 - The geopolitical environment will change the fabric of thinking because it is getting even more popular and even more nationalist. Every country, big or small, is wanting to be self-reliant.
 - An alternate group of countries coming together and withdrawing investment in US bonds, eroding the value, thereby building for the future
 - Change happening for geopolitical reasons and not climate considerations

4. Geopolitical factor a major consideration in shaping macro problem solving for organizations

- We are moving from point solutions to more integrated solutions,

- we're moving a level above that to massive transition to new states of the world.
- The next 20 years phase is similar to the phase during the Renaissance, and all of the debates that followed that, I think we're up to the same kind of thing over the next 10 or 20 years.
- The three big shifts that will shape the FoW:
 - The climate
 - The social,
 - Political equity
- Organizing ourselves in a fractured world to deal with global + local issues and opportunities, thereby rethinking the use of technology
- Developing countries suffering due to the past 'sins' of the West and now therefore prioritizing economic development, since they are only accelerating now.
- The needs of the West dictating the urgency of the climate crisis will need to be adjusted to the growing needs of others. What's the sacrifice and trade off the western developed countries are ready to make for the climate exploitation that has led to their growth, while putting restrictions on the developing countries today?

5. Critical leadership capabilities requirement for growing geopolitical change

I will also say, compass over map, and both are army things. A map is something which gives you in a career it will give you step by step. But in future there will be no map - there will be just a compass, which is your North Star, just a general direction. So, people need to be comfortable with a compass and not look for a map because there will be no map of your life and future. You will just get a general direction.

Long Interview, No. 19

- It is the **critical translation layer between strategic geopolitical insight, reading of the future, sensing of the future, sensing of strategic possibility, and how is that strategic possibility going to be lived today, now in the organization:** What very often happens in organizations is they don't have the necessary focus on capabilities at all. It goes straight from boards, and senior executive teams into operations AI and one wonders why it isn't working.
- The need to bring a lot of things together really fast in a coordinated manner, that have different governance models, different stakeholders, different preference functions?
- Most importantly, get them to coordinate because if we don't, the thing doesn't work.
- Managing multiple dynamic and large issues

6. Whitespace opportunities at the intersection of technology, digitization, and geopolitics

- Managing multiple dynamic and large issues that are now, no more restricted at the regional or country level but get spread quickly, with global and local repercussions. The whitespace opportunities at the intersection of technology, digitization and geopolitics could be the following:
 - Cyber security advancement for advanced inter government trust building: One of the biggest roadblocks in geopolitics is the ability of different governments to be able to trust completely and share infrastructure and other developments that are being made for the betterment of the society. This, in turn has an impact on the replicability of developments across countries which later challenges the ability to transact and share and collaborate globally, since all would have defined their infrastructure differently. Now, India is making its 'India Digital Stack' available to less developed nations, with seven nations signing treaties to share the India Digital stack. This will enable the world to share core capabilities that are necessary and thereby create shared capabilities
 - Block chain technology and public infrastructure management: Blockchain technology, although today has been studied and applied publicly only for electronic payments, its applications and derivations are numerous, including the supply chain, voting systems, and going forward as one of the most effective ways for identity management that could enable the geopolitical challenges of cyber-attacks to be saved. Additionally, other application of Block

Chain Technology could also include digital asset management and healthcare and records and for other digital public infrastructure management.

- Infrastructure Development: In the upcoming years, attention will continue to be paid to how geopolitical influences affect infrastructure development. There are opportunities for technology-driven infrastructure initiatives, particularly those that aim to update and alter aged infrastructure systems in the energy, transportation, and healthcare industries.
- Digital diplomacy: As digitization grows, new and creative diplomatic techniques have emerged. This comprises online communities and networks for international cooperation that bridge geopolitical divides and advance world harmony and communication in business.
- Artificial intelligence: AI holds great promise for areas like pattern recognition, judgement, and personalization of user experiences. The nexus of geopolitics and technology may offer potential for AI use cases including risk prediction in global corporate transactions, personalised product and service development, and advancement of precise solutions in democratic systems and urban planning.
- Quantum Computing: Quantum computing is the newest development in data processing, and it has the potential to completely alter fields like financial modelling, cryptography, biology and particle physics, logistics and transportation, and pandemic or climate-

related problem-solving. The development of technology may someday intersect with sophisticated big data technologies and security-related geopolitics.

7. Complex crises due to geopolitical shifts

Now imagine, if I have Slovakian passport, a Slovakia national sitting in India. I download an app and I play poker, and I make a huge amount of money that goes and sits in my Slovakian bank account. How will you control it? There is no way you can control it. Some of these things, I think the governments have not been able to figure out how to do anything about it.

Long Interview, No. 22

- Countries that are able to think of digitization of citizen experience differently using advanced technologies can actually become the pilot for the rest of the world: case in point the India Stack for the world, almost making citizen services as a global solution, provided the problem of data safety is solved
- Digital Participation not an option, digital disruption the true differentiator:
Digital disruption is no more going to be an option. With every company and government moving the digital way for basic and critical activities, adoption has become a way of life. Thus, digital is no more disruption, it is more of participation.
- Definition of digital disruption thus is going beyond participation and disrupting the problems being solved in addition to how it is being solved

- The opportunity and responsibility for early adopters to participate in the world of work and shape the future
- Early adoption will be a differentiator at all levels: national, societal, organisational, and individual level. However, the real trigger will be when mass transition and adoption is enabled.
- The geopolitical is going to cause technology precedence because everybody will try to get power on the back of technology, hence. Workforce, everybody will try and get control and get access and do whatever they need to do. Everybody will try and define ethics and try and govern ethics in the best way possible.

5. The Best and worst cases:

The Best possible case for geopolitics as the disruptor in the future of work could be the following:

- The next 20 years phase could be like the phase during the Renaissance, and all of the debates that followed that, we're up to the same kind of thing over the next 10 or 20 years, which will set the direction
- Traditional bases of power of authoritarian regimes and socialist regimes moving away to make the future massively democratic. Mass democratization, and levelling of the global playing field and providing more access
- Human creativity and motivation getting unleashed.
- Inclusive economies, inclusive cities, inclusive workplaces, inclusive wealth (including historically marginalised communities)
- Working near home v/s globalised working and
- Having a nationalist approach but not letting the global mindset come in the way of building something local

I think the conventional power structures, including the corporates, are going to have a hard time to maintain the traditional basis of power. I really do. Including governments. I won't name countries, but I think it's going to be very tough for the authoritarian regimes and socialist regimes to maintain the kind of power base they have without a massive amount of force and violence. I can't see how they could do that over time. Unless, you can control the internet, you can try. You can control access to exposure to things going on around the world, but only for certain period. So, so I think this mass democratization, and level of the global playing field is going to take place, and that could produce some super interesting things. You can already see it today.

I think we're headed for another revolution. And nobody knows where it's going to take us. But the forces of mass democratization and leveling the playing field, I think all the roles will change. Mass access. I think there's going to be so many unexpected things happening just like they are now. Wealth, innovation...just things that we couldn't even envision 10-20 years ago. And it's happening faster and faster.

It's a step on the way this mass democratization is going to give people who had no chance in hell of having any sort of productive or meaningful work or life opportunities that they wouldn't have had. I do think it will unlock a lot of things that previously weren't happening and a lot of human creativity and motivation will get unleashed. It's going to be the age of inclusion. When playing fields gets settled, then inclusion happens. I'm talking about inclusive economies, inclusive cities, inclusive workplaces, inclusive wealth, whatever.

Long Interview, No. 03

The geopolitical environment will change the fabric of thinking because it is getting even more popular and even more nationalist. Every country, big or small, is actually wanting to be self-reliant.

Long Interview, No. 20

Worst Case:

- One of the worst outcomes could be the lack of agreement on what the truth is, creating a fractured world thereby creating impediments to the opportunity to learn from each other, becomes sort of increasingly insular.
- Another possibly worst case could be a global displacement of people as an outcome of the fractured world. The poorer countries

will also suffer the most. So, the worst case is a very bad worst case. It could lead to riots and wars.

- Massive mobility, massive refugee issues, massive food shortages, massive significant weather events. Or we have moved to an entirely different way of growing, moving, constructing manufacturing, and providing
- Extreme polarisation and localisation as a political strategy
- Division in ideologies about the 'right' way of political economy, making multinational business a massive challenge.

The worst case is a very bad worst case. I think if we do nothing, we will have a global displacement of people. And everything else, if unless something is done about it, the poor suffer the most. The poorer countries will also suffer the most. So, the worst case is a very bad worst case. It could lead to riots and wars. It's pretty dark.

Long Interview, No. 06

We will have two serious crises, either largely under control or blowing the world up. I wouldn't bet which way we go. So, one is climate. Clearly, 20 years from now, there's a risk a lot of cities are underwater. Just think about how much of a Bangladesh would be underwater in 20 years. Just think about how many coastal cities will be underwater. So, I think the risk we have is massive mobility, massive refugee issues, massive food shortages, massive significant weather events. Or we actually have moved to an entirely different way of growing, moving, constructing manufacturing and providing energy and that race is over the next two decades. And I think the consequences will be felt within 20 years in a really serious way of how that plays out. So, for me, that's probably the largest uncertainty the earth confronts.

Long Interview, No. 11

- Geopolitical shifts changing organisations and individuals for the worse.

6. Triangulating across the data sources:

As we triangulate the data across all the data sources, geopolitics will likely have a substantial impact on how work is done. Here are a few possible effects and things to think about:

- i. **Cross-border mobility and labour markets:** Geopolitical changes will have a big impact on cross-border movement, which can then have an impact on the diversity and availability of talent. Changes in immigration regulations or geopolitical unrest that limit labour mobility could limit access to global talent pools and make it harder to find the relevant skill sets.
- ii. **Digital Economy and Remote Work:** As a result of the growth of the remote workforce and the advent of the digital economy, traditional workplace standards are shifting, and geopolitical factors may have an even greater influence. Organisations are interested in a variety of topics, including international regulations for virtual currencies, digital taxes, and cybersecurity and data protection. Organisations will need to anticipate regulatory considerations and evaluate strategies to mitigate factors through digital collaboration due to the complexity of global frameworks.
- iii. **Political Risk and Organisational Reputation:** Organisations that operate in unstable situations may face political risk as a result of geopolitical instability. Organisations must proactively manage reputational risks because of the increased political and regulatory scrutiny experienced globally.
- iv. **Disruptions in Trade and Supply Chains:** In the global economy, trade ties between nations have a significant impact on supply chains and the exchange of products and services. Supply chains and the global movement of goods can be

significantly impacted by changes in geopolitical policy, such as tariff rises or border closures.

- v. **Geographically Dispersed Teams:** The structure of teams could change as a result of geopolitical circumstances. Organisations may need to decide how to manage teams that use video conferencing and virtual collaboration instead of travelling to different locations due to geopolitical restrictions.
- vi. **Automation:** Depending on the geopolitical situation, different places may have more or fewer prospects for automation, while others may face obstacles. To streamline the work process, organisations must consider the effects on the workforce and investigate the proper retraining, risk mitigation techniques, and competitiveness hazards.

Cybersecurity, digitalization, political risk assessment, potential trade partner expansion, increased localization efforts in a post-globalized environment, moving away from the polarity of centralised and decentralised collective workforces, and an overall review of the HR policies and governance practises are some big-ticket considerations for organisations.

In conclusion, throughout the coming years, geopolitical pressures will continue to have an impact on the nature of work. By fostering stability, flexibility, and resilience in their processes, governance, and growth strategies, organisations will be better positioned to navigate the rapidly changing and uncertain global market and leverage opportunities for growth.

XIII. BANI World at the intersection of the Five Vectors:

Each of the vectors shaping the world, when combined, almost create a spectrum or a kaleidoscope of overlapping, cataclysmic changes all occurring at once, each of which has the potential to transform the world — and each of which is probably complex enough in its own right to necessitate a multitude of actions that can manifest in a variety of permutations and combinations for the workplace.

At the intersection of the five vectors that are shaping the world, is the BANI world, which is distinctly different from the VUCA world that the corporate world has explored and understood over the years.

VUCA and BANI are two distinct but interlinked concepts that help us comprehend the future and get ready for it.

VUCA is an abbreviation that stands for Volatility, Uncertainty, Complexity, and Ambiguity. It was initially created by the US military to characterise the post-Cold War world, but many organisations have subsequently adopted it as a means of comprehending the difficulties they face. VUCA emphasises how unpredictable and unstable today's world is, as well as how important it is for businesses to be flexible, adaptable, and resilient in the face of constant change.

A world that is volatile, uncertain, complex, and ambiguous is referred to as being VUCA. It implies that because the world is always transforming, it is challenging to precisely anticipate the future. The VUCA idea, which has its roots in military strategic thinking, is now frequently applied in corporate settings. Understanding the dynamics of evolving markets, technologies, and global socio-political and economic trends is the main goal of VUCA. In order to survive and grow in the face of uncertainty and

change, organisations must be nimble, adaptive, and proactive. As the rate of change and the complexity of the world rise, VUCA will remain important in the future.

Mike Walsh, a futurist, and business analyst, came up with the acronym **BANI, which stands for Brittle, Anxious, Non-Linear, and Incomprehensible**. It implies that the impact of artificial intelligence, automation, and other future disruptive variables would cause fragility, anxiety, unpredictability, and complexity to characterise the future. The impact of technology on society and business is the main topic of BANI. This indicates that it places a focus on innovation, creativity, the need to acquire skills relevant to the future, as well as moral issues related to technology, artificial intelligence, and automation.

BANI places a strong emphasis on how emerging technologies like the internet of things, blockchain, and artificial intelligence are transforming society and the economy. Industries and professions are being significantly disrupted by these technologies, opening up new opportunities and posing new difficulties. BANI emphasises that in order to benefit from these developments, people and organisations must be flexible and forward-thinking.

Understanding BANI in the future of work context:

BANI is an acronym that represents the four most significant characteristics of the world today:

- The B in BANI alludes to the brittleness - fragility of the current global environment. It suggests that things are becoming more fragile and less resilient to shocks and disruptions. This is due to the increasing complexity and

interdependence of many systems and structures, which makes them more vulnerable to failures and disruptions.

- **Anxious:** The A in BANI refers to the anxiety and sense of unpredictability that pervades society today. Rapid technological progress and globalisation have produced a world characterized by constant change and an uncertain future. This can result in anxiety and stress as individuals struggle to adapt and stay relevant.
- **Nonlinear:** The N in BANI refers to the modern world's nonlinear nature. This implies that events and developments are interconnected and that small changes can have large and unpredictable consequences. It also implies that conventional cause-and-effect relationships may not hold in complex systems, making them difficult to comprehend and manage.
- **Incomprehensible:** Finally, the I in BANI refers to the fact that it is becoming increasingly difficult to comprehend the modern world. This is partially attributable to the complexity and interdependence of various systems and structures, as well as the sheer volume of available information. The volume and velocity of information can leave individuals feeling overwhelmed and perplexed, making it difficult to determine what is essential and what is not.

Overall, the BANI universe describes a world that is difficult to comprehend and manage due to its complexity, interconnectedness, and rate of change. If we are to successfully navigate this world, we must adopt new modes of thought and problem-solving techniques.

The BANI world is particularly quite relevant in the Future of Work context because it focuses on not just the issues but the multiplicity of the

impact of the issues and thereby the way the World of Work is going to get shaped.

Understanding BANI vs VUCA as an impact on the Future of Work, for Organizational Agility:

VUCA and BANI are both important ideas for comprehending the future. While BANI focuses especially on the transformative influence of new technologies, VUCA emphasises the complexity of the present and the necessity for flexibility and adaptation. Both ideas are extremely relevant for the future, and in order to prosper in the years to come, organisations and people must get ready for and accept change. Because they acknowledge the necessity for individuals and organisations to be flexible, agile, and ready for changes and disruptions to survive, VUCA and BANI are both pertinent for the future of work and business. **While the BANI idea focuses attention on technical breakthroughs and their potential effects on the future of business and work, the VUCA concept emphasises the need of awareness and reactivity to external circumstances that are beyond of our control.** Organisations will be better equipped to manage the unpredictable future and take advantage of new opportunities if they can comprehend and use both of these concepts to their strategic thinking and long-term planning.

While both VUCA and BANI are studied and referred consistently to explain the changes and the impact it will cause to the world of work, the future of work, in the context of my study and in the description of the phenomena that are occurring in the future of work, are closest to the BANI world as it focuses on some of the disruptions that are impacting the future of work in ways that are incomprehensible in the shorter term.

Some of the big shifts that organizations will need to focus upon as they think of not just of VUCA but BANI in the context of the future of work, include the following shifts:

Table 5: The Shift from VUCA to BANI

Shifting Focus from	Shifting focus to	The Cause	The Effect
Vulnerable	Brittle	<p>Vulnerability as a reference focused on impact of market forces on organizations, thereby impacting the pace, competitiveness, and relevance of organizations.</p> <p>Brittle, on the contrary, is a broader impact of factors beyond market conditions that are going to impact organization's existence.</p>	<p>On account of the world becoming brittle, there is limited opportunity for drastic action without tremendous commitment building and completely understanding of all possible stakeholders and impacted stakeholders to drive commitment. The role of technology advancements and its contribution in connecting and yet fracturing the world is something that Brittle focuses upon.</p>

Uncertain	Anxious	From an uncertain world, today with data, there is an increased awareness of some of the possible challenges, including multiple worst-case scenarios getting drawn as a result of ability to create multiple models, thereby leading to more anxiety and hence the challenge of collective action	In an anxious world, with organizations and ecosystems being a part of the whole, the ability to act sooner, whilst sitting with adequate information will become that much more difficult. In a fractured world, as the interests differ, the ability to act gets hampered leading the greater amounts of anxiety.
Complex	Non-Linear	In a complex world, the relation between developments could be established. But as we will see, in the next section, as multiple simultaneous phenomena shape the future of work, as a result of the multiple vectors, the ability to establish a linear equation is that much	A multi-disciplinary approach to defining the problem and bring multidimensional capability to tackle the problem will be critical

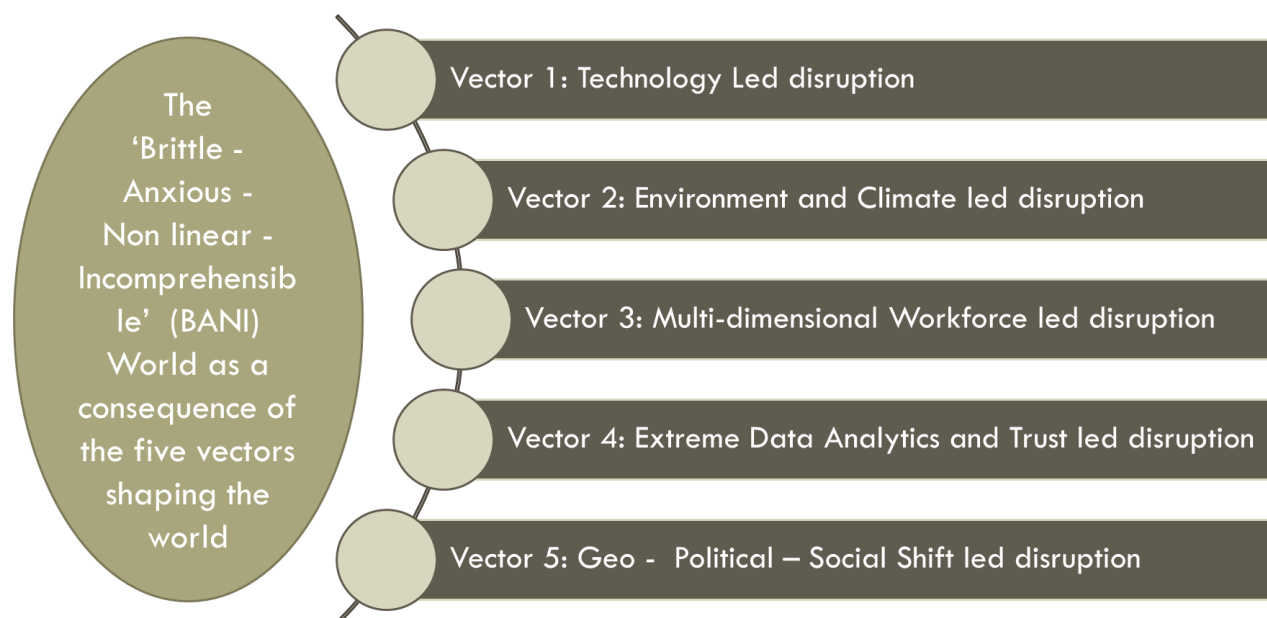
		more difficult, thereby leading to a ‘many to many’ relations between the problems and the solutions	
Ambiguous	Incomprehensible	Whilst the world of work seemed ambiguous in the past with multiple changes impacting the developments, thereby impacting the order and sequence of response, and sometime leaving the definitions open, the future has at all points of time, part of the problem and the solution that is not known and hence can’t be comprehended, thereby making the entire equation incomprehensible	The ability of the world, organizations, societies, and individuals to deal with incomplete information, incomprehensibility and yet act, to advance and keep iterating and pivoting as more information and discovery is done will be a critical approach to thinking.

BANI’s impact on organizations in the future of work:

The BANI world will have a substantial impact on organisations in a number of ways. Some of the big shifts that organizations will undergo as a result of the BANI world include the following:

- **Redefining the organization's purpose and value to the stakeholders:** With the five vectors changing the order of problems, it will be necessary but not sufficient for organizations to deliver profitable growth. Focusing on long term, sustainable and inclusive growth will become the norm of measure for organizations.
- **Resilience and risk management:** In the face of increasing fragility and uncertainty, organisations will need to become more resilient and improve their risk management capabilities. This may involve rethinking their supply chains, diversifying their revenue streams, and investing in new risk-mitigation technologies.
- **Construct for Innovation and flexibility:** The BANI world's nonlinearity and incomprehensibility will require organisations to be more innovative and flexible. To remain competitive, they will need to rapidly develop new products and services, adapt to shifting market conditions, and adopt new technologies.
- **Partnerships as an approach to redefine problems and solve them collectively:** The complexity of the BANI world may necessitate that organisations collaborate and form partnerships to achieve their objectives. This may involve sharing resources, knowledge, and expertise in order to address complex problems and create new opportunities.
- **Workforce and its importance as a resource:** The changing nature of work in the BANI world will necessitate more strategic approaches to talent management and upskilling among organisations. To maintain a competitive workforce, they will need

to attract and retain workers with the necessary skills and expertise, as well as invest in training and development.



The BANI world will require organisations to be more agile, innovative, collaborative, and strategic in their approaches to risk management, product development, and workforce management. Those who can adapt and thrive in an ever-changing world will be successful. However, the definition of agility, as understood in the context of the problems in the VUCA world itself will need to be redefined.

As BANI shapes organizations, it will also impact the employer and employee expectation, thereby reshaping the future of employment and employee's requirements in a variety of ways viz:

- **Automation and human – technology partnership:** As the world becomes more complicated and technology continues to improve, workplace automation is likely to play a greater role. This may lead

to the displacement of employment that can be automated, necessitating workers' adaptation to new roles or acquisition of new skills in order to remain employed.

- **Flexibility and Remote Working:** As people seek greater control and security in their lives, the BANI world's worry and uncertainty may drive demand for more flexible work arrangements, including remote work. The potential for cost savings and higher productivity may also make remote employment more appealing to employers.
- **Adaptability and continuous learning:** The fragility and non-linear nature of the BANI world may necessitate those workers be more adaptive and continuously learning as new technologies and work processes emerge rapidly. In the future of work, the capacity to rapidly acquire new skills and adapt to changing situations will become increasingly important.
- **Collaboration and innovation:** The incomprehensibility and complexity of the BANI environment may necessitate more collaborative and innovative approaches to workplace problem-solving. Teams capable of bringing together varied viewpoints and skill sets to address difficult problems will likely be in high demand.

Ultimately, the BANI future will require workers to be more adaptive, always learning, and inventive in their job practices. Companies and employees will need to adopt new technology and work arrangements to remain competitive and relevant in a world of work that is always evolving.

To better understand the BANI world that defines the Future of Work at the intersection of the five vectors shaping the future, I have attempted to capture through my interviews “**Plausible Phenomena**” that will denote the future of organizations, workplaces and will shape organizations. These

Phenomena are at the intersection of the two or more of the vectors described above, and respond to aspects of the BANI world.

The next section below explores each of these phenomena at intersection of these vectors. All of these phenomena are simultaneous and hence it is critical to understand how these will play out and shape the future of work.

XIV. The Phenomena at the intersection of the five vectors shaping the future of work:

One World, multiple scenarios operating simultaneously

The Simultaneous occurrence of Phenomena in the Future of Work:

Understanding the Phenomena for the Future of Work:

As I went through the five phenomena that are shaping the future of work, I realise that the world is getting shaped in a specific way by the interaction of these five vectors. The five vectors and their interpretation in each interview gave a unique perspective to how they could possibly work out amongst themselves. Thus, they were not just characteristics or a state of being. They also clustered together to create an environment which is more than a single construct because they are yet evolving, and a lot is not known already about them. Hence, I have defined them as six probable phenomena, which are evolving and need to be studied. They are simultaneous in nature and share some characteristics and are at an intersection of the vectors.

Understanding a Phenomenon:

As we look at the six phenomena that I have defined that I believe will be shaping the Future of Work, introducing the definition of a Phenomenon and its characteristics

Definition of a Phenomenon:

A phenomenon (pl: phenomena) (and the discipline of phenomenology) is an observable event. A phenomenon, in a scientific context, is something that is observed to occur or to exist. It is simply a fact or event that can be observed with the senses, either directly or using equipment such as

microscopes or telescopes¹⁸. In scientific usage, a phenomenon is any event that is observable, including the use of instrumentation to observe, record, or compile data.

Another definition of Phenomenon: A phenomenon is a specific occurrence or collection of events that can be observed and studied. Depending on the type of phenomenon under consideration, the characteristics of a phenomenon can vary.

History of Phenomenon:

The above meaning of phenomenon contrasts with the understanding of the word in general usage. The term came into its modern philosophical usage through Immanuel Kant, who contrasted it with the noumenon, which cannot be directly observed. Kant was heavily influenced by Gottfried Wilhelm Leibniz in this part of his philosophy, in which phenomenon and noumenon serve as interrelated technical terms.

1. The discipline of phenomenology may be defined as the study of structures of experience, or consciousness. Literally, phenomenology is the study of “phenomena”: appearances of things, or things as they appear in our experience, or the ways we experience things, thus the meanings things have in our experience. Phenomenology studies conscious experience as experienced from the subjective or first-person point of view. This field of philosophy is then to be distinguished from, and related to, the other main fields of philosophy: ontology (the study of being or

¹⁸

<https://www.techtarget.com/whatis/definition/phenomenon#:~:text=A%20phenomenon%2C%20in%20a%20scientific,the%20word%20in%20general%20usage.>

what is), epistemology (the study of knowledge), logic (the study of valid reasoning), ethics (the study of right and wrong action), etc.

Some of the known characteristics of a phenomenon include the following:

1. **Context- dependent:** A phenomenon can be influenced by its context, which may include the environment, culture, and other variables. This implies that the same phenomenon may exhibit distinct characteristics in various contexts.
2. **Observable:** A phenomenon is something that is observable or measurable. One or more of our five senses or scientific instruments can detect it.
3. **Replicable:** A phenomenon must be capable of being repeated under identical conditions. This is a crucial aspect of scientific research because it allows other scientists to test and verify the findings.
4. **Consistent:** A phenomenon must be consistent and conform to a pattern. This helps establish a cause-and-effect relationship and enables researchers to predict future events.
5. **Explainable:** A phenomenon should have an explanation or theory that explains why it occurs. This is essential for comprehending the underlying mechanisms and for predicting future occurrences.
6. **Relevant:** A phenomenon must be pertinent to the study's research question. It should be significant and relevant to the research context.
7. **Complex:** Numerous factors may contribute to the occurrence of a phenomenon if it is deemed complex. This can make it difficult to study and comprehend.

The six phenomena as plausible constructs that will shape the future of work at the intersection of the five vectors of the future of work are as below:

1. *Phenomenon 1: Inclusive and Responsible Capitalism will be the new measure and currency for organizational success and purpose*
2. *Phenomenon 2: Ecosystems and Platforms as the new operating model construct to drive improved organizational response*
3. *Phenomenon 3: Technology led humanized stakeholder experience focused transformation core to organizational value addition*
4. *Phenomenon 4: Changing equation of the workforce resulting in increased importance of workforce voice in the FoW*
5. *Phenomenon 5: Data will be positioned as a critical independent capital (in addition to financial capital, natural resource, and human capital) to drive trust in its efficacy*
6. *Phenomenon 6: Multi-dimensional organizational capabilities critical to success in the future of work*

The shifts that are being triggered by the Phenomena in the Future of Work

Table 6: The Phenomena and Propositions Table for the Future of Work

<i>Sr. No.</i>	<i>Phenomena</i>	<i>From</i>	<i>To</i>
<i>1</i>	<i>Phenomenon 1: Inclusive and Responsible Capitalism will be the new measure and currency for organizational success and purpose</i>	<i>Profitable Growth</i>	<i>Inclusive and Sustainability focused Growth</i>
<i>2</i>	<i>Phenomenon 2: Ecosystems and Platforms as the new operating model construct to drive improved organizational response</i>	<i>Static Organization Structures as operating models</i>	<i>Dynamic Ecosystem / platforms as operating models</i>
<i>3</i>	<i>Phenomenon 3: Technology led humanized stakeholder experience focused transformation core to organizational value addition</i>	<i>Customer Delivery led retention</i>	<i>Stakeholder Experience led partnership</i>

4	<i>Phenomenon 4: Changing equation of the workforce resulting in increased importance of workforce voice in the FoW</i>	<i>Employee Engagement</i>	<i>Workforce Voice and Stake</i>
5	<i>Phenomenon 5: Data will be positioned as a critical independent capital (in addition to financial capital, natural resource, and human capital) to drive trust in its efficacy</i>	<i>Data & Analytics focused transformation</i>	<i>Data & Insights led trust-based Value Creation</i>
6	<i>Phenomenon 6: Multi- dimensional organizational capabilities critical to success in the future of work</i>	<i>Leader's Expertise</i>	<i>Leader's Multi- dimensional Capability</i>

The section below covers each of the phenomena at the intersection of the vectors shaping the future of work and the associated propositions.

1.3.1.



**Phenomenon 1: Inclusive and Responsible Capitalism will
be the new measure and currency for organisational
success in the FoW**

XV. a. Phenomenon 1: Inclusive and Responsible capitalism focused on delivering inclusivity and sustainability will be the new measure and currency for organisational success

At the intersection of environment & climate, multi-dimensional workforce, technology advancement and geo-political shifts, including the shift in global powers and shifting local priorities, is the shaping of Phenomenon: *Inclusive and Responsible Capitalism*.

1. Phenomenon Abstract:

Successful organizations today, are defined as one that deliver the optimum output to shareholders because of generating profits. However, the resources that are most valued to deliver this profit include the approach of valuing human resources (Human capital's throughput is valued for productivity, but their being is not necessarily valued), followed by manufactured resources, thereafter value for financial resources. However, natural resources, that we use and not pay for, for a long time has not been valued enough. This is also one resource, that doesn't speak for itself or doesn't react immediately. However, with depleting natural resources and its ecological and climatic impact, this is one that is now started to seek attention and value and is a core part of the value chain equation for organizations. However, a short-term view and short-sighted approach to solving for natural resources is not going to serve the purpose. This is where the realisation to have a sustainable view towards capitalism, thereby focusing on having a multi stakeholder view towards implementing capitalism is what will be celebrated and permitted going forward.

Understanding Inclusive and Responsible Capitalism and its evolution in the Future of Work:

To understand inclusive capitalism and its need, one needs to take a step back and first appreciate the ‘Capitalist Economy’ in the true sense and some of the pros and cons of it.

Simply put, capitalist society or Capitalism is an economic system in which private individuals or businesses own capital goods. At the same time, business owners (capitalists) employ workers (labour) who only receive wages; labour does not own the means of production but only uses them on behalf of the owners of capital. People have great incentives to work hard, become more efficient, and create superior products under capitalist systems. The market maximizes economic progress and personal wealth while offering consumers a choice of goods and services by rewarding creativity and innovation. Market self-regulation reduces the need for government meddling and poor management by promoting the production of desired commodities and services and discouraging the creation of undesirable or superfluous ones.

However, under capitalism, there are no certainties that each person's foundational needs would be fulfilled because market mechanisms are mechanical rather than normative and insensitive to social implications. In an imperfect society, markets can also lead to boom-and-bust cycles, "crony capitalism," monopolies, and other forms of systemic fraud.

As the world moves to becoming more fractured, and divided, the differences between countries, sections of societies and the associated problems polarize the world, there is a greater need to

think about issues not just from the narrow lens of profitability and productivity, but also from the perspective of ‘greater good’ and inclusive.

We say sustainability is the new digital. So, this will give rise to new jobs in areas like transition to net zero, sustainable value chain, sustainable technology, sustainability measurement, ESG measurement; so new types of jobs will come in this whole space. So, I think the whole climate bit is going to just become more and more important because the pandemic has shown to us that if we don't take care of our environment, the environment will take care of it for us!

Long Interview, No. 19

2. S&P 50 Data Analysis for the Phenomenon:

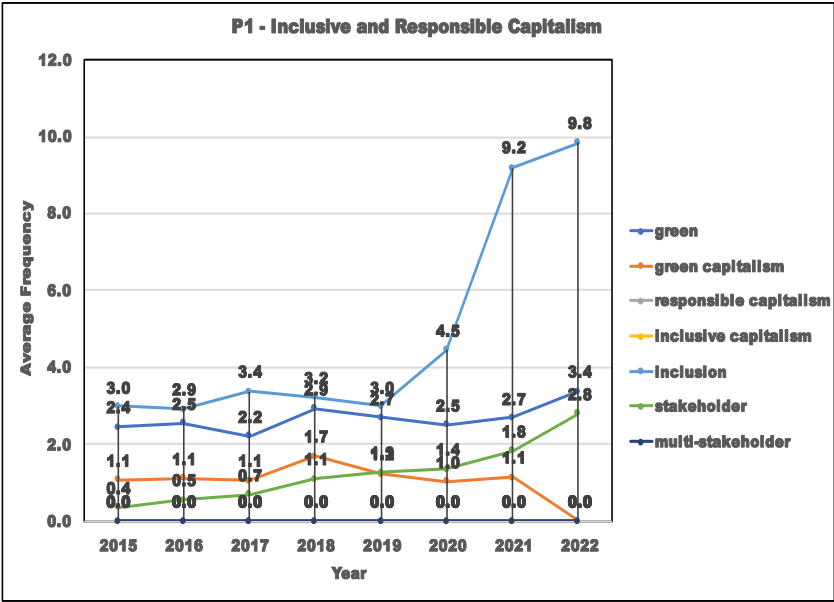


Exhibit 24: S&P 50 Analysis Data for Phenomenon 1

The S&P 50 analysis of the terms pertaining to Responsible Capitalism revealed the opportunity of green, and stakeholder. These two collectively built inclusive capitalism as a consistent growth trajectory. The S&P 50 average reference to green, inclusion, stakeholder, and multi stakeholder over the seven-year period clearly establishes the journey of the organizations moving towards an increased awareness. However, terms such as responsible capitalism and inclusive capitalism don't find consistent and adequate mention. Instead, green capitalism found some mention consistently until 2018 and thereafter it went down.

3. Phenomenon Definition: Inclusive and Responsible Capitalism:

Inclusive capitalism and multi-stakeholder capitalism are related but distinct concepts that are frequently discussed in the context of developing a more accountable and equitable economic system.

A responsible (sustainable) capitalism is an economic system that is not only financially profitable, but also socially and environmentally responsible. This implies that businesses and investors consider the long-term effects of their decisions on people, the environment, and future generations, and seek to create sustainable value for all stakeholders. Sustainable capitalism acknowledges that the pursuit of profit alone is insufficient to ensure long-term success and that a balanced approach to economic, social, and environmental concerns is required.

An inclusive (multi-stakeholder) capitalism, also known as stakeholder capitalism, is an economic system that emphasizes balancing the needs and interests of multiple stakeholders, in

addition to shareholders. This includes, among others, customers, employees, suppliers, communities, and the environment. In this system, businesses aim to create value for all stakeholders, not just maximize shareholder profits. Multi-stakeholder capitalism acknowledges that a company cannot succeed over the long term if it disregards the needs and interests of its stakeholders.

Responsible Capitalism Definition:

Sustainable capitalism and multi-stakeholder capitalism are both approaches to establishing a more responsible and equitable economic system, but they emphasize different aspects. Multi-stakeholder capitalism emphasizes the importance of balancing the needs of multiple stakeholders, whereas sustainable capitalism emphasizes environmental and social responsibility in addition to financial profitability. Collectively, both being deemed as Responsible Capitalism, drive the focus on having a longer term, more equitable, inclusive and a sustainable view to success of an organization / economy.

At the intersection of the five vectors of the future of work and the impact of each of them as below viz.

1. Extreme climate led disruption leading to greater awareness at the level of governments, organizations and individuals around **responsible consumption and ecological protection**
2. Increased age span of current population as a result of improved healthcare and reduced child mortality,

resulting in a multi-generational population and workforce coupled with a newer younger population that is increasingly aware, conscious and believes in **responsible consumption, is less driven with ownership-based consumption and supportive of shared ownership**

3. **Extreme data analytics led exploitation** resulting in larger population becoming more conscious of what they invest
4. Technology advancement resulting in dot connection between like-minded people who are keen to connect, share and build a thriving shared ecosystem, thereby resulting in enabling the circular economy that will no more be about a good to do, but an obvious consumer expectation and pattern

As a result of the intersection of the above, impacts of the five vectors, the acceptance of sustainable capitalism will no more be ‘an idea ahead of time’ and something good to offer. Further, it may not just be a parallel economy, but an integral part of the business operating model ecosystem value chain for all organizations. With greater awareness and impetus to be responsible of the carbon impact driven by ESG measures at organizational and governmental levels, aspects of sustainable capitalism such as circular economy, investments in climate technology will become core to how individuals and people at large evaluate options as part of their choices.

Focus on building accountability for inter-generational decisions to drive sustainable capitalism: The ability to build organization resilience in the wake of climate and other conditions. The need to prioritize health and safety, climate both for ethical and regulatory as well as financial need based will become critical.

Even in a mature company like Tata Steel, both the awareness and maturity to do something is very high. each metric tonne of steel manufacturing produces a certain carbon. Technology will help us come up with newer solutions, configuring for investing in sustainability. Investing in building the ecosystem for sustainability. The role and responsibility of investors and private equity players in driving the focus for sustainability is going to be important. We are happy about the awareness but not happy about the action...some matured companies get it but some big ones don't get it.

Long Interview, No. 39

4. Characteristics of the phenomenon and its impact on the Future of Work: Work – Workplace – Workforce:

There are some core characteristics that this phenomenon would include. Some of the critical characteristics that organizations would need to build to respond to this phenomenon include, as identified in the interview and FGDs include the following:



Exhibit 25: Characteristics of Phenomenon 1

- **1. Making inclusive capitalism work**

One of the biggest call outs for this phenomenon was the need to make sustainable and Inclusive Capitalism work, as a collective responsibility by all stakeholder groups and leaders as a systemic, cultural and mindset shifts that organizations, countries and societies will need to make collectively and individually. This is one phenomenon that is bound to shape the future; however, this is also one phenomenon, which if left to itself unattended can shape the society and the world in a way that's irreparable. The velocity of this change is dependent upon all individuals playing their role. Some of the approaches to make this work that need to be implemented today and in the future that got called out include:

- **Prioritizing Sustainability:** All will need to prioritize this important mandate, not as an afterthought but as a critical call out, today. The role and responsibility of investors and private equity players in driving the focus for sustainability and everyone who is building the future and investing for the future need to play their role. The transition required would be from awareness to conscious action. Similarly, all critical stakeholders will need to come together to work with regulators and industry bodies to partner with organizations to take decisions for sustainable
- **Fostering inclusivity:** Again, considering this is truly a problem and a solution that needs all voices and perspectives, it will be critical to focus on fostering inclusivity not as a consequence but as a means to the end.

This will again require a genuine mindset for inclusion and equity.

- **Valuing long term and institution building mindset:** The capitalist means of working and measuring success have put a lot of importance on immediate term and tangible results for today and visible future. However, this phenomenon will require all key stakeholders, organizations and policy makers to take the approach of thinking for the next few generations and then walking backwards to act for today.
- **Focusing on building trust by driving accountability and transparency:** Inclusive and sustainable capitalism will require grassroots level awareness building, inclusion and driving the agenda for others. In this scenario, it will be critical to focus on building trust and hence taking accountability and driving transparency will be almost non-negotiable.

2. **Greater acceptance and adherence to circular economy and other sustainability measures:** Most leaders interviewed spoke about higher acceptance of various sustainability business models, not as an exception or a good to have but a norm, that all organizations, societies, and individuals will be seen implementing. Some of the specific pointers that got called out, that will make the acceptance of the models more in the future include:

- Circular economy and its connected ecosystem as an opportunity
- Successful creation of the ecosystem to sustain circular economy through innovation to drive full potential use of circular economy

- Changing mindset of the consumer, thereby leading to dignity and acceptance of the concept of circular economy. Building a circular economy for used stuff is a big shift. In the next 10-15 years, people will buy as many second-hand goods as first-hand goods
- Two possible options may emerge in the FoW that drive various models focused on sustainability:
 Option 1 – Manufacturing that connects the use of the raw materials locally, such that supply chains are designed to create the majority of the things you use locally
 Option 2 – Self-sufficient and circular localized ecosystems...clusters of self-sufficient (contained) ecosystems, where the role of the individuals is to do their part and coordinate with all the others to co evolve the system

3. Sustainability and inclusion as a proactive mindset: Real change happens when the mindset for sustainability and inclusion is the way of life. Leaders spoke about the mindset and movement that instils pride in practicing sustainability and inclusion. Some of the triggers and highlights of this shift include the following:

- Changing mindset of the consumer...leading to dignity and acceptance of the concept of circular economy
- Environmentally responsible citizens driven by awareness amongst people to choose environment and nature by sharing of resources for travelling, commuting
- Changing mindset of society and increased acceptance for used goods as sustainability focused mindset

- Embedding of climate as an agenda in the generations of the future has become a reality
- A step towards responsible capitalism will focus on the mindset for responsible capitalism that is enabled through respect, managing disparities, and drawing the line of contentment is critical, being meritocratic

4. Sustainability being the new status symbol: A big shift that is already visible and continue to build at scale includes sustainability becoming a better thing to do, considering the degree of awareness, the impact of natural calamities and the younger generation, asking pertinent questions. Some of the pointers that got called out on sustainability being the society's status symbol included:

- Celebration of minimalism as a culture...minimalism and environment focused will be the new elite
- More global and local role models driven by greater awareness, organizational and government's influence

5. Accountability for organizations, governments and societies including Sustainability as a core Balanced score card Metric: A mindset and societal shift of this order will only be possible when all sections of the society hold each other and themselves for the results. Some of the important considerations from each of the stakeholder groups included the following below:

- Greater awareness amongst consumers and people today will convert into higher accountability set for organizations and governments to act responsibly

- ESG seen as a measure of success as part of the organizational balance score card and action beyond governance
- Varied impact of ESG on various industries (becoming critical for 'dirty' companies than others)
- Consumer driven ESG purpose: consumers having the say and having the awareness of the entire value chain
- The shift from being business outcomes led to whole purpose-led, focused on adding value to the planet, people, environment.
- By 2050, the lens of ESG will become so much stronger and the focus on giving back to communities, planets and environment that most of the business operations and supply chain will have to be disrupted to think of dirty work, difficult work to be done by use of machines and bots

6. Climate and Tech hand in hand: Use of technology for various sustainability drives

- Tech Climate as an important phenomenon to respond to climate led disruption in the future: Jobs that put you to external climate led exposure will get disrupted through use of technology (if you want the solar panels to be cleaned up, somebody sits inside an AC room to operate the machines that do the job)
- Beyond consumerism focused platforms, technology and e-waste management platforms for the future will be a big one, triggered by disparity and supply chain issues of semi-conductors. Creation of temperature and environment bubbles that people live in...with open natural ecosystems

may become that much more difficult to access and thus more valued

- Packaged converted sources of natural resources: bottled food, air, water, sunlight through filtration process etc.
- The phenomena of climate tech - both climate and technology are evolving at a fast pace, way beyond the human mind can decipher. Climate, we cannot control but technology and its full capacity can become our biggest strength to leverage for climate, towards lesser of negative impact.
- The rapid pace of technology serves as a hope to tackle climate issues - predict/control/respond better (eg: First flu at nature's mercy and with COVID fast tech advancement made it manageable). The need to prioritize technology for climate.

7. Social implications of sustainability: Purpose led collective action

- Marginalised groups affected most by climate change and needing acknowledgement
- Purpose-led collective action: The focus on purpose, collective action, more dependence on alliances and ecosystems to drive business outcomes.
- The criticality or deeper understanding of the severity frequency and its probable impact on our business and operating models is still unknown.
- The disruption created by climate is something we will have little control over, hence need to act fast,

- Impact of climate and environment disruption on the marginalized and less privileged people will be much higher
- If the marginalized are getting impacted, the kind of social disruption it will do...migration happens in our cities when people are not able to access water, air and sunlight in its existing forms, but require filtration in some manner. It's a huge disruption; that worries the most amongst all the four vectors

8. Change in the nature of work, workplace, and workforce due to sustainability as an outlook: Some of the critical pointers that got mentioned pertaining to this in the future of work interviews included the following:

- Replacement of dirty jobs through automation: this would vary by country depending upon the employment challenges different countries may face, but this is going to be an inevitable shift. The movement here is dependent on inclusion and dignity in the society for the human, coupled with technology advancements and creation of replacement jobs. If the option of replacement jobs doesn't happen, replacement will be difficult.
- Impact of environment and climate led disruptions on the workplaces, workforce and businesses / business models that are doing be relevant
- Change in work timings due to temperature shifts
- Impact on the food chain with change in soil, water availability

- Creation of temperature and environment bubbles that people live in...with open natural ecosystems may become that much more difficult to access and thus more valued
- Packaged converted sources of natural resources: bottled food, air, water, sunlight through filtration process etc.
- Businesses and business models in the business of conversion, transmission and making natural resources available will be in demand
- Survival will be dependent on natural resources availability and hence core issues of survival that are today taken for granted will need to be responded
- Inclusion focused workplaces for the people: As an outcome of Sustainable and Inclusive Capitalism, the workplaces will need to be designed very differently to ensure that the organization structures, practices, and other systemic enablers take a multi-stakeholder approach first. This would include organizations thinking of flexibility, well-being and inclusion very differently.
- Sustainability for the people and by the people, from strategy until execution: Again, with sustainability at the core, organizations will need to think of sustainability as a purpose and be serious about sustainability for all stakeholders and ensure that the advocacy and communication is well managed at all stages. Focusing on sustainability can't just be a long-term agenda, it will need to be given a continuous attention at all stages to be serious about it.

9. Rise of Business Activists as a key stakeholder group to manage key stakeholders' groups to manage in the future: On the back

of technology led data, lack of trust between governments, organizations, and talent, coupled with a more aware workforce, business activism and business activists as an important stakeholder of the ecosystem will become critical to consider and work with. The voice of business activists and their influence will also shape multiple talent and skill guilds which will become critical for organizations to succeed in the ecosystem. Business activists have a significant impact on how work will be done in the future as they configure to create an economy that is more responsible, inclusive, and sustainable. A wide range of activities can be classified as activism, including public lobbying and campaigning, changing consumer behaviour, and fostering networks of like-minded organisations. Organisations must adapt and incorporate these principles into their corporate mission and business practises as business activists continue to alter the future of work. Organisations that take this action will build an economy that is more robust, accountable, and sustainable. Business activists could have the following effects on organisations in the workplace of the future:

- **Advocating for social responsibility:** Business activists promote social responsibility, which includes moral business conduct, environmental sustainability, and social justice. By holding businesses accountable to stakeholders other than shareholders as a result of their inspection of organisational practises, they will build a more just and long-lasting economic and social system.
- **Developing New business and organizational Models:** Business activists frequently come up with creative company plans that put a greater emphasis on social and

environmental effect than on maximising profits. These models can push conventional organisations to broaden their diversity, continue their operations, and take responsibility.

- **Demanding Transparency:** Business activists raise stakeholder expectations by pushing for increased business operations transparency. Their disclosure requirements and disclosure standards can influence policy and establish new norms.
- **Promoting Customer Expectations:** By promoting customer knowledge of social and environmental issues and creating a market for companies that share these values, business activists can have an impact on consumer behaviour. Businesses that fall short of these standards may have trouble succeeding because they risk losing clients.
- **Ensuring an Inclusive and Responsible Work Culture:** Business activists will keep putting pressure on organisations to prioritise diversity, equity, and inclusion, ensure workplace safety, and establish a work-life balance that centres on the need to advance the business and employees' wellbeing.

Depending on the size and extent of their activity, corporate activists may have different effects on organisations in the workplace of the future. On the one hand, their efforts might result in improvements like a stronger emphasis on worker welfare, more openness, and a move towards environmentally friendly company practises. On the other side, their acts may engender discord and strife between workers and bosses. Business activists' ability to persuade organisations to adopt their values and priorities will ultimately determine how much

of an impact they have on organisations in the workplace of the future. Businesses that successfully incorporate social and environmental goals into their business models may have an advantage over rivals, while those who fail to do so run the danger of losing ground. However, business activists will likely play a key role in determining the form of work and the interaction between employees and their companies.

V. The Work – Workplace and Workforce

Characteristics because of this phenomenon:

Some of the distinct characteristics of the workplace as a result of this phenomenon that people called out in the interviews and associated it with this phenomenon include:

- i. Decentralised and flexible work environments may become more prevalent in the workplace in the future, as well as possibilities for working from home. This will make it possible for a distributed workforce to work remotely.
- ii. Collaboration and Cooperation: In the future of work, people with various backgrounds, abilities, and viewpoints will work together and cooperatively.
- iii. The workplace of the future will place a strong emphasis on sustainability, environmental responsibility, and social inclusivity. - Emphasis on sustainability and inclusivity. The work environment will be planned to lessen the organization's carbon impact and improve the social wellbeing of its personnel.

- iv. Skill-based hiring: In the future, hiring will be based more on skills and adaptability than on experience or qualifications. This will support a diverse and inclusive workforce, regardless of the employee's educational background.
- v. Emphasis on diversity, equity, and inclusion: The future will be characterised by an inclusive and diverse workforce that fosters equity and inclusion. A workforce reflective of the larger community and adaptable enough to consider individual differences will be created using recruitment procedures.
- vi. Emphasis on employee wellbeing: Businesses will give their workers' happiness and wellbeing top priority. Work-life balance and employee mental health will be given primary importance.
- vii. Emphasis on sustainability: As the company works to reduce its carbon footprint, sustainability and the environment will receive a lot of attention in the workplace of the future.
- viii. High levels of collaboration and remote work: The foundation of how work is done will be remote and flexible work environments, employing technology collaboration tools and platforms.
- ix. Increased focus on learning and development: Traditional degrees will be less important as people continually upskill and reskill. Opportunities for lifelong learning and growth will take the stage.

- x. Offer equitable pay and benefits: Employers should offer all workers equitable pay and benefits, regardless of their history or identity.

Overall, there will need to be a significant change in how we work, how we organise our workplaces, and how the workforce looks to move from a capitalist economy to one that is sustainable and inclusive. Better outcomes for workers, the organisation, and society will result from fostering an environment that is more sustainable, inclusive, and equitable. There will be a much stronger emphasis on building a culture of trust by creating a secure and encouraging atmosphere where workers feel appreciated, listened, and respected. Increased productivity, greater employee satisfaction, and long-term corporate growth can all result from this culture of trust.

VI. The Proposition for organizational agility as an outcome of the phenomenon:

Proposition Consideration: *As the world gets more dynamically interconnected across the vectors shaping the future of work, the contribution (positive and negative) of an organisation, and its impact (both long and immediate term) on all stakeholders (and not just shareholder value) will have the capacity to increase (or deplete) the organisation's overall value and its market capital globally, Hence, while profitable growth may be necessary, it may not sufficient for the creation of long-term wealth, until it includes value for all its stakeholders..*

PHENOMENON 1 AND THE ASSOCIATED PROPOSITIONS

FROM PROFITABLE GROWTH TO INCLUSIVE GROWTH

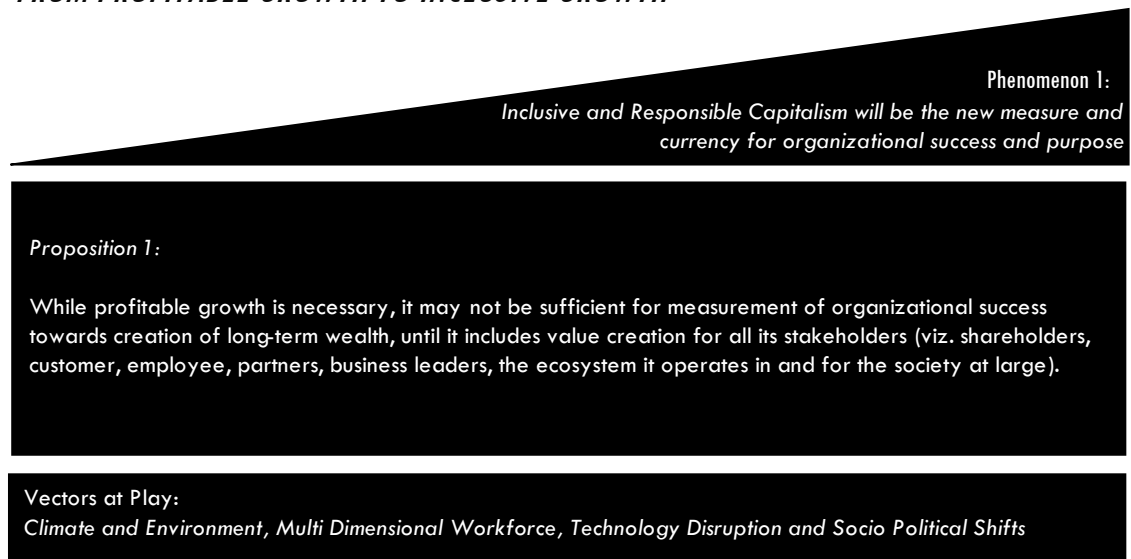


Exhibit 26: Vectors and Propositions associated with Phenomenon 1

As the world gets more dynamically interconnected across the vectors shaping the future of work, **the contribution (positive and negative) of an organisation, and its impact** (both long and immediate term) **to all stakeholders** (and not just shareholder value) **will have the capacity to increase** (or deplete) **the organisation's overall value** and its market capital globally.

Proposition 1:

While profitable growth is necessary, it may not be sufficient for measurement of organizational success towards creation of long-term wealth, until it includes value creation for all its stakeholders viz. shareholder, customer, employee, partners, business leaders, the ecosystem it operates in and for the society at large

Each of the vectors shaping this phenomenon and thereby, shaping the proposition include the following:

- Environment and climate led shift and the rising pressure on ESG will push organizations to not just report but take active accountability and also support
- Geopolitical pressures will require organizations to follow political developments thereby pushing organizations to not just think narrowly about their profits but support national and international agendas
- With workforce getting distributed, multi-generational and more aware, the expectations and awareness of the workforce is going to drive a separate voice in the organization, thereby making organizations more focused on moving from a ‘capitalist view’ only to a ‘multi-stakeholder’ view to have an appeal to all the stakeholders.

VII. The impact of this proposition on the FoW and its organizational agility:

The FoW has becomes extremely complex and the shift from a VUCA world to a BANI world has the increased external market pressure of geopolitical shifts, along with much more increased pressure on climate and environment thereby making the external market triggers more complex. The emergence of sustainable and inclusive capitalism in the workplace of the future will have a big impact on organisational agility demands. Some of the ways in which this would shape the organizational agility for the future of work include the following:

- a. **Greater Emphasis on Social Responsibility to be built in the operating model of the organization:** As inclusive and

sustainable capitalism proliferates; many businesses will give social responsibility more attention. This could involve initiatives to cut down on waste, lessen carbon emissions, and encourage inclusion and diversity in the workplace and community.

Successful organisations will be those that are flexible and able to adjust to these new requirements. From an organizational agility perspective, this would mean concentrated efforts and thoughts to build this as part of the organization's operating model.

- b. **Increased focus on Transparency:** Inclusive and sustainable capitalism places a strong emphasis on the value of transparency in corporate practises. This calls on organisations to be more transparent about their procedures and stances, especially when it comes to social and environmental responsibility. For businesses to be agile while focusing on increased transparency would require them to can use technology to increase transparency and give stakeholders access to real-time performance information. This in turn, would increase the use of data and analytics and stakeholder specific advocacy.
- c. **Extreme Collaboration:** Inclusive and sustainable capitalism emphasises the value of cooperation between various stakeholders as well as within organisations. Therefore, in order to successfully collaborate with other businesses, governments, and civil society organisations, organisations will need to be nimble and adaptable enough.

4. **Emphasis on Long-Term Value:** Inclusive and sustainable capitalism places a higher priority on creating long-term value than it does on making quick money. Organisations need to be nimble and adaptable in order to foresee market developments, react to them, balance the

requirements of many stakeholders, and produce sustainable returns. This would require organizations to have capabilities, enablers and practices that enable immediate and longer terms outcomes simultaneously.

5. Talent Attraction and Retention: Workers are increasingly seeking employment that is driven by a greater good and prefer to work for organisations that share their values. Talent will be more drawn to organisations that embrace inclusive and sustainable capitalism and exhibit a commitment to social responsibility. Agile businesses will be able to quickly adjust as well as draw in and keep top people.

In conclusion, organisational agility in the future of work will be significantly impacted by the growth of inclusive and sustainable capitalism. Future success will go to businesses that put an emphasis on social responsibility, openness, teamwork, long-term value development, and luring and keeping top personnel. Organisations can prosper in the new economy of inclusive and sustainable capitalism and contribute to a better future for everybody by becoming nimbler and adaptable to the newer ways of working.

Additional Internal and External Organizational Agility Capabilities:

Some of the organization specific organizational agility characteristic that have been identified and need to be considered to enable the organization to become future ready include the following:

- i. Multi-dimensional and multi-generational strategy and thinking
- ii. Proactive sense-making
- iii. Inculcating new learning continuously in the organization
- iv. Quick cycles of experimentation
- v. Managing external and internal network

Some of these organization capabilities will continue to be critical for the organization, particular in the context of the phenomenon of Inclusive and Sustainable Capitalism. As the focus and measure of success of organization changes from an overt capitalist focus today to a sustainable and inclusive outcome focus, ability to think for multiple generations around decisions, right from strategy to execution, dot connection for the future and considering the multiple vectors shaping the future of work, the dot connection will be a critical one. Another critical one, for success in the future of work, to deliver on sustainable and inclusive capitalism ability to manage quick experimentation across a diverse network will be critical.



**Phenomenon 2: Ecosystems and Platforms as the new
operating model construct to drive improved organizational
response in the FoW**

XVI. b. Phenomenon 2: Ecosystems and Platforms as the new operating model construct to drive improved organizational response

i. The Genesis of the Phenomenon:

Until a few years back, it appeared as if the boundaries between industry definitions / sectors were etched into the market's foundational definition; they were regarded as not only tangible and concrete, but also insurmountable.

At its most fundamental level, an industry is defined by its shared customers/consumers, suppliers, delivery resources (supply chain, talent), and business and operating models. The construct of comparing the capitalist definition of 'profitable growth' as a measure of resources output was one of the most important measures that helped industries measure their performance while operating in this industry definition. Thus, industry benchmark of profit / employee, value / customer, and other financial definitions in comparison to other industry players (competitors) would enable organizations to decide on their course of action, choices they made, so on and so forth.

To operate in this dynamic environment, organizations may need to redefine the basic rules of operations including the terms that define their existence. One of them will be the basic construct of the industry definition within which it operates. Hence, it will be critical for organizations to break free the critical construct

Organizations within an Ecosystem:

The scientific definition of an ‘ecosystem’ is “*An ecosystem is an ecological community comprised of biological, physical, and chemical components, considered as a unit*”¹⁹.

The other is that we're increasingly seeing large established companies finally open up to the fact that they have something to learn from things that are going on in the fringes of their markets. And that's where startups and the startup ecosystem is extremely powerful, because they may not get all of their business models right but you can bet on the fact that they will push the envelope and do things differently, right? New ways of working, new ways of creating value propositions, all of that.

Long Interview, No. 12

If this definition of an ecosystem in science were to be extended to the corporate world, some of ‘non-negotiable’ characteristics of the ecosystem would include the following:

- **Symbiotic co-dependence:** Ecosystem provides a protective bubble of coexistence and at the same time enables multiple participants to contribute and get enriched from participating in the ecosystem. There may be a natural order of supremacy in the ecosystem, but the appreciation of contribution, regardless of size and scale is well understood. Thus, partnership and role of the players in the ecosystem is

¹⁹ Source: <https://oceanservice.noaa.gov/facts/eutrophication.html>, 10/05/17

symbiotic, non-hierarchical and win-win. Success in the ecosystem is about interdependent successes, thereby a core focus on helping other firms innovate in addition to designing individual success and innovation has to be a core strategic imperative. The organizations will recognize the interdependent relationships between different stakeholders and seeks to create shared value for all stakeholders.

- **Diversity of participants (species) critical for complex ecosystems:** For an ecosystem to be richer and growing in a complex environment, it will need to be self-learn. The self-learning ability will require that the ecosystem makes itself less predictable and to enable that, it will require to add more complexity through diverse participation. Diversity in the ecosystem, hence, is not going to be about making the ecosystem more sustainable or making it more valuable. Diversity, in the ecosystem is critical for the natural evolution and thus the existence of the ecosystem. The organization will have to recognize the value of diversity in its workforce and its stakeholders and seeks to promote inclusivity and equality.
- **Energy and material flow in and through the ecosystem:** It is critical for all the participants of the ecosystem to be connected to a common source of energy to ensure flow of material. In the corporate world, this source of energy could be akin to a common problem that needs resolution that connects all the material flow. existence of an ecosystem

- **Complexity = Maturity in an ecosystem:** Complexity in an ecosystem increases as it matures as it matures it becomes more seamless. However, the growth of an ecosystem requires constantly new developments (new entrants) that keep getting added to the equation
- **Collaborate for success:** The organization fosters a culture of teamwork and supportiveness and encourages collaboration and cooperation between different stakeholders.
- **Adapt or die:** Organisms (Contributors) that cannot adapt to the constantly changing nature of the ecosystem will disappear. The organizations thus will have to be build inbuilt flexibility and be able to respond to shifting market conditions and customer requirements.
- **Longer term Sustainability over profitability as success measure and purpose:** A critical component of an

Ecosystem is the replacement of the cardinal communities of the past because they were based on rules: rules of blood, rules of proximity; the rules were what decided, right? That was your community. Now, the community is going to be a community of choice, which is my ecosystem.

Long Interview, No. 08

ecosystem vis a vis an organization recognizes its responsibility to the environment and society and seeks to operate in a sustainable and socially responsible manner.

Unlike an organization in the current context that operates around organizing of internal resources, the future of work requires organizations to operate differently. One of the principal reasons being with the big shifts because of the vectors shaping the world, the supply chain has to be extensively dynamic. Hence the trigger for adjustments and operating model response is no more resources and supply chain management but keeping abreast with the customer requirements and adjusting to the customer requirements and thus enabling response to the demand management. **Thus, the process of operating around the demand chain rather than the supply chain will push organizational constructs to become highly dynamic.**

The old age definition of organizations as vertical siloed structures,

The moment you are federated, it has to be ecosystem. Any scale would come by the ecosystem; the vertical scale will come down. And your ability to do ecosystem is much lower because of the vertical scale. If you want to do a partnership in India and PwC, the global world does not allow you but if you were operating far more hyper, you will have to ask for it. That is a part and parcel it. Today we think by connecting to global we are great. We will be a more localized interconnect localized ecosystem which you'll have to get to be able to operate.

Long Interview, No. 20

divided internally around functions and externally around industries is set to be challenged and changed. Thus, organizations of the future will have two distinct shifts in the way they will be constructed:

- a. Externally, organizations will cease to exist as distinct, independent and almost siloed industries, solving a narrow customer problem. Instead, they will operate as ecosystems,

that bring multiple industry capabilities and transformations together thereby blurring the line between industries and operating as ‘Ecosystems’. Thus, the disruption for the future of work is going to be about interconnected industry siloes breaking out to cater to the same customer and customer needs in different ways than the known traditional ways. This new amalgamated format of organizations being part of broader ecosystems are going to result in *organizations operating as communities of interconnected digital and physical businesses that work across traditional sector boundaries to provide customers with everything they could want related to a particular need or set of needs. (Ecosystem Economy, McKinsey 2023)*. Thus organizations, are like organisms, going to operate in the symbiotic relationship of give and take, thereby enabling multi-level connected existence and sustenance. Examples that are already visible are the Technology Industry having become Entertainment, Technology having become Telecommunication and Learning and going forward, parts of Financial Services and Health Care operating as one, parts of financial services and consumer goods / retail operating as one interconnected problem to be solved.

- b. Internally, organizations will also break the functional silos of operating in deep (but sometimes less connected) specializations to solve thereby operating as ‘Purpose or Project’ platforms. Thus, organizations, internally will operate around purpose led roles instead of task led jobs, with human being agile to change and do multiple, adjacent,

and sometimes nonlinear connections and jobs. The purpose (contribution / impact focused) role holder could seek support of technology + uni-disciplinary specialists + contractors and partners to define and solve parts of the problem. But the core team within the platform (organization) would be people who understand the purpose, believe in the cause and are able to connect to the stakeholders with the same intent, outcome and experience in mind.

If you think about this thing, we were moving from point solutions to more integrated solutions, we're moving a level above that to massive transition to new states of the world. Lots of things having to work together to make that happen and so I think the transformation problem becomes sort of using a trite description, ecosystem transformation, but really is how do I bring a lot of things together really fast in a coordinated manner, that have different governance models, different stakeholders, different preference functions? Actually, get them to coordinate because if we don't, the thing doesn't work.

Long Interview, No. 11

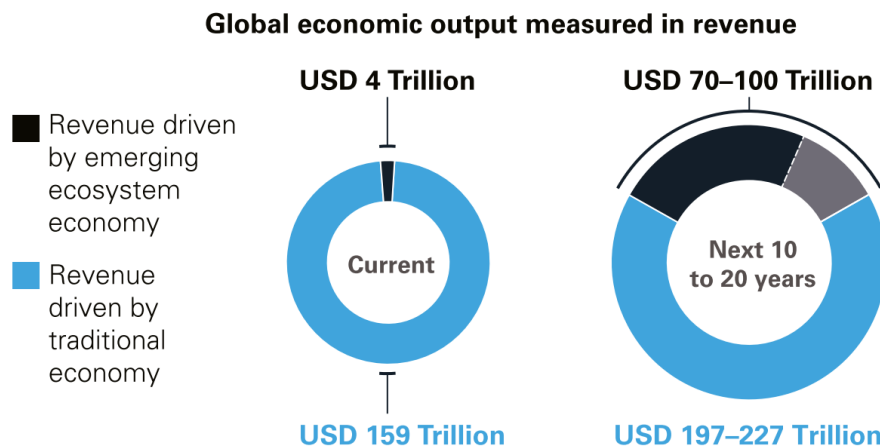
In a summary, when the entire definition and purpose of an organization is defined around the customer, thereby working the demand chain, and through dot connection and by integrating the needs of the customer across industry definitions, keeping a single point focus on meeting the customers' end to end needs, then it's no more about an organization focusing on its supply chain to deliver its output but rather, designed around the customers' changing requirements and adjusting its overall internal system as

an ecosystem and bringing all requisite players to the table. Core to the ecosystem's purpose is serving the 'customer persona' that has been adopted and accepted as the core customer for the entity (ecosystem, not an organization). Even if each step of that journey is fulfilled or managed by a different company, the **ecosystem integrates them into a single platform**, so from the customer's perspective, it is all one experience, one journey.

The organizational structure is therefore going to be forced to change in order to accommodate two shifts: one internal transition that involves breaking down functional silos in order to provide a purpose-driven stakeholder experience, and one external transition that involves breaking down industry barriers, forcing the organization to operate as an ecosystem to accommodate the external shifts and changing customer needs. To cater to both the external and internal transformations, organizations are changing their business strategies from being a pipe to a platform. The difficulty of internally restructuring one's skills to serve a market that is merging and getting more complicated is currently the main transformation challenge facing enterprises.

In the coming decades the emerging ecosystem economy could drive \$70 to \$100 trillion of revenue (McKinsey Book: The Ecosystems Economy)

FIGURE 1.2 **In the coming decades the emerging ecosystem economy could drive \$70 to \$100 trillion of revenue**



Sources: McKinsey analysis, IHS World Industry Service.

Exhibit 27: Ecosystems and Global Economy

Organizations as Platforms:

The known definition of a platform is: “A platform is an asset or business that removes friction from a market”.

If this definition of the platform were to be extended to organizations, that are operating as a participant in the ecosystem, the typical and ‘non-negotiable’ characteristics of the platform would include the following:

- **Technology enabled:** One of the biggest, differentiated capabilities of the platform is it is technology enabled. The use of technology to bring multiple capabilities across players at a common place will be enabled through use of technology.

- **Customer Centric Capability Integration:** Platform focused on connecting capabilities of the organization with other capabilities across other entities and institutions to serve the customer needs. This would include integrating capabilities seamlessly, on the platform seamlessly across partners, alliances and even individual experts, all with the interest of the customer at the center. The organization's platform is designed with the customer in mind and seeks to create value for customers through user-friendly interfaces, personalized experiences, and responsive support.
 - **Scalable:** Considering the focus of the platform is to integrate capabilities with the customer in mind, across all supply options, it will be designed for scalability. The platform enables scalability and ability to step up and step down based on the customers' scale requirements
 - **Open Platform to enable active and diverse participation:** To enable customer centricity and to continuously focus the right and requisite capabilities to build the platform will require the barriers to entry for being a participant to the platform being low. This includes, both technology enablement as well as participation enablement to enable customer focus.
 - **Diversity and depth of expertise:** The platform with the customer interest in mind, has to be both deep as well as diverse to be all encompassing and yet deep enough to solve the customer problem, fastest and best, with the best customer in mind.
- ii. **S&P 50 Data and the trend shaping the phenomena:**

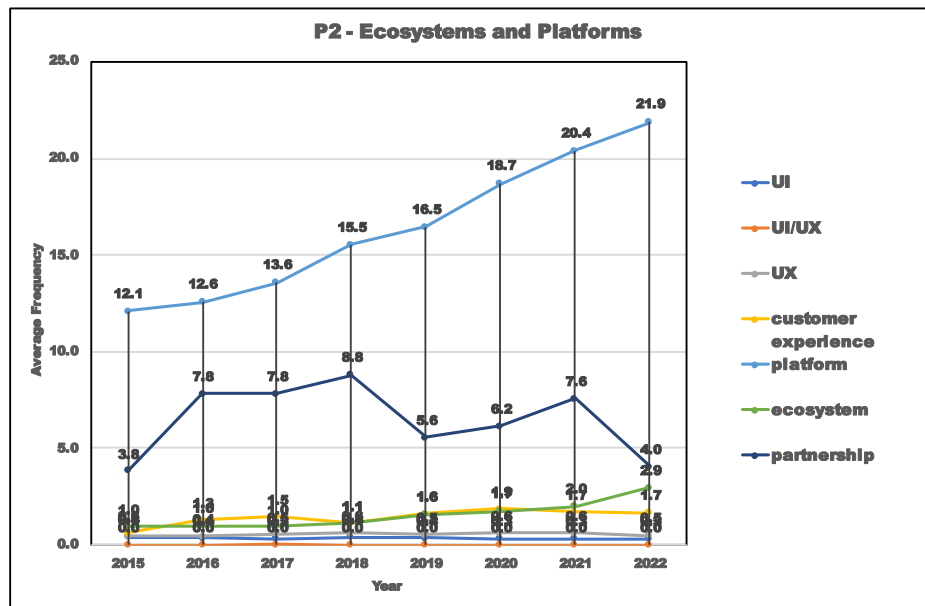


Exhibit 28: S&P 50 Data for Ecosystems and Platforms

The trend across the S&P 50 companies clearly presents the shift from partnership to ecosystems and platforms. This trend is going to advance even further as organizations don't operate anymore with the narrow mindset of partnership and operate with the broader mindset of co-owners by operating on a single / multi-platform and by co-creating together on the ecosystems.

iii. Describe the phenomenon: Organizations operating within an ecosystem and as platforms

The Phenomenon 2, that is focused on understanding the future construct of organizations is thus about the changing operating model of an organization and to enable a two-way structural transformation, one in the way the purpose and demand generation equation gets defined and the other, in the way, the organization manages the delivery (and thus the supply) to enable a multitude of

capabilities to deliver on the customer's needs. The phenomenon is thus a two-way operating model readjustment for improved organizational response, that transform the demand and the supply side of the organization's operating model simultaneously.

Demand generation focused and customer persona led needs help Organizations operate within an Ecosystem (as replacement of industry and competition verticals) and supply focused Platforms (as horizontal capability constructs across internal and external players)

Organizations operating within ecosystems and as platforms:

The future of work requires problems to be solved with an ecosystem approach as parts of the problem definition will be distributed across various industries and multiple organizations even within the industry, some of whom may even be operating as competitors. Organizational success in the FoW context would be no more about simplistic problem solving as the critical vectors to solve each of the problems would be well distributed across multiple organizations and industries. This explains the definition of organizations operating within an ecosystem, all connected by a common purpose focused on the customer needs.

However, solving the problem at an ecosystem level would require organizations to operate in a different manner. This would require multiple organizations, with their capabilities focused on the customer's connected problems to come together, be connected and operate on a common ground, a customer needs' focused platform that serves as a marketplace of capabilities.

The impact of operating as a demand led ecosystem and supply focused platform, cutting across players will break the industry barriers and hence not just organizations but even industry bodies and government bodies that govern industries will need to be redefined. As an example, in India, for the governing body of Competition Commission of India, the definition of competition and industry may need a reinstatement,

Again, with the geopolitical vector shaping the future of work, the role of the government in shaping some of these larger shifts, will not just act as the trigger but also the shaper of the construct.

The response mechanism for this phenomenon will require shifts at multiple levels:

- Organizational mindset to operate beyond the current context and definitions of organizations' owning the customer end to end and thus everyone else catering to the customer is a competition
- Customer ownership and customer service beyond the narrow definitions of what comprises within the industry definition, and more focused on customer's persona and pain points
- Collaborative mindset across players for the demand and the supply side of the equation

iv. Comparing the characteristics of the Ecosystem and Platform and their impact on the organization's operating model:

While platforms and ecosystems sometimes get used interchangeably, the organizations of the future will move to operate as both an ecosystem and as a platform. The ecosystem would be the approach to the external

market, or a customer need viz. Industry divides, customer segmentation etc. this would require a multi-dimensional view to problem definition.

Notably, the characteristics of an ecosystem organization and a platform organization are not mutually exclusive, and many organizations may exhibit characteristics of both the types. In addition, in the future of work, organizations will need to operate both within an ecosystem and as and/or as part of a platform. Organizations that prioritize one strategy over another may have distinct strategies, cultures, and operating models.

The ecosystem would be the approach to defining relevance to the customer through a string of solutions to be provided, which will be enabled through a platform (technology enabled) that will cater to the same customer for multiple things. The platform would be the approach to defining the solution, thereby the way the capabilities required to solve the problems will get organized.

Thus, think of an ecosystem as the cluster of operators and service providers (organizations, experts, individuals, often cutting across competing firms and industries) who are all coming together with their specific specialism to deliver the end customer focused outcome. Critical in the ecosystem is the primary orchestrator who identifies and stacks the capabilities that are required to deliver the outcome. The difference between one ecosystem vs. the other would be the problem definition and the experience that one ecosystem would choose to provide over the other. The differentiating factor for each ecosystem, beyond the definition of the problem and the approach to the customer would be the ‘enabling platform’ that makes the experience come alive.

Operating in an ecosystem and as a participant on a platform would require would having a boundary-less mindset about the players who can

come together to solve the problem. This would require a multi-disciplinary lens to problem solving.

Some of the other considerations for companies operating within an ecosystem and like a platform that called out as part of interviews could include the following:

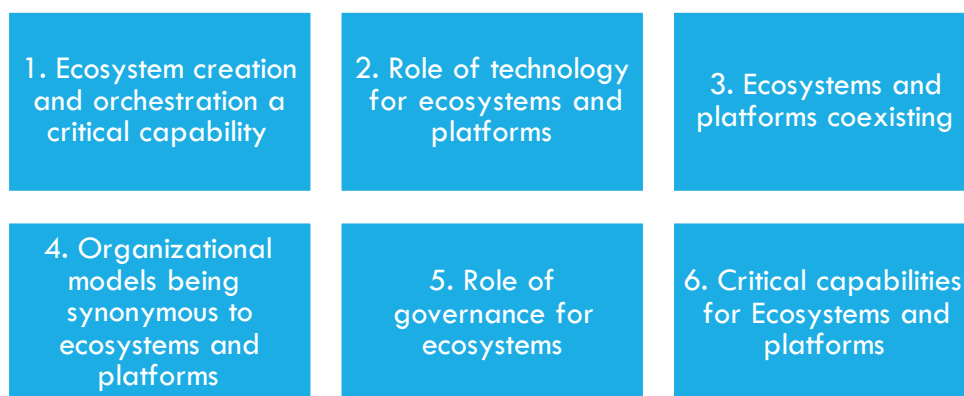


Exhibit 29: Characteristics of Phenomenon 2

1. **Ecosystem creation and orchestration a critical capability in the future:** At a time when all will want to either build one of their own or become a part of another ecosystem, the capability of building and orchestrating an ecosystem will become a niche and a critical capability to succeed. In the next section on leadership capabilities, I have elaborated on the ecosystem orchestration capability. Some of the pointers that got called out included the following:

- Ecosystem orchestration: This would require managing both the activities and the actors involved in the ecosystem. It is multi-dimensional in nature. Because you will gain direct as well as indirect effects. The customer gains tremendous value. By the multiplier effect of the impact, it is a stack of capabilities

- Ecosystem orchestration capability or being able to create an ecosystem well enough for the platforms, both at an individual and organization capability.
- The understanding, appreciation and establishment of ecosystem will be far more flexible and well established
- Ecosystem orchestration capability or being able to create an ecosystem well enough for the platforms, both at an individual and organization capability.
- Adopting a talent ecosystem approach would be the default way to approach problems: Trusting ecosystems to work together and coming together to solve bigger problems with an ecosystem approach will be both a capability and a business imperative.
- Multiple education platforms that are democratizing education will become main-stream forms of education while skills focused education will get commoditised / industrialised

2. **Role of technology for ecosystems and platforms:** While this is understood as an obvious enabler of platforms and ecosystems, some specific call outs on the role of technology and the enablement required were as follows:

- The role of the ecosystem as a concept and as components: the big technology players, coupled with the small technology players, payment gateways and e-commerce

companies has been one of the biggest shifts that will shape the future of work

- Beyond consumerism focused platforms, technology and e-waste management platforms for the future will be a big one, triggered by disparity and supply chain issues of semi-conductors.
- **Ecosystems and Platforms coexisting:** There will be a major shift in organization's definition from creating something / providing a service to enabling elements from the ecosystem that are external to deliver an outcome, due to the associated complexity in the nature of the problem and the challenge of delivering it alone. Shift in mobility and flexibility as a result of access and the resultant shift in operating models and talent availability; mobility and connectivity in the network enabling flexibility to people and advent of gigs as new talent model are some of the new features for the future. Ecosystems will thus become the new organizational constructs with the following characteristics:
 - a. Moving from point solutions to more integrated solutions, we're moving a level above that to massive transition to new states of the world. Lots of things having to work together to make that happen and so I think the transformation problem becomes ecosystem transformation.
 - b. Workplace ecosystem being akin to a garden requiring nurturing and fertilization for it to grow or else it dies early. If organizations are gardens, our single most important responsibility is to nurture ideas, talent, connections, networks and problem-solving.

- c. Ecosystem as an organizational set up: biggest dependency in making the ecosystem work will be the need to focus on peers in the ecosystem
 - d. Organizations of the future will have multiple small interest groups and smaller businesses, to localized requirements, whether it's a customer segment, whether it's a business segment or whatever means that you want to do it. It becomes smaller and smaller and then you will have some framework to aggregate all this together and report.
- With multiple ecosystems operating to solve connected but distinct problems, the world could become a microcosm of multiple smaller self-sustaining ecosystems but all coming together to solve a problem
 - Specialized skills in the future of work are distributed and hence there is a need for multiple parts of the ecosystem, globally and locally to come together; hence the best case is being able to create this ecosystem and the worst case will be parts of the ecosystem operating in a fractured world
 - Purpose-led collective action: The last one is all about purpose, collective action, more dependence on alliances and ecosystems to drive business outcomes. That is the other thing which was also there in India -maybe it is coming late - is this whole dependence on alliances ecosystem
 - Enablement of ecosystems: Need to have a representation for gig workers to ensure a sustainable ecosystem that can be built

3. Organizational Models being synonymous to ecosystems and platforms

4. Role of governance in managing the ecosystems and platforms: A very critical aspect for making ecosystems and platforms successful in the future of work would include establishing the governance model for enabling the ecosystems. Defining the governance model would require multiple agencies to come together and think for collective success for the ecosystem.
5. Critical capabilities for ecosystems and platforms: Beyond thinking long term institutional growth and using technology to solve for problems for the today and tomorrow simultaneously and finally delivering for multiple mental models.

Some considerations as organizations approach to become ecosystems and platforms and the strategic choices to be made:

- ii. Long-term Goals: Before selecting whether to create an ecosystem or a platform, the business would need to take into account its long-term objectives. An ecosystem would be a preferable option if the company wants to experience significant growth and collaborate with other businesses. A platform would be a preferable option if the corporation wanted to control a certain market.
- iii. Business Model: The organization would need to think through its business model to decide whether an ecosystem or platform would be more advantageous. An ecosystem could be more favorable if the business offers a product or service that needs partnerships. A

platform would be a preferable option if the company's business strategy focuses on dominating a certain market.

- iv. **Customers:** The business would determine the needs of its target market. For instance, the company could choose an ecosystem if its goal is to provide related goods and services to various consumer segments. On the other hand, a platform would be a preferable option if the business intended to serve a sizable customer base of independent vendors or purchasers.
- v. **Competition:** The business would need to assess the marketplace for competitors in order to decide whether an ecosystem or platform would provide it a competitive edge. For instance, if the market already has a number of platforms, the business would need to think about creating an ecosystem instead to set itself apart from its competitors.
- vi. **Technology:** The business must assess the technology needed to create an ecosystem or a platform and ascertain whether it has the resources to put it into practice. Consider how more resources and experience are needed to establish an ecosystem than to build a platform.

The choice to concentrate on creating an ecosystem or a platform ultimately depends on several variables, including the business model of the organization, its clients, its competitors, its technology, and its long-term objectives. Before making a choice, the corporation should carefully consider each of these considerations.

The future of work requires problems to be solved with an ecosystem approach as parts of the problem definition will be distributed across various industries and multiple organizations even within the industry,

some of whom may even be operating as competitors. Organizational success in the FoW context would be no more about simplistic problem solving as the critical vectors to solve each of the problems would be well distributed across multiple organizations and industries. This explains the definition of organizations operating within an ecosystem, all connected by a common purpose focused on the customer needs.

This construct of focusing on customer's pain points and coming together of multiple players to solve the problem, will be termed as Business Ecosystem, that's emanating from Demand management.

Demand generation focused and customer persona led needs help Organizations operate within an Ecosystem (as replacement of industry and competition verticals) and supply focused Platforms (as horizontal capability constructs across internal and external players).

However, solving the problem at an ecosystem level would require organizations to operate in a different manner. This would require multiple organizations, with their capabilities focused on the customer's connected problems to come together, be connected and operate on a common ground, a customer needs' focused platform that serves as a marketplace of capabilities.

Thus, organizations that operate more as horizontal multi-disciplinary cohorts, focused on problems, and constructed around stakeholder experiences (employee experience, customer experience, brand experience) rather than functional verticals, thereby operating around specific purpose led issues, where internal and external, specialist teams (much like how consulting firms, operate) will come together, solve it

collectively will have a higher propensity to deliver on the complex problems.

The impact of operating as a demand led ecosystem and supply focused platform, cutting across players will break the industry barriers and hence not just organizations but even industry bodies and government bodies that govern industries will need to re-defined. As an example, in India, for the governing body of Competition Commission of India, the definition of competition and industry may need a reinstatement. Again, with the geopolitical vector shaping the future of work, the role of the government in shaping some of these larger shifts, will not just act as the trigger but also the shaper of the construct.

Thus, the response mechanism for this phenomenon will require shifts at multiple levels:

- Organizational mindset to operate beyond the current context and definitions of organizations' owning the customer end to end and thus everyone else catering to the customer is a competition
- Customer ownership and customer service beyond the narrow definitions of what comprises within the industry definition

Table 7: Comparing Ecosystems and Platforms for the FoW

Sr. No.	Operating Model Characteristic	Impact of operating as an ecosystem	Impact of operating as a Platform
1	Definition	Ecosystem is a community of	A platform is the way a particular community or ecosystem is

		interdependent entities. Members of the ecosystem can be organisations, businesses, and/or individuals who create value for one another, primarily by producing or consuming goods and services.	organized to interact with one another and to create value. (https://www.ae.be/blog/platforms-and-ecosystems-what-is-all-the-buzz-about-why-does-it-matter)
2	Value Proposition	An ecosystem is a collection of businesses linked by non-generic complementarities or mutual adaptation of investments. Members of an ecosystem must collaborate to develop a distinct value proposition for the consumer. This value proposition would not exist if the members of ecosystem would not come together or try to create the same value individually.	A platform typically is focused on bringing the ecosystem together and reducing friction for interactions to take place.

3	Changing definition of the customer	<p>The customer definition becomes sharper and instead of thinking what we can do for the customer, the thinking starts with what is the customer's pain point first. Thus, the organization's purpose is not producing / converting with the resources in hand. Rather, it's about understanding the customer's needs and then thinking of bundling of capabilities across organizations to add higher value to the customer as an organization, thereby enabling the organization's ability to cater to a much broader and larger customer base</p>	<p>The ability to organize / reorganize / repurpose resources and capabilities to cater to the customers' requirements across different players would provide a specialist position to each organization in the customers' supply chain.</p>
4	Organizational capabilities,	<p>The core functional capabilities of the</p>	<p>The platform will need to focus on building delivery capabilities that</p>

processes and practices	organization that constitute the organization's ability to deliver to the customer's specific needs will need to get redefined to not just cater to industry principles of performance, but as industries get redefined and merged, it will need to create its own definition	are not just enabled by the core capabilities that reside within the organization but as a marketplace of capabilities across the organization, partners, alliances and others.
5 Talent Model	The talent model for an organization operating in an ecosystem will require talent to appreciate not just the core skills of their entity, but how it contributes to the larger ecosystem. The talent model, to operate in the ecosystem is going to be a combination of super specialisation in the context of the	The talent model in the context of the platform is a technology savvy, technology enabled talent that partners seamlessly across multiple institutions and looks at the solution across human and technology capabilities residing across multiple players, who operate as a platform.

organization and
broader dot connection
in the context of the
larger ecosystem to add
larger value.

In the business context,
while the ecosystem is
about equal players,
there is at least one
player that adopts the
role of an orchestrator
of the ecosystem and
that is a critical
component of the talent
model

6	Importance in the FoW context	As the nature of problems get more complex, the need for multiple dimensions will become critical to deliver a value to the customer, that is not possible to be delivered, alone, by each organization stand alone. The customer's needs and voice will define its participation	To deliver the solutions in an ecosystem there is a need for a well-placed platform where all interested parties and come and transact. That, technology enabled platform is going to be the melting point of options and it is where the transactions will happen (vs. the ecosystem, where participation, partnership and learning will happen). Thus, the platform converts the ecosystem to deliver value and is sometimes owned
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		and as it seeks a simpler but more valuable experience, competing as ecosystems rather than organizations will become key. The role of guilds that focus on specific skills supply will become critical in the Ecosystems context.	primarily by an ecosystem player. It is critical in the FoW context since it allows the agility and opportunity to the ecosystem to operate. Each ecosystem could have multiple platforms, with one being the primary one. Again, each platform could be contributing to multiple ecosystems, with the focus being on a specific customer/ stakeholder pain point
7	Industry / Client Examples	Financial - Technology	Amazon is a classic example of a platform that is enabling multiple players inside and outside.
6	Real Life Examples to learn from	The nature's ecosystem where diverse being are inhabiting and adding value to each other and serving the purpose of existence for each other.	A Railway Platform / Airport where multiple players come and go, all catering to the common needs, across industries. The platform is serving a core purpose and catering to other requirements. The owner of the platform (government agencies) serves a primary purpose and others feed from that audience.

Role of the key vectors that will shape the phenomenon:

At the intersection of *Geopolitical disruption*, (leading to more complex and connected problems, with global and local inter dependencies), *Multi-dimensional Workforce, Technology, Climate and Environment* and *Data and Trust* is the evolution of the Phenomena: “Organizations as Ecosystems and Platforms”.

- **Geo Political disruption as a trigger for Organizations as ecosystems and platforms:** With changing profile of economies and government playing a larger role in problem solving, the connectedness of industries for problem solving for the citizens is one of the largest opportunities and triggers for ecosystem development.
- **Technology as an enabler of ecosystem and platform:** The role of technology as the enabler of the external ecosystem and the internal platform is very well understood. The availability of technology is the starting point for all to think, innovate, test, act and deliver together towards the common purpose platform (organizations, as they will become internally).

Again, for the external market, to operate as an ecosystem, to establish the dot connections between customers / consumers / society / economies and governments across the narrow industry windows, would require far deeper and penetrating reach, that is enabled by technology, the computing capacity that is brought in by the technology in partnership with the human and above all, the implementation and governance that needs technology as the base to make it happen in a sustainable, replicable and a consistent way.

- **Workforce as an enabler of the ecosystem and platform:** With industries merging and need for specialization being more point in time and open, the opportunity of making that happen with talent being open to operating as a specialist across organizations, and operating both globally and locally is key.
- **Data and Trust Equity:** As organizations will become players in an ecosystem which cut across industries, rather than operate within an industry, its influence on players will shift. Again, the data and information movement and its impact in the connected ecosystem will be much higher. Hence the trust equity will also change and influence the players and provide players a big or a small role depending upon their brand and impact.

5. Work – Workforce and Workplace

Characteristics because of this Phenomenon in the Future of Work:

The work – workforce and workplace characteristics that got identified in the interviews that could enable this phenomenon or support this phenomenon include the following:

- i. **Openness and collaboration:** The foundation of ecosystem organisations is openness and collaboration. Therefore, the workplace ought to promote a setting where teams and individuals from all backgrounds may collaborate and share ideas.
- ii. **Flexibility:** To respond to the changing environment, ecosystem organisations need to be agile and adaptable. As a result, the workplace needs to be adaptable enough to alter with the needs of the employees and the working environment.

- iii. Continuous focus on learning: Ongoing learning is necessary for workers to remain relevant in a world where technology and industries are changing quickly. Ecosystem organisations ought to promote a mindset of ongoing learning and offer chances for both formal and informal education.
- iv. Advocating for Diversity and inclusion: Because they bring in new viewpoints and ideas, diversity and inclusion are essential to ecosystem organisations. In order to actively encourage diverse recruiting practises and foster an inclusive workplace, the workplace should.
- v. Technology and digital readiness: To facilitate collaboration and communication, ecosystem organisations heavily rely on technology and digital tools. As a result, the employee should be comfortable utilising technology and possess the appropriate digital skills.
- vi. An entrepreneurial mindset: People who work in ecosystem organisations need to have an entrepreneurial spirit, which includes being open to taking chances, trying new things, and innovating. Therefore, the workplace should foster an entrepreneurial mindset and reward innovation and risk-taking.
- vii. Ecosystem organisations often have a defined purpose and mission that extends beyond just producing a profit.
- viii. Purpose-driven culture. As a result, the workplace should have a purpose-driven culture that is in line with the goals and principles of the company.
- ix. Establish solid alliances and collaborations: Promote ties with other businesses, academic institutions, and industry specialists to gain access to new information, exchange best practises, and forge synergies.
- x. Encourage regular feedback, performance reviews, and recognition programmes that assist staff advance in their positions. This will help to foster a culture of feedback and continual progress.

- xi. Adopt technology and automation as a default mechanism: Use technology and automation to boost productivity, cut costs, and streamline procedures. Promote the value of digital literacy and give staff members the tools they need to adjust to new technology.

Additionally, a few essential elements of a workplace ecosystem that promote adaptability and resilience, critical to build an ecosystem organization include the following:

- Encourage employees and leaders to interact honestly and freely with one another, expressing their thoughts and ideas. This can assist in locating possible problems and change-related opportunity
- Agile management techniques: Organisations need to be flexible and quick to change, which calls for agile management techniques that emphasise teamwork, experimentation, and ongoing feedback.
- A learning culture: It's important to give employees the chance to pick up new knowledge and abilities. They may become more flexible and adaptable to change as a result of this.
- Diverse teams: Teams with a variety of experiences, viewpoints, and talents can better adapt to changing conditions.
- Technology infrastructure: A resilient technology infrastructure that allows remote work and collaboration should be part of a workplace environment that promotes adaptability and resilience.
- Leadership support: Leaders should encourage their teams to embrace change, take calculated risks, and test out novel ideas. This has the potential to promote an innovative and creative culture, which is crucial for resilience and adaptability.

Illustrative examples of industries that have successfully operated as ecosystems:

Most of the industries that are focused on ‘super specialization’ and skills have always, experimented or practiced an ecosystem approach.

- A. Film making, for instance, requires a host of extremely diverse but deep skills – capabilities. Housing all those capabilities, in house, for a continuous basis may not work. Hence the industry operates as an ecosystem of various kinds of skills. The networks developed within the ecosystem, coupled with past success, word of mouth feedback on expertise, play a critical role in delivering success. Thus, capabilities of personal credibility, talent magnetism and thinking depth and breadth simultaneously in the context of the project (a movie) become critical for all stakeholders to deliver the end outcome. Production houses, build orchestration and general management and production capabilities within the production house, who thereafter through series of guilds of artists, choose and get the right people for each project. The entry barriers in this industry may be low, but the role and importance of network can’t be undervalued.
- B. Academia: Again, extremely common in the academic world, particularly for extremely successful academicians to be associated with multiple institutes and also operate as consultants. Many a times, the academicians, themselves are an institution in themselves and operate around their brand.
- C. Consulting, Law and other specialist firms: Again, specialized consulting firms, that need both technical expertise and diverse

industry depth operate very successfully around the ecosystem model.

All these industries earlier were overtly dependent on individual networks, which in turn was becoming its single biggest bottleneck. However, technology enabled platforms are changing the game for all of them. Sourcing or reaching out to the best talent is no more ‘an individual’ network driven but enabled through technology platforms. Yet, if the nature of the work delivery doesn’t change, the individual networks will continue to play an important role which would stagnate the industry’s growth.

vii. The Proposition for organizational agility as an outcome of the phenomenon:

PHENOMENON 2 AND THE ASSOCIATED PROPOSITIONS
FROM STATIC ORGANIZATIONS TO DYNAMIC ECOSYSTEMS

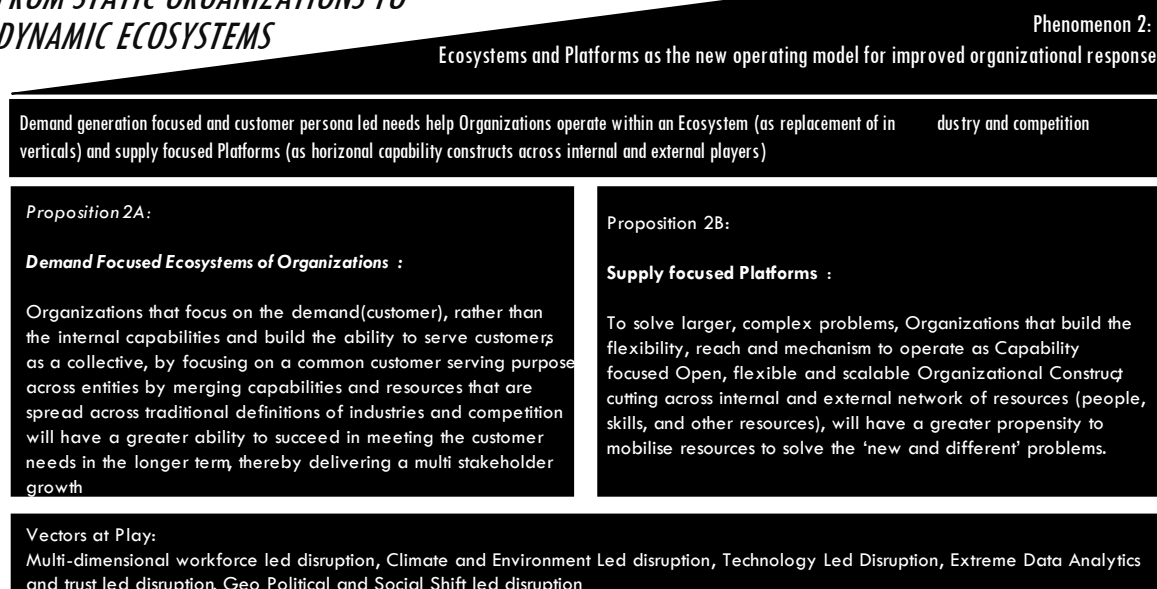


Exhibit 30: Phenomenon 2, Vectors, and the associated Propositions

The propositions associated with the phenomenon are as below:

Proposition 2A: Organizations that operate as Purpose led Ecosystems to solve the larger problem by merging capabilities and demarcations across traditional verticals of industries and competition will have a greater ability to repurpose issues and solve them

Proposition 2A focuses on purpose led organizational constructs that could be organization/s or an ecosystem of multiple organizations that come together to cater to the demand holistically. Since the focus of ecosystems is to cater to a problem and focused on the shared consumer /customer, some of the requirements are going to cut across the traditional definition of industries. This is critical, as industry demarcations deplete and ecosystems operate to solve for the customer's experience, thereby making it impossible to constrict within an industry definition of the problem. The differentiating characteristics that would enable the ecosystems is the diversity of their network to solve the problem first, in the most effective way.

Proposition 2B: Organizations that operate as Capability focused horizontal open platforms, cutting across internal and external network of resources for the interconnected approach by merging capabilities across internal and external sources of the organisation will have a greater propensity to mobilise resources to solve the 'new and different' problems

Proposition 2B, which is focused on enablement of the solution using technology, follows a similar approach as ecosystem, except that its

technology enabled majorly and focused on mobilizing best available resources to deliver on the problem.

Thus, demand focused ecosystems and supply focused technology enabled platforms, collectively as an organization construct that are open, connected, technology enabled and with multiple players will be a critical operating model construct in the future of work.

For these propositions to fructify, its not just enough for organizations to operate within the framework of platforms and ecosystems. Considering the definition of industries itself is shifting, the government and controlling agencies that regulate the organizations within the realm of the industries also will need to be redefined.

viii. The impact of this phenomenon on Organizational Agility and Capability in the future of work:

The phenomenon will have a specific ask from organization agility for the future and the capabilities required to deliver on the organizational agility.

The triggers for Organizational Agility:

- i. Geopolitical shifts making global and local issues more aggravated
- ii. Technology led shifts resulting in greater connectivity
- iii. Multi-dimensional workforce and their shifting needs
- iv. Data led analytics and trust requirement

While all the five vectors are equally critical in shaping the future of work organizations to operate as ecosystems and platforms, the four mentioned above will play critically a big role in shaping the phenomenon.

The technology led shifts, along with the global data access, coupled with the multi-dimensional workforce and the geopolitical shifts make this

phenomenon one of the most compelling ways of working in the future. As talent and data operate boundaryless, technology enables the seamlessness whilst the geopolitical divide pushes for division. This paradox of operating connected whilst operating modular will make operating as ecosystems and platforms almost the only option possible to grow.

Some of the critical Internal and External Organizational Agility Capabilities that will be required to operate successfully as ecosystems and platforms include:

- i. Flexibility to proactively reorganize internal and external resources
- ii. Multi-dimensional and multi-generational strategy and thinking
- iii. Envisioning multiple mental models for future and pivot the model, real time
- iv. Proactive sense-making
- v. Inculcating new learning continuously in the organization
- vi. Quick cycles of experimentation
- vii. Managing external and internal network - Orchestration of the network



**Phenomenon 3: Technology led humanised
stakeholder experience focused transformation core
to value addition in the FoW**

XVII.c. Phenomenon 3: Technology led humanised stakeholder experience focused digital transformation core to value addition

i. Genesis of the Phenomenon

Technology led disruption is one of the biggest and the most continuously evolving disruption that is shaping the world of work. This coupled with the increasing voice of the workforce and other human stakeholders will push the movement of customer centricity to human experience for not just customers but all stakeholders. As technology and human partner better with the use of advanced analytics, the repeatable tasks are already being taken care of by technology so that human intervention can be saved for the higher order. Adoption of newer technologies of the future such as AI, Metaverse and beyond are used to drive seamless multi-stakeholder experience, higher productivity, and flexibility, thereby focusing more on experience than productivity for excellence. A recent study by McKinsey on Metaverse quotes: “McKinsey estimates that the metaverse may generate up to \$5 trillion by 2030 across consumer and enterprise use cases. With momentum building to the tune of trillions, Metaverse is shaping the way work happens already, with a strong focus on experience. At the intersection of technology, data and changing workforce demands is the focus on humanised experience.

Technology significantly affects how future workplace expectations for humanised experiences are changing in several ways, including:

- i. **Greater productivity:** The ability to automate many chores thanks to technology has enhanced productivity at work.

Employees now have greater standards for performance and productivity because of this.

- ii. **Seamless communication:** Remote work is now feasible thanks to technology, and managers and team members now communicate more effectively. As a result, there are now higher standards for cooperation and teamwork.
- iii. **Personalization:** Because technology makes it possible to tailor experiences, there are now higher standards for individualised encounters at work. This covers everything, from tailored work schedules to customised training.
- iv. **Flexibility:** Thanks to technology, workers can now work from any location at any time. As a result, there are now higher standards for workplace flexibility, such as adaptable working hours and remote access.

In general, technology has progressed beyond delivering productivity and raised standards for humanised workplace experiences, and companies will need to come up with innovative approaches to match these evolving standards to draw in and keep talent.

The demand for humanised experiences in the workplace may be impacted by newer technologies such as artificial intelligence and virtual reality in several ways, such as a few below:

- i. **AI-powered workplace interactions:** AI can automate several office tasks that formerly required human involvement, such as scheduling or customer support. This might mean less direct communication with staff, but it

might also mean more effective and seamless interactions between customers and employees.

- ii. **VR-powered training and learning:** Employers can give their staff members access to immersive learning and training environments that can replicate real-world scenarios and hone their abilities. However, it also detracts from the group learning and real-world experience that humanised connection may offer.
- iii. **Personalised experiences:** Managers may use AI to personalise and modify employee experiences by, for example, assigning the proper amount of mentoring or leadership, or by designing project responsibilities that are specific to a given employee's interests and skills. Employees may have a more gratifying and meaningful work environment as a result.
- iv. **Remote collaboration:** Thanks to virtual reality, remote workers can take part in brainstorming sessions virtually, just as if they were there in person. While technology can facilitate productive cooperation, it cannot take the place of the shared experiences that come from actual, face-to-face contact with other people.

Overall, these cutting-edge technologies have the potential to improve working conditions in several ways. Finding a balanced strategy to incorporate technology without losing sight of the human element of the job experience is vital.

In the age of rising technologies, humanised experiences can significantly boost worker productivity, morale, and job

satisfaction. New technologies have transformed the workplace, making it simpler than ever for workers to feel like mere cogs in the machinery.

Employees, however, feel more valued and engaged to their work when they receive customised and humanised experiences. Some of the obvious outcomes of focusing on humanized experiences include the following:

Increased Productivity: Employees are more likely to work harder and more effectively when they feel that they are a part of a community and that their work is crucial to the organization's success. Employees are given the tools and resources they need to be more productive through personalised experiences.

Increased Morale: When workers interact with others in a personalised and human way, their morale may increase. Employees are more likely to feel valued for their efforts to the organisation if you provide them with sincere, positive feedback and acknowledge their accomplishments. Employee engagement rises as a result of this assistance and appreciation, which boosts morale.

Enhanced Job Satisfaction: Humanising the workplace and treating employees with respect can improve workers' overall job satisfaction. The likelihood that an employee will report feeling valued at work is higher, which can enhance retention and lower employee turnover.

In the age of new technology, humanised experiences are no more just critical but essential to differentiate. Organisations have already started to acknowledge the significance of these experiences and are taking action to develop a more individualised persona led experience that encourages contented, effective, and engaged workers. Unquestionably, such initiatives will boost the general productivity and performance of the firm. The persona led customer experience was something that was already the first shift organizations did.

However, the next wave could be not just persona led, but individualized experience, that the customer and employee can choose for himself. The journey of experience through technology, whilst continuing to keep it at the productive best, will be the journey of digital transformation in the future of work.

ii. S&P 50 Analysis:

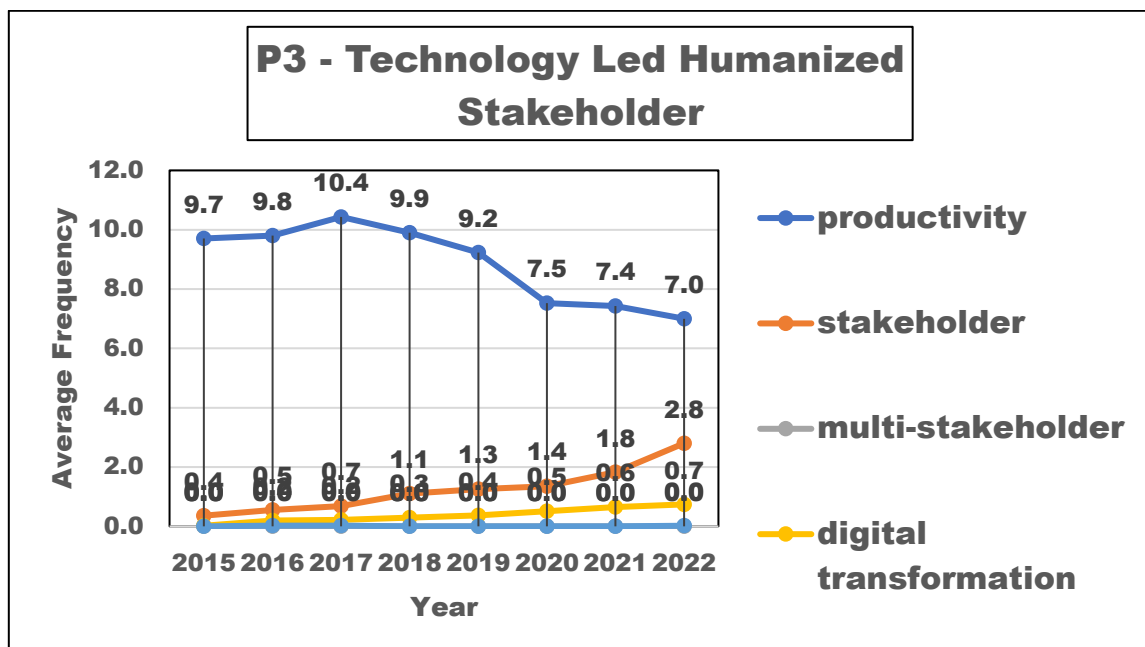


Exhibit 31: S&P 50 Data for Phenomenon 3

The S&P 50 analysis reveals the shifting focus from productivity to stakeholder focus. As can be seen from the word analysis across 50 S&P companies across seven years, the trend is already visible with productivity, although being focused up a lot even today, it's seeing a downward trend whilst, stakeholder is seeing an upward trend. Similarly, digital transformation, which is at the heart of delivering experience over technology transformation which is about productivity primarily has taken precedence. The advent of the pandemic did push the drive for touchless experience to the next level, coupled with the focus on experience in all quarters. Today, the focus on experience is already a given. Going forward, in the future, experience will become synonymous to driving activation and with an individualised 'persona led' experience focus, the digital transformation will be incomplete without focusing on this. The focus on digital transformation is already advancing in comparison to technology transformation.

iii. Definition of the Phenomenon

The Phenomenon: Technology led humanized stakeholder experience focused transformation core to organizational value addition is focused on understanding the next level of transformation that technology will deliver for organizations. This phenomenon focuses on the role of stakeholder's ask in shaping the nature of digital transformation, at an individual level, thereby creating a unique experience beyond being productivity focused.

The phenomenon captures the focus of technology led transformations that organizations in the future will need to drive. Most organizations go through the technology enabled transformation. Typical to a capitalist interest the focus of technology has always been to deliver higher

productivity through automation, improvised and simplified processes and beyond.

However, technology for productivity, while critical and necessary for delivering organizational success, as understood through the changes introduced by workforce disruption and climate may not be sufficient to drive success. Productivity focus, beyond a certain point may have diminishing returns, particularly with increased workforce independence as they would seek to make their own choices and therefore require influence rather than coercion to be able to deliver more for less. Thus, enabling greater productivity by focusing on engagement and influence would be equally critical to deliver greater productivity, thereby delivering organizational transformation in the future of work.

iv. Characteristics of the phenomenon identified: Some of the key characteristics of the phenomenon that got identified in the interviews and FGDs included the following:



Exhibit 32: Characteristics associated with Phenomenon 3

Some of the key characteristics of this phenomenon that got called out included the following:

1. Technology for productivity and safety being table-stakes: While this is primarily where technology's use started to get done, this has now become almost a given. The 5 Ds: Dirty, Delicate, Dull, Difficult and Dangerous jobs are constantly being redefined to be done by machines. This ensures not just productivity but also safety. McKinsey in one of its MGI 2017 report quotes "We previously ²⁰found that about half the activities people are paid to do globally could theoretically be automated using currently demonstrated technologies. Very few occupations—less than 5 percent—consist of activities that can be fully automated. However, in about 60 percent of occupations, at least one-third of the constituent activities could be automated, implying substantial workplace transformations and changes for all workers".

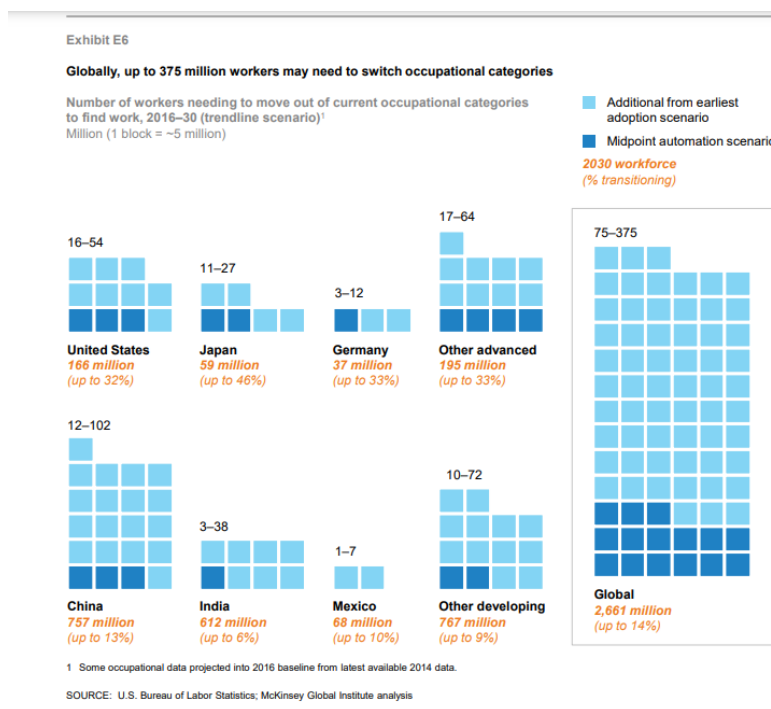


Exhibit 1: Global displacement of jobs due to automation by 2030: Study by McKinsey Global Institute

This study of MGI was further corroborated in the interviews where multiple leaders spoke about many of the base jobs getting shifted. Some of the specific call outs of the technology led transformation called out in the interviews included the following:

- Intentional use of technology to avert harm
- Conversational AI for building a longer stage relationship with an individual for helping them to understand capability.
- Use of technology for differently abled individuals is a big shift and use of technology to create greater inclusion

2. **Technology for experience being the differentiator:** This got called out multiple times. From a time when technology was being used for productivity, to technology for human connection and experience has become a part and parcel of life. The aspect of human experience is defined as “The touch point where I use technology to think, connect, execute anything and the experience the use of technology gives me, is defined as technology enabled human experience. From a time, when specific tasks were thought of as being done using technology, today literally every task has a technology enablement component. Part of it was thought of from the lens of productivity, governance, or scale, but eventually, today, it has boiled down to the experience of the human deciding whether it will continue to use it or not. Hence experience has not only become the differentiator but also the communicator for longevity of the relationship. ‘HxD’ of Human Experience design for digital is perhaps the biggest design capability differentiators for the

future. This would need to start by thinking of the augmented needs of the human first, before making the experience choices.

By placing humans at the centre of technological solutions, **human experience design (HXD)** is influencing digital decisions for the future of work. The design of technology in the workplace is essential for enabling people to operate effectively and efficiently in today's increasingly digital workforce.

HXD integrates components of interface design, service design, and user experience design to enhance the calibre of human-machine interaction. HXD's main goal is to foster good connections by emphasising user requirements and behaviours.

Here are some ways HXD is influencing digital options for the workplace of the future:

- **User-Centered Technology Solutions:** HXD aspires to provide user-centered, intuitive, and straightforward technology solutions that address human requirements and behaviours.
- **Empathy and Understanding:** By demonstrating empathy and understanding, designers can develop technological solutions that reduce users' cognitive workload, boost productivity, and lessen annoyance. Organisations can boost engagement and productivity while lowering user errors by adapting technology to people.

- **Flexible and Adaptable Systems:** HXD encourages businesses to create digital technologies that are flexible and adaptable by nature. This adaptability enables businesses to respond to shifting client preferences, job preferences, and business needs while still keeping systems user-friendly.
- **Increased Collaboration:** HXD supports the creation of tools that promote meaningful collaboration. Teams can more readily accomplish their goals by utilising technology solutions that improve human connection, cooperation, and communication.
- **Inclusive Design:** HXD places a strong emphasis on a design philosophy that attempts to make digital technology solutions accessible to everyone, regardless of age, aptitude, or disability. Effective inclusion practises depend on having a well-defined accessibility plan in place to remove obstacles to participation.

By putting human experience at the forefront of design strategy, the forthcoming era of work and digital transformation will be seamless and efficient, thereby making it the biggest differentiator for digital transformation. Using HXD early on in the technology adoption process would not only lead to cost savings, decreased risks, increased productivity, but also deeper comfort-based relationship thereby leading to loyalty and beneficial business outcomes. The focus on empathy in business will start with being able to apply empathy in design and this will be one of the critical areas where empathy for design will get tested in leaders.

3. Key technology shifts shaping the experience journey: Multiple technologies are already shaping the human experience journeys.

Some of the ones that got called out include the following:

- New and developing technologies, which are fast changing how we live and work, have a significant impact on how humans will perceive the future. Future innovations that will shape human experiences include the following:

1. Artificial intelligence (AI): AI is a quickly developing field of technology that is increasingly sophisticated and able to carry out a variety of tasks that were previously only performed by humans. Decision-making, task automation, and customer service are just a few of the areas where AI will revolutionize the workplace. Use of chat-bots, and now most recently with generative AI, this is taking the human – technology partnership to the next level.
2. Augmented reality (AR) and virtual reality (VR) are technologies that immerse people in virtual worlds and bring digital aspects into the real world. These technologies are already in use across a number of sectors, including education, healthcare, and professional sports.
3. Internet of Things (IoT): The IoT is a network of physical objects, such as cars, homes, and other appliances, that can connect to one another and share data because they are equipped with sensors, software, and network connectivity. By enabling real-time data analysis, IoT will increase efficiency in sectors

including healthcare, manufacturing, and transportation.

4. 5G: The fifth generation of wireless technology is known as 5G. It promises faster download and upload speeds, lower latency, and improved connectivity, and it is now being adopted internationally. New options for mobile and distant work that weren't previously available will be made possible by 5G.
 5. Robotics: As robotics technology develops swiftly, autonomous robots that can carry out a variety of jobs, from manufacturing to healthcare, may soon be available. Productivity, efficiency, and job quality will all be dramatically improved by robotics technology.
 6. Blockchain: A distributed ledger technology called blockchain enables safe online transactions. For several industries, including finance, healthcare, and logistics, blockchain technology enables secure and effective procedures by providing an unparalleled level of transparency, security, and accountability.
 7. Metaverse for customer and learner experience: This is yet evolving but got called out as one of the most effective human experience shapers in the future.
-
4. Employee voice shaping the productivity and experience of the future: At the heart of designing for human will be the ability to empathize and understand the needs of the human. Some of the big call outs of the employee / human voice in shaping the productivity include the following:

- Focus on personalization: With an extremely varied audience, there will be an increased call for hyper personalization to individual needs and expectations.
- Technology for assistance: Productivity needs to work both ways; both for employer and employee. How are organizations including tech based choices that will improve the life of the employee, a virtual assistant and automation of processes to make life simple
- Wellbeing: A big emphasis in the future will be on choices being made to improve well being of the people and employees will look forward to technology for employee wellbeing.

v. Characteristics of the work – workforce and workplace because of this phenomenon:

In a world where work is driven by humanised experiences, the following work, workforce, and workplace characteristics may be present:

Some of the work – workforce and workplace characteristics

- Flexible work schedules: Employees will have complete control over their schedules.
- Work-life balance: Businesses will turn their attention to the emotional and physical health of their staff.
- Artificial intelligence: AI will be widely used to boost output and raise staff engagement.

- Decentralisation: To create a more collaborative and humane working environment, businesses will move towards decentralisation.
- Opportunities for Growth: Employers will give workers plenty of chances to advance their skills and develop.

Some of the workforce characteristics include:

- Multigenerational Workforce: The workforce will be varied and made up of a range of generations, including millennials and baby boomers.
- Diversity of talent is another factor that employers will consider when making recruiting decisions.
- Employee Wellness: Workers will be increasingly concerned with their physical and emotional wellbeing.
- Employee Experience: Rather than merely focusing on performance, businesses will now pay attention to how their employees feel overall.

Characteristics of the Workplace: Some of the workplace characteristics that will be critical to understand

- Digital Workplace: In the workplace of the future, technology will be used to improve employee services.
- Collaborative Workplace: The workplace will promote employee teamwork and collaboration.
- Workspace Design: The office will have a humanised design, which can increase employee productivity and creativity while also ensuring their safety and comfort.
- Responsive Leadership: Companies' leadership teams will be compassionate and inquisitive in order to comprehend their

employees and have a good impact on their professional development.

- In general, firms will prioritise developing a collaborative and empathetic work atmosphere that fosters productivity over performance in the future of work.

A few instances of how technology may be applied to support and improve the workforce's humanization.

1. Virtual collaboration tools are crucial for preserving a sense of community among employees as distant work becomes more common. Project management software, instant messaging, and other tools enable teams communicate and collaborate successfully.
2. HR technology: From performance management software to application tracking systems, HR technology can assist expedite administrative processes, freeing up HR professionals' time to concentrate on fostering positive working connections. A more individualised approach to talent management may arise from this.
3. Using emotional AI to help with recruiting and staff retention: Emotional AI can help with employee recruitment and retention. Companies can determine which employees are likely to leave and take action to reduce turnover by analysing wording in job postings and resumes or gauging employee mood.

4. Training and development: Technology-based training courses can assist staff members in developing new skills, staying current with market changes, and gaining self-assurance. Employees can work at their own speed and utilise a choice of training resources with online learning systems.
5. Health and wellness platforms: Through private platforms that give access to wellness programmes, exercise challenges, and tools for sustaining physical and mental health, technology can be leveraged to improve employee health and wellness.

Overall, if technology is used intelligently and sensitively to the requirements of employees, it may be a potent instrument for supporting and strengthening the humanization of the workforce.

vi. The propositions that are shaping the phenomena:

PHENOMENON 3 AND THE ASSOCIATED PROPOSITIONS

FROM CUSTOMER DELIVERY LED RETENTION TO STAKEHOLDER EXPERIENCE LED PARTNERSHIP

Phenomenon 3:

Technology led humanized stakeholder experience focused transformation core to organizational value addition

Proposition 3A:

Productivity 'table-stakes' for technology transformation in the human – technology partnership

In the future of work, Technology advancement will enable higher order productivity, thereby, the partnership between human and technology around tasks, decisions, thinking and innovation, with **technology focusing on the profitability interest of productivity being table-stakes**, will lead to highest human contribution for workplace excellence

Proposition 3B:

Advanced Technology for multi stakeholder experience to be the technology led transformation differentiator

With the focus on getting technology and human partnership right, use of advanced technology for enhanced stakeholder experience that includes ease of partnering / contributing and learning (beyond productivity) will be an important decision maker to measure technology contribution

Proposition 3C:

Simultaneous delivery of productivity and experience necessary to deliver true value of technology led transformation

Technology led transformation will be serving dual and simultaneous outcomes of productivity focused efficiency and humanized experience led impact
Both, collectively will deliver true digital transformation in the future of work

Vectors at Play:

Multi-dimensional workforce led disruption, Technology Led Disruption led shift, Extreme Data Analytics and trust led disruption, Geo Political and Social Shift led disruption

Exhibit 33 : Phenomenon 3 and the associated Vectors and Propositions

Proposition 3:

Considering technology can do a variety of things, the era of technology for stakeholder experience that includes ease of partnering / contributing and learning (beyond productivity) will be the single most important decision maker to measure technology contribution (with technology for productivity becoming table stakes, and technology for enhanced humanized experience will be the true differentiator). Thus, in the first phase of digital transformation, whilst the focus of technology led transformation was automation and productivity improvement, which took into consideration that interest of the organisation, **the next parallel transformation phase is that of ease of experience as a differentiator for all stakeholders** (not just customer).

The three propositions that are being shaped that capture this phenomenon include the following:

Proposition 3A: *Productivity ‘table-stakes’ for technology transformation in the human – technology partnership*

In the future of work, Technology advancement will enable higher order productivity, thereby, the partnership between human and technology around tasks, decisions, thinking and innovation, with technology focusing on the profitability interest of productivity being table-stakes, will lead to highest human contribution for workplace excellence

Proposition 3B: Advanced Technology for multi stakeholder experience to be the technology led transformation differentiator

With the focus on getting technology and human partnership right, use of advanced technology for enhanced stakeholder experience that includes ease of partnering / contributing and learning (beyond productivity) will be an important decision maker to measure technology contribution

Proposition 3C: Simultaneous delivery of productivity and experience necessary to deliver true value of technology led transformation

Technology led transformation will be serving dual and simultaneous outcomes of productivity focused efficiency and humanized experience led impact. *Both, collectively will deliver true digital transformation in the future of work*

vii. The proposition's impact on organizational agility and leader capability

For productivity and experience to be simultaneous as a phenomenon, organizations will need to construct themselves differently, thereby the ask from organizational agility to enable this phenomenon will include specific set of internal and external capabilities, enablers, and practices. Some of the asks from organizational agility because of this phenomenon include the following:

Triggers for this phenomenon to deliver organizational agility :

- i. Technology led shifts resulting in greater connectivity
- ii. Data led analytics and trust requirement
- iii. Multi-dimensional workforce and their shifting needs
- iv. Geo-political shifts making global and local issues more aggravated

Internal and External Organizational Agility Capabilities:

- i. Multi-dimensional and multi-generational strategy and thinking
- ii. Proactive sense-making
- iii. Inculcating new learning continuously in the organization
- iv. Quick cycles of experimentation
- v. Managing external and internal network

Organizational Agility Enablers:

- i. Additionally, the push of multi-dimensional workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level
- ii. Digital Focus
- iii. External Partnership network to enable long term and larger issues problem solving
- iv. Shift in the Organizational Agility Practices
- v. Leadership capability, capacity, and influence

Ecosystem Practices for enabling Agility specific to this phenomenon in the Future of Work:

- i. Customer Experience Practices
- ii. Ecosystem Practices
- iii. Organizational Planning Versatility

Leader and leadership capabilities that will get triggered as a result of this phenomenon:

In the first phase of digital transformation, whilst the focus of technology led transformation was automation and productivity improvement, which took into consideration that interest of the organisation, **the next parallel transformation phase is that of ease of experience as a differentiator for all stakeholders** (not just customer).

Leadership Skills/ Capabilities

- Digital analytics and insighting led decision making
- Continuous Learning Agility
- Think long term and think short term simultaneously
- Ecosystem Orchestration

Leadership Paradoxes

- Humanized Digital
- Intuition and Data led Insights
- Long term and short-term interest balance
- Balancing digital for productivity and digital for humanized experience
- Balancing dual and simultaneous digital transformation

Leadership Mindset Shifts

- Simultaneous planning of long and short term
- Sustainability (as a business outcome) Mindset
- Digital Mindset
- Extreme Collaboration at an ecosystem level
- Humanised Experience Mindset



**Phenomenon 4: Changing equation of the Workforce
resulting in increased importance of ‘Workforce Voice’
in the FoW**

**XVIII. d. Phenomenon 4: Changing equation of the Workforce
resulting in increased importance of ‘Workforce Voice’ in
the FoW**

With distributed and dynamic organizations, talent exercises and exhibits more power, is conscious and demanding of her/his rights, purpose and well-being.

Describe the phenomenon:

“The young are not going to want to become employees for much longer. I think, the apologies and the reparations around slavery as part of that conversation, in 100 years’ time, that will apply to employment. Well, I think employment is very close to being as wicked for our age, as slavery was for the 17th century or earlier.”

Long Interview, No. 33

i. Genesis of the Phenomena:

As the world we operate in shifts to operate amidst multiple fractures, that makes the world closer yet disconnected, the need to think of ‘self’ as the universe will increase for the talent. Amidst these big shifts, the big force shaping workplaces will be the changing equation of the workforce at workplace. Some of the factors adjusting the workforce equation will include four to five generations of workforce working simultaneously at the workplace, with competing expectations from jobs and workplaces. This coupled with global workforce with skills specialization vying for the same roles through technology advancement and with technology and workforce partnership, the nature of work that will get done as well as the

place of work being done will change dramatically. Understanding some of these core enablers of the changing workforce for it to be a Phenomenon shaping the Future of Work are as below:

1. **Multigenerational and globally ageing workforce:** As per the International Monetary Fund (IMF) data, "*By 2050, as birth rates continue to drop and people live longer, the world's population will change*".

The IMF data states that the world will drastically change in 30 years. From a population of 2.5 billion people in 1950 to more than 7.7 billion today, the world population has increased dramatically. However, it is predicted that by 2050, its going to go to just about 9.7 billion people. This is because, based on the Pew Research Center's study of the United Nations' World Population Prospects 2019 report, population growth is slowing—from around 1-2 percent to 0.5 percent annually—primarily due to declining birth rates and ageing populations. According to the analysis, worldwide fertility is predicted to decline from 2.5 births per woman currently to 2.2 births per woman by 2050. The replacement rate—the number of births per woman required to keep the population size—is inching closer to this rate, which is now at 2.1. The expected increase in the median age of the world is going to go from 31 to 36 by 2050. However, the world would look quite different. For example, in 2050, Europe is expected to have the oldest median age, which will be 47. Interestingly, Latin America and the Caribbean, which traditionally have a younger population, are anticipated to experience the biggest upheaval, with a median age increase to 41 from the current 31. The population decline will affect many nations. This challenge could arrive sooner for Europe. By 2050, it is anticipated that the region will have the largest

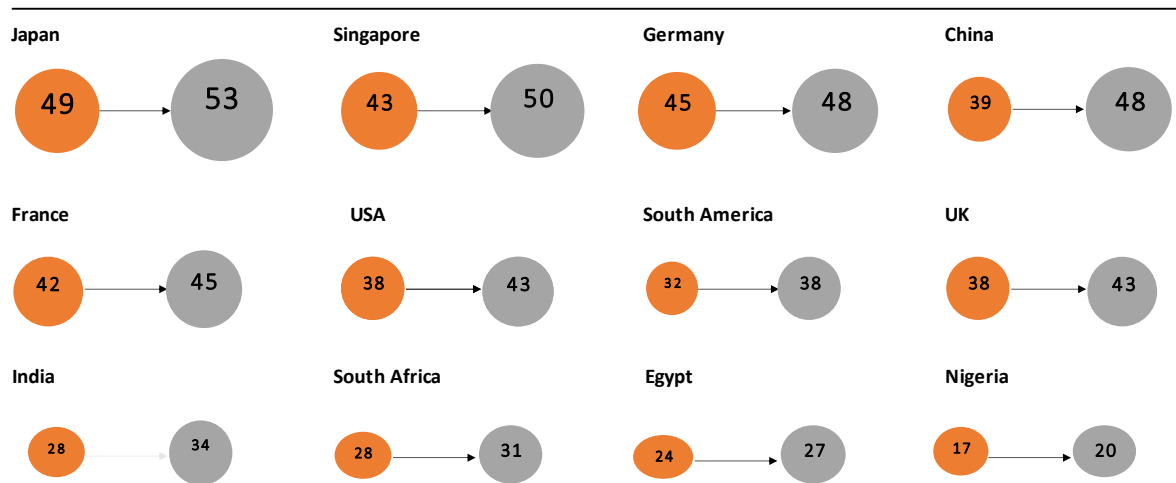
dependence ratio or the proportion of nonworking (over 65) and working-age individuals.

Compared to other regions, this ratio is the highest at 75%.

Comparatively, the lowest dependency ratio, at 56 percent, is anticipated for Asia, Latin America, and the Caribbean in 2050. However, not all populations are ageing or contracting. Africa will have the youngest median age by 2050, at 25, as it is the only continent whose population is anticipated to increase by more than 1% per year.

The median age of two of the most populous countries, India and China, will change from 38.9 for China and 28.7 for India to 54.2 for China and 38.1 for India by 2050. (World-data and Statista websites). The working population in an ageing world will have a much lesser working population, and there will be disproportionate needs around workforce enablement, including increased age of retirements and flexibility to cater to different stages of life and work. Thus, the world will have a much older population that will have very different expectations from the workplace and society compared to what the workers have today.

Median age of population by countries in 2023 and in 2040



Source: UN, Department of Economic and Social Affairs, Population Division (2023)

Exhibit 34: Median age of population by countries in 2023 and 2040

1. **Technology and its impact on workforce connectivity and reach:** Location is and will no more be a constraint to work on any project. With technology as a key enabler, the reach of the work is now not location dependent. Going ahead, with the advancement of technology, coupled with data protection, the opportunity to distribute work around skills and not on reach will be a key differentiator.
2. **Reverse Migration** – At the intersection of technology that is connecting the world and democratizing work, a multi-generational workforce that is catering to multiple, competing work and life demands, and environmental factors that are influencing choices of living in a smaller, cleaner locations, and sometimes choosing to live close to parents and extended families, coupled with the tremendous pressure put on the big urban locations is pushing countries across the world to focus on developing a more

distributed approach to city planning and urban infrastructure development. Further, development of major urbanised capitals developing in some of the developing nations, the workforce will need to adjust and make choices on where they would want to live and why. This could result in talent choosing to move from the core hub locations in countries to suburbs or may result in there is a desire to move back to smaller towns, develop a better lifestyle, and lead a better life on your terms.

3. **Remote working/ flexible work options and its impact on penetration of work:** By giving the workforce new opportunities, remote and flexible work has altered the dynamics of the workplace in several ways. Some of the biggest shifts that got tested and are getting institutionalized include the following:

- a. **Diverse talent pool:** By bridging borders, expanding possibilities for disadvantaged areas, and utilising the global economy, remote and flexible work arrangements have allowed organisations to access a more geographically diverse talent pool.
- b. **Better work-life balance and flexibility to manage family requirements, responsibilities, or personal interests** have been made possible by remote and flexible work arrangements, which have given employees greater control over their work schedules.
- c. **Greater productivity:** Research indicates that remote and flexible work arrangements can enhance productivity because they help employees feel more motivated and engaged, can cut down on travel time, and can minimise interruptions from coworkers.

- d. Cost savings: The demand for office infrastructure, such as real estate and other resources, has decreased as a result of remote work. This encourages enterprises to cut costs.
- e. Improved skilled workforce retention, lower turnover, and enhanced employer loyalty are all results of flexible work arrangements, which boost employee satisfaction and engagement.
- f. Collaborative work culture: New digital collaboration models made possible by remote working have sparked creativity and co-innovation that may not have been possible in a conventional office environment.

In general, remote and flexible work options have changed the entire foundation of conventional office structures. Employers will need to be more flexible and adaptable in managing these new methods of working and the particular employee demands that come along with it as a result of this revolutionary shift. To ensure that optimisation and productivity are supported by these models, innovation will also be required in the areas of technology that enable remote work and are able to create interesting and interactive settings.

4. Technical Talent Guilds operating as power centres: One of the aspects that emerged as a big disruptor for talent in the future was the emergence of talent guilds. *Talent guilds are communities of knowledgeable experts that join to exchange ideas, work on projects, and speak on behalf of all their interests within a certain business or sector.* Talent guilds are anticipated to influence the future of employment by introducing fresh business opportunities.

Some of the ways that talent guilds can influence the nature of labour in the future, as identified through the conversations include the following:

- a. **Giving members of the guild community a competitive edge:** Talent guilds promote a cooperative, peer-to-peer network that gives its members collective bargaining power and a competitive edge. It can result in access to better career possibilities, higher pay, better benefits, recognition of their work, and client bases, giving the members a substantial advantage.
- b. **Promotes professional advancement of the guild:** Promotes a dynamic path for people to improve in their professions by collaborating, exchanging best practises, and offering training and development opportunities, talent guilds can play a significant role in encouraging skills development within an industry.
- c. **Effective knowledge exchange:** Talent guilds give professionals a way to tap into the insights of those who have firsthand knowledge of market trends and best practises, which can be quite helpful for individuals trying to stay ahead in their business.
- d. **Promotes innovation:** Guild members can work together to develop fresh concepts and strategies. This promotes creativity, encourages creative thought, and reformulates previous corporate procedures.
- e. **Advocacy and representation:** Talent guilds can act as a voice in creating improved prospects for members by addressing industry-specific demands and interests to policymakers and lawmakers.

As a result, talent guilds may change the way that people work in the future by fostering innovation, addressing skill gaps, and promoting improved industry regulation.

5. Changing expectations of the multigenerational and globally located Workforce: Future workplace, worker, and work

dynamics will be significantly impacted by a talent model that is becoming multigenerational and global. These demographic changes could impact the nature of labour in the following ways:

- a. Diversity and inclusion: With a multigenerational and international workforce, businesses must give these issues top priority. This is developing a friendly and encouraging workplace that respects each employee's distinctive background, abilities, and viewpoint.
- b. Collaboration: Teamwork and collaboration become even more crucial as businesses become more international. Employees must master abilities like active listening, empathy, and diplomacy to work well with co-workers from all generations and backgrounds.
- c. Remote work: An international, multigenerational workforce will probably result in more opportunities for remote work. This makes it possible for people to work remotely and communicate with co-workers in other time zones. Flexibility in remote work could play a key role in luring in and keeping workers from various geographies and generational groups.
- d. New and multi-dimensional Skills: With a workforce made up of different generations, there will be a wide variety of skills and abilities available. This might open up new career

prospects and help employees acquire new skill sets. For instance, younger staff members might have a strong expertise in developing technologies, whereas senior staff members might have more experience in management and leadership.

- e. **Mentoring:** With a workforce that spans generations, businesses can support mentoring initiatives that encourage seasoned workers to impart their skills to younger generations. The younger generation can get new knowledge and perspectives, while the elder generation may feel more a part of their work as a result of the mentoring relationship.

The future of work will be significantly impacted by a multigenerational and international workforce. To succeed in the future, businesses will need to concentrate on fostering diverse and inclusive workplaces, prioritising remote work and collaboration, expanding their skill sets, and supporting mentorship programmes.

- ii. **The Phenomena Definition:** The phenomenon of increase in employee's voice thereby shaping the future of work and organization focuses on how with change in the texture of the workforce entering workplaces, organizations will need to think differently about employees and their asks.

Employees on the other side, have evolved with more options and more aware, thereby seeking the workplace to be 'of the people, by the people and for the people'.

Organizations /ecosystems that will skills and talent focused will need to agree and adjust to this fact, thereby workplaces designed around workforce voice.

- iii. **S&P 50 data analysis on workforce voice:**

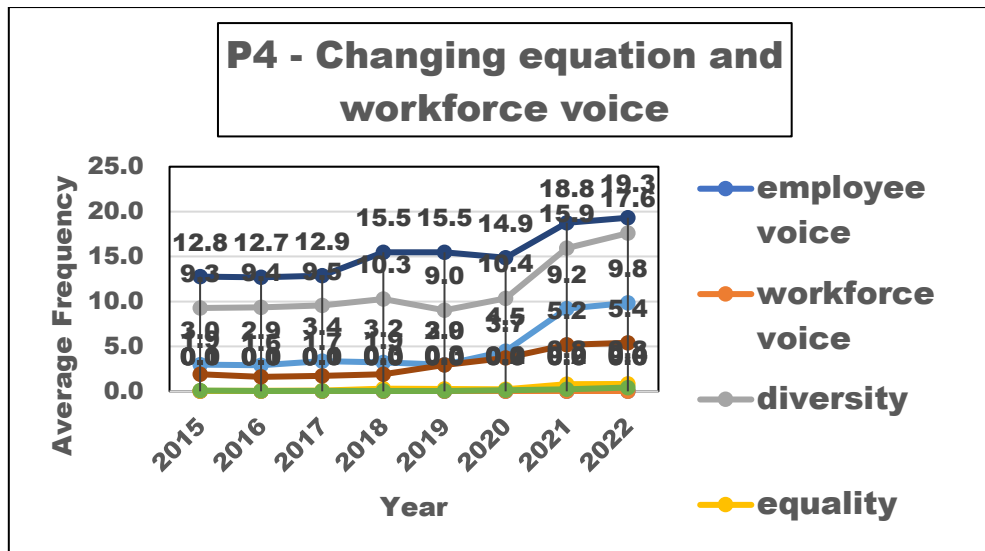


Exhibit 35:S&P 50 Analysis for Phenomenon 4

As we can clearly see from the S&P 50 data analysis for workforce, all factors driving the multi dimensionality of the workforce is on the rise, including aspects of diversity, inclusion and engagement. While employee voice and workforce voice is not directly being spoken about as part of the data analysis, this came up as a clear outcome of what will be sought as employees become more aware and conscious. This, will also be an important outcome of diversity and equity.

iv. The phenomenon's characteristics

Some of the possible implications of all the above that would shape this into a 'Phenomenon' could be the following:

1. Changing nature of workforce creating the need for different voices to be heard

2. Highlighting of marginalized voices through technology and multi generational shift

Technology based equations changing the interaction patterns

Exhibit 36: Phenomenon Characteristics

- 1. Changing nature of the workforce and creating the need for different voices to be heard:** Very distinct and varied expectations of workforces will emerge as the employee mix of the future changes. This will be on account of multiple factors shaping the purpose and expectations of the workforce. Thus, different voices, driven with differing motivations will emerge. These could include the following:

I think what we want in companies is more dialogue and listening - listening to the young, listening to those who are further down the Pyramid of Power. I think many of the answers are clearer in the minds of what are sometimes called working people or blue collar than they are in white collar. I would trust blue collar. I would trust blue collar with a strategy of a firm going forward in this complex world than I ever would with white collar.

Long Interview, No. 25

- **Longevity and longer working lives:** As the retirement age is raised to around 80 in most nations, individuals will live longer and work for more extended periods.

- **There is more to life than money:** While it will be vital to get finances in order, it will also be crucial to get family, friends, mental health, and happiness as essential aspects of life to be focused upon.
- **Living a multi-staged life:** Life will become multi-staged; there won't be distinct phases for working, studying, and retiring. Instead, a multistage life will be preferred by people. This could include two or three different careers, one where you might maximize your earnings and the other could focus on balancing life goals. This could include choosing jobs where one and work long hours/long weeks at one stage; and at another stage, s/he might balance work and family or want to center life around careers that allow for significant social contribution.
 - **Self-Time and Learning /Re-creation will be more important than recreation:** With a focused life in three stages, it was always essential to be ultra-focused on the goals of the life in the stages; recreation was, therefore, considered to be a "good to have" and was never viewed as an investment, at best serving as a recharge. In a multistage life, leisure time would entail investing in skill development, proactive health, and well-being. Making time for "recreation" will be crucial since failing to do so would prevent reinvestment, which could result in a loss of relevance in a many-stage existence.
 - **Clear demarcations of stages in life will end:** Because of the various shifts, the three-step life—educate, work, and retire—will no longer be predictable or inevitable. More options will be available to the public, and organizations and governments will have to deal with

what the public wants. There are many sequencing options in a multi-stage life with additional milestones and opportunities for transition. Therefore the three-stage life's logic will no longer dictate how these are ordered. The predictability connected with aging would also disappear as moving in lockstep from one period of life to the next becomes one of many alternatives. Age no longer corresponds to a stage of life. Given that society is based on the implicit premise that age and stage should be sequential, the bias that uses age as a proxy for stage of life is deeply ingrained in government legislation, corporations, and human resources departments, which are the groups that talk and think the most about the Workforce of the future.

- **Flexibility to choose and availability of options will matter:** Options will be more valued as there are more sequencing options available; therefore, deciding to do anything will also need making a decision not to do something else. Making choices would entail eliminating alternative options. This would entail having decision-making abilities and going beyond data.
- **Spending to remain younger for longer:** Maintaining youth for a longer period of time is implied by healthy ageing—greater adaptability in age-based friendships, leading to a more varied network of mates.
- **Planning for diversity and inclusion will be key:** Longer lifespans would imply living past the childrearing age, which would have the ability to lessen gender inequity and change interpersonal interactions, marriages,

and childrearing. In the past, the home was built on the specialization of skills. The wife used to be in charge of the home and the children, while the man used to be in charge of the finances. In the future, however, dual income will become the norm. Throughout long lives, relationships will change. As they begin their multistage lives, partners will provide varying levels of support for one another.

2. Highlighting the marginalized voices through technology and for multi-generational workforce:

- **Managing transitions in life will be a life skill:** A life skill will be how to transition through different stages of life. Transitions from education to employment and from employment to retirement are significant turning points in a three-tiered existence. The need for flexibility, learning agility to gain additional skills, curiosity to try new things, exploring different ways to work, and having a fresh perspective on the world will develop as life stages increase. This life skill would involve the ability to adjust to various viewpoints, a shift in the balance of power (therefore, the political acumen of not having binary views on associations), and the development of a diversified network.
 - **New life stages will appear:** In addition to the teenagers and retirees who have been in the life stages since the 20th century, other life stages will be added. The group between 18 and 30 is already adopting new ways of thinking. A new cut-off of the group with those older than

adolescents is possible, just as longevity and improved education produced the adolescent as a life stage. Their awareness of living longer leads them to choose various job and life decisions that are more lifestyle, health, or impact-oriented. These new life stages will add newer lenses to life and lifestyle for consumers and corporations.

- **Personalization is no longer a choice for enterprises; it is a reality:** Families built differently based on their decisions will put a lot of pressure on businesses and government policies to be more receptive to this new reality, which will encourage gender equality.
- **Dealing with generational complexity:** As age no longer reflects stage, generational isolationism will start to change. Within a family, four generations will start to live together in tandem because life expectancy is increasing more quickly than women's working age. More complex family systems, changing generational attitudes, and complex family structures leading to varied choices depending upon needs will have to be catered to, thereby almost making it impossible to create 'family personas.'
- **Need for increased experimentation:** There will be fewer role models representing different life stages and ages. Priorities in life will differ for each individual depending upon who they are, what they desire, and how they want to navigate their lives. As the pressure of following a set mold will be taken off, there will be room for increased experimentation around what we do and when we do it.

- **Living (not surviving) the marathon (vs. the sprints):** The thinking of doing all of it and reaching the pinnacle of life's specific success stage will no longer be accurate. In a 100-year or more life (or at least 80 years of living), it will be critical to be happy, healthy, and sustainable, and while finances will be required for it, it will be a lot about relationships, skills and investment in your health. This realization and awareness, in itself, will change the equation of work and Workforce with the workplace.

v. The Propositions for the Future of Work that need to be considered in response to this Phenomenon:

In the future of work, where there are multiple issues shaping the workforce preference, employee advocacy (and not just communication) along with workforce involvement in prioritising and inclusive decisioning making will be critical to deliver workforce's voice enabled transformation, that will be a differentiator for employer brand (thereby shifting from traditional approach of transactional change management).

PHENOMENON 4 AND THE ASSOCIATED PROPOSITIONS

FROM EMPLOYEE ENGAGEMENT TO WORKFORCE VOICE AND STAKE

Phenomenon 4:
Changing equation of the workforce resulting in increased importance of workforce voice in the FoW

Proposition 4A:
Employee advocacy along with workforce involvement in prioritising and inclusive decisioning making will be critical to deliver workforce's voice enabled transformation, that will be a differentiator for employer brand

Proposition 4B:
Employee well-being and flexibility, that is personalized, and delivers the open and new age workplace agenda, to shape the workplace experience will no more be a good to have but a need to have, for organizations to deliver the future employee experience

Proposition 4C:
Building organizational advocates and personalised commitment building will require deeper workforce data analytics led insights to ensure workforce experience choices are not top down, biased by leaders' preferences, thereby making the data relationship of employer and employee very critical to building a trusting relationship

Proposition 4D:
In the FoW, where the workplace will be an equalizing space for employees and other contributors, (rather than resources driven by tasks), skills will become an important currency for growth rather than age, experience and tenure in an organization

Vectors at Play:

Multi-dimensional workforce led disruption, Climate and Environment Led disruption, Technology Led Disruption, Extreme Data Analytics and trust led disruption, Geo Political and Social Shift led disruption

Exhibit 37: Phenomenon 4 and associated Vectors and Propositions

Proposition 4A: Employee advocacy along with workforce involvement in prioritising and inclusive decisioning making will be critical to deliver workforce's voice enabled transformation, that will be a differentiator for employer brand.

Building organizational advocates and personalised commitment building as a competitive advantage in a multi-dimensional and an open workforce system will require deeper workforce data analytics /insights led decisions to ensure workforce experience choices are not top down, and biased by leaders' preferences and experiences, thereby making the data relationship of employer and employee very critical to a trusting relationship.

Proposition 4B: Employee wellbeing and flexibility to drive 'open workplace' concepts; no more a good to have but a need to have

Employee well-being and flexibility, that is personalized, and delivers the open and new age workplace agenda, to shape the workplace experience will no more be a good to have but a need to have, for organizations to deliver the future employee experience.

4C: Building organizational advocates and personalised commitment building will require deeper workforce data analytics led insights to ensure workforce experience choices are not top down, biased by leaders' preferences, thereby making the data relationship of employer and employee very critical to a trusting relationship

As organizations start to operate as an open ecosystem, where there are multitude of employment contracts (full time, part time, partial, gigs, network employees, contractors et al). The diversity of the employment contract puts a very different pressure on organizations and their rights on employee data. This coupled with stringent regulations globally on personal data, the provision of employee data, in itself is going to become a critical factor to consider. Again, with wide dispersion in the employee type, employee expectations will also differ drastically. In such a situation, any decision taken on behalf of the employees, can't be based on 'top of the pyramid' views because often that view may be disconnected from the ground realities or may not represent the diverse talent's perspective. Thus, the role data analytics led insights to decided work – workforce and workplace experiences will be the primary way of making employee investments. Again, with increased employee voice, this will not be something good to do but the default way to operate.

4D: In the FoW, where the workplace will be an equalizing space for employees and other contributors, (rather than resources driven by

tasks), **skills-capacities will become an important currency for growth /career advancement rather than age, experience or tenure in an organization.**

With multi-dimensional and multi-generational workforce co-existing in the workplace of the future, the workplace will be an equalizing space for employees and other contributors driven by purpose and contribution, rather than resources driven by tasks. Thus, skills will become an important currency for growth rather than age, experience, and tenure in an organization

vi. Impact of the phenomena and its associated propositions on Organizational Agility for the future of work:

Additional Triggers for Org Agility:

- i. Technology led shifts resulting in greater connectivity
- ii. Data led analytics and trust requirement
- iii. Multi-dimensional workforce and their shifting needs

Additional Internal and External Organizational Agility Capabilities:

- iv. Multi-dimensional and multi-generational strategy and thinking
- v. Proactive sense-making
- vi. Inculcating new learning continuously in the organization
- vii. Quick cycles of experimentation
- viii. Managing external and internal network
- ix. Orchestrating the external and internal network



**Phenomenon 5: Data will be the ‘New Capital’ for
competitive advantage in the Future of Work**

XIX. Phenomenon 5: Data and Trust Equation's influence on use of data:

i. Genesis of the Phenomenon:

At the intersection of geo political and technology and its impact on trust and hence advancement of technology enablement of organizations... today data is being used by organizations like a natural resource...no thinking around it...but if data were to be treated as an independent resource – shared natural resource equivalent (4th resource in addition to natural resource as a capital, human capital and financial capital) then, how would data for analytics get structured and how will this get materialized, is the critical question to be responded to. ROI on data will hence become the language of the future with more value delivered out of less data, thereby making the data work harder for organizations and the ecosystem required to make the sharing and analysing of data will be critical to the success of the future.

Changing Nature of Data and its role in shaping the future of work:

While data led decisions and analytics is one of the biggest shifts shaping organizations in the future, it is yet at the starting point of what we are trying to deliver. In the twenty years to come, data and analytics will be a crucial resource in the world of work. Going forward, some of the biggest shifts leaders quoted that data led analytics will drive include the following:

- 1. Advanced Decision-making based on data:** Data and analytics will be used to make business decisions more and more in the future of work. To make wise decisions more quickly and effectively, businesses are investing in data and analytics. They

will keep looking for insights along the entire value chain to improve operations and the clientele experience.

2. **Artificial Intelligence and Machine Learning:** New technologies like artificial intelligence (AI) and machine learning (ML) will be crucial to the way people operate in the future since they allow businesses to get the most out of their data. AI can be applied to many job processes to automate decision-making, lower errors, and increase efficiency.
3. **Big Data:** Leveraging big data is becoming more and more important as fresh and enormous volumes of data are produced every day. Systems that can store and analyse massive volumes of data will progress during the next 20 years, enabling us to get better insights and produce more individualised solutions.
4. **Data Privacy & Protection:** Concerns about data privacy and security will only increase in the future. As a result of security flaws and cybercrime, lawmakers will toughen privacy legislation. As a result, data protection measures will receive increased attention in order to reduce data breaches.
5. **Data Literacy and Skills Development:** A workforce that is appropriately skilled in data and analytics will be necessary for the workplace of the future. The current workforce will need to be retrained and upskilled to become more skilled in data and analytics, as well as human capacity will need to be developed that combines many forms of skills.

Data and analytics are a crucial resource that will shape how work is done in the future. In the future, it will be more important than ever to be able to properly harness this data using new technologies, big data, data privacy, and protection, as well as to build the skills required to do so.

i. Definition

This phenomenon is focused on capturing the impact of data led analytics and its impact, both positive and negative on the society and thereby the need to build data, like other sources of capital, such as financial capital, natural resources as a capital and human resources as a capital into a horizontal function that is studied for long term impact and the rules of dealing with this capital for competitive advantage is established.

Like most of the other sources of capital that provide competitive advantage, this resource will also start with an advantage for some of the early adopters. However, unlike other resources that took years to get access to and stabilized, the pace of this capital's transformation could be huge, thereby the window for competitive advantage could be limited before its highly regulated. This space, like any other resource capital will continue to develop, build as newer ways to add value, use and transform it for development and growth as well as for sustainability continues. However, this will also be the one, where the dependence and the influence of this particular capital on other capital sources could be huge. Hence the role of all stakeholders in shaping is critical.

ii. S&P 50 data

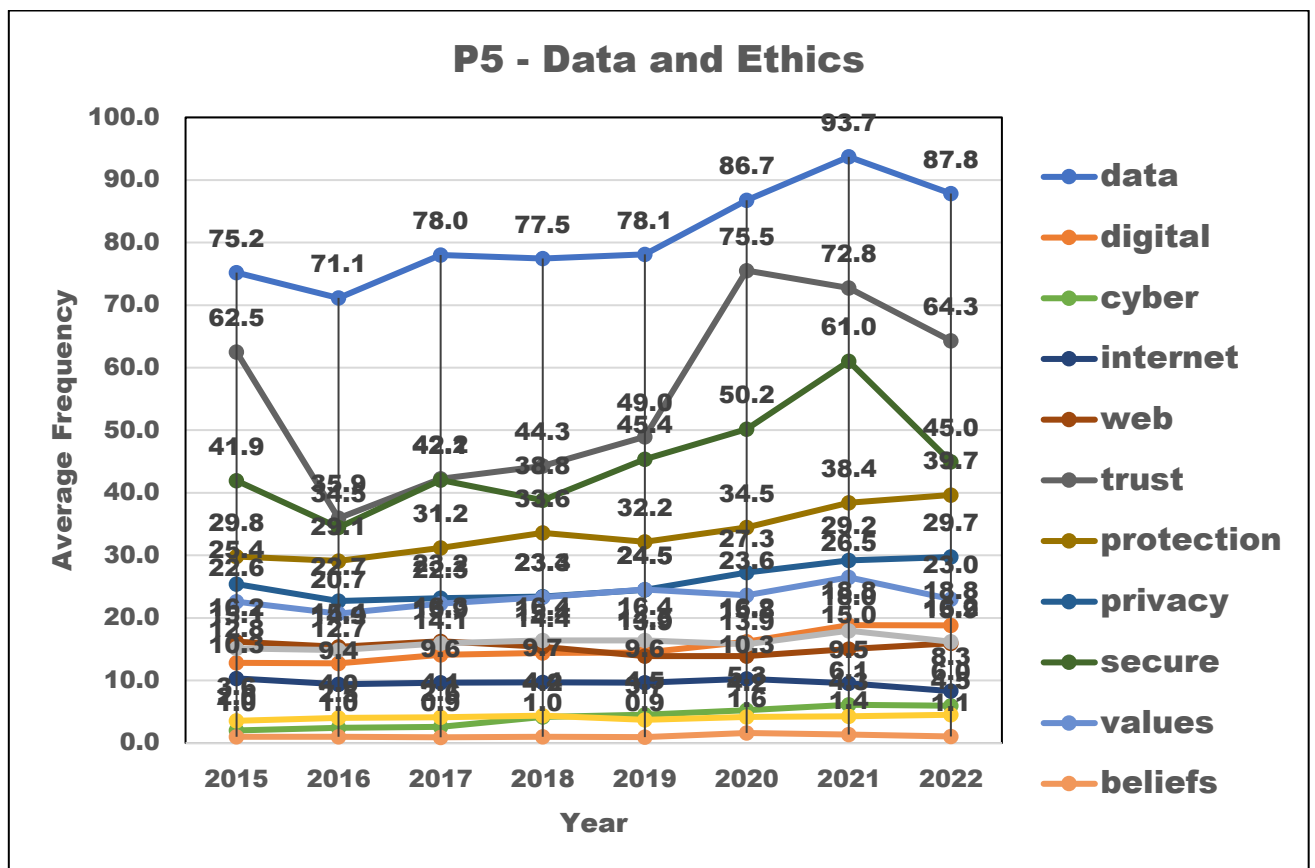


Exhibit 38:S&P 50 data for Phenomenon 5

The S&P 50-word analysis across 50 companies over a seven-year period showed some interesting outcomes. The word ‘secure’, privacy, trust, all of which relate to the security and data are seen a sharp increase.

iii. Phenomenon description and characteristics

Data Analytics and its implication on trust:

Trust in society and business is significantly impacted by data and analytics, both positively and negatively. Here are some examples of how analytics and data are influencing trust:

Positive Implications

- **Better decision-making:** Data and analytics give organisations and governments the knowledge they need to make wise choices. Better policies, better services, and better outcomes for citizens can result from this.
- **Transparency:** Data and analytics help organisations and governments to be more open about how they operate and how they make decisions. This can enhance accountability and help stakeholders trust you more.
- **Personalization:** Data and analytics allow businesses to tailor their services and products to specific clients, increasing client loyalty and satisfaction.
- **Fraud prevention:** By detecting and preventing fraud, data and analytics help to lower the risk of financial losses and boost public confidence in companies and organisations.

Adverse Implications:

- **Data breaches:** Data breaches can damage institutions and enterprises' reputations, cause financial losses, and subject them to more regulatory scrutiny.
- **Privacy issues:** Issues with data privacy can reduce consumer confidence in organisations that gather and use personal

information. Regulatory action, reputational harm, and decreased consumer trust may result from this.

- **Bias:** Data and analytics have the potential to infuse bias into decision-making processes, which could result in unfair decisions and erode public confidence in institutions.

In conclusion, data and analytics are affecting society and business trust in both positive and harmful ways. While data and analytics provide many advantages, like increased transparency and decision-making, they also present issues with data privacy, bias, and the possibility of security breaches. Businesses and organisations will need to address these issues and show that data and analytics are used responsibly in order to foster long-term.

There are multiple risks that are associated with the access, use and transformation of data. Some of the risks associated Data in the Future of Work that got called out include the following:

- i. **Cybersecurity:** High on the minds of all leaders across industries and backgrounds, this is the single most disruptive impact being envisaged of data. As long as businesses keep gathering and storing enormous volumes of data, cybersecurity risks will only get more advanced. In twenty years, the dangers of cyberattacks including data leaks, hacking, and ransomware will still be quite relevant. Data protection strategies must be efficient and successful for organisations.
- ii. **Data Privacy:** Consumers and employees will keep pushing for more control over their personal information. Organisations must

have ethical data handling procedures that safeguard user privacy while yet maximising the potential of data. This is one of the most widely called out data led exploitation.

- iii. **Bias:** As machine learning algorithms advance in complexity, there is a chance that they could exacerbate current biases or introduce new ones. For organisations to recognise and eliminate bias in their data models, checks and balances must be in place. Additionally, data will need to be cross checked and verified against multiple sources of other data gathering mechanisms.
- iv. **Data ownership:** The legislation governing data ownership is continuously being developed. The need for people to have more control over their personal data, including ownership of data produced by wearable technology or other devices, may rise in the future. The management of this change in data ownership must be considered by organisations.
- v. **Economic inequality:** There is a chance that businesses will utilise data to increase economic inequality, for example, by employing algorithms to decide who gets hired, promoted, and paid what. Organisations must be conscious of how data may impact marginalised groups and work to produce more fair results.

In the end, organisations must retain a deliberate and pro-active approach to managing the risks connected with data as it becomes an even more important and strategic resource in twenty years. They must adopt a moral framework for data gathering and usage, put strong security measures in place, and continuously assess how well their algorithms and data models are working.

Different stakeholders and their roles in regulating data as a competitive edge capital:

Over the next few years, the following crucial stakeholder positions may assist in regulating data as a resource across the globe:

1. **Governments:** The government is a key player in formulating laws and rules that control how data is used, who owns it, how it is protected online, and how private information is handled. Incentives for businesses to innovate must be weighed against possible harm to people and society by governments.
2. **Regulators:** Regulators will be in charge of enforcing rules and ensuring that the laws governing data protection, privacy, and cybersecurity are being followed.
3. **Industry Bodies:** Industry associations can aid in the creation and acceptance of best practises for cybersecurity, privacy, and data protection. For their member organisations, they can also offer advice and recommendations.
4. **Data Experts:** Data experts will continue to be essential in the regulation of data, including data scientists and analysts. They must guarantee the accuracy, confidentiality, and ethical usage of data.
5. **Consumers:** When it comes to data regulation, consumers are an important stakeholder group. They have the authority to call for more open data regulations and more control over their own personal information.
6. **Academics:** Researchers can contribute by researching new data patterns, alerting policymakers and regulators about them, and pointing out potential growth, impact, and risk areas.

7. **Civil society organisations (CSOs):** CSOs can work to promote public education and awareness of the value of privacy, cybersecurity, and data protection.

For data to become the next capital for competitive advantage, all stakeholders, viz governments, regulators, industry groups, data professionals, consumers, academia, and CSOs—will need to come together and create the right ecosystem, comprising of governance rules, practices and a long term mandate for it be regulated as a resource for the future of work in a transparent, equitable, and secure way.

The specific call outs on the data that came in the interviews with leaders and in the FGDs included the following:

1. **Power on the back of data:** This got called out consistently by almost all leaders. Data in its all-possible forms and shapes is something that all are going to continue to seek, thereby giving it the status of the ‘new capital for competitive advantage’. The value of data transformation and the pace of the application of the insights and analytics for decision making will be the bigger advantage.
2. **Ethical considerations for data and the rise of data governance:** Data being highly distributed and connected at the same time, it is critical for data to be protected at multiple levels and across multiple accounts. Leaders spoke of the challenges of drawing the lines on data ownership: who owns the data, what data do I have access to vs rights of and how am I treading the path where there is an underlying concern around the application of data, but no regulation clearly articulated around the data governance. This is where, data led exploitation of various kinds and the application of integrity will become extremely critical.

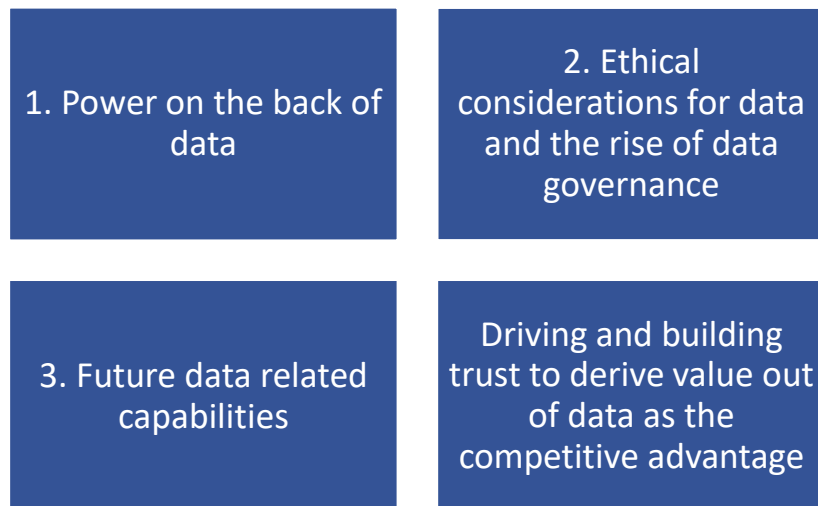


Exhibit 39: S&P 50 Analysis for Phenomenon 5

3. **Future data related capabilities:** It is best to imagine this field as an evolving science, like study of and skills in finance, study of and skills in energy, climate and all natural resources and study of the skills in human capital. Just as each of these sources of capital that provide competitive advantage have now become core streams of specialisation and super specialisation, data analytics will also evolve as a multi-disciplinary science cutting across sciences, technology, psychology, sociology, and other basic schools of research. There will be a need for all leaders in the future, to have a bare minimum, a common minimum understanding, capability and skills in data, followed by super-specialisation for Experts in this space.
4. **Driving and building trust to derive value out of data as the competitive advantage:** For any resource to be widely accepted, practiced and adopted requires deep and continuous study of the field to continue to understand the evolution and also cognizance of the upcoming challenges and being able to communicate around them and building trust to work and be in that space. The need for any resource to mature into being able to provide competitive advantage will

require the resource to be able to provide positive implications and opportunities for future transformation. Thus, all stakeholders, will have to play a critical role in shaping the resource and building the requisite trust in the resource.

iv. Impact of this phenomenon on the work – workplace and workforce of the future:

In the next few decades, due to data-driven disruption and declining trust, the following workforce and workplace characteristics, as described by leaders could be expected:

1. **A highly competent and flexible workforce:** The workplace of the future will require a staff with the ability to adjust to new technologies and working methods. Workers must master data analytics, artificial intelligence, and machine learning to compete in this environment.
2. **Gig workers:** As the workforce becomes more digital, the prevalence of gig workers will rise. The requirement for businesses to maintain flexibility and agility, allowing them to utilize specialized personnel, will accelerate this trend. The creation of blockchain-based led identity systems will lower obstacles to trust and better prepare people for project-based work.
3. **Remote work:** As technological improvements make it increasingly possible for more businesses and functions, remote work will continue to gain favour. More businesses will discover that remote work gives them access to specialized talent while saving money on real estate.

4. **Agile workspaces:** Agile, multi-purpose workspaces will proliferate as traditional offices make way for more dispersed workforces. Companies will be able to develop a more modular infrastructure and swiftly adapt to the needs of their staff by decreasing the need for large, expensive office premises.
5. **Cybersecurity and privacy:** With less trust in institutions and data-driven disruption, these two issues will need more attention than they currently receive. Organizations will increase their investments in secure communication infrastructure, data governance, and data protection mechanisms.
6. **Data-driven decision-making:** In the future of work, data-driven decision-making will be the standard. Data will be used by organizations more and more to inform choices, provide projections, and spot trends in company operations.
7. **Lifelong learning:** With the rising automation of some occupations and technological advancements, the workforce will need to continuously upgrade and reskill. To make sure their employees stay relevant in the changing workforce, businesses are expected to prioritize investing in employee training, upskilling, and reskilling.

In conclusion, a highly trained and flexible workforce, more gig workers, remote work, agile workplaces, cybersecurity, privacy, data-driven decision making, and lifelong learning are all aspects of the future of work, which is characterized by data-led disruption and decreased trust.

While data and extreme analytics is shaping the future of work, it is also shaping the trust momentum. Work, workforce, and workplace features are being significantly impacted by the shifting trust

brought about by data analytics. The following are some of the most notable changes that got called out:

- b. **Work:** In many businesses, the nature of work is changing as data and analytics are used more frequently. To keep up with the evolving needs of their professions, for instance, individuals are now expected to have a higher level of data literacy and analytical skills. Additionally, the automation of repetitive jobs through AI is altering the nature of employment and forcing individuals to concentrate on tasks that call for greater critical thinking and problem-solving abilities.
- c. **Workforce:** The qualities of the workforce are also altering as a result of the shifting trust brought on by data analytics. People with knowledge of data science, analytics, and other related fields are being hired by businesses in greater numbers. Due to the lack of skilled people, wages are increasing and there is more competition for talent. Businesses are also spending money on training and development initiatives to better the skills of their current employees in order to stay up with the shifting needs of the workplace.
- d. **The workplace is changing as a result of the greater use of data and analytics.** To automate repetitive operations and boost efficiency, businesses are implementing new technologies like AI and machine learning. The culture of the workplace is changing as a result, and workers must adjust to new tools and methods of operation. Businesses are

also spending money on cybersecurity and data privacy to gain the trust of their clients and workforce.

In conclusion, the characteristics of work, the workforce, and the workplace are changing as a result of the shifting trust brought on by data analytics. In order to keep up with the changing needs of the workforce, businesses are investing in upskilling programmes, recruiting more qualified personnel, and integrating new technologies. Businesses are also making investments in data privacy and cybersecurity to increase trust with both customers and staff.

v. The associated propositions that will shape the phenomenon:

The propositions associated with the phenomenon that will shape this space over the next few years and thereafter continuously transform for this to become one of the critical contributors for data to be shaped as a capital for competitive advantage include the following:

Proposition 5A:

Data will become the new capital that provides competitive advantage to the organization (in addition to the existing resources viz. financial capital, human capital and natural resources as capital) **thereby ROI on data will be proportional to not the quantity of the data but the level and degree of data analytics to convert the data into insights to serve maximum stakeholders.**

Organizations need to concentrate on the following in order to deliver a higher ROI for the quality of analytics rather than just the amount of data.

Some of the steps organizations are already focusing / need to focus upon include the following:

1. **Data Quality:** Businesses must make sure that the data they are using for analytics is accurate, consistent, and of high quality. To preserve data quality and guarantee data correctness, this necessitates the establishment of data governance systems.
2. **Relevant Data:** Businesses must make sure the analytics data they are employing is pertinent to the issue or query they are attempting to solve. Before starting an analytics project, this necessitates a detailed grasp of the business challenge and data requirements.
3. **Analytics with a purpose:** Organisations must make sure that the analytics they are undertaking have a purpose and are in line with their corporate goals. To do this, one must have a thorough awareness of the business issue at hand as well as the analytics needed to resolve it.
4. **Actionable Insights:** Businesses must make sure that the analytics they are using are producing useful information. It is important to tailor insights to the needs of various stakeholders and to convey them in a way that encourages action.
5. **Data Visualisation:** In order to successfully share insights with stakeholders, organisations must employ data visualisation strategies. This necessitates the usage of reports and dashboards that provide data in an understandable and intuitive manner.

6. Continuous Improvement: To make sure that their analytics processes are producing high-quality insights, organisations must continuously improve them. Setting up key performance indicators (KPIs) for analytics initiatives and monitoring them to find areas for development are necessary for this.

As a result, investing more in high-quality analytics rather than just collecting more data can yield better returns. Focusing on data quality, utilizing pertinent data, doing purposeful analytics, producing actionable insights, utilizing data visualization tools, and continuously improving analytics processes are all ways that organizations can accomplish this. Organizations can provide insights this way that are in line with company goals and offer genuine value to stakeholders.

Some of the strategies for driving higher ROI on the data by focusing on quality rather than quantity of the data. Some of the callouts by leaders in the course of the interview included the following:

1. Determine and prioritize key performance indicators (KPIs):
Companies should determine the most crucial KPIs that will fuel their growth rather than concentrating on gathering as much data as possible. The data gathered will be more useful and usable if you concentrate on a small number of key performance indicators (KPIs).
2. Data segmentation and personalization: These techniques help companies better understand their clients and foresee their demands. Businesses can provide personalised experiences that are

catered to each individual by segmenting clients based on behaviour, demographics, and other relevant criteria.

3. Use predictive analytics: Using predictive analytics, organisations can use data to find patterns and trends that can be used to anticipate future consumer behaviour. Businesses may boost revenue, enhance client retention, and optimise their marketing strategies by utilising predictive analytics.
4. Share findings with relevant stakeholders, including as management, marketing, customer support, and sales teams. It's crucial to share insights gleaned from data with all pertinent stakeholders. This makes it possible for everyone to make data-driven decisions and match their efforts with those of the company.
5. Put data governance and security procedures in place: Maintaining customer trust and regulatory compliance both depend on having data governance and security in place. Businesses may safeguard their reputations and lower the risk of data breaches by putting strong data governance and security practices into place.

By focusing on the quality of the data rather than the quantity, organizations can use these approaches to increase ROI.

PHENOMENON 5 AND THE ASSOCIATED PROPOSITIONS

FROM 'DATA & ANALYTICS' FOCUSED TRANSFORMATION TO 'DATA & INSIGHTS' LED TRUST BASED VALUE CREATION

Phenomenon 5:

Trust and its role in enablement of data access and analytics will require a systemic solution across multiple stakeholders as data becomes critical resource for competitive advantage

Proposition 5A:

Data will become the new capital that provides competitive advantage to the organization (in addition to the existing resources viz. financial capital, human capital and natural resources as capital) thereby ROI on data will be proportional to not the quantity of the data but the level and degree of data analytics to convert the data into insights to serve

Proposition 5B:

Data insights will need to be imagined with multi-stakeholder trust at the centre for value creation, rather than just financial returns.

Proposition 5C:

As data attains the position of critical and independent capital for competitive advantage, transacting data (capturing, collecting, analysing, sharing holding data) will require a systemic approach across multiple stakeholders, with government's role being critical as a partner to corporations to building stakeholder trust to get access

Vectors at Play:

Technology Led Disruption Extreme Data Analytics and trust led disruption, Geo Political and Social Shift led disruption, Multi-dimensional workforce led disruption

Exhibit 40: Phenomenon 5 and the associated Vectors and Propositions

Proposition 5B:

Data insights will need to be imagined with multiple stakeholder trust at the centre for value creation, rather than just financial returns.

Proposition 5C:

As data attains the position of critical and independent capital for competitive advantage, transacting data (capturing, collecting, analysing, sharing holding data) will require a systemic approach across multiple stakeholders, with government's role being critical as a partner to corporations to building stakeholder trust to get access.

The role of government in shaping data as the capital for competitive advantage for the future is critical. The future role of data analytics and trust-building is heavily influenced by the function of government, both

worldwide and locally. Here are some ways that governments can influence data analytics and trust-building in the future:

- i. **Regulation and Legislation:** Through legislation and regulations, governments can play a vital role in regulating the handling and use of data. By doing this, you can make sure that data is managed morally and that your privacy is respected. Governments can also make sure that data is only abused and used for legal purposes.
- ii. **Equity and Fairness:** Governments may assist in ensuring that data analytics are used in an equitable and fair manner. This necessitates ensuring that data is used for everyone's benefit and that it is not used to discriminate against specific people or groups.
- iii. **Investment in Data Infrastructure:** Governments can make investments in data infrastructure, such as analytics tools and data sharing platforms, to encourage data sharing among organisations and industries.
- iv. **Education and Awareness:** Governments may help the public learn about the advantages and dangers of data analytics, raise awareness of data privacy, and develop trust in the methods used in data analytics.
- v. **Global Collaboration:** Governments can work together to address important global concerns like cybersecurity and cross-border data flows. This might make sure that data is handled across borders in a secure and moral manner.

In conclusion, governments must play a crucial part in determining the direction of data analytics and the development of trust. Governments can

contribute to ensuring that data analytics is used ethically and effectively, promoting trust and transparency in this crucial area, by establishing regulations and legislation, fostering fairness and equality, investing in data infrastructure, promoting education and awareness, and cooperating internationally.

vi. The impact of this phenomenon on organizational agility and leadership

Organisational agility may be significantly impacted by trust shifts brought about by data analytics. The following are some ways that trust shifts driven by data analytics may affect organisational agility:

- **Faster Decision Making:** Decision-making gets quicker and more accurate as organisations develop greater faith in their data and analytics processes. This is due to the fact that decision-makers may rely on data insights and recommendations, empowering them to quickly make decisions that are well-informed.
- **Better Response:** Organisations are better able to react to shifting market conditions and client demands with superior data insights. Data analytics, for instance, can assist businesses in seeing new trends and taking proactive action in response to client feedback, enabling them to remain adaptable in a market that is continuously evolving.
- **Greater cooperation:** By bringing various teams and departments together, data analytics helps foster cooperation and information exchange. By reducing organisational silos, this improved collaboration fosters greater agility and quicker decision-making.
- **Better Resource Allocation:** Organisations may more effectively deploy resources to satisfy customer wants and preferences by

employing data analytics to uncover these needs and preferences. As a result, businesses are able to react more quickly to shifting market conditions and customer preferences.

- **Predictive Analytics:** Organisations can utilise data analytics for predictive analytics, which enables them to foresee future patterns and take preventive action. This aids businesses in remaining innovative and fast adjusting to changes in the marketplace.

The expectations are going to rise immediately because now we are no longer going to accept the constraint that we didn't have data for it. You absolutely will have the data for it. Question is, how, who, what and when are we going to make this change? By when do you want this change? Who needs to build a team to put this data and digital assistants together? How to use digital assistants to help you get there? That is going to be the question and let's build the data model from scratch because you're doing it today.

Long Interview, No. 25

In conclusion, trust shifts driven by data analytics can increase organisational agility. Organisations may make quicker, data-driven choices, react more rapidly to shifting market conditions and consumer needs, and better manage resources by relying on data insights and encouraging internal cooperation. Organisations can foresee future trends and remain ahead of the curve with the help of predictive analytics, which makes them more agile and adaptable.

The organizational agility model mapped to the phenomenon:

Triggers for Org Agility:

- i. Technology led shifts resulting in greater connectivity

- ii. Data led analytics and trust requirement
- iii. Multi-dimensional workforce and their shifting needs

Additional Internal and External Organizational Agility Capabilities:

- iv. Multi-dimensional and multi-generational strategy and thinking
- v. Proactive sense-making
- vi. Inculcating new learning continuously in the organization
- vii. Quick cycles of experimentation
- viii. Managing external and internal network
- ix. Orchestrating the external and internal network

Additional Organizational Agility Enablers:

- x. Multi-dimensional workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level
- xi. Digital Focus
- xii. External Partnership network to enable long term and larger issues problem solving
- xiii. Shift in the Organizational Agility Practices
- xiv. Leadership capability, capacity and influence

Org Agility Practices for enabling this phenomenon in the Future of Work:

- Customer Experience Practices
- Ecosystem Practices
- Organizational Planning Versatility
- Organizational practices (to support an open workforce model)



Phenomenon 6: Multi-dimensional Leader
Capabilities critical to survive in the Future of
Work

XX. Phenomenon 6: Multi-dimensional Capabilities critical to survive in the future

Proposition:6: Multi dimensionality of leadership capabilities will be critical to drive the newer organizational agility in the FoW Context; a common minimum capability within organizations to deal with all the above 5 phenomena will be core to success

With multiple vectors coming together to shape the workplace, the capability requirement from the leaders is multi-disciplinary, beyond technical/domain expertise or general management to a combination of:

1. Deep Technical/Domain specialization, 2. Understanding of Technology and Experience as a combination and 3. Capability to manage the human and technology equation for delivering results.

With multiple vectors shaping the workplace coming together, the capability requirement for the future is not just linear but multi-disciplinary. The understanding and appreciation of the issues. The common minimum capability needs of the future for leaders to operate at all levels are not just technical / domain capabilities or general management capabilities but the intersection of technical/ domain capability, technology appreciation and understanding in the context of the domain / industry and ecosystem focused human centric management capabilities (Establishing the π of leadership).

With multiple changes happening in the world that is at the intersection of how industries are getting shaped, how technology is evolving and also human contribution is getting redefined, the role of leadership would be to be able to ‘connect the dots’ between the three continuously evolving vectors. This requires leaders’ capability to be continuously evolving on

all these three vectors to be able to understand and apply in the context of the future and continuously upgrade on all the three vectors to remain relevant as a leader. In the context of organizations, again, this would mean instead of compartmentalizing functions and organizational capabilities, a greater need for leadership to operate as capability platforms. This particular phenomenon emphasizes the importance of ‘shared leadership’ and extends it further as one of the ‘primary ways of operating’ rather than a preferred way of working for success.

Understanding the concept of Shared Leadership²¹: In the past, formal leaders have defined leadership at the individual level, focused on how they influence and align subordinates to carry out their decisions (Fletcher & Kaufer, 2003). The informal interpersonal effects that are currently thought to have a substantial influence on team creativity and invention have largely been disregarded by traditional leadership research (Tödtling, Lehner, & Kaufmann, 2009). It is believed that frequent communication and information exchange greatly increase the effectiveness of teams (van Knippenberg & Schippers, 2007). Shared leadership, as opposed to vertical or formal leadership, concentrates on team leadership techniques (Yukl, 1998). Some of the primary factors that emphasize the importance of shared leadership that has been identified as critical to innovation and will be relevant in the future of work context include the following:

- Firstly, rather than emphasizing the traits of those who occupy the highest positions in an organisation, this viewpoint sees shared leadership as a collection of behaviours carried out by people at different levels (Fletcher & Kaufer, 2003). Even though the leader holding the

²¹ <https://core.ac.uk/download/pdf/288854097.pdf>

topmost position is important and noticeable, the network of leadership practises dispersed throughout the firm significantly supports this Exhibit. Due to the high task interdependence and complexity, cooperation and collaboration are more important than individual intellect when it comes to creativity and organisational innovation (van der Vegt & Janssen, 2003).

- Secondly, collaborative and dynamic activities embedded in the corporate context is what really shared leadership entails (Fletcher & Kaufer, 2003). Because leadership is seen as an interpersonal effect inside task-oriented teams and organisations, social connections are crucial to this process (Fletcher & Kaufer, 2003).
- Particularly in the Team innovation context, the importance of knowledge sharing during the ideation and implementation phases (Stasser & Titus, 1985), establish the importance of shared leadership concept.

Multidimensional Leadership Capabilities for the Future of Work: Some of the critical capabilities required in the future are multidisciplinary and also multi-dimensional, such as Risk Taking/Open Minded/Learning Mindset/Agile/Long term orientation/Ability to manage capability as a leadership stack

Long Interview, No. 01

The phenomena, its occurrences and the propositions have been detailed as an exclusive essay no. 3.

Exhibit 41: Phenomenon 6 and the associated Vectors and Propositions

PHENOMENON 6 AND THE ASSOCIATED PROPOSITIONS FROM LEADER'S EXPERTISE FOCUS TO LEADERS' MULTI -DIMENSIONAL CAPABILITY FOCUS

Phenomenon 6:

Trust and its role in enablement of data access and analytics will require a systemic solution across multiple stakeholders as data becomes critical resource for competitive advantage

The future of work will present problems to the world that are multi-dimensional, requiring a common minimum understanding across multiple newer themes shaping the future of work, and at the same time, deep expertise, skills and insights in at least one of these areas with a particular understanding of technology in that area of expertise.

**Proposition 6A:
Multi-dimensionality of Leader
Capability Requirement**

In the future of work context, as the nature of the problems get more complex organizations capacity and capability to apply multi-dimensional capabilities to solve the problem will be a "must have" to comprehend and succeed.

**Proposition 6B:
Leader Paradoxes and leader
mindset critical for leader's success
in the future of work**

The impact of managing paradoxes and leader mindset, with a longer shelf life, are more arduous and time consuming to develop but are critical and would have higher impact on applying the multi-dimensional leader capability

**Proposition 6C:
Leadership Virtues for Multi-
dimensionality**

At a time, when problems will get more complex, and the focus on tangible measure of results increase, leadership virtues that seem intangible, and hard to measure, will become the most critical differentiator to deliver long term sustainable outcomes

**Proposition 6D:
The Multi dimensionality of Leader
Capability for future of work makes
leadership at an organizational level
even more of a team capacity than an
individual leader capability.**

With the multiplicity of leader capability expectations in the FoW, organizations would necessarily need to take a persona approach towards meeting the leadership capabilities such that collectively as the leadership team, the organization / ecosystem has all the capabilities, whilst all leaders exhibit the common minimum leadership capability...

Vectors at Play:

Technology Led Disruption Extreme Data Analytics and trust led disruption, Geo Political and Social Shift led disruption, Multi-dimensional workforce led disruption

Each of these phenomena are simultaneous occurrences and as a cumulative will create a response environment for organizations to operate in the future of work.

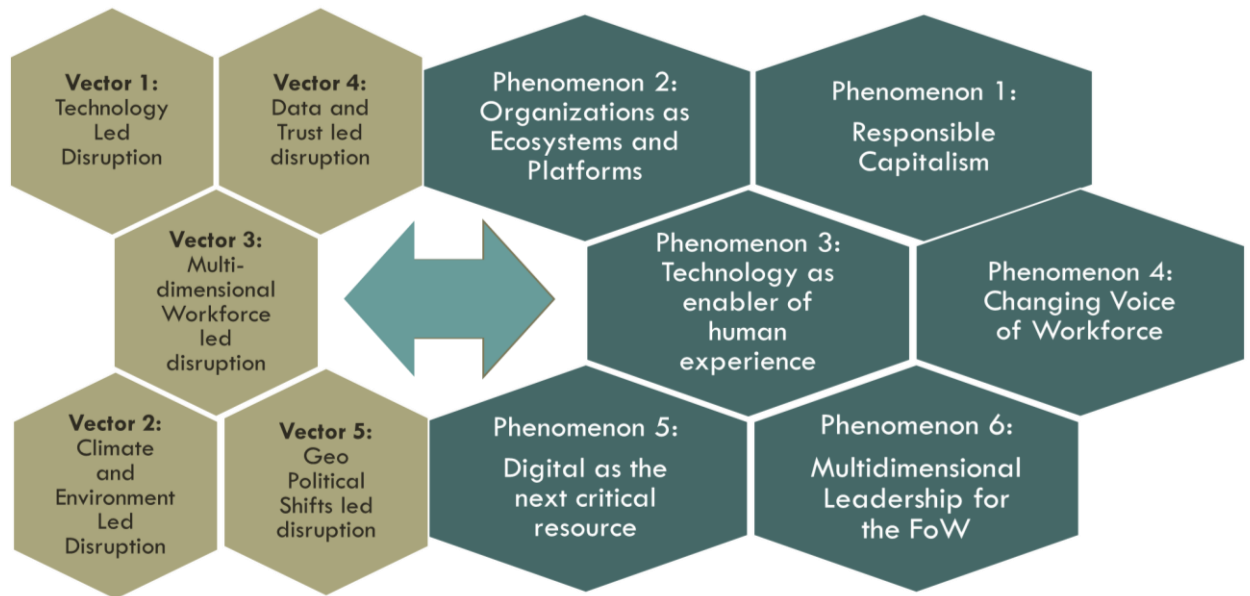


Exhibit 42: Interlinkage between the vectors and Phenomenon - Many to many mapping

Summary of the six Phenomena and their associated Propositions:

Table 8: Summary of the Six Phenomena and the corresponding Propositions

***The Six Phenomena
shaping the world***

The Corresponding Propositions

<i>Phenomenon 1: Responsible and Inclusive Capitalism over Shareholder Capitalism being the norm for success and valuation of organizations</i>	<p>Proposition 1:</p> <p>While profitable growth is necessary, it may not be sufficient for measurement of organizational success towards creation of long-term wealth, until it includes value creation for all its multiple stakeholders (viz. shareholders, customer, employee, partners, business leaders, the ecosystem it operates in and for the society at large).</p> <p><i>Proposition 2A: Demand Focused Ecosystems of Organizations:</i></p>
<i>Phenomenon 2:</i>	

*Ecosystems and
Platforms as
operating model
constructs for the
future*

Organizations that focus on the demand (customer), rather than the internal capabilities and build the ability to serve customers, as a collective, by focusing on a common customer serving purpose across entities by merging capabilities and resources that are spread across traditional definitions of industries and competition will have a greater ability to succeed in meeting the customer needs in the longer term, thereby delivering a multi stakeholder growth

(Customer pain point being viewed beyond the narrow lens of an industry, thereby taking a broader, ecosystem view that enables deeper, broader and long time view to the problem)

Proposition 2B: Supply focused Platforms:

To solve larger, complex problems,

Organizations that build the flexibility, reach and mechanism to operate as Capability focused Open, flexible, and scalable

Organizational Construct, cutting across internal and external network of resources (people, skills, and other resources), will have a greater propensity to mobilise resources to solve the 'new and different' problems.

(Operating as a pool of resources, thereby resources being platformized to solve problems collectively)

*Phenomenon 3:
Simultaneous focus
on Productivity and
Multi stakeholder
experience in
technology led
transformation*

***Proposition 3A: Productivity ‘table-stakes’ for
technology transformation in the human –
technology partnership***

In the future of work, Technology advancement will enable higher order productivity, thereby, the partnership between human and technology around tasks, decisions, thinking and innovation, with **technology focusing on the profitability interest and productivity being table-stakes**, will lead to highest human contribution for workplace excellence.

***Proposition 3B: Advanced Technology for
multi stakeholder experience to be the
technology led transformation differentiator***

With the focus on getting technology and human partnership right, use of advanced technology for enhanced stakeholder experience that includes ease of partnering / contributing and learning (beyond productivity) will be an important decision maker to measure technology contribution

***Proposition 3C: Simultaneous delivery of
productivity and experience necessary to
deliver true value of technology led
transformation***

Technology led transformation will be serving
dual and simultaneous outcomes of

*Phenomenon 4:
Employee Voice at
the core of
Workplace design
and organizational
choices*

productivity focused efficiency and humanized
experience led impact:

**Both, collectively will deliver true digital
transformation in the future of work.**

Proposition 4A:

Employee advocacy along with workforce involvement in prioritising **and inclusive decisioning making** will be critical **to deliver workforce's voice enabled transformation**, that will be a **differentiator for employer brand**

Proposition 4B:

Individualized approach to employee well-being and flexibility, that is personalized, and **delivers the open and new age workplace agenda**, to shape the workplace experience will **no more be a good to have but a need to have**, for organizations **to deliver the future employee experience**

Proposition 4C:

Building organizational advocates and personalised commitment building will **require deeper workforce data analytics led insights** to ensure **workforce experience choices are not top down**, biased by leaders' preferences, thereby making the **data**

*Phenomenon 5:
ROI and Governance
around 'Extreme
Data Insights' the
new capital for
competitive
advantage will be
critical for
organizational and
societal success*

relationship of employer and employee very critical to building a trusting relationship

Proposition 4D:

In the FoW, where the **workplace will be an equalizing space for employees and other contributors**, (rather than resources driven by tasks), **skills will become an important currency for growth** rather than age, experience, and tenure in an organization

Proposition 5A:

Data will become the new capital that provides competitive advantage to the organization (in addition to the existing resources viz. financial capital, human capital, and natural resources as capital) thereby **ROI on data will be proportional to** not the quantity of the data but the level and degree of data analytics to convert the data into **insights to serve**

Proposition 5B:

Data insights will need to be imagined with multi-stakeholder trust at the centre for value creation, rather than just financial returns.

Proposition 5C:

As data attains the position of critical and independent capital for competitive advantage, the approach and process of **transacting data** (capturing, collecting,

*Phenomenon 6:
Multi-dimensional
capability a critical
need for the future of
work*

accessing, analysing, sharing /holding data, managing and governing data) will require a **systemic approach across multiple stakeholders, with government's role being critical as a partner to corporations to building stakeholder trust to get access**

Proposition 6A: Multi-dimensionality of Leader Capability Requirement

In the future of work context, **as the nature of the problems get more complex,** **organizations capacity and capability to apply multi-dimensional capabilities** to solve the problem will be a **'must have'** to comprehend and succeed.

Proposition 6B: Leader Paradoxes and leader mindset critical for leader's success in the future of work

The impact of managing paradoxes and leader mindset, with a longer shelf life, are more arduous and time consuming to develop but are critical and would have higher impact on applying the multi-dimensional leader capability

Proposition 6C: Leadership Virtues for Multi-dimensionality

At a time, **when problems will get more complex,** and the focus on tangible measure of results increase, **leadership virtues,** that seem

intangible, and hard to measure, will become the most critical differentiator to deliver long term sustainable outcomes

Proposition 6D: The Multi dimensionality of Leader Capability for future of work makes leadership at an organizational level even more of a team capacity than an individual leader capability.

With the multiplicity of leader capability expectations in the FoW, organizations would necessarily need to take a persona approach towards meeting the leadership capabilities such that collectively as the leadership team, the organization / ecosystem has all the capabilities, whilst all leaders exhibit the common minimum leadership capability.

XXI. Future of Work as a consequence of the six simultaneous phenomena

Construct 1: Future of Work

1. Understanding Future of Work: How will the future of work look?

The '**Future of Work**' goes beyond the working and construct of the workplace. The organizational construct of future of work develops where work, the workplace, and the workforce intersect. Thus, the future of work, needs to consider the three-dimensional shift happening in the way the work is getting defined and done, how the workforce is changing its

expectations from the workplace and how the place of work, viz. workplace is shifting from a workplace to a workspace. The section below captures some of the big shifts that are shaping the work, workplace and workforce of the future.

1.1 Work in the future:

1.1.1 Key pointers that came from the interviews and FGDs pertaining to big shifts in the future of Work:

Through the interviews that covered 45 senior leaders across various industries, responsibilities and across countries and backgrounds, I captured with them how their experience of having been in the work has changed in the past 12 years (2010 to today), how has the work shaped itself in the three years from 2020 until 2024 (work today) and then got into capturing their views on how the work – workforce and workplace will change over the next twenty years. Each of these leaders are specialists or senior leaders in their areas of specialization or multi-disciplinary general management leaders who are invested in building the future of their organizations.

McKinsey Explainer defines Work as “Organizations should be able to answer two big questions clearly. First: How do we make money? Second: How does work get done? Linking the answers to these two questions to a dollar value can yield a clear set of organizational priorities and enablers for delivering the strategic vision”.

Pertaining to the developments in the way ‘work’ itself will get identified and defined thereby shaping the future of work. Through the interviews and FGDs the following key characteristic themes got defined for Work that will shape the future of work:

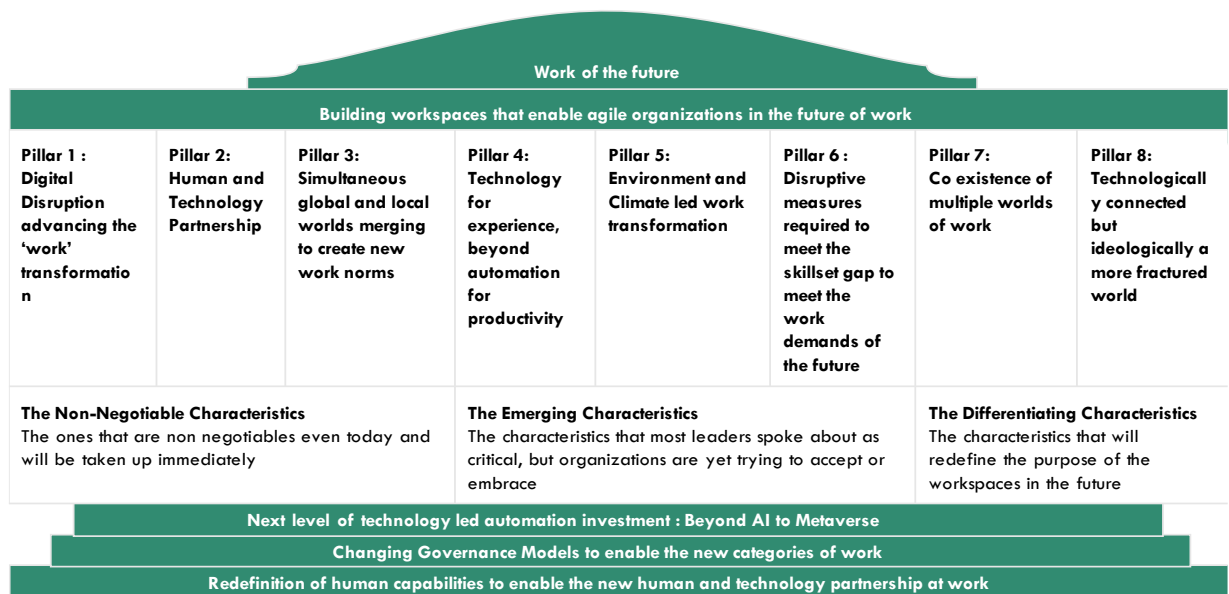


Exhibit 43: Future of Work Characteristics as a result of the six phenomena in the Future of Work

The three categories of work characteristics that got identified through the interviews and FGDs include the following:

1.1.1.1 The non-negotiable work characteristics: This category includes the characteristics that are non-negotiable even today and will be indispensable to work in the future of work. These are not enablers but the characteristics that will shape the future. These include:

- **Pillar 1: Digital Disruption advancing work transformation:** Technology has constantly been shaping the order and nature of work. This included higher order application of AI and ML, generative AI etc. to drive productivity at work.
- **Pillar 2: Human and Technology partnership:** While automation is driving a unique relationship between human and technology already, with technology evolving each day to move in the journey

from technology picking up the basic jobs to technology enabling the contribution of human int

- **Pillar 3: Simultaneous global and local worlds merging to create new work norms:** This includes enabling the work across countries in a global organization. With technology enablement, work distribution, aligned with skills and age shifts globally, the participation of global talent is no more an opportunity but a necessity.

1.1.1.2 The Emerging Work Characteristics: This category includes work characteristics that are widely being acknowledged by leaders as critical. However, organizations are yet trying to accept or embrace. This category of characteristic includes the following pillars:

- **Pillar 4: Technology for experience; beyond automation for productivity:** This emerged through the conversations a core shift in priority amongst organizations. A lot of leaders spoke about this already being done by a few organizations, specifically for customers / consumers, but not necessarily for all stakeholders. For employees, use of technology continues to be focused on productivity. However, when technology and it's use for defining experience gets focused, work itself will get redefined.
- **Pillar 5: Environment and Climate led Work Transformation:** A critical shift in the nature of work is being driven by the impact of the work on environment and climate. A lot of jobs that today add to the environment hazards or result in hazardous exposure are getting replaced by technology transformation. This transformation is majorly happening if not already progressed in the developed nations. In developing nations, however, where the pressure on job creation and employment is higher coupled lesser penetration of

technology (due to financial investments and / or skills disadvantage), this will take time. However, in the next ten years, given the climatic shifts, some of the dirty, difficult, delicate jobs will absolutely get disrupted. There are already parts of the world, where high temperature comes in the way of working in peak hours of summer. Similar is the case of extreme winter locations where problems pertaining to temperature shifts and unpredictability around weather is coming in the way of human being able to work in the difficult physical conditions.

- **Pillar 6: Disruptive measures to meet the skills mismatch for the Future of Work:** The degree to which multiple vectors are disrupting the work that gets done as well as the demands of the future, that education and skills that are being acquired even in the current decade are not lasting relevant. The skills mismatch to meet the future of work requirements is already preceding the ability of the organizations and societies to solve for it. This will however, continue to worsen and if not planned proactively could become a huge disruptor of growth for the future.

1.1.1.3 The Differentiating Work Characteristics: This category includes the work characteristics that stood out as differentiators for the future of work. The ones that got called out in this included:

- **Pillar 7: Coexistence of multiple worlds of work -** The future of work will include the physical world, the virtual world, the hybrid world, the phygital world where people in their physical or digital avatar forms participate for different purposes. The ability to personify the human as an individual with multiple personas across multiple coexisting worlds will be one of the biggest opportunities and challenges for organizations to cater to in the future of work.

- **Pillar 8: Technologically connected but a more fractured world**

- One of the most called out characteristics of the future of work has been the impact of technologically connected society but the reduced connection between humans. Clearly, the role of technology in shaping work, followed by the shift in the operating model to get work done and the need to cater to multi stakeholder and climatic shifts would greatly influence the way work gets defined and done.

Work, in the future will not just be about getting a job done. There are multiple levels of technology led automation, simplification and transformation that will redefine the work in the future. Some of the work transformation as a result of the four vectors are as below:

At the heart of this technology led disruption of work is the acceptance and capability of the workforce to deliver the new forms of work and create higher order impact. Additionally, with work getting distributed between human and bot as equal partners, the balance between human and machine to do the work will perhaps be the biggest learning and challenge to be solved.

1.2 Workforce in the future:

McKinsey's special report Explainers defines Workforce as follows:

“People are an organization's most valuable asset and getting ready for the future will include understanding the workers you have (supply) as well as those you need (demand). Getting clear on both can expose skill pools where you are either long or short on talent—and allow you to take action before the talent gap becomes a competitive liability.”

The future of work is not just getting shaped by the work that's getting disrupted by technology, it's also getting reshaped by the changing equation of workforce as deduced from the interviews, focused group discussion and survey data.

Workforce led transformation and shaping of the future of work through 'workforce demands' is a critical one that also seemed to be the one amongst the work – workforce – workplace equation that requires maximum push. It's at a point currently where the transitions that workforce led demands can make are being spoken about, but no real action is happening. However, if we take into consideration the triggers that are shaping the workforce led shaping of the future of work, viz. global and local talent merging to have increased access, seeking equal rights and being more aware, age related disruption and the advent of multi-generational workforce who have different values and life needs, and hence looking at their careers as a whole and finally, the experience of 'voice' and seeking control on their lives across ages and strata, thereby putting a very different pressure on organizations.

The literature review on future of work that is workforce led spoke specially about the longer life span of the human, who are now healthier due to advanced medical conditions.

1.2.1. Key pointers that came from the interviews and FGDs pertaining to Workforce Transformation:

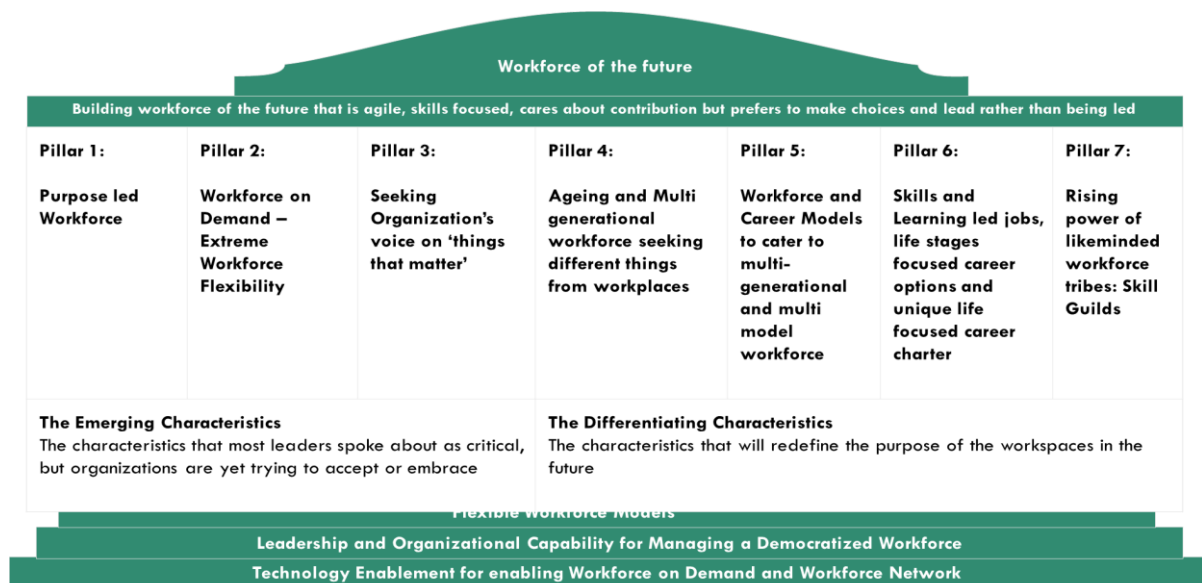


Exhibit 44: Future of Workforce Characteristics as a result of the six phenomena in the Future of Work

There are two level of characteristics that got identified for the future of work, that are going to be driven by the workforce:

1.2.1.1 The Emerging Characteristics: These are the characteristics that most leaders spoke about as critical, but organizations are yet trying to accept or embrace them completely. These included the following:

- **Pillar 1: Purpose led workforce**
- **Pillar 2: Workforce on Demand – Extreme Workforce Flexibility**
- **Pillar 3: Seeking organization’s voice on ‘things that matter’**

1.2.1.2 The Differentiating Characteristics: These are workforce characteristics that got identified as the ones that will redefine the purpose of the workforce in the future. This included the following pillars of workforce characteristics:

- **Pillar 4: Ageing and multigenerational workforce seeking different things from the workplace** – With multiple generations of workforce entering and continuing in the workforce, and with increasing lifespan of workers, in the coming ten years, the workforce diaspora of the workplace is going to get truly diverse. In such a situation, the workforce expectations from the workplace will be quite varied, driven by the workforce life stages and expectations from their lives. This will disrupt the way workplaces are designed around workforces. From a point of standardized contracts to personalized employment approaches which is the shift in the workplace today to a point of highly personalized workplace, where workforces get the options to choose what they seek from the workplace will become the norm.
- **Pillar 5: Workforce and Career Models to cater to the multi-generational and multi model workforce** – Just as employees will look at workplaces to meet different purposes of their lives through the employment: in some cases, to learn, in other cases to earn, and in some cases to meet the balance of work and life will need to be catered within the realms of the workplace. This would require career models to be redefined so that different workforce can meet the multi-generational and multi model workforce requirements.
- **Pillar 6: Skills and Learning led jobs, life stages focused career options and unique life focused career charter** – As workers make life choices over career and choose to balance work and life, the staged process of life and career will be shunned, and people will choose to focus on skills that are relevant to workplace

- **Pillar 7: Rising Power of like-minded workforce tribes:**
Skills Guilds – One of the main characteristics of the workplace of the future will be the focus on skills that will drive skills focused affinity that will form skill guilds who in turn will focus on learning, capacity building and development of the skill guilds and represent the interests of the skills guilds.

1.3 Workplace in the future

It is crucial to envision what the workplace of the future might seem like the globe continues to change quickly. The workplace will undoubtedly appear particularly different from what it does today by the year 2050. Future work trends, societal values shifts, and technological developments will all have a big impact on how work is done.

1.3.1 Key pointers that came from the interviews and FGDs:

Three categories of workplace characteristics got discussed over the course of the interviews and the FGDs:

1.3.1.1 The Non-negotiable workplace characteristics in the FoW: The workplaces characteristics that are prevalent even today and will be taken up immediately

1. **Pillar 1: Workplaces getting converted to workspaces** – With workers now working across physical, digital workplaces, the workplace will get changed to workspaces. This is also because some employees who may not work out of workplaces, as they are / will be virtual employees and hence would require them to work remotely through out with no specific physical workforce

2. **Pillar 2: Empathy and holistic wellbeing focused workspace** – The workspaces in the future will not be just focused on delivering workplace output, but also focused on delivering on wellbeing and empathy will be at the core of thinking and designing the workspace.
3. **Pillar 3: Contribution focused workplace** -As workspaces could be of any form: physical, virtual, hybrid, measure of output on direct output focused measures that are sometimes not connected to deliverables, but duration of work done, or other observable measures of productivity would become relevant. In such situations, organizations will have to redefine work and its measure of success to focus on outcomes.

1.3.1.2 **The emerging characteristics:** These include the characteristics that most leaders speak about as critical already today, but organizations are yet trying to accept and embrace

- **Pillar 4: Sustainable Workspace design** – As organizations of the future grapple with the future, there will be an increased need for organizations to meet sustainability and climate friendly requirements. It will no more be a good to do, it will be a critical requirement that organizations will need to focus upon and design and build workspaces that are well thought and designed for the future.

- **Pillar 5: Workspaces as part of the multiple active ecosystems and/or as an ecosystem orchestrator** – Workspaces of the future will not be static organizations where colleagues are all carrying the same organization's badge. Organizations would rather be larger ecosystem participants where teams will get constituted around a problem. Participants will be either part of the core organizations or participating from the partner firms. They will come together and committed to the common purpose, work together, solve and then dismantle. Each participant in the process will be judiciously responsible for their value on the table. The most critical role holder in this organizational construct will be the 'ecosystem orchestrator' who will ensure that all participants are connected to the common purpose, are accountable for their delivery and work collectively.

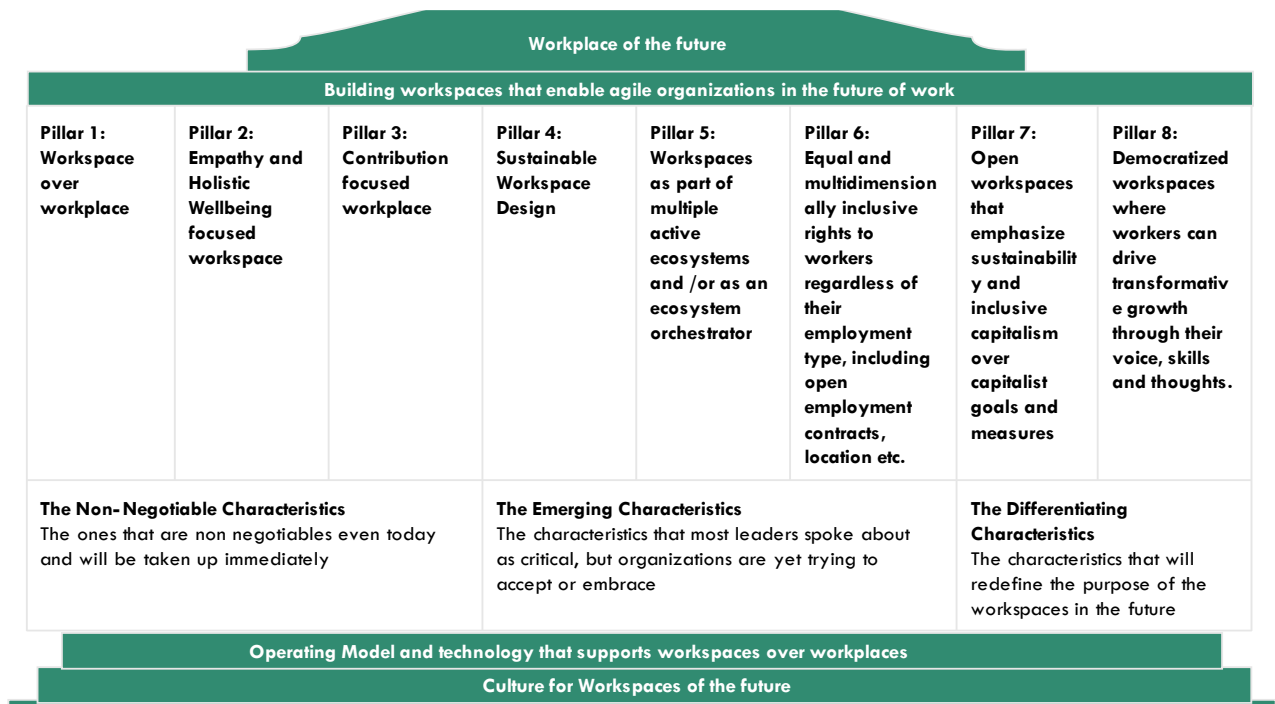


Exhibit 45: Future of Workplace Characteristics as a result of the six phenomena in the Future of Work

- 1.3.1.3 **The Differentiating Characteristics:** These include the characteristics that will redefine the purpose of the workspaces in the future
- **Pillar 7: Open workspaces that emphasize sustainability and inclusive capitalism over capitalist goals and measures:** Beyond designing for sustainability the open workspaces of the future, the shift in the focus will move from delivering capitalist goals to inclusive goals. This will be a big leap as organizations start to deliver and meet goals of multi-generational and diversely motivated workforce. Thus, the capacity of the organizations to meet the larger goals of the society by their choices will be a key differentiating factor.
 - **Pillar 8: Democratized workspaces where workers can drive transformative growth through their voice, skills and thoughts** – Yet again, an ask and a characteristic of

the future of workplace that got called out includes an organizational ecosystem that is democratized around worker choices. This goes beyond engagement and experience and focuses on employer and employee being treated as equals in shaping and making choices to the extent possible. This will ofcourse, redefine the construct and definition of workplace in itself. From an organization to an ecosystem to a system of engagement driven by communities of engaged contributors.

Summarizing for Work – workplace and workforce of the future:

1. What is the data saying from the survey?

From the interviews conducted, we captured 50 key themes about the ‘future of work’ characteristics, which were then grouped / prioritized and 20 key ‘future of work’ characteristics that got placed. As part of the survey, I had prioritized 20 statements that were repeated as most likely by most leaders in their interviews. Those 20 statements were then put up for stack ranking for the leaders undertaking the survey to prioritize the probability of each characteristic to happen. As we go through the ranking of these statements, the top characteristics that are most likely to be prevalent in the future of work include focus on ethics and risk management for creating space place for work that is technologically enabled.

The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

	Least	Moderately	Highly
Scale	Possible	Possible	Possible

The stack rank result of the survey covering 150 completed participants is as below:

Table 9: Stack Rank of the 20 Characteristics for the Future of Work through the Survey

Ranking Order	Statement	Demographic specific comments	Impact
1	Career growth, exposure to newer skills and learning for the future will become an integral part of the talent attraction and retention strategy, beyond competitive compensation.	Regardless of differences, this emerged as the no. 1 amongst all groups as the most likely characteristic in the future of work.	Shift in the Workforce Model
2	Working hours and workplace changes will vary in the world to cater to environment / climate requirements, environment /	This has been rated comparatively higher (2) by men in comparison to women (no. 5), pointing the	Shift in the Workplace Model

	climate requirements	importance of this for women	
3	There will be established ethics and risks management practices at the government and organizational level in light of extreme data analytics to safeguard multi stakeholder interest.	While most leaders across demography rated this amongst the top 5, gigs rated this quite low (no.10)	Shift in the Work Model
4	There will be an increased push towards establishing trustworthy digital technology, to ensure that AI and automation are working for consumers and not the owners of the technology.		Shift in the Work Model
5	Multi-dimensional workforce would be continuously pushing the	This was rated as no. 1 statement by women. If treated as not	Shift in the Workforce Model

	<p>boundaries of conventional thinking about organizational structure, compensation, structure of roles and structure of micro economies.</p>	<p>just critical but also an expression of ask from women workforce, this could be crucial for organizations to attract women in the future</p> <p>Interestingly, individual contributors amidst the demography also picked this as the no. 1 statement</p>
6	<p>Partners and alliances will become a key part of the talent and execution strategy, so much that organizations will look at them as an extension of their benefits and engagement processes</p>	<p>Shift in the Work Model</p>

7	Increasingly complex problems will have organizations, competitors and larger ecosystem coming together to solve the problems	Shift in the Work Model
8	The impact of not responding to climate and environment issues would have resulted in massive mobility issues, refugee issues, food shortages, and significant weather events.	Shift in the Work, Workforce and Workplace Model
9	Environment-focused, circular-economy led innovation will become core to business and operating model choices.	Shift in the Work Model

10	Super-specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology and decision making by humans thereby delivering the technology and human partnership, with Digital Twin as a process being the norm in organizations.	Shift in the Work Model
11	Workplaces will value skills specialization over degrees thereby generic degrees that don't focus on skill building and only focus on knowledge will get less relevant for jobs	Shift in the Workforce Model
12	Vertical organizational structures would be replaced with gigs + partners in	Shift in the Work Model

	comparable proportions as full-time employees, thereby organizations operating more as platforms rather than pyramids	
13	As a result of the push of the bigger countries, there will be a continuous clash of policies between tech giants and local governance, which will seem increasingly difficult to overcome.	Shift in the Work Model
14	Organizations would have created a separate leadership function that meets the multi-disciplinary leadership capability requirements at the leadership level as a core expertise and not an additional capability that leaders today need to practice	Shift in the Workforce Model
15	Talent and Skills Guilds will drive deeper research and association with the talent, thereby exercising greater powers on talent	Shift in the Workforce Model

	management than organizations	
16	Self-Sustaining Hyper Local Communities that would be driven by environment, social and /or other larger purposes and catering to multi-generational workforce will need to be understood and included by corporations, giving rise to organizations as 'Corporate Activists.'	Shift in the Workplace Model
17	Metaverse will be used as a mainstay in organizations not just for consumers and learning but also as a parallel operating model construct to deliver multi-stakeholder experience and connectedness.	Shift in the Work Model
18	Increased governance and control on use of data will result in depleted organizational and government trust	Shift in the Work Model
19	Organizations would have moved to open employment	Shift in the Work Model

	contracts for most roles, thereby employees can choose to work with multiple employers.	
20	Talent focused organizations would be partnering with each other to create joint employment proposition, thereby talent becoming a shared resource. be partnering	Shift in the Workforce Model

XXII. Triangulating the data from the various sources for work – workplace and workforce

**Based on all the conversations some probable alterations that the
work -workforce and workplace of the future might experience,
include the following:**

a. Shaping the Work of the future

Organisations and individuals must keep up with the rapid changes in the workplace of the future. The following are some of the largest changes in the nature of work that will impact how work is defined, performed, and assessed in the future:

- i. **Technology enabled and workforce led remote work:**
The rise of remote work is one of the biggest changes in the nature of work in the future. Technology advancements have made it simpler and more affordable

for businesses to support remote employees who may work from any location, collaborate virtually, and maintain flexible hours.

ii. **Technology led and productivity focused**

automation: By automating many of the routine, repetitive jobs that are currently carried out by humans, automation is revolutionising the workforce. Workers will need to upgrade their skills with new competencies, such sophisticated problem-solving and creativity, to stay competitive as automation becomes more prevalent.

iii. **Gig economy:** This sort of employment arrangement is characterised by the prevalence of ad hoc, flexible occupations. In the gig economy, most employees are either independent contractors or have short-term contracts.

iv. **Skills Mismatch:** Employers are finding it difficult to recruit candidates with the necessary abilities to fill job openings, which poses a dilemma for the future of employment. While technology is developing quickly, the workforce and educational system are not keeping up, creating a skills gap.

v. **Remote management is frequently necessary for remote work:** Managers have particular difficulties when teams interact across time zones and work digitally. To effectively manage remote teams, managers will need to acquire new skills and set up procedures that guarantee good communication and collaboration.

- vi. **Personalization and experience focus:** Work will become more personalised in the future, with employees having more say over their work schedules and the kind of work they do. People could have the option to select the projects they take on, the projects they work on, and the type of work they do.

In conclusion, remote employment, automation, the gig economy, skills mismatch, remote management, and personalisation will characterise the future of work. For businesses and individuals to succeed in the future and remain competitive, they must adapt to these changes. It's crucial to make investments in new technology, maintain knowledge, and acquire new abilities and skills.

b. The newer dimensions of the Workforce of the future

Some of the big shifts that the new workforce would bring to the workplace include the following:

- i. **Alignment of individual and organizational purpose:** Organizations in the future will increasingly have workforce that is not just driven by incentives and compensation. They would rather be driven by their individual purpose and goals and would look to work in organizations that are closest to their purpose or given them an opportunity to acquire skills, learn and contribute in the areas that takes them closer to their individual purpose. Thus, unlike in the past, where jobs were typically a 9 to 5, life time and life stage commitment, jobs in the

future will be viewed by employees as a means to them achieving their life's objectives. Compensation will, hence be table-stakes at a certain life stage while at other life stages, it could be exposure, learning, opportunity to experiment, build network and at other stage, it could be about contributing to a larger goal or purpose. Being able to relate to the purpose will not be an easy one as there won't be a cookie cutter solution to it. As the diversity in the organization increases, the priorities and purpose that the employee is seeking from the job will change. Thus 'individualization' and relatability of the organizational purpose at multiple levels would be key. This would include ability of the organizational purpose to not just talk about the larger issues the organization is focused upon, but also being able to talk about how the organization enables people to learn, experiment, implement, learn to deliver on the organizational purpose. This is where the role of leadership and managers in the organization will become most critical. To be able to understand at an individual level what the employee seeks and being able to help the employee navigate the possibilities at different stages of life will be critical. Again, understanding, that sometimes the organization may not be the best vehicle to meet the employees' individual purpose at that point / stage of the employees' life. Being able to enable the employee to navigate that choice, beyond the organization into

the ecosystem will be the biggest ability of the leaders to be a true talent magnet. To think myopically of the employee in the context of the organization and attempts to retain the employee by providing more compensation whilst the purpose s/he is seeking can't be met, is a capitalist approach towards the employee and viewing the employee as a 'resource' that's core to organizational success and hence critical to be 'bought' at any cost. The shift from this approach and treating the employees as lifelong ambassadors will be the biggest shift in what and how organizations will need to structure themselves in the future.

- ii. **Organization's voice on things that matter:** It's about altering workforce expectations (PwC's global Hopes and Fear survey), which talks about changing expectations of the employees from the workplace, where they would like organizations to be aware of their organization and leadership's view. From an era when it would be okay for organizations and leaders to not openly share their point of view about important world beings, to the future, where employees would look for individual and organizational purpose alignment and feel motivated by the employer's purpose and being.
- iii. **Ageing and multi-generational workforce:** Due to an ageing workforce in countries such as Japan (where the median age today is 48.4 years), Australia (current median age of 37.9 years), Italy (current

median age of 47.3 years), and Germany (current median age of 45.7 years), there is an increased need to put off retirement age or work longer (beyond the current average age of 60 /65). Thus, developed economies, where the population is ageing, even with technology advancement, the basic workforce required at the workplace will start to get difficult to approach. Hence, organizations and countries will need to look at a multi-pronged approach to create workforce availability including technology enablement, creating more opportunities for ageing population to work on their terms, creating a flexible workplace that caters to multiple generations of workforce.

iv. **Flexible Workforce: Part time / Full time / Gigs / Contractual / Hybrid / Virtual workers and more:**

As the organizational construct changes from a regular 9 to 5 model to cater to multi-generational, diverse and skill focused workforce, organizations will need to rethink their workforce models and cater to different needs of workers. Further, the advent of technology and advancement of work transformation, we may have machines / bots work on certain tasks while the human takes a break. Therefore, true flexibility in terms of work hours and location will need to be made possible by rebuilding the workplace and workday with the partnership of humans and technology in mind.

- v. **Workforce and Career Model to cater to multi-generational and a multi model workforce:** The traditional workforce and career model, which emphasises hierarchical growth, a continuous, uninterrupted full-time career, and a straight-line growth in the organisational pyramid, is about to change. This model produces designation and income growth that peaks in the 40s and 50s and then declines until retirement at 60. As multi-generational workforce enters the workplace, their ask of careers and their motivations from jobs at different stages of their lives could be very different. This aspect will need to be created and worked up by organizations.
- vi. **Skills and learning led jobs, life stages led career options and unique life and career charter:** One of the biggest shifts in the future of work, that will be led by the workforce, is going to be that of ‘democratization of decisions’ where they seek choices for what they would like to do at each stage. Thus, employment for a lifetime will perhaps be the toughest paradigm to keep. Organizations, prefer workforce conformity and seek continuous engagement and reduced attrition. This aspect focuses on extrinsic motivation of the employee seeking to put his / her job at the centre of his / her life decisions. However, in the future, with the life stages changing and three stages of life (study / work/ retire) getting continuously disrupted with

increased life expectancy, technology advancement leading to reconstruction and distribution of work around skills and options for virtual and hybrid ways of working, employees will seek to operate on their terms. Increasingly, with the advent of technology, organizations will look at resources as ‘dispensable resources’ to replace individuals with technology, thereby employees seeking the control their life decisions around their priorities.

In conclusion, by 2047, there will probably have been considerable changes and difficulties in the workplace due to the nature of the workforce and their expectations being quite different and driven by aspects beyond what’s understood and appreciated. The workforce in the upcoming years is likely to be shaped by automation, artificial intelligence, remote employment, and the gig economy.

c. The New and Repurposed Workplace of the future:

i. Workspace over workplace - Remote options for Workplace - Virtual, Hybrid and Onsite

Options: A growing emphasis on remote work is among the biggest shifts we're likely to observe. Technology improvements have made it feasible to work from almost everywhere. By 2050, the majority of jobs would perhaps have the option of remote work as this trend is only expected to continue. Businesses will therefore need to make technology

investments in order to support remote work, including secure communication channels, cloud-based software, and virtual collaboration tools.

- ii. **Workplace Flexibility** - Full time, Part time, Contractual, Advisor SME and others :
An, increasing focus on flexibility is another development that is expected to occur. The standard nine to five workdays will probably be extinct by 2050. Instead, workers will have more freedom to choose their own schedules and work at their most efficient times. Many businesses are already embracing this trend, and by 2050, it's expected to be commonplace. Employees will be able to better balance their personal and professional life thanks to this additional flexibility, which could also result in higher productivity. Automation and artificial intelligence developments will also have a big impact on how the workplace looks in the future. Several jobs currently done by humans will be automated by 2050, which would cause a large loss in employment. Yet, this development will also bring forth new employment prospects in industries like robots, machine learning, and data analysis. To make sure that its staff members have the skills necessary for these new jobs, businesses will need to invest significantly and on a continuous basis on training programmes.
- iii. **Sustainable Workplace Design:** The future workplace is also expected to focus more on

sustainability, which is another trend we can expect to see. Businesses will need to take action to lessen their environmental effect as the threat of climate change intensifies. This could entail adopting eco-friendly behaviours, utilising renewable energy sources, and decreasing waste. Businesses that ignore this problem could find themselves at a competitive disadvantage as consumers' awareness of the environment grows.

iv. **Empathetic and Holistic Well-being focused**

Workspaces: Last but not least, we can anticipate a greater emphasis on mental health and wellbeing in the workplace of the future. Businesses will need to take action to ensure that their staff are healthy and happy as our understanding of mental health concerns advances. These could include things like flexible work schedules, counselling for mental illness, and mindfulness exercises.

Beyond the obvious shifts around workplace constructs, form and operating model, some of the higher order shifts that one would need to consider in the workspaces of the future include the following:

v. **Workplace that prioritises effect and contribution**

over time spent: Most organizations today are designed for measuring output (as a measure of productivity over time and process). However, in the future, when this one factor will become increasingly difficult to measure consistently, coupled with

technology intervention that will feed for most of the productivity related work, the measure of human impact on impact, contribution rather than time will become the biggest differentiator for organizational success. Today, organizations are able to do it to some extent, but that involves the manager and leader's view (usually built through first hand in person observation). When, some of your most critical employees would be operating in different workspaces / workplace models, it will be difficult to have a consistent and an unbiased view of contribution beyond well thought and well-designed means that are not just created around hours of work, availability of the resource and loyalty. This would intrinsically require organizations to have clarity and provide that clarity to all categories of workforce to create a level playing field. In a world, where the degree of ambiguity and uncertainty is increasing, the major contribution expected from organizations is their ability to define the contours of the work to enhance the impact expected. Thus, the role of the leaders and managers, will have to be less of reviewing and more of thinking upfront and clarifying the ask so that the distributed workforce can contribute adequately. Thus, the process of thinking while reviewing will need to change to thinking while constructing the problem. The capability required at both sides is dramatically different from how most organizations and teams

operate today. The ‘bias for action’ and jumping into executing steps without adequate thinking of the problem, clarifying and communicating the construct and lack of initial planning could become a potential derail in such a model of working.

- vi. **A workplace that emphasises responsible capitalism:** As employees increasingly look for organization’s voice, and seek alignment of organizational and individual purpose, the need for organizations to not just think but also be able to implement a multi stakeholder and sustainable approach to business purpose will become critical. Thus, organizations / workplaces that will be called out as successful wouldn’t just be the ones that are able to report profits year on year and quarter on quarter. Instead, business and organizations that are seen standing for larger purposes, shaping larger agenda and considering their purpose to be solve the larger agenda will become critical.
- vii. **Workplace that demands heterogeneity in the workforce and leadership:** As workplaces of the future will become more open, global and connected as well as multi-generational, it will become critical for organizations to become more diverse and heterogenous so that it’s a true representation of the workforce milieu. Homogenous organizations, which are either highly tenured or represent only certain backgrounds, regions, education and experiences and other diversity factors, will struggle to understand

and comprehend the needs and will also fail to inspire a diverse talent and even a diverse clientele / consumer and customer. The leadership of the organization, is a cross section of the organization's construct and belief. As such, it will be critical for leadership of organizations to live this as an example and focus on building a diverse and heterogenous leadership that has a multi-dimensional view of the world.

In summary, the workplace of the future will differ greatly from what we are accustomed to now. Future trends in the workplace include remote work, flexibility, automation, sustainability, and mental wellness. Businesses will need to adapt and make the necessary investments in the technologies, education, and procedures to succeed in this new environment. Although the future of employment is uncertain, it will undoubtedly change, and organisations that can adapt to these changes will flourish.

XII. Impact of the future of work on Organizational Agility and Leadership Scenario

The enormous changes in the nature of work, the workforce, and the workplace are having a profound impact on how organisations run and how agile they can remain. The following are some long-term effects of these changes on organisational agility for the workplace of the future:

6. **Greater adaptability for delivering to the new normal:** One of the largest effects of these changes is that organisations will need to be more adaptable in order to meet shifting employment

requirements. To facilitate remote work, they must embrace flexible work policies and add on-demand workers to their staff.

7. **Increased relevance of flexibility:** Businesses must be more able to adjust to changes in the workforce and workplace. They will need to develop strategies and procedures that let them react swiftly to fresh possibilities and difficulties.
8. **Extreme Collaboration, both internally and externally:** The key to organisational agility will be extreme collaboration and operating as part of open ecosystems. In order to work effectively together, remote and distributed teams need close collaboration, clear communication, and the appropriate technologies.
9. **Organizations as ecosystems:** Organizations in the future will operate as ecosystems, thereby getting organizations to drive agility both in the internal and external organizational context.
10. **Newer Capabilities to deliver organizational agility for the future of work:** The changes in the workforce have an impact on this area. To remain competitive, organisations will need to create a strong personnel pipeline, focus on skill development and retention, and provide access to a variety of talent pools.
11. **Newer approach to innovation:** In order to stay competitive in the workplace of the future, organisations must prioritise innovation. However, the pace of innovation in the future will have to be rapid, pivoting to quicker and shorter spurts of innovation to drive results.
12. **Technology and human partnership:** In the future of work, technology will be a crucial enabler of agility. Businesses will need to spend money on technology that enables remote work, automates repetitive processes, and encourages teamwork.

13. Employee Voice and Empowerment to shape organizations

and ecosystems of the future: Finally, the ability of an organisation to adapt will depend on employee engagement. Organisational agility will continue to be driven by people, and a highly engaged and motivated workforce will be essential to their capacity to adapt, learn, and succeed in the workplace of the future.

In conclusion, organisational agility in the future of work will be significantly impacted by the major changes in the nature of work, the workforce, and the workplace. Companies who can adjust to these changes and manage their staff, workplace, and technology properly will be in a good position to maintain their competitive edge and prosper in the years to come.

a. Summary of Key Findings from this chapter

This essay on the future of work has focused on unpacking the future, twenty years from today, in 2043, at the intersection of the five vectors that are going to dramatically change the future. Pegged as profound as megatrends in the context of shaping the future, this essay has captured the impact of the five vectors on the work – workforce and workplace characteristics. At the intersection of the five vectors are six phenomena that will occur simultaneously and shape the world. Each of these six phenomena are standalone big shifts having deep impact on the future of work, yet the cumulative impact of these six phenomena occurring simultaneously will have a huge impact on the way organizations get defined and thus the definition of organization agility.

The three core findings as part of essay one includes the following:

- I. The Five Vectors that will shape the Future of Work
- II. The Six Phenomena that will occur simultaneously at the intersection of each of these five vectors
- III. The work – workforce and workplace of the future of Work that will get shaped as a result of the six phenomena.
 - a. The essay also captures the propositions that will shape each of the six phenomena

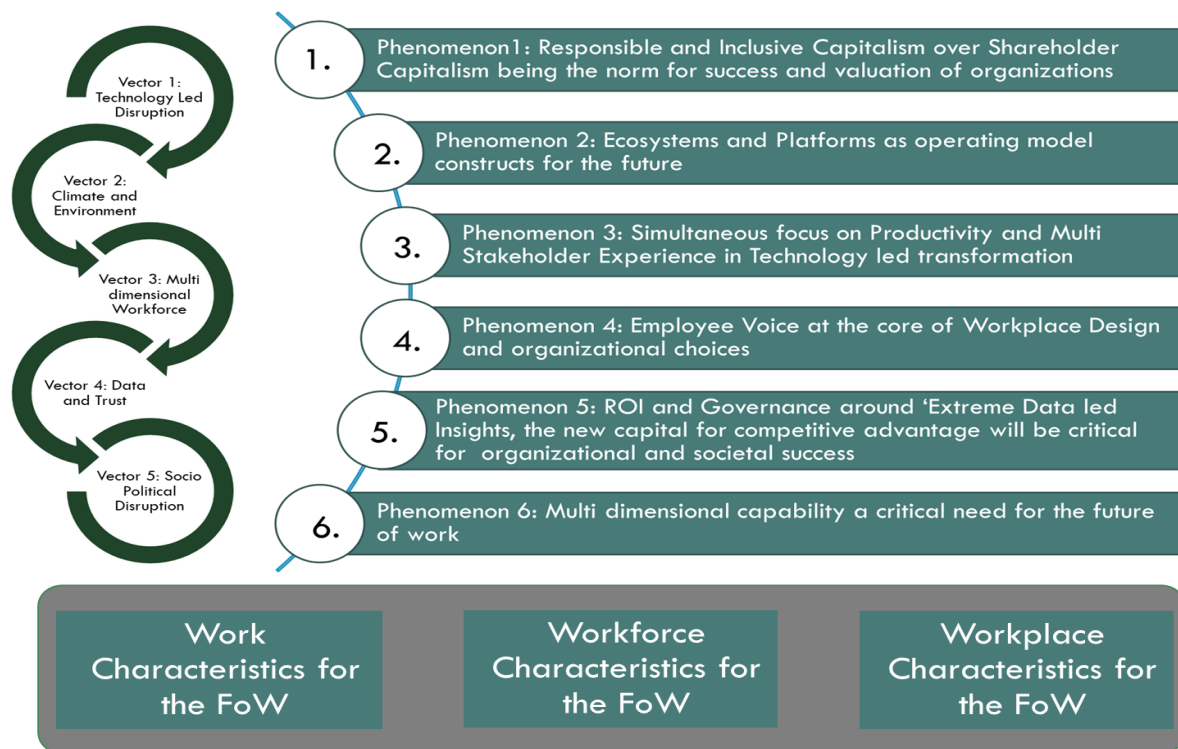


Exhibit 46: The Vector, Phenomena, and the Future of Work Characteristics

This study of the future of work, the five vectors, the phenomena and associated propositions and the corresponding characteristics of the work – workforce and workplace in the future of work context have been specifically studied to understand the impact of these on organizational agility in the newer context of the future of work.

The next chapter, the Essay on Organizational Agility, as part of my research is focused on extending the existing theory of organizational agility in the future of work context by capturing the newer capabilities (both internal and external response characteristics) that will be required by organizations and ecosystems to respond to this new context. In addition to studying the capabilities required to deliver on the future of work, the organizational agility study has also extended the understanding of organizational enablers and practices required for the future of work, in addition to defining the newer metrics for organizational agility.

The leader and leadership capabilities required for the future of work to deliver on the organizational agility is a multi-dimensional construct that requires skills – capacities, mindset, paradoxes, and critical virtues that will serve as the bed rock for delivering on the organization agenda.

Essay three focuses specifically on understanding and capturing the nuances of the leader and leadership capability that is multi-dimensional in nature and critical to delivering the ‘newer organizational agility’ agenda for the future of work.

b. Implications of the Study on the Future of Work and Future Research Applications

I hope that this essay on Future of Work, enables corporations and the academia to apply the study in the following disciplines:

- 1. Understanding the Economic Impacts of the shifting vectors shaping the Future of Work:** The future of work will have a big effect on the world economy. Jobs may be created or lost because of changes in technology and the employment market, which can have serious economic repercussions. Each of the phenomena described will shape the economies differently and hence could be an important input for any study in this space.
- 2. Impact of changing demographics on the construct of ‘workforce’:** Identified as one of the oldest resources for competitive advantage, workforce has gone through a life of transition from being at a point of exploitation, to building its voice, to becoming an economic differentiator and now to becoming a scarce resource and thereby becoming not just a

competitive advantage, but also rapid advancement. However, the workforce that is now scarcely available and a competitive advantage for rapid advancement has also evolved to have its voice and seat. As newer generations enter the workforce and older generations delay their retirements, the workforce is more complex. Employers must adjust their hiring, training, and retention strategies in order to attract and keep talent by understanding the changes in worker demographics, including changes in skills, education levels, and job preferences.

3. **Technological Advances:** To remain competitive, businesses must endeavour to adapt to the way we operate because of the rapid speed of technological advancement. For organisations to be ready for the future of work, predicting the effects of such technology advancements on jobs, skills, and productivity is essential.
4. **Societal Implications:** Modifications to the nature of employment may have important societal repercussions. For instance, the transition to remote and flexible work may affect employment rules and work-life balance. To prevent employee exploitation and to safeguard their rights and interests, it is essential to comprehend these ramifications.
5. **Skills as the currency for organizational success:** Understanding of the future of work will enable corporations and academia to focus on the skills that will be critical to succeed in the future. That, in turn, will enable in shaping proactively, education and skilling programmes around critical and rare skills and competences that will be necessary for the workplace of the future.

For workers and institutions to adequately prepare, it is vital to understand the abilities that will be needed in the future of work.

In conclusion, researching the future of work is essential since it affects the workforce, economy, social policies, and the growth of new skills and abilities directly. To remain relevant and competitive in the future, organisations, workers, and policymakers must comprehend and anticipate these developments. My attempt through this essay is to contribute to the literary works in the field of future of work thereby aid in comprehending how the nature of work and compulsion around work will get redefined thereby preparing to thrive in the newer world by being agile and future ready.

Chapter 5: Essay 2 - Theoretical Extension of Organizational
Agility in the Future of Work context: Focus on the newer
dimensions and leadership capability gaps

A blue geometric graphic consisting of several overlapping triangles and quadrilaterals, creating a dynamic, layered effect. It is positioned on the left side of the page, partially behind the quote.

“Agile is not your goal—it’s only the best way to achieve your goals.”

Zuzana Šochová, The Agile Leader: Leveraging the Power of Influence

Organizational Agility in the Future of Work by 2045: ChatGPT's version:

It is difficult to predict exactly what organizational agility will look like in 2045, as it will likely be shaped by a number of factors such as advancements in technology, changes in the global economy, and shifts in societal norms. However, it is likely that organizations will continue to place a greater emphasis on being able to quickly adapt to changes in their external environment. This may involve implementing more flexible and decentralized structures, as well as investing in technologies and processes that allow for real-time data collection and analysis. Additionally, organizations may also place greater emphasis on fostering a culture of innovation and experimentation, as well as on developing the skills and capabilities of their workforce to better handle uncertainty and change.

Essay Overview

Organizational Agility for long has been a study to understand the organizational dynamics to continue being responsive to market and organizational dynamics.

Organizations and organizational success is defined and measured in the context of the external environment. As the external environment changes, organizations also need to transform themselves to align to the external market requirements.

The study of the organizational agility in the future of work is critical in this context.

As the external context changes, organizations will need to respond differently. As the factor shaping the future of work changes, the organizational capabilities to keep the organization agile will also need to change. Organizational Agility for the future of work would require a study and extension of the existing theories of organizational agility and capture the newer organizational capabilities, the organizational enablers that need to change / need to be added and the organizational practices that need to change / be adjusted to the changing dynamics in the market context.

Changing definition of organization, and thereby organizational agility in the future of work context

Organizational Agility is one of the most widely studied organizational constructs to explain competitive advantage of any organization.

Organizational agility has been researched extensively to explain and implement the ability to respond to market changes rapidly by being able

to be flexible and repurpose and organize internal resources to be able to respond to external market changes.

As the future of work changes the context of organizations and the basic definition of organization, it is critical to understand how organizational agility needs to be studied and understood to deliver on it in the future of work context.

Some of the big shifts that make the study of Organizational Agility in the future of work context important to study include the following:

- b. **Changing definition of Organization:** Organization has been defined in the past as below, and the shifts in the future of work context is as below:

Table 10 - Shifting definition of Organization in the Future of Work context

Definition of Organization Today	Definition of Organization in the Future of Work
7. “Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing ²² relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.”	Organization in the FoW context is: <ul style="list-style-type: none">• A formal system,• Where people (individual or groups), come together across horizontal and vertical constructs• The people are committed to a common purpose, and are clear about their objectives to

²² Louis A. Allen (1958)

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- | | |
|--|--|
| <p>8. “Organization is the process of combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and coordinated application of the available effort²³”.</p> <p>9. ²⁴“The establishment of authority relationships with provision for co-ordination between them, both vertically and horizontally in the enterprise structure.”</p> <p>10.²⁵ “The term (organization) applies to stable associations of persons engaged in concerted activities directed to the attainment of specific objectives. It is thought to be a decisive characteristic of such organizations that they are deliberately instituted relative to these objectives. Because organizations, in this sense, are</p> | <p>be attained around the purpose</p> <ul style="list-style-type: none"> • The people are managed through definition and delegation of responsibility and accountabilities set • The people, through established relationships, work together, effectively, towards accomplishing shared objectives. • There is a transaction between all the entities in the form of rewards / benefits or a value transaction in the equation • The relation of the organization and workforce is not a one to one but could be a many to many, depending upon the capacities the organization is serving and the capabilities the individual is bringing to the table |
|--|--|
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²³ Oliver Sheldon (1928)

²⁴ Koontz and O'Donnell

²⁵ Egon Bittner (1965)

implementing and implemented programs of action that involve a substantial dose of comprehensive and rational planning, they are identified as instances of formal or rational organization in order to differentiate them from other forms”.

- 11.²⁶ “Organising is the establishing of effective authority relationships among selected work, persons, and workplaces in order for the group to work together efficiently”.
- 12.²⁷ Images of Organization: Eight Metaphors on Organization and the purpose it serves...

The big shifts in the definition of organization, and thereby organizational agility include the following:

- **Operating Model Construct shift:** With multiple competing priorities challenging organizations, how could organizations reconExhibit themselves to be agile in the FoW context, including the shift from vertical structure to a combination of horizontal and vertical structure

²⁶ George Terry (~1960s)

²⁷ Gareth Morgan (2006)

- The shift from authoritative relationship establishment to inspired and purposeful relationship
- **Constantly Evolving Capabilities shifts:** With the increased focus on newer capabilities such as digital and sustainability, how can organizations enable these priorities simultaneously. This would include having all the core functions and capabilities within the organization to capabilities existing within and outside the organization, within an ecosystem of partnerships and alliances
- **External and Internal Organizational response:** The need for organizations to transform itself from being focused on internal operations focused to respond to market needs to operating in an open environment, where multiple players need to get extreme specialization in specific and multiple areas for success for the greater good. This will result in organizations rethinking what should be within the realms of the organization and what could be in the larger ecosystem, thereby redefining the core internal capabilities
- **Role of Human Capital in the organizational context:** With changing role of Human Capital in the organization from being a function to enabling success in the centre, and the need for organizations to restructure around the newer human capital requirements
- **Employee voice:** Definition and voice of employee within the organization limits will shift dramatically in the future of work context, thereby employment contracts would need to change to
- **Digital Response:** As organizations continue their digital transformation, the need for organizations to repurpose digital from being an enabler to a core operating model construct

- **Changing Workforce Demographics:** With more contract workers, distant workers, and varied groups, the workforce is evolving. To manage these changes and adjust to new worker dynamics, the organizational construct will need to evolve to cater to workforce and talent needs of the future that are both internal and external. With limited control on core workforce outside the organization, the shift from authoritative to inspiring and influencing style will be critical.
- **Extreme Data and Decision Paradox:** With extreme data readily available, organizations would need to focus on managing the paradox of extreme data and quick decisions through a balance of data centricity and risk taking.
- **Role of leadership in agility: This is a critical enabler for the future of work.** The ability, capability and the role of leadership is going to be central to driving any change in the future of work context. Thus, being able to be lead in a new world, with newer skills, that involves reskilling and unlearning will be a critical component for the future of work
- **Dynamic Innovation or Experimental Agility:** To prosper and survive in the workplace of the future, organisations must innovate. To encourage a culture of invention and creativity, enable experimentation, and swiftly implement successful innovations, agility is necessary. Organizations will need to build capability for continuous experimentation that enables capability for multiple models at a fast pace, without waiting for complete data. This would be a critical component that agility in the future of work will need to cater.

Organizational Agility for the future of work as a construct in my research has focused on capturing the following:

- The newer / additional organizational capabilities that need to be focused upon for delivering on the future of work agenda
- The newer / additional organizational enablers that will need to be developed in the organizations
- The newer/ additional organizational practices that will need to be developed in the organizations
- The newer definition of organization success in the context of future of work, which is going to be beyond the top line and bottom-line growth to inclusive growth focus

As part of the extension of the research, I also studied the adjacent organization theories of organizational ambidexterity, dynamic capabilities, absorptive capacity in comparison to organizational agility and captured the capabilities that will be required for organizational agility in the future of work, which is more than what's required for each of these organizational capabilities.

1. Understanding Organizational Agility as defined today

- Understanding the concept of Organizational / Enterprise Agility

The ability of an organisation to react rapidly and successfully to changes in both its internal and external environment is referred to as organisational agility. It includes an organization's capacity to respond to changing market conditions, new technologies, client needs, and competitive pressures by innovating, adapting, and being flexible. Organisational agility refers to an organization's readiness and capacity to accept change, repurpose its strategy, structures, processes, and systems, and take prompt action to seize new possibilities or manage risks. A critical component of organizational agility is being proactive rather than reactive means continuously monitoring the environment for potential disruptions or trends that could influence the operation of the organisation.

Most of the earlier research in organizational agility has focused on a single industry of organisations, specifically the manufacturing sector, in which researchers have examined what manufacturing organisations can do to increase their agility (Ganguly et al., 2009; Jackson & Johansson, 2003; Yang & Li, 2002; Yauch, 2011; Yusuf et al., 1999). Others evaluate agility in a limited business process context or area – e.g. supply chain agility (Ren et al., 2009; Sharifi & Zhang, 2001; Van Hoek, 2001), human resource agility (Breu et al., 2002; Shafer, 1997), knowledge management and IT capabilities (Cai, 2013; Kassim & Zain, 2004; Lu & Ramamurthy, 2011b; Sarker & Sarker, 2009; Singh et al., 2013), business processes (Arteta & Giachetti, 2004), strategic alignment (Tallon & Pinsonneault, 2011), market orientation (Grewal & Tansuhaj, 2001). Lin

et al. (2010) concentrates on the properties of agility in organisation networks.

Recent studies have examined the impact of IT, learning, and innovation on an organization's agility and performance (Cegarra-Navarro et al., 2016; Khoshlahn & Ardabili, 2017; Ravichandran, 2017). Few researchers have investigated the relationship between organisational dynamism and competitive advantage (Côte-Real et al., 2017; Mikalef & Pateli, 2017). Others have concentrated on the influence of individual factors on organisational agility. For instance, Panda & Rath (2017), Mikalef & Pateli (2017), Felipe et al. (2016), and Yeganegi & Azar (2012) investigate the relationship between information technology capabilities and organisational agility. Their empirical research demonstrates a direct positive correlation between IT capabilities and organisational agility, i.e., the greater an organization's IT capabilities, the nimbler it is.

A literature survey reveals that the origins of organisational agility is majorly influenced by the manufacturing context. It was defined as a manufacturing system that shifts rapidly between products in real time to adapt to changing customer demands and can meet the requirements of a dynamic marketplace. Some of the critical research contributions that have shaped the existing understanding of organizational agility include the following:

- i. Early research on agility (Goldman et al., 1995; Sharifi & Zhang, 2001; Yusuf et al., 1999) defined **agility as the capacity to reconfigure manufacturing systems in response to unanticipated market changes.**
- ii. Agility is a **more inclusive capability than flexibility** (Attafar et al., 2012).

- iii. The **ability to reconfigure** necessitates the **utilisation of structural and infrastructural elements**, which supports the notion that **agility is a more inclusive capability than flexibility**. Organisations can achieve agility by **synthesising existing technologies and production methods** (Goldman et al., 1995), **integrating managerial and manufacturing tools** (Sharifi & Zhang, 2001), and **utilising people and processes**.
- iv. Goldman et al. (1995) introduced the concept of agile enterprise strategy and vision by defining an **agile organisation as one that is profitable in an ever-changing environment and capable of adapting to unpredictable consumer preferences**.
- v. Dove (1996) proposed that the level of **organisational agility is determined by the equilibrium of its four dimensions: cost, time, quality, and scope**.
- vi. The level of organisational agility, according to Yusuf et al. (1999), is influenced by **aligning "competitive bases" (speed, flexibility, innovation proactivity, quality, and profitability), reconfigurable resources, and knowledge**. To increase organisational agility, businesses must combine these enablers and adapt to changing consumer requirements and market conditions.
- vii. Referring to the discussion of the differences between organisational flexibility and agility, from Yusuf et al.'s (1999) definition, it is possible to identify a possible distinction between these two terms, **with flexibility serving as an enabler for organisational agility and placing an emphasis on speed**.
- viii. According to (Lu & Ramamurthy, 2011a), **rapidity and creativity are two of the most important characteristics of organisational agility. They define agility as the organisational capacity to**

respond quickly and creatively to unexpected changes in the environment, thereby capitalising on those changes.

- ix. **In terms of response and implementation, speed is one of the most essential requirements for agility, whereas innovativeness refers to the quality and substance of response (e.g. strategic orientation, product development, decision-making) (Cai, 2013).**

As I studied through multiple academic and management journals to understand the concept of organizational agility for the future of work, the elements that got discovered include the following:

1. Organizational agility is a **firm's ability to cope with rapid, relentless, and uncertain changes and thrive in a competitive environment of continually and unpredictably changing opportunities** (Dove 2001; Goldman et al. 1995)
2. Organizational agility is a **firm-wide capability to deal with changes** that often arise **unexpectedly in business environments via rapid and innovative responses that exploit changes as opportunities to grow and prosper** (Goldman et al. 1995; van Oosterhout et al. 2006; Zhang and Sharifi 2000).
3. Early agility research (Goldman et al., 1995; Sharifi & Zhang, 2001; Yusuf et al., 1999) characterized **agility as an ability to reconfigurable manufacturing system to respond to unpredictable changes in the market**. The ability to reconfigure entails utilization of structural and infrastructural elements, which adds to the position that agility is a more encompassing capability compared to flexibility (Attafar et al., 2012). By synthesizing existing technologies and production methods (Goldman et al., 1995), combining managerial and manufacturing tools (Sharifi &

Zhang, 2001) with the help of people and processes organizations can reach agility.

4. Literature often confuses definitions of organizational agility and manufacturing agility, due to mixing **performance outcomes and manufacturing processes** (Narasimhan et al., 2006). Researchers conceptually differentiate organizational agility – **a performance capability, from agile manufacturing systems – cluster of related practices** (Attafar et al., 2012).
5. **Agility extends the notion of flexibility that can usually be engineered into an organization's processes and IT systems to address changes that are largely predictable with a predetermined response.** Agility also extends the concept of strategic flexibility that handles unstructured changes (O verby et al. 2006; Volberda and Rutges 1999)
6. Two types of organizational agility are studied the most: Market capitalizing agility and operational adjustment agility (Lu, Y., & K.(Ram) Ramamurthy. 2011):
 - **Market capitalizing agility** refers to a firm's ability to quickly respond to and capitalize on changes through continuously monitoring and quickly improving product/service to address customers' needs. This agility emphasizes a dynamic, aggressively change-embracing, and growth-oriented entrepreneurial mind set about strategic direction, decision making, and judgment in uncertain conditions (Sambamurthy et al. 2003; Volberda 1 996, 1 997).
 - **Operational adjustment agility** refers to a firm's ability in its internal business processes to physically and rapidly cope with market or demand changes (Dove 2001; Sambamurthy

et al. 2003). This agility highlights flexible and rapidly responding operations as a critical foundation for enabling fast and fluid translation of innovative initiatives in the face of changes.

- **Both types of agility entail a continual readiness to change, with the former focusing on entrepreneurial mindset and the latter emphasizing speedy execution/implementation**

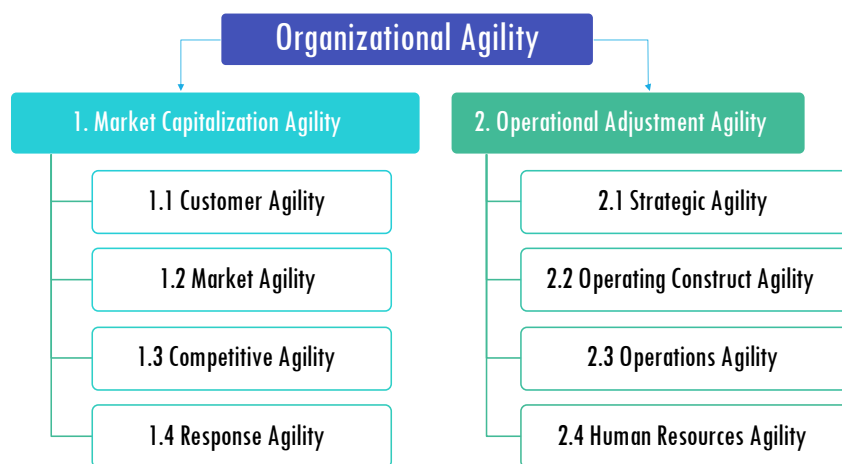


Exhibit 47: Two Core types of Organizational Agility as existing in literature review

Across the multiple academic research and management research studied, the critical characteristics of organizational agility that the current literature covers include the following:

[illegible]

Synthesis across all the existing research on organizational agility reveals the following **core themes that have shaped the concept of organization agility so far**:

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3. Agility has been studied more about **interacting with external players**, rather than orchestrating the external world
4. Agility has studied **technology as an enabler for pace** (v/s technology as a key component of agility) as one of the resources to be acted upon, such as resources, finances etc.
5. Agility has been defined with **human resources as a function of processes- policies** (v/s as a function of talent and skills)
6. While the role of leadership and its importance in enabling organizational agility has been studied in a limited way, the specific and critical leadership capability in enabling organizational agility hasn't been delved into much

Some of the essential traits of organisational agility that have been covered in the existing literature as organizational features include the following:

- **Adaptability:** The capacity to quickly modify and adjust strategies, plans, and operations in response to altering conditions.
- **Flexibility:** The ability to modify procedures, workflows, and organisational arrangements to meet changing needs or opportunities.
- **Innovation:** Promoting a culture of innovation, experimentation, and ongoing development inside the company.
- **Collaboration:** Encouraging cross-functional cooperation and efficient communication to promote information exchange, issue solving, and decision-making.

- **Empowerment:** Giving employees at different levels the freedom and authority to make choices and take the necessary action is known as empowerment.
- **Customer-centricity:** Giving customers' requirements and preferences first priority while designing products, services, and business procedures to suit them.
- **Learning and Knowledge Management:** Focusing on a growth mindset and being open to learn from both achievements and setbacks to encourage ongoing learning and development.
- **Adaptability to new technologies:** In the dynamic and unpredictably changing business environment of today, where organisations must be quick to react to new technologies, globalisation, and shifting customer expectations, organisational agility is especially important and the ability to grow and scale using technology will be critical.

2. Different lenses to studying Organizational Agility:

Most of the organisational agility research can be categorised into three main approaches or frameworks, based on the dimensions and foci they employ. Each framework has a similar approach and set of concepts to characterise organisational agility.

- I. One group of the researchers (Alberts & Hayes, 2003; Bottani, 2010; Cai, 2013; Charbonnier-Voirin, 2011; Dyer & Shafer, 1998; Eshlaghy et al., 2010; Giachetti et al., 2003; Jackson & Johansson, 2003; Lin et al., 2006; Ren et al.,

2009; Sharifi & Zhang, 2001; Yusuf et al., 1999) have viewed **agility as a framework of enablers and capabilities which facilitate the ability of organisations to achieve agility.**

II. The second group of researchers (Charbonnier-Voirin, 2011; Gehani, 2010; Goldman et al., 1995; Sherehiy et al., 2007; Vázquez-Bustelo et al., 2007) have looked at **agility as primary practices that agile organisations employ in their day-to-day operations.**

III. The third group of researchers (Dove, 2005; Holsapple & Li, 2008; Lu & Ramamurthy, 2011a; Nijssen & Paauwe, 2012; Sambamurthy et al., 2003; Singh & Sharma, 2013; Wright & Snell, 1998) have **defined agility as the sense-response dimensions-based framework. The Sense-Response framework views organisational agility from two perspectives: the ability to identify opportunities and the ability to efficiently act on them.**

I. Understanding the Enabler – Capability Model as defined by the authors of this theory²⁸

In the context of a rapidly changing world, where the concept of organizational agility has been most widely researched and accepted, it is important to understand the core purpose that agility serves vis a vis other model. The primary objective of an organization's agility is to better adapt to change and obtain a competitive advantage, in addition to taking advantage of opportunities presented by environmental changes and thrive in uncertainty and unpredictability. Consequently, agile businesses

²⁸ Rima Žitkienė and Mindaugas Deksnys / Montenegrin Journal of Economics, Vol. 14, No. 2 (2018), 115-129

require a set of capabilities and enablers to respond to such change. The framework of enablers and capabilities is founded on the premise that an agile organisation can gain a competitive advantage in an environment that is constantly changing. This framework has approached the subject of organisational agility from two dimensions: static and dynamic.

- Static dimension focuses on the structural aspects of an organisation in response to the inquiry, "What organisational characteristics make it agile ('What does the organization have that makes it agile')?"
- The dynamic dimension attempts to answer the question, "What can an organisation do to become more agile?" and concentrates on the organization's capabilities.

Both dimensions are interdependent on one another. If the organisation relies solely on the structural element, it cannot be agile. Having the newest technology or organisational structure will not be advantageous if it is not utilised effectively to adapt to a changing environment. While having knowledgeable employees and the ability to be agile is advantageous, it will be ineffective if the organisational structure is too rigid and limiting. In order to achieve a higher level of organisational agility, both dimensions are crucial and should be utilised and developed in tandem.

II. Understanding the Process and Practices model as defined by the authors²⁹:

This approach to organisational agility raises the question: "What does an agile organisation do?" While it is not precisely a framework in the sense of a structured approach to studying agility, it can be viewed as an

²⁹ Rima Žitkienė and Mindaugas Deksnys / Montenegrin Journal of Economics, Vol. 14, No. 2 (2018), 115-129

important dimension and a focal point, as it emphasizes the use of enablers and capabilities in enhancing organisational agility. Although there is a lack of consensus in the literature, the emphasis is on the practices and processes of the organisation that are geared towards agility. These enablers can be transformed into actions or practices; for instance, the formation of partnerships is not a static ability, but rather a practice that employs interpersonal and networking skills to create successful partnerships.

It is crucial to differentiate between the framework of enablers and the framework of practices. Enablers or characteristics are the organization's abilities, features, and capacities. However, this does not imply that the organisation is utilising these agility enablers to achieve competitive advantage, respond to a rapidly changing environment, and seize market opportunities. The action or practice is what distinguishes agile organisations from the rest, as it makes use of the organisation's enablers and characteristics. Agile skills and enablers can be wasted if not utilised correctly. Or they may be too expensive or time intensive. However, an organisation that lacks any of the necessary agility enablers may still be able to strive for and increase its agility level through practice alone. Therefore, continuous practice of agility is significantly more essential than merely mentioning or identifying it as another organisational enabler. Organisations may not have the necessary enablers or capabilities to become agile simply by activating them. Organisational agility is a process that must be continuously modified to adapt to an environment that is constantly changing. Thus, a high level of organisational agility becomes an objective, and organisations' devise various strategies for attaining these objectives in the most efficient and effective manner. By pursuing these objectives, organisations begin to utilise, develop, and

devise the various enablers and capabilities required for organisational agility.

III. Understanding the Sense Response Framework of Organizational Agility as defined by the authors³⁰:

Some similarities may be seen in the overviews of the enablers-capabilities framework and practices approach. Most scholars who use these frameworks to examine organisational agility focus on the two primary elements of sensing and reaction. These dimensions have a significant impact on the transition process. An external event typically serves as a change catalyst or organisational agility driver. Any change in client preferences, rival behaviour, or industry changes all have an impact on an organisation from the outside. Organisations must first be able to acknowledge and recognise these developments to benefit from them and use them as opportunities. It is heavily dependent on organisational skills, people skills, experience, and knowledge for this capability or act of acknowledgment to be successful. Sensing dimension in sense-response network focuses on the abilities to see the external changes. It is directed outwards of the organization. This dimension is highly dependent on experience and abilities of decision-makers in the organization and their personal abilities. Lu & Ramamurthy (2011a) refer to this dimension of organizational agility as market capitalizing agility, as it focuses not only on collecting and processing external and internal information but also on the internal abilities. The organization reaches agility when it can effectively match external changes in the market and customer needs with internal abilities to meet those changes and needs. Just

³⁰ Rima Žitkienė and Mindaugas Deksnys / Montenegrin Journal of Economics, Vol. 14, No. 2 (2018), 115-129

having good sensibilities is inadequate to obtain high organisational agility levels. Once an organisation understands that it must utilise sensing capabilities to change and adapt to the changing environment, it must possess skills that support internal change. While these skills can differ from organisation to organisation, some traits are shared by all. The internal organisational capabilities of the organisation to respond to environmental changes are the focus of the response dimension in a sense-response framework. Operational adjustment agility is what Lu & Ramamurthy (2011b) refer to since it emphasises internal manoeuvring to give quick response to changes and is reactive in nature. Response-ability is complicated in nature because it encompasses multiple levels and dimensions of the organisation as well as its partners. Organisations should have a flexible structure that makes it simple to shift resources. The culture of the company should be one that embraces change and gives employees the freedom to adopt the new approach. Agility within the organisation should be supported by the external network. Suppliers, outsourced services, partners, and other participants in the external organisational network should be able to adapt and foster agility in response to shifting demands. The capacity to select and enable available actions is referred to as having responsive capabilities. When an organisation or the environment changes and possibilities are identified proactively, it must choose the best course of action among the available options. Decision-makers must assess the opportunities that are available, coordinate and integrate with the other functional areas and external partners, learn from experience, and, if necessary, reorganise the resources that are currently in place.

3. Theoretical Extension of existing Organizational Agility Model for the Future of Work – The Process

As a first step to extend the definition of organisational agility, it was critical to understand existing theory of organizational agility and understand what it focuses upon and what it doesn't, in the context of work – workforce and workplace of the future because of the five vectors and the phenomena shaping the world of work. The key steps taken to identify the additional elements for the capability-enabler-practices framework of organizational agility for the future of work included the following:

- Understanding the five vectors that are shaping the world in a manner that influences the world of work dramatically, with a particular focus on organization's ability to be agile
- Literature review of the current definition of organizational agility and the definition of some of the related as well as adjacent concepts of organizational agility to understand the relevance of the existing definition for the world of work for the future
- Conducted 44 one on one Long Interviews, followed by Focused Group Discussions covering 32 leaders and subject experts and thereafter through a survey with target audience covering 265 people, with 150 completed responses. The survey was used to validate and rank the agility characteristics based on the choices people made in the survey on for Future of Work.

Based on the above data points, the process of extending the current organizational agility framework for the future of work was conducted, which has been detailed below.

1. Understanding the capability – enabler and agile practices model in the future of work context:

The capability – enabler and practices model stated above takes into consideration some of the critical capabilities of sensing and responding capabilities. The practices identified for enablement include the organizational practices, employee empowerment practices, customer enrichment practices and cooperation practices. The enablers include the critical enablers that organizations have including people, process and technology.

As we understand the shifts at the intersection of the five vectors shaping the future of work, and as a response to the phenomena shaping the future, the enablers, practices, and capabilities model, whilst continues to be relevant, the critical capabilities, enablers and practices require to be reconsidered in the context of what is more critical for a world that is expecting different results.

The organizational agility model by (Rima Žitkienė and Mindaugas Deksnys / Montenegrin Journal of Economics, Vol. 14, No. 2 (2018), 115-129 and others) explains the relationship between the three elements that enable an organization to be agile by conducting themselves. These three components and their relationship are explained below:

- **Agile capabilities** are the competencies that the organization has or develops as a differentiator and uses them to respond to market changes. These capabilities are inherently

dynamic, and thus the organization's learnability is critical to continuously improvise on these core capabilities to respond to the market developments and changes. Sometimes, these capabilities are present but not adequately enabled as it hits a roadblock in the form of static processes and practices.

- **Agile organisation enablers and capabilities** collaborate to advance the organisation through compensation and enhancement. This process results in the activities that agile organisations take in order to quickly adjust to changing conditions.
- **Agile practices** develop from these small individual activities.
- **Agile organisations** combine their organisational assets—their enablers and capabilities—into efficient and worthwhile procedures to raise their level of agility. Most organisational practices focus upon four dimensions:
 - the firm itself,
 - Its employees,
 - The customers, and
 - The partners.

According to multiple literature analysis (Charbonnier-Voirin, 2011; Gehani, 2010; Goldman et al., 1995; Sherehiy et al., 2007; Vázquez-Bustelo et al., 2007), the goal of organisational practices is to improve the flexibility and adaptation of organisational processes, technology, and structure. Organizational practices should be concentrated on enhancing the characteristics of organisational enablers or building capabilities necessary for organisational agility if they lack it.

The existing organizational agility literature has focused on the response to specific market changes caused by changing customer needs, competition or other market demands. The core / critical competencies defined under organizational agility is focused on scanning the external market and repurposing the internal resources to respond to the market shifts in the nimblest manner.

The capabilities – enabler and practices model of Organizational Agility as captured across multiple literatures, but particularly in the literature (Rima Žitkienė and Mindaugas Deksnys / Montenegrin Journal of Economics, Vol. 14, No. 2 (2018), 115-129, captured conceptually, in the Exhibit below:

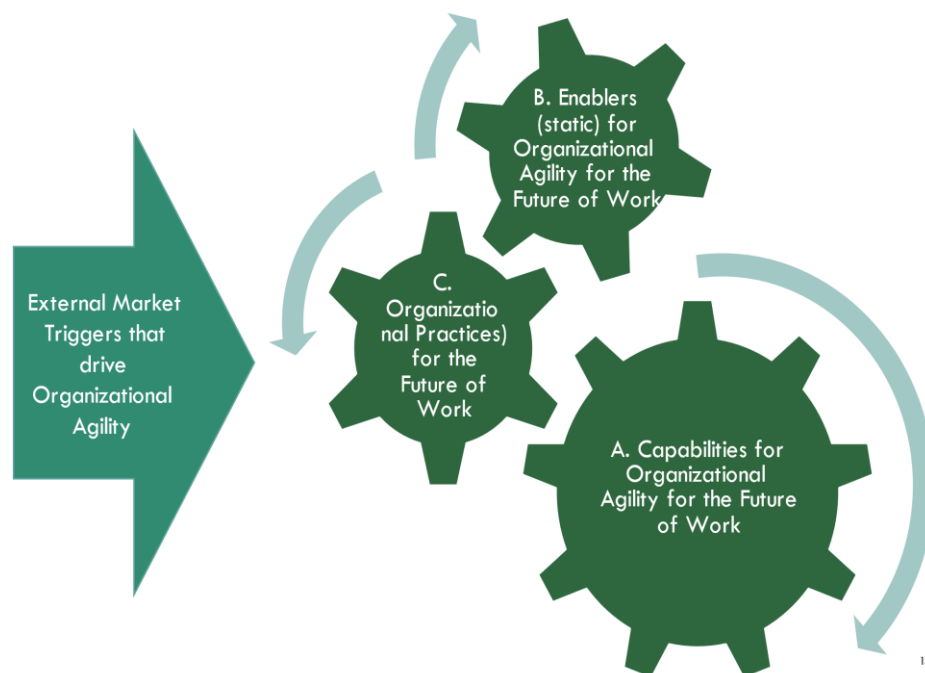


Exhibit 49: *Elements of Organizational Agility* (Source: Rima Žitkienė and Mindaugas Deksnys, 2018.)

As we study the characteristics of organizational agility in the existing theories, I particularly found this model helpful in the context of the

Future of Work as it bifurcated the concept of organizational agility into three core constructs:

- **The Enablers of Organizational Agility: What the organization ‘has’ to address the changes in response to the market shifts-**The critical enablers that an organization needs to have to respond to the external market triggers / external forces. These enablers include aspects such as people, processes and technology that helps the organization to systemically respond to the market changes. The enablers, as the name suggests institutionalizes the response mechanism of the organization, act as the catalyst to the capabilities that the organization requires to make the capabilities a consistent feature in the organization.
- **The Capabilities of Organizational Agility: Can organizations adapt quickly to the market changes; the response mechanism:** The critical organizational capabilities are the differentiating capacities that an organization has to respond faster, better in comparison to other organizations
- **The Practices of Agile Organizations:** What the agile organization ‘does: Beyond the capabilities and the enablers are specific organizational practices that imbibe the capabilities and the enablers. A very critical component of organizational agility is how organizations with similar capabilities and enablers do things differently.

The three as a combination define the organization's DNA for organizational agility. Each organization can define its agility response to be unique by having a unique combination of the enablers – capabilities and practices, that almost make 'organizational agility' a unique absorptive capacity in the organization.

My research thus has focused on extending the Enablers – Capabilities – Practices Model and included additional enablers, capabilities and practices that organizations would need to focus upon to remain agile in the future of work. Further, I have also tried to define how an agile organization will look like (traits of an agile organization) and what results should the agile organization be able to deliver.

As we study the future of work and understand the five vectors that are shaping the world and the six core phenomena that will shape the world it's clear that there are more factors that will be required as core capabilities to respond to the multi- dimensional factors shaping the world.

Again, Organizational Agility for the FoW is not about problem-solving, but rather about continuously redefining challenges by applying multidimensional capabilities to arrive at a solution that is unique, scalable quickly, and self-teaching leveraging the capabilities of the entire ecosystem.

4. Understanding the definition of Organizational Agility in the Future of Work Context:

The definition of Organizational Agility as emerged from the interviews included the following:

Organizational Agility for the Future of Work refers to the extent to which an organization:

- b. Successfully and ‘repeatedly’ ‘pre-empts and iterates’ the ‘dynamic process’ of ‘envisioning’ the future
- c. By ‘sensemaking’ for ‘multi-dimensional issues and market factors’,
- d. Creates quick cycles of experiments to innovate
- e. Creates dynamic and sensitive operating models to respond to the changes sensed from the environment.
- f. ‘Orchestrates’ a network of multiple discrete contributors, to play their role as part of the larger ecosystem to deliver the end outcome’, through partnership and influence,
- g. (and in the process), Continuously ‘reflects’ on the journey to institutionalize ‘learning’
- h. Towards delivering simultaneous success for today and the future

“Organizational Agility for the Future of Work refers to the extent to which an organization **successfully** and **repeatedly iterates** the ‘perfect dance’ of **envisioning** the future by **making sense** of the multi-dimensional factors, **executing the act of orchestrating** multiple discrete players to deliver the end state, **reflecting** on the journey to institutionalize **learning**”.

Long Interview No. 11

5. Extending the Organizational Agility Model for the Future of Work as a result of my research findings- Key Findings

As we extend the existing model of Organizational Agility to respond to a different world, the definition, and constituents of the model change to operate in the new world. The contributors of the Organizational Agility Model in the Future of Work would be rechristened and reconstituted as below:

1. **External Triggers that differentiate organizations based on their response for organizational agility:** External triggers are factors that have been studied / need to be studied as part of defining the critical triggers that are interacting amongst themselves or with the organization and hence need to be considered as triggers for differentiating organizations based on the organizational agility. As part of my study, I have captured the external triggers into two categories:
 - a. **The known and studied external triggers:** These are the triggers that have already been researched and understood as part of the existing literature on organizational agility. This includes the external triggers such as customer, market response, competitor response, technology and geo- political – social disruptions that impact the workplace. **The three known and studied triggers that continue to be relevant** include the focus on market response, technology led disruption and competitor response.
 - i. **Market Response:** The relevance to market developments and responding to them will

continue to be critical. The criticality of the market response increases as the nature of the market being catered to is changing dramatically. Thus, the response to the market will focus on multiple dimensions of the market including global and local, diluting industry divides and the most critically the changing nature of local needs of various organizations.

- ii. **Technology Disruption:** The role of technology as a disruptor has been studied as a critical lever for a long time in the context of organizational agility. Infact the concept of agile in the technology context is one of the most advanced research projects done. Technology led disruption as a trigger for organizational agility continues to remain relevant in the context for the future of work. However, the additional dimensions of technology led disruption that will act as triggers in the future of work include the pace at which technology, automation, analytics, and data will shape the work, workplace, and workforce dynamics. Hence, the context of technology led disruption will play a very critical role in shaping the response of organizations for agility.
- iii. **Competitor Response:** Response to competitor has always been a critical

component of organizational agility. However, in the future of work as the definition of competition gets disrupted with dwindling lines of industries, the definition of competition and the response to the competitor response continues to be critical, but the changed definition of competitor will change the criticality and the response mechanism. Specific to Phenomenon 2, where the construct of organizations is shifting from an organization operating in an isolated manner and instead multiple players will come together to define and solve a problem, the definition of industry and competition will blur out. Problems rather than demarcations will decide the players and the role. Hence, the competitive landscape understanding could be new each time, depending upon, the problem we are trying to solve.

- b. **The new external triggers:** In addition to the known and the researched triggers, the critical vectors that are shaping the future of work, viz. advanced technology led disruption, climate and environment led disruption, workforce shifts as well as customer expectations that have shifted from customer response and customer management to customer experience.

The triggers, while they don't sit within the organizational agility framework, they influence the

framework and set the context and importance of organizational agility for organizations in the future of work. The newer elements that will trigger the world of work and hence need to be considered beyond the competition, customer and the market include the following:

- **Shift from Customer Response to understanding Customer Experience:** A critical shift in the customer landscape as a trigger for organizational agility for the future of work is the lens applied to look at customer demands. Whilst all existing definitions of organization agility have always included customer as a critical trigger, the focus has been on responding the customer expectations soonest. The future, however, is no more about responding to the customers' expectations but proactively being able to think of customer's augmented experience. The journey from customer response to customer experience will be a bi shift in the future of work, thereby the need to study the trigger and respond to it differently. Specific to Phenomenon 3, where the focus on transformation in the future is about delivering productivity and experience, it will be critical to not only deliver on the customer expectations (focus on productivity) but also on the customer

experience which will be the true differentiator as a trigger for delivering on customer experience.

- **Environment and Climate consideration for action:** The focus on environment and climate has taken a huge lead in the past few years. However, in the future of work context, action for environment and climate as a trigger will be no more a good to have organizational capability but a critical expertise that organizations will need to think of and build on a continuous basis. Hence in the future of work, for organisations to be agile, action for environment and climate is going to be a critical consideration for organizations to continue to scan and respond to.
- **Geopolitical and Social Disruption:** Again, in the context of the future of work, the impact of geopolitical and social disruption is critical trigger that can't be just left under market changes. This is a critical factor that needs to be scanned on a continuous basis and is a critical dimension that is going to act as a trigger for reshaping the organizational enablers, capabilities, and practices.
- **Workforce led disruption:** Again, if we look at the vector of workforce and the

phenomena of employee that emphasizes the importance of employee voice, the changing role of organizations that are operating as ecosystems, thereby changing the workforce models of the future. Thus, it will be critical to study workforce led disruption as a stand-alone critical trigger that will shape the ability of organizations to be agile.

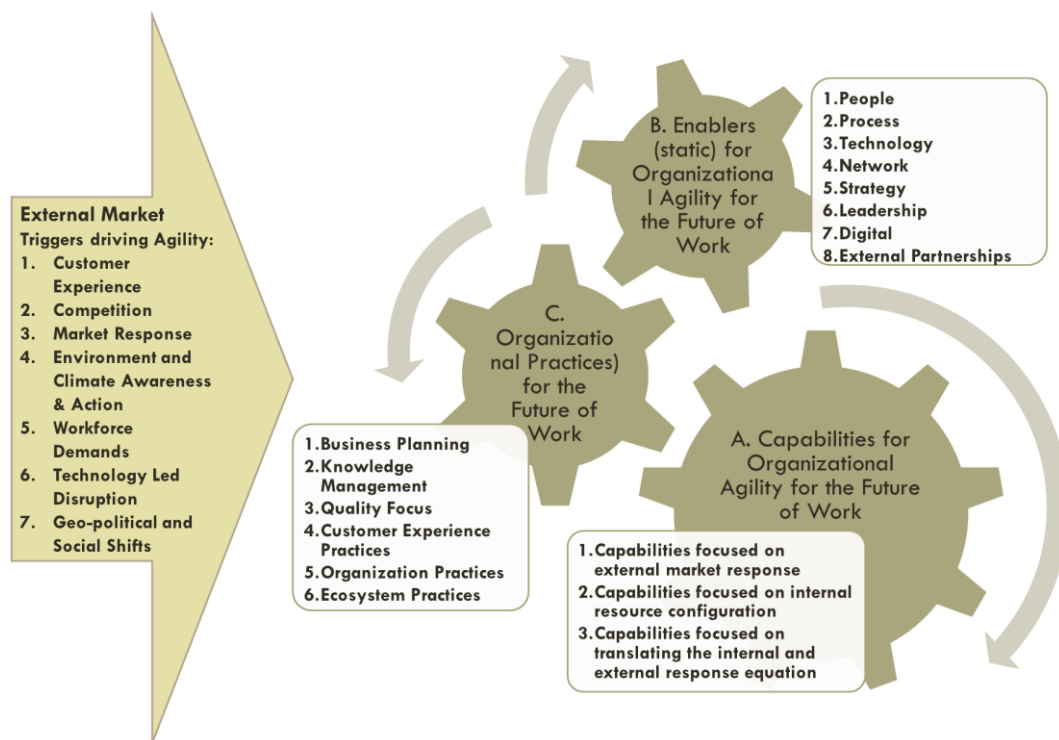


Exhibit 50: *Organizational Agility for the Future of Work: Triggers - Enablers - Capabilities- Practices to consider*

6. Capabilities that are required by organizations for delivering organizational agility:

Focusing on the question: “What the organization 'needs' to align / Can the organization align to the changes?” the capabilities are a critical component of the Organizational Agility framework. They enable the organizations to deliver the outcomes / success measures. The capabilities are again studied and categorised into three distinct sets of capabilities:

- c. Capabilities that are required to respond to the external world’s shifts, viz. the triggers that are shaping the world of work,** by sensing, scanning, seizing, and sense-making. Most of the capabilities in this category have been studied consistently across all organizational agility literature existing today as well as in the related concepts of organizational agility. These capabilities are critical to understand why to react, what to react to, and thereby being relevant to the market. **These include the following called out in the model by me:**

- 1. C1: Scan the market (Scan):** This has been a consistent and a core capability identified in all literature from the past for organisations to be reckoned as agile. At the core of this capability is the ability to continuously search for new developments and look (scout) for opportunities, challenges, or anything that an organization needs to respond to. Whilst this has always existed, most of the sources for scanning the market today are

changing rapidly. Thus, for an organization to practice this capability it will be critical for the organizations to also develop ability to scan diverse sources.

The point is being sensitive. What happens is if you are externally looking at what is happening around, being sensitive to changes in society, changes in people, changes in customer/client, other companies and therefore saying, 'listen this is what is happening, therefore I should really react to it.' Therefore, bringing in that external perspective rather than just being stuck in what is happening, so that you're not ready for change. You are quite looking at what is existing and not really looking at change.

Long Interview, No. 08

"You can't be too internally focused. You have to have a very strong eye in the external world because gone is the day everything was slow to change. So, you have to very quickly know what's on the horizon, and what are the possibilities and have an external view, almost like a constant external scanning."

Long Interview, No. 18

2. **C3: Respond to changes at speed (Seize):** Again, a capability considered core to organizational agility in the past and as much in the future of work, the ability of organizations to seize the opportunity to respond to changes, which is a layered capability of scanning and responding with the right combination of pace and flexibility is going to be critical. The capability of responding to

change at speed will be critical in the future of

Agility is the ability to sense and respond with skill...sense and respond at speed with focus and effectiveness.

Long Interview No. 4

How fast do you respond to a client's need or a client escalation and how fast you solve it.' So therefore, that's a clear element of business response to what the client needs. A second part of your agility could be decisions being taken by the senior leadership - how quickly they take key decisions or how quickly they react to a situation and take decisions. So, that's the second element of strategic decision making. Then there is decision making which says, 'Okay, you have all these processes which are there. How agile are these processes within the organization?' Taking a normal process of rewarding a high performer, how fast can you be do it. So, therefore, there is an internal process agility or speed at which the processes are being done. I'm just saying, let's look at these three kinds of things.

Long Interview No. 8

work context since the multiple and nonlinear shifts will impact the organization's ability to be agile on a constant basis.

3. **C4: Proactively search and sense-make (Sense-make):** While 'sense making' as capability has been critical in the past as well for organizational agility, the context of sense making and the need to be proactive about sense making in the context of the future has garnered a different importance in the future of work. The existing literature refers to sensemaking as below:

"At its heart, sensemaking is an entity's response to an unexpected or ambiguous development that involves noticing and bracketing the development,

establishing a shared understanding of the development, and attempting to create a more ordered environment to draw further cues (Maitlis and Christianson 2014)''.

Thus, I view this capability as an existing capability with newer dimensions for the future of work. Sense-make, by connecting the dots across multiple factors to respond is always going to be critical but this is a core ability in the organizational context that will need to be developed and continuously nurtured as the multiple vectors that need to be deciphered to sense-make in the context of the future.

Interconnected data has created a parallel world of its own because there is an interpretation on linear data. And then there is an interpretation and an opportunity on the web of interconnected data.

Long Interview, No. 19

Industries will merge, domains will merge. So, the core capability that will be critical is actually sense-making. being able to connect the dots.

Long Interview, No. 02

- d. Capabilities that are required to respond to the external market by reorganizing internal resources:**
Defined as Capabilities intrinsic to the organization, that

provide the required flexibility, speed, and response capacity to the organization to be able to make the necessary shifts in response to the external triggers, along with the external enablement capabilities. Often, organizations focused overtly on either of the two categories, i.e. they are great at sensing, scanning, sense making and seizing an opportunity or a white space. However, they are not equally adept and repurposing internal resources at the necessary pace or at the right proportions and hence are not able to convert an identified opportunity into a real business success. On the other hand, extremely process focused organizations, sometimes are busy preserving their internal capabilities to an extent that they miss on scanning, sensing the opportunity, and thereby are unable to make the right shifts at the right time. The critical organizational agility capabilities that will be required to enable the organization's response capability for the future of work include the following:

- iv. **C2: Flexible to organize internal resources (Reorganize)** – Again, this is a critical organizational agility capability, even in existing agility definition. Infact, the focus on reorganizing of internal resources to respond to external market scenarios has been at the core of manufacturing agility literature. In the context of future of work, particularly for phenomena one and two (Inclusive Capitalism and Ecosystems and Platforms as organizational

constructs) will require reorganizing of internal resources as a critical capability for organizations to build agility in the organization.

You quickly figure out whether it's working, not working. You would therefore say extreme kind of agility, because the working arrangements are everything gets fitted in. So, it's almost like a set of a huge number of tools at your disposal, and whatever you can put together; if you can imagine it and then you can put together. Well, that is what it is. So, I think therefore, the organizational arrangements become extremely, extremely flexible.

Long Interview, No. 3

These very standard three-four models will become more different combinations of these that are needed. So, I do think agility will just be much more around what's the quickest way for us to put together our internal resources to solve this problem and it's unlikely that it will be so fixed.

Organization agility will be our ability to get internal resources together to actually deliver. But at the same time, the definition of internal resources will also change to adapting various operating models to reach various sources fastest, smoothest and in the least expensive way seamlessly and through the use of technology.

Long Interview, No. 19

- v. **C5: Envision multiple models for the future and pivot real time (Envision and Pivot)** – A critical capability for the organizations to be agile in the future would be the need for organizations to have the capability to be able to think bold, create multiple models and the capability to be able to be dynamic to pivot real

time. One of the critical asks from the future to drive agility would be to connect the dots and imagine multiple outcomes of the future considering the unpredictability around the future. Organisational agility as a capability in the future would require the organizations to have parallel thinking around the options in the future.

Envisioning becomes a very critical kind of thing: your ability to visualize, your ability to really think about what is possible, how things can be done, who should be served. Now, I would personally think, that ability to visualize based on what is available, what is required, and I think that envisioning is major kind of part, which is there, which requires you to know both ends of the things, which is what is possible and what is required. I think in a way, what is demanded is what will find the market acceptance, and yet at the same time, what is it that will be deciding

Long Interview No. 03

The way you are looking at it, the world of 2035 is actually going to be a world where cognitive imaginative capability will take centre stage and imagine it.

Long Interview No. 05

The second one is the ability to envision and then state and dance toward it...we're doing something we've never done before. Because we've never done before, you can't possibly know what step two is, you only know what step one is. So, it's essentially a kind of an iterative process of starting building capability, making a move, taking those two things and the insights you draw from what you did and building new capability and building a new move and taking the insights from it and building capability and move and taking insights from it.

Long Interview No. 11

- vi. **C6: Create quick cycles of experiments to innovate: (Quick Experimentation to innovate) -** Another core capability in the future would require organizations to be able to create quick cycles of experiment to innovate (Innovation prototyping) with multiple options

and choose to scale the multiple options simultaneously.

The ability to convert big bold (strategy) to small and sharp (execution), in smaller deliverable parts. Rapid prototyping is core part of strategy and implements strategy through execution in the true sense. At the 11th out of 12th step of rapid prototyping, the ability to zoom out and repurposing and pivoting...it's like the dynamism in the atom in the real sense. It's not either or, either ampersand!

Long Interview No. 40

- vii. **C7: Identify/ build a network of new and different resources (Shape)** – As organizations get continuously exposed to multiple shifts driven by parallel vectors shaping the world, there is a need to focus on multiple parameters to be considered to shape the network across internal and

external resources, both new and existing resources.

If you just think about the number of issues that our clients are having to grapple with, you can think of it as urgent crisis. The number of things that are coming at them like a freight train. They have to navigate those two things - sort of transforming themselves while responding to really big issues.

If you think about this thing, we were moving from point solutions to more integrated solutions, we're moving a level above that to massive transition to new states of the world. Lots of things having to work together to make that happen and so I think the transformation problem becomes - sort of using a trite description - ecosystem transformation, but really is how do I bring a lot of things together really fast in a coordinated manner, that have different governance models, different stakeholders, different preference functions? Actually, get them to coordinate because if we don't, the thing doesn't work. And what's the larger kind of intellectual, philosophical, systemic point of view we have guiding all of that? I think if you think about what happened during the Renaissance, and all of the debates that followed that, I think we're up to the same kind of thing over the next 10 or 20 years.

Long Interview, No. 11

- viii. **C9: Implement with speed and flexibility, repeated iterations of business models to adapt to environment (Shape)** – Yet again, a critical capability required across the phenomena is the ability to constantly iterate. Rather than aiming for the perfect solution, implement with speed and flexibility, repeated iterations of business models, to align with constantly changing internal and external environment is going to be a critical organizational agility capability.

C10: Rapidly absorb new learning in the organization: (Institutionalise Learning) –
Rapidly absorb new learning in the organization:
Finally, one of the most critical organizational capabilities for the future that will be critical to organization's agility is the ability of the

If I left something behind, because I didn't have enough information about it. All of a sudden, I'm taking a new initiative. And I have all the information I need for that previous initiative that I had left behind. What you do is you win, you take the current win, and then go back and completely trash what you have to and put this new win over there, make it successful, and add it to what you have done. This cycle is way beyond continuous improvement.

Long Interview, No. 25

What organizations are doing today has to be re-examined, frankly. So, if you're creating products, I think that in some form those organizations will do. If you're creating services, I think that will go through huge transformation because the organization has to be cognizant of the fact that the service cycle will have to change much faster. So, you might have started being a company that delivers food, for example. We're not made to deliver food if somebody is making it five minutes away, no? Organizations, which are into services and into intellectual property, will have to reinvent themselves faster and that should be the organizational agenda. What are my next three waves of innovation and evolution? Even as I start, I struggle with stabilizing the first wave.

Basically, we talk about projects failing fast but it is about organizations failing fast and reinventing themselves. Your reinvention capability will be like an exponential graph. Agility in the past at an organization level was about being more productive sooner and driving faster inventions or innovations, agility in the future is going to be your ability to disrupt your purpose faster.

Long Interview, No. 06

organizations to rapidly learn and institutionalise the learning at the organization / ecosystem level.

It's essentially a kind of an iterative process of starting building capability, making a move, taking those two things and the insights you draw from what you did and building new capability and building a new move and taking the insights from it and building capability and move and taking insights from it.

Long Interview No. 11

Agility will be around orchestration. It'll be around these new technologies that emerge. That, and the ability to learn. I think something that is missing from a lot of organizations.

Long Interview No. 7

- e. **Capabilities at the intersection of internal and external organization:** In addition to the above two categories, the critical capability of converting the transaction between the internal and external organization is a unique and a differentiated capability. This includes converting the sensed and the identified opportunity quickly into a scalable idea, such that the internal capabilities could be repurposed in a timely and in an adequate manner to deliver on the idea. In the future context, this would require not just repurposing existing internal resources and networks, but also identifying, building new networks and alliances, and in the quickest

possible way, get the internal and the external, the old and the new players on board to deliver the outcome. The capability, akin to orchestrating a symphony, requires the ecosystem orchestrating organization / leader to build commitment through influence and inspiration and build a common purpose / goal across distributed, discrete and different players. This capability, for the organization, is unique and can't reside in a single function or individuals but needs to be in the DNA of the organization. Being termed as Ecosystem Orchestration, considering it needs to toggle both the internal and external world and create a newer vision, it's being termed as the third category of capability that will fuel the organizational agility. The capability for organizational agility for the future of work at the intersection of enabling internal and external factors is a core capability:

- x. **C8: Orchestrate the network of existing and new resources, internally and externally (Ecosystem Orchestration)** - As organizations operate across internal and external resources, both old and new, there is a systemic need for organizations to enable these discrete resources, which requires systematic ability to enable the discrete resources without using any overt power and through influence, thus requiring organized 'orchestration' capabilities. The literal

definition of “Orchestration³¹ being the act of organizing a complicated plan or event very carefully or secretly”. Orchestration across internal and external networks will be one of the most sought-after organizational capabilities to deliver organizational agility in the future of work. This was also identified multiple times as a critical capability for organizations as part of the leader interviews.

³¹ the act of organizing a complicated plan or event very carefully or secretly

Organization agility will be our ability to get internal resources together to actually deliver. But at the same time, the definition of internal resources will change, isn't it? Because what I also heard you say was, to deliver that, I'll have a heart which is very critical, but it is as small as we can see in the construct of our body. If heart is the core of my organization, the other parts could actually be outside my organization. So, the definition of internal resources for delivery could also mean looking at external resources as seamlessly as internal.

Long Interview, No. 19

You become like orchestrator; organization as an orchestrator and your strength is your network. So today, we talk about a global network, but it is the strength of a global network, micro network, local network, SME network, specialist network, and ability to zoom in and zoom out as much and more, as much and less. So basically, large organizations are orchestrating firms and to become an orchestrating firm, your ability to use technology and continuously build that alliances network in a very grand manner will become super critical.

Long Interview No. 16

Ecosystem orchestration capability or being able to create an ecosystem well enough for the platforms, both at an individual and organization capability is going to be critical. Ecosystem orchestration requires managing both the activities and the actors involved in the ecosystem. It is multi-dimensional in nature. You will gain direct as well as indirect effects. The customer gains tremendous value. By the multiplier effect of the impact, it is a stack of capabilities.

Long Interview No. 01

While you might not own all the assets - and there's absolutely no way, particularly in a decentralized world - you have to be able to orchestrate the ecosystem. Rather than saying control, get the most out of them, out of the whole ecosystem. Then you need to know who the players are, how do we work with them, how do we make them collaborate...not compete but collaborate such that we're getting much more than what we would have gotten individually. In an orchestra, you've got all these different players and the conductor is the one making sure that the right person is playing the right instrument at the right time, so that it is a seamless experience to the audience in a similar way.

Long Interview No. 7

1. As described above, in the capability – enabler -practices model, organization agility for the future of work in an organization / ecosystem level would need the additional capabilities beyond the scanning - sensing – responding capabilities, which continue to be relevant from organizational agility in the context of today and in the future. These include the institutional ability to envision for multiple mental models, whereby the organizations that have built capability and capacity for continuously thinking and preparing for multiple models for business growth will have a higher propensity to respond and realign to market conditions. Additionally, this organizational envisioning would require the ability to think disruptive, so that the organization is not caught in just envisioning but also challenging the core and mental model or success. Also, the organization's ability to repurpose the problem to a larger opportunity applying a multi-dimensional approach will enable delivery of success. These organizational abilities as a combination will enable the organization to think of problems and solutions as a continuum and not as a 'point in time' thereby keeping it relevant for time and multiple players. This would however require strong sense-making capabilities institutionalized for multiple dimensions impacting decision making organizations that have built an inherent focus to sense make rapidly, will have an increased proposition to succeed in the future. As organizations institutionalize the sensemaking capabilities, the realisation that the dynamism of the problems and opportunities required would need to be responded real time, thereby innovation would have to be dynamic and will need to be iterated on a continuous basis for adjustment to the new and different developments. The systemized experimentation as a capability would need to be dynamic. The combination of the

above capabilities when institutionalized would develop into an absorptive capacity of an organization that can't be copied or borrowed by others, even when some part of the talent is lost to competition. As a result of sensemaking, it will be realised that there are problems that can't be shared within the narrow construct of the organization's capabilities alone. Rather, organization would need to focus on organizational capabilities to orchestrate (for commitment and results) at an ecosystem level. As organizations operate and compete as ecosystems, the need to build an open model that inspires all to join it to add value by radiating the success and inspiring the talent will be key. Thus, building an open model that inspires people to prioritize the specific ecosystem – platform over others will be key.

Finally, all these above dynamic capabilities that serve as a differentiator for the organization need to be institutionalised as a continuous organizational learning process.

Beyond the interviews, through the survey we tried to gather data on characteristics of organizational agility in the FoW context.

While the critical organizational agility capabilities of scanning the market environment, responding to market changes are table stakes for organizational agility, for the rest of the capabilities, we asked the leaders taking the survey to rank for criticality for organizational agility in the future of work context. The graph below shows the ranking across the 150 participants who completed the survey:

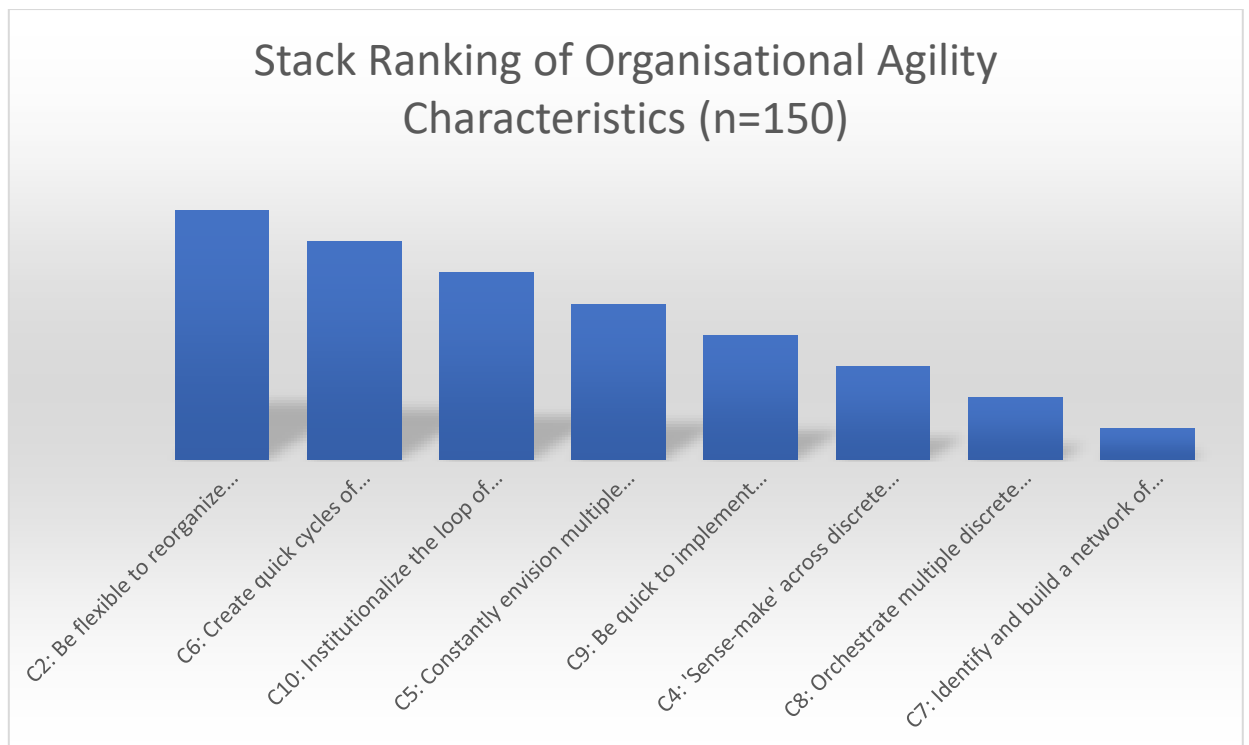


Exhibit 51: Stack Ranking of Organizational Agility Characteristics: Highest to Lowest

If we look through the prioritization from the survey output, the number one characteristic, that got picked up by maximum leaders as most critical for organizational agility in the future of work continues to be C2, which is the internal capability of reorganizing resources for the future.

Amongst the newer capabilities that got identified critical for organizational agility in the future of work include C6 (Quick cycles of experimentation for innovation) and C10 (Institutionalize the loop of continuous learning), followed by C5 (envisioning multiple models for the future and pivot).

However, the two critical capabilities that got emphasized in the long interviews of the leaders around Ecosystem Orchestration as a core capability for the future and building a continuous network of new and different resources are lowest in the stack rank.

7. Points of consonance and dissonance between the Interviews/FGDs and the Survey:

As we triangulate the data across the three sources of data captured, there are some aspects for which there is consistency in what was heard and what got prioritized. However, some critical capabilities that were identified as extremely critical for organizational agility in the interviews, didn't get prioritized in the survey as most critical but as moderately critical.

Consonance: The organizational capability of quick cycles of experimentation and institutionalizing learning have come across as critical capabilities for organizational agility for the future of work, across both sources of individual interviews and survey.

Dissonance: At an overall level, considering the long interviews were with futurists, industry leaders, academia and board members, who were chosen such that they have a longer-term view of the future of work, they have emphasized on some of these future focused capabilities. The bigger chunk of the survey respondents were operating leaders who are in the midst of solving critical problems for today. Thus, it seems they continued to focus on critical but characteristics of organizational agility that are critical for the future but also being implemented today. As an example, ecosystem orchestration (C8), Proactive Sensemaking (C4) and identify/ build a network of new and different resources (C7) came up consistently in the interviews with the leaders. However, in the prioritization process in the survey, these came in the bottom quartile.

The demographic cut of the organizational agility characteristics reveal the following stand out observations (Refer to Appendix 20 for the graphs from the survey data):

1. **Gender:** In the gender cut, women have chosen to be disruptive and have ranked C6 as most critical for organizational agility, followed by institutionalizing learning. Women have also ranked orchestrating of resources, both internally and externally as a critical requirement for organizational agility for future of work, which men have ranked it lowest, amongst all the capabilities for organizational agility. Men have ranked reorganizing resources as the most critical. Thus, it seems women as leaders may be more open to operate in an open network and / or emphasize the importance of building a diverse network.
2. **Levels of leadership:** In the levels of leadership cut (Senior levels- CXO -1; CEO – 1; Board Chairman/ CEO/ MD; Independent Practitioners; Middle Management; Junior Level; Individual Contributor), while most level of leaders have rated C2 (reorganize as the number of capability critical for Org Agility), the CXOs have rated Organisational Learning as one of the most critical capabilities, unlike others.
3. **Industry Cut:** In the industry cut, there is no distinct difference in the way the organizational agility capabilities have been ranked from a criticality perspective across industries.
4. **Employment types:** Across the different employment types (full time, part time, self-employed, not working, working full time contractor, gigs / freelancers), there is a consistent trend across all the groups.
5. **Age:** Across the various cuts, leaders born between 1981 to 1990, have rated C10, (Learning) as less critical in comparison to leaders at other ages. Leaders born between 1971 to 1980 have on the contrary rated C6 (rapid iterations) lower than others and Leaders both between 1971 – 1980 have rated C6 very critical. Thus,

organizations may see some dissonance when they try to build commitment amongst the middle level and senior level leaders on the need to transition to rapid iterations.

2. **Organizational Agility Enablers**: Responding to the critical question: “What the organization 'has' (static in nature) to align to the changes of the market, the enablers for the future of work are the core elements of the organization viz. the systems, processes, practices of the organization that the organization continues to have and focus upon from the agility construct of the past.

However, importantly, in the future of work context, there are a few critical organizational agility enablers that are equally critical as the people, process and technology and these include

I think there is one element of agility which say, ‘Listen, how fast do you respond to a client's need or a client escalation and how fast you solve it.’ So therefore, that's a clear element of business response to what the client needs. A second part of your agility could be decisions being taken by the senior leadership - how quickly they take key decisions or how quickly they react to a situation and take decisions. Then there is decision making which says, ‘Okay, you have all these processes which are there. How agile are these processes within the organization?’ Taking a normal process of rewarding a high performer, how fast can you be do it. So, therefore, there is an internal process agility or speed at which the processes are being done. I'm just saying, let's look at these three kinds of things. And agility to the market demand or client and agility to leadership decision making, and an internal process ability.

Long Interview No. 8

the external ecosystem/ network of the organization, the organization’s strategy that is dynamic and multi model focused and its digital and data management.

The criticality and role of the organizational agility enablers in the future of work context include the following:

8. The Enablers for Organizational Agility in the FoW – the current existing enablers:

- i. **People and organization:** For all organizations, today and even more so tomorrow, the biggest asset that they have is the people and their associated organization. This organization includes but is not limited to aspects associated to people such as culture, values etc. All of these are strong enablers for any organization. The people, their capabilities and their mindset play a disproportionate role in defining the success of any organization. In the context of organizational agility, people as enablers and not people as resources will become the biggest force to consider.

When you say organizational agility, at the end of the day, organization is nothing more than its people and its human capital. And how it treats its human capital. And then the culture of failure, being accepted that you're way beyond your skills. It's about the values that you have... an important part of those values would be the ability to learn, to be able to do things but knowing fully, that when you do these things, there's a higher likelihood of you failing, which then there are no repercussions of that. People don't point fingers and say you failed and henceforth you're fired or not getting promoted. I think that's really hard for organizations to do. And in the future, they'll have to be mindful of all these things, given the complexity and uncertainty is going to be humongous.

Long Interview No. 7

- ii. **Process:** All organizations and ecosystems, have three kinds of process, business processes, functional processes (which includes but is not limited to the core processes of finance, HR, supply chain, risk etc.) and technology interface processes. The simplicity, yet the robustness of the processes that enable control but also ensure the right delegation are critical to keeping an organization functioning properly. Too many and bureaucratic processes cost the company its flexibility and pace of operations. At the same time, processes that are not focused on right controls could result in business risks. Hence processes will always continue to be an important agility differentiator.

Speed becomes so critical. How do you get that done quickly? Which is where, some of those agile methodology-type principles are useful, that this is how we will work together

You need people, you need speed, but you can't really have speed if everybody's coming at it from a different place. Now, the reason why this agile methodology works so well, is if you are educated in it, and I'm educated in it, then the day we come together for the first time, we still know how to work from hour one. So, some kind of understanding of principles with which we will work together, which we both buy into and therefore we're able to get it on quickly.

Long Interview No. 19

I think there is one element of agility which say, 'Listen, how fast do you respond to a client's need or a client escalation and how fast you solve it.' So therefore, that's a clear element of business response to what the client needs. A second part of your agility could be decisions being taken by the senior leadership - how quickly they take key decisions or how quickly they react to a situation and take decisions. Then there is decision making which says, 'Okay, you have all these processes which are there. How agile are these processes within the organization?' Taking a normal process of rewarding a high performer, how fast can you be do it. So, therefore, there is an internal process agility or speed at which the processes are being done. I'm just saying, let's look at these three kinds of things. And agility to the market demand or client and agility to leadership decision making, and an internal process ability.

Long Interview No. 8

- iii. **Technology:** Technology has been identified as a critical enabler of organizational agility. Infact technology for enterprise agility has been identified as a critical differentiator. However, in the future of work context, the state and form of technology, and its impact on organizations is going to be dramatic. With technology being one of critical vectors shaping the future of work, it will be a critical enabler for organizational agility, not just to drive connectivity, productivity but also will be a critical enabler for multi stakeholder experience.
- iv. **Internal Network:** Collaboration has been identified as a critical enabler for organizational agility. As organizational definition changes, the context of internal network continues to remain context, more so as organizations need to have strong internal network to build stronger external and diverse networks.

The newer enablers of organizational agility for the future of work that got identified through the interviews, that are not just

In the future, organizational agility will be more of digital agility. It can be non-technology or non-digital as well but if we don't have digital agility, all of others will become irrelevant. Agility would comprise making sense of technology in the future as a big one.

Long Interview, No. 01

The third is extreme networking - your ability to network and have collaborators and alliances ecosystems. Relationships become so much more important in a world which is disjointed, which means the world requires you not to relate to anyone and still survive, while organizations would require you to understand the layers and relationships.

Long Interview, No. 16

critical for organizational success but to also enable the ten identified critical capabilities described to deliver on the capabilities – enablers model include the following:

- v. **Multidimensional and multigenerational strategy:** One of the critical capabilities identified through the interviews and subsequently prioritised through the survey is Capability C5 – “Envisioning multiple mental models for the future and pivoting it real time”. This is because organisations are focusing on multiple dimensions that have an impact on the state of being for organisations in the future. The organization's strategy is a crucial enabler for the delivery and nurturing of the capabilities required for within the organisation. In order to deliver on Phenomenon 1: Inclusive

capitalism, which is focused on both multiple stakeholders and the long term and short term, the strategy requirement for the future of work must focus on both exploitation and exploration of the opportunities, as well as on delivering for multiple generations and taking into account the interests of multiple stakeholders. Here, the strategy doesn't simply involve thinking; it also involves planning to implement the strategy, focusing on it through governance, and continually adjusting it when external and internal factors change. As a result, strategy must act as a crucial enabler by offering

We sometimes undervalue execution as a capability. The execution capability in the context of the future requires much deeper strategic and people capability. It has become so much more complex to execute when the resources are actually not within my means.

You need speed, but you can't really have speed if everybody's coming at it from a different place. Now, the reason why this agile methodology works so well, is if you are educated in it, and I'm educated in it, then the day we come together for the first time, we still know how to work from hour one. So, some kind of understanding of principles with which we will work together, which we both buy into and therefore we're able to get it on quickly. There are the people skills, then there's also the tech skills. I think nothing you can do today without understanding how to leverage appropriate technologies. They are two very different, almost orthogonal, sets of capabilities and I don't know how we're going to see a new generation become adept at both because that is going to be pretty much in need of anything.

Long Interview, No. 19

direction, inspiration, and a shared narrative, while also emphasising accountability.

- vi. **Leadership:** While Leadership (capability) has been identified as a critical enabler of all times for organizational success, and there is enough work that has been done in the management literature to attribute leadership to organizational success as a means of studying leader's style, leader's mindset and leader's other leadership attributes, there is limited study on the role of leadership in enabling organizational agility. Part of it could be attributed to the fact that, leadership is often viewed as an individual capability whilst organizational agility is viewed as an organizational capability. Core to my research has been to understand how the future of work will look 25 years from today, and thereafter dial back to the next ten years to think of organizational agility as a capability and the leader profile / leadership capability that will enable the 'newer' organizational agility in the future of work context. Leadership and leadership capability (being used interchangeably by me in the context of organizational agility for the future), will be a critical enabler for organization. One might argue that in the capability – enabler framework, how can leadership (at an individual level) be an enabler for organizational capability since both the capabilities are inter dependent. As we have seen all through the organizational agility framework of enabler – capability – practices, the interdependencies, almost to the extent of seeming overlapping does exist. However, Leadership (capability) as an enabler will play the role of responding to the question: 'What the organization has as a static capacity?' At a given point in time, the leaders and

leadership capability in the organization is a static capacity and hence the role of leadership in taking decisions and thereby enabling some of the critical capabilities identified is undisputed.

The multi dimensionality of the issues that the future of work is positioned to face and the phenomena that are expected to play out in the context of the future of work, will need to be responded to build an organization – ecosystem, that is agile. Leadership and leadership capability, at the centre of taking decisions, making choices and also for enabling the organizational capabilities is thus going to be a critical enabler. The next section of this research focuses on deep diving into the specific and critical leader capabilities that will enable the organizational agility specific capabilities.

Agility requires a person to be constantly changing. Now, this constant changing also requires the individual to be very active, very alert, and have sometimes a high bias for action. At the other end, the ability to have larger consciousness requires ability to deeply reflect, to slow down before becoming agile. And as we think of the future, and if I were to think of the future as a continuum of capabilities, there is agility on one side, and there is reflective consciousness on the other side. Too much of agility takes you away from reflective consciousness and too much of reflective consciousness also takes you away from agility.

Long Interview, No. 3

- vii. **Digital and Data management:** A critical enabler for the future of work, as understood in vector four, and phenomena five, data led insights and digital capacity will be a critical need. Data Analytics, data management and digital will be a

key differentiator as an organizational enabler. Digital and data management as a combination of what the organization does will be critical in the context of the future. Just like I am focusing on understanding leadership as an enabler for organizational agility, there is a tremendous opportunity to study each of the enablers in greater detail, including the construct of digital and data as an enabler for organizational agility.

The organization agility measure may be a critical lag indicator, but necessarily, not good to have just one. There will also be digital agility being a component that will be super critical.

Long Interview, No. 01

- viii. **External partnership networks and alliances:** The last of the critical enablers for organizational agility for the future of work, is the build up of external partnerships and alliances. Most organizations even today, operate in a quasi-ecosystem, where partners, suppliers, and multiple external

It is all about purpose, collective action, more dependence on alliances and ecosystems to drive business outcomes. That is the other thing which was also there in India - maybe it is coming late - is this whole dependence on alliances ecosystem.

So today, we talk about a global network, but it is the strength of a global network, micro network, local network, SME network, specialist network, and ability to zoom in and zoom out as much and more, as much and less.

Long Interview, No. 16

partners operate alongside. However, as organizations will start to operate as ecosystems in response to Phenomenon 2, the nature of influence and role to be played in building and nurturing external networks and partnership alliances as equals will be critical. Organizations that have a higher degree of influence and engagement with a more diverse network, will be able to be more agile in scanning, sensing, and delivering at multiple levels.

All the organizational agility focused enablers are critical to the success of the organization. I have particularly picked up leadership as an enabler and captured what specific individual leader capabilities will be required to deliver on the organizational agility in the future of work context.

9. Organizational Agility focused Practices:

The organizational agility focused practices are the institutional adaptation of the way we work, that are unique to every organization. Often toughest to imitate as the constituents of Organizational practices go beyond what is just written. A lot of organizational practices are tacit in nature. It's critical for every organization aiming to be agile to have the enablers of organizational agility, have the capabilities that enable the right proportion and combination and finally the practices ensure it almost becomes muscle memory in the organization to do what is required.

These include the following in the future of work context

- i. **Organizational Planning:** Organizational planning as a practice is what will differentiate one organization from the other. At its core, this is the practice that organizations develop that enables consistency in

planning for multiple models and not just plan but ensure that the plans are dynamic in nature. Most organizations either have a practice of creating ‘Annual Operating Plans’ and Long-Range Plans focused on the short term and long term. However, given the nature of disruption, coupled with the pressing need to prioritize both long term and short term, organizations will have to train themselves in the capability of being able to simultaneously explore the opportunities for the future and exploit the opportunities in hand for today. The practice of organizational planning, thus, would not just be critical on account of the need to have the in-built dynamism in it, but also the mechanism to ensure the follow through on the dynamic planning for both short and long term will be critical. While this may seem easy, this is perhaps the toughest challenges that organizations face today and into the future to be able to manage multiple goals.

In the last two and a half years, organizations have stood up, and said that they should not have long term plans, because long term plans are not possible. So, they're making the plans shorter and shorter. To make short term plans more effective, you have to have a long-term mission.

Long Interview, No. 22

I don't think we are very good at doing this. Intuitively, I think we do it when you can see the beginning of the tail of the need to change. I don't think we are very good at visualizing. So, the capability we need to develop is that the long term and the short term will coexist.

Long Interview, No. 06

- ii. **Knowledge Management:** A critical practice that ensures quick learning and differentiates success of organizations is the ability to have a well-oiled knowledge management process / practice that captures real time learning in the organization and in a manner that it is shared within the organization. The criticality of knowledge management in the context of agility is high because institutionalized knowledge management practices of an organization enable the larger ecosystem to learn from each other, reduces the time to market by not reinventing what's already done and ensures quick pivoting to the new and different. While knowledge management will be critical to organizational agility in the future, with the multi dimensionality of issues redefining the challenges, will require context to be understood and implied to get the

best value out of knowledge management as a practice.

- iii. **Quality Focus:** A critical requirement for organizational agility in the future of work requires organizations to be quality focus. This would enable organizations to focus on quality whilst exploiting and exploring simultaneously.

Agility for the Future of Work is about being consistent in quality every single day...consistency of revenue and consistency of quality. You just have to be the best experience; you cannot be average. You'll just never be able to succeed!

Long Interview, No. 09

- iv. **Customer experience practices:** Customer definition and customer expectations in the future of work are constantly changing and majorly influenced by the shifts in technology and advanced human expectations. Thus, in the context of organizational agility of the future, having customer experience focused practices would enable the organizations to be more responsive and deliver at faster pace.
- v. **Organization Practices:** Like customer practices, organization practices that focus on the organization's

If you're creating services, I think that will go through huge transformation because the organization has to be cognizant of the fact that the service cycle will have to change much faster. Organizations, which are into services and into intellectual property, will have to reinvent themselves faster and that should be the organizational agenda.

Long Interview, No. 06

Agility will be around how fast do you respond to a client's need or a client escalation and how fast you solve it. So therefore, that's a clear element of business response to what the client needs. That is what it is going to be, agility to the client or the customer. The point is, as a business you got to say what comes first. I think customer agility probably comes first because you got to really look at that.

Long Interview, No. 08

culture, organizational experiences and organization brand are critical to any organization. It will be even more critical in the ecosystem world of the future, with a specific focus on account of the vector of the workforce and the phenomenon focused on employee

voice. Organization practices are critical to organizational agility as it works amongst the intangible factors influencing the organizational agility of the organization.

I don't think anything changes because the definition will remain the same. I think the definition would not change, but how organisations would respond then could be something which I will be curious because what will they have? Organisations will maybe have knowledge databases, client case studies, etc. You put it in and you will come out that these are the three places where we have done this. They will have bots who take the client calls, and maybe decipher it.

Long Interview, No. 16

Organization is nothing more than its people and its human capital. And how it treats its human capital. And then the culture of failure, being accepted that you're way beyond your skills. It's about the values that you have... an important part of those values would be the ability to learn, to be able to do things but knowing fully, that when you do these things, there's a higher likelihood of you failing, which then there are no repercussions of that.

Long Interview, No. 07

The culture and mindset shift should be able to unleash your creative energies, their innovative thinking, saying, I can do things. Everybody unleashed their innovative energy and that solved so many problems at scale. People can now get that kind of a guarantee that I'm not going to get harmed because of that, which I think is a very mindset, which was again done systemically and by encouraging innovation and thinking and being okay with failure.

Long Interview, No. 22

- vi. **Ecosystem Practices:** Just like there is a need to think of customer and organizational practices, there is need to define and implement practices that will enable the organization to develop it's own approach to operating and orchestrating in an ecosystem. Ecosystem Practices are critical in the context of enabling Phenomena Two that focuses on organizations operating as ecosystems and platforms.

There will no more be organizational agility and instead, actually be ecosystem agility. That is what it will become. The organization's new definition would be ecosystem. Organizational agility becoming an ecosystem agility, down to the rules and the system of an organization, per se.

Long Interview, No. 03

Ability of the organisation to be a producer, director, for talent which is not sitting inside the organisation and ability to orchestrate multiple diverse stakeholders to align and deliver on a common purpose

Long Interview, No. 11

Agility in solving for some things as things come by. I think large corporation used to have a very, very structured decision making - knowing everything from zero to the five-year business plan and the investment, etc. Those norms will change that agility. Basically navigating without all the answers and aligning the ecosystem real time.

Long Interview, No. 20

10. Bringing it all together: Delivering Organizational Agility in the organization and the role of interplay between the enablers – capabilities and practices:

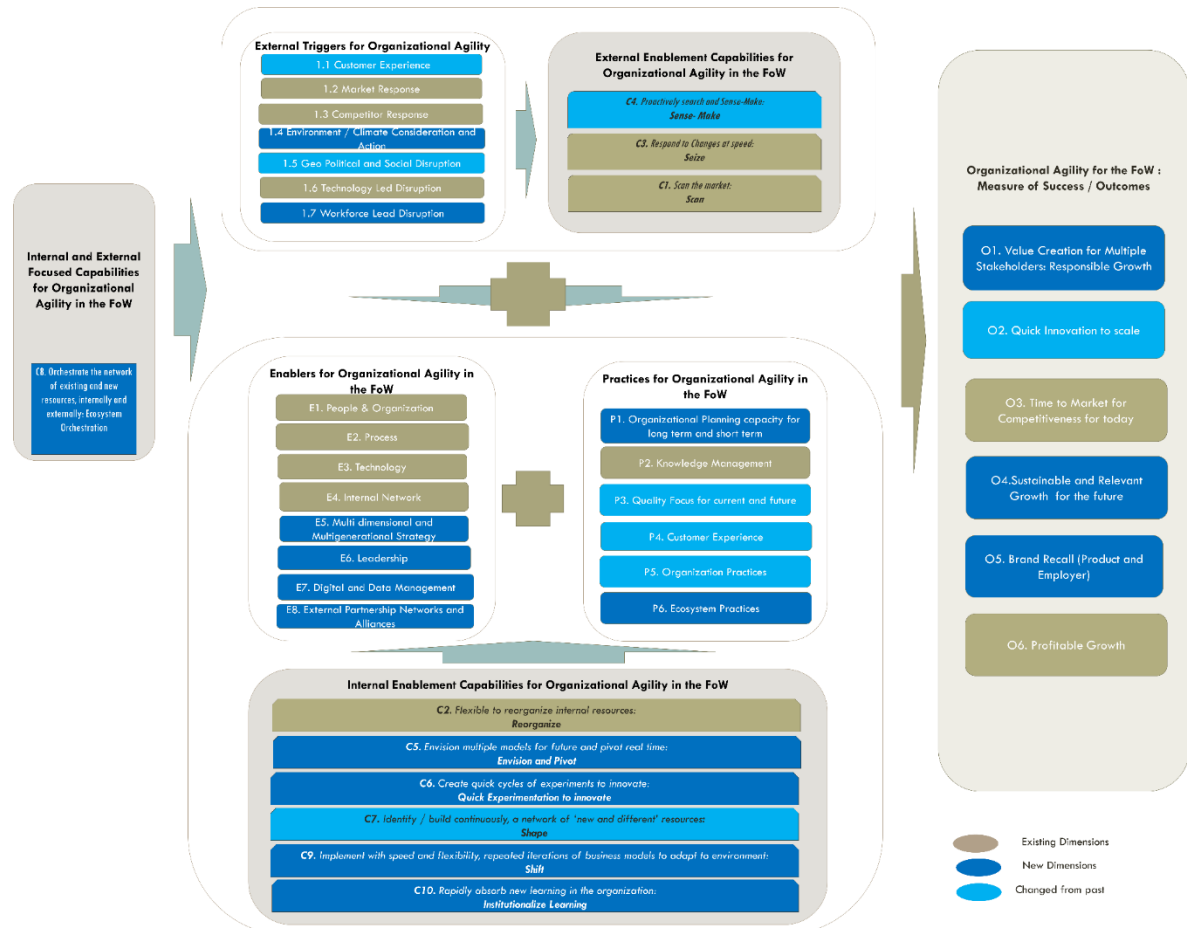


Exhibit 52: Organizational Agility for the Future of Work Model: Triggers - Enablers - Capabilities- Practices- Outcome Relationship

As the external triggers and the associated phenomena are driving organizations to become more and more agile, it is critical for organizations to operate as an interconnected loop of agile practices, modular enablers, and dynamic capabilities to deliver multi-dimensional outcomes. Most organizations, in the future will either become major orchestrators or players of a larger ecosystems (Phenomenon 2) and / or operating to deliver multi-dimensional and multi- stakeholder outcomes (Phenomenon 1). Again, with the ever-increasing role of Technology

(Vector 1) and Climate & Environment (Vector 2) as disruptors, coupled with multi-dimensional workforce (Vector 3) playing a critical role in shaping expectations from organizational ecosystems, it will become even more critical for organizations to operate as fast responding, modular, learning organisms with their core capability that is differentiating their value proposition being strengthened on a continuous basis. The Phenomenon 5, of data being the newer competitive advantage defining capital, will continuously expand in its impact and thus the entire model of being agile to deliver desired outcomes will require the organizations to operate as a *living organism*, that is mutating on a continuous basis to survive and thrive in the ecosystem.

As the triggers keep changing in impact and emphasis, the response mechanism of the enablers and the practices itself are going to depend upon some core organizational capabilities of sensing, responding, and orchestrating to be able to continuously adjust the enablers and practices.

As we think of organizations as living organisms, the enablers (organization structures, technology etc.) are like the construct that we have, that have also changed for organisms with evolution, but they are slower to change. However, some organisms are better placed than others to respond to specific changes, case in point being flexible organisms. All organisms have some core strengths that makes it different from the others in the ecosystem and also emphasizes its contribution and role. It will be critical for the organizations, like the organisms to understand that role and contribution.

The practices are nothing but the response mechanism, that has now been converted into muscle memory by the organism. Organizations, through the practices that it defines, converts the response mechanism of the enablers to the various triggers from the market. As the dimension of the

triggers change, the organism (thus organizations) needs to quickly learn, develop the response mechanism.

11. Understanding the Adjacent concepts for Organizational Agility:

While there is extensive research that has been done on organization agility to establish its relevance for organization's competitive edge, organization agility has been studied both as an outcome and as an enabler across theories. As we see in the framework, organization agility is being seen as a complex and interdependent relationship between what the organization has (static enablers), capabilities (dynamic) that the organization needs and the practices that the organization trains and builds internally. All the three collectively form a unique capacity in the organization (absorptive capacity) that is hard to replicate or borrow just by picking up replicating the processes of the organization (through understanding of the organization's strategy and benchmarks) or by hiring talent or teams from the other organization.

As organizations move towards a more open construct of operating as ecosystems and platforms, building this unique capacity of the organization becomes that much more difficult as with the ever expanding multi-dimensional and a diverse network, which is critical to succeeding as an ecosystem, the capacity that is built through the relationship between the enablers - capabilities and practices needs to be rehashed and / or the system needs to retrain itself to adjust with the newer elements and establish newer nodal network with the new inclusions. Thus, it becomes critical to not just study the 'newer organisation agility' but also some of the adjacent theories around organization agility that explain how to build this capacity on a continuous basis.

While there are multiple organization focused theories that are adjacent to organization agility, the four that I found highly relevant to be understood, to be studied in the context of future of work, to compare with the ‘newer organizational agility. I have compared four adjacent theories of organization agility and compared it with the newer organizational agility. The four adjacent theories include:

1. **Dynamic Capabilities**
2. **Organizational Ambidexterity**
3. **Adaptability**
4. **Absorptive Capacity**

The section below deep dives on the four theories and compares them with the newer definition of organizational agility.

12.Adjacent Construct 1: Dynamic Capabilities

Understanding the construct of dynamic capabilities:

Dynamic Capabilities was first researched in 1997 by Teece and was defined as a priority in improving management competencies, whilst integrating with other critical organizational competencies such as operational and technology capabilities. Simply put, dynamic capabilities is the organization’s ability to adapt, build and readjust / reconfigure internal and external competencies to respond to the changing environments (Teece, et al, 1997).

Dynamic capabilities can be defined as to adapt the resources of an organization to newer forms of competitive advantage. Developing of dynamic capabilities is one of the most researched topics. Development of dynamic capabilities is enabled by organization’s learning mechanisms

(Eisenhardt & Martin 2000). Further, dynamic capabilities enable sustainability of an organization by renewing and upgrading the key capabilities (Barney 2001; Cavusgil et al. 2007). Dynamic capabilities enable the competitive advantage of the organization.

"The firm's processes that use resources - specifically the processes to integrate, reconfigure, gain and release resources - to match and even create market change. Dynamic capabilities thus are the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die" (Eisenhardt and Martin 2000, p I 107)

Teece et al. (1997) define dynamic capability in terms of the ability to integrate, build and reconfigure internal and external competencies to a changing environment.

Building on the Resource Based View, the dynamic capabilities view aims to explain agility by focusing on second-order capabilities that allow an organization to adapt (create, integrate and reconfigure) its resources and first-order capabilities. While first-order capabilities may ensure technical fitness (i.e. efficiency and effectiveness), dynamic capabilities are needed to ensure evolutionary (Helfat et al., 2009) and entrepreneurial (Teece, 2007) fitness.

The ability of a corporation to ³²integrate, develop, and transform internal and external competences is referred to as a dynamic capability. Through the integration, development, and transformation of internal and external competences, they can assist an organization in achieving novel forms of competitive advantage so that it can adapt to environmental changes. David Teece, Gary Pisano, and Amy Shuen defined this management

³² <https://www.mbaknol.com/strategic-management/what-are-dynamic-capabilities/>

theory in their 1997 article *Dynamic Capabilities and Strategic Management*. These competencies are seen as business processes that utilize resources, notably the processes of integration, restructuring, acquisition, and release resources, to adapt to or create market changes in the context of accomplishing organizational transformation that is linked to external pressure. When attempting to understand the sources of competitive advantage in highly turbulent markets, dynamic skills are especially useful.

The organizational and management procedures, positions, and paths determine dynamic capacities. The routines, or present practices, in an organization, such as coordination, integration, learning, transformation, etc., are referred to as organizational and managerial processes. This is crucial because the majority of businesses engage in repetitive operations like production and/or service delivery that demand standardized execution of specialized tasks in order to function properly. Routines have evolved over time, and at the time of organization analysis, they stand in for effective answers to prevalent issues.

New routines are created because of organizational knowledge acquired through learning activities, but they can still be influenced by decisions made in the future and development trends. The strategic choices that an organization has are referred to as routes in the dynamic capability perspective. According to the idea of "path dependence," an organization's future depends on both its present condition (which includes its current capabilities, procedures, and resources) and prospective development paths. There is no path that 'must' be taken to accomplish a specific purpose, even while the present actions and practices of an organization influence and constrain its future behaviour. Depending on a variety of initial positions and the environmental

circumstances, there are numerous possible outcomes that could result from the same strategic decision. Once a strategic situation has developed within an organization (by taking a particular course), social interactions start to "freeze" in the shape of "recurrent patterns," which stand in for routines.

Although its initial theoretical foundations were established upon the notion of strategic resources, they are collective social phenomena that are exceedingly difficult to explain, copy, or transfer. This is in keeping with the fundamental RBV tenets. Routines, or procedures that are formed by a company's positions and pathways, are one way to obtain the current competitive advantage, but organizational innovation and change should also be presented in the same way. Because routines include both internal and external drivers of change as well as variables leading to the stability, researchers are able to study the behaviour of an organization in profound detail using the concept of an organizational process or routine.

Inter relation between Organizational Agility for FoW and Dynamic Capabilities:

The dynamic capabilities are the means to developing the organization agility by enabling the processes / practices and enablers to deliver on the organization agility. The dynamic capabilities are essential as it allows the organization to develop their organization agility (Teece et al, 2016).

Different connections between the two have been studied:

1. As the definitions of Dynamic Capability (Teece et al, 2016) is studied, dynamic capabilities are studied as the means to developing organization agility

2. The resource-based view (RBV) construct of dynamic capabilities focuses on the internal resources being reorganized, which is a critical need of organizational agility
3. Again, the research on linking dynamic capabilities and market performance of SMEs (Akkaya Bulent) has emphasised the role of Organizational Agility as a moderator on dynamic capabilities to deliver market performance³³.. Hence, this research has focused on organizational agility as a moderator.
4. Similarly, the model of Rima has viewed capabilities (that should be dynamic in nature) as an enhancer or a compensator for driving organizational agility.
5. The above enabler - capability - practice model that I have focused upon to extend the research on organization agility looks at dynamic capabilities as a critical constituent of enabling organizational agility.

Based on this, it is fair to say that they both have an interdependent relationship. The causal effort of one on the other is difficult to establish on account of multiple other factors.

If we had to study organizational agility as the outcome to respond to the Future of Work (FoW) market drivers (which is what I am focusing upon), the organizational practices become the most important means of response to the external triggers. However, as explained in my model above, while it is necessary, it may not be sufficient to respond to the market triggers until and unless it doesn't have the necessary enablers that the organization needs to be able make the practices fit for purpose. Thus,

³³ Akkaya, Bulent, Linking Dynamic Capabilities and Market performance of SMEs: The moderating role of Organizational Agility

the enablers operate as the mediator between the external drivers / triggers and the organizational practices. Again, while the practices and the enablers can collectively operate to respond to FoW triggers, the enhancing / catalysing effect or differentiator for one organization over the other is going to be the presence or absence of the necessary capabilities (that have been understood to be dynamic capabilities) that can make the enablers and the practices functional.

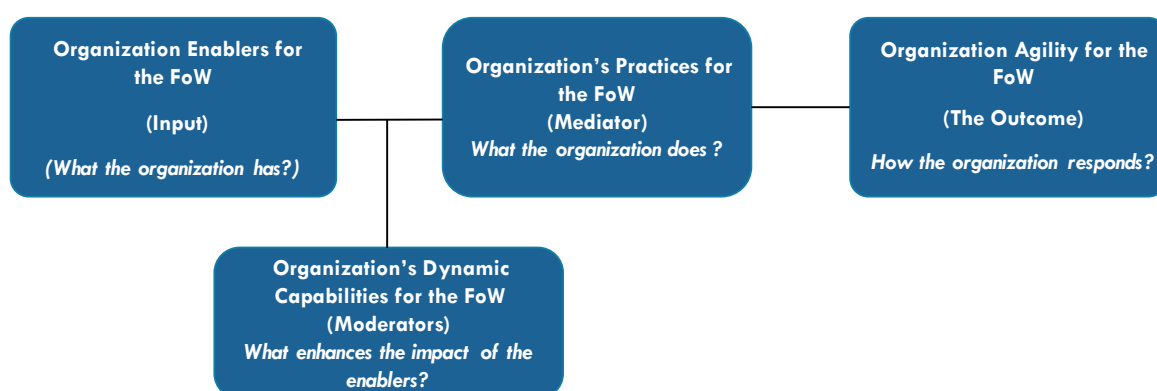


Exhibit 53: Relationship between Organizational Agility and Dynamic Capabilities

In the section on Organizational Agility, where I have focused on extending the existing Enabler – Capability- Practices model in the context of the future of work, I see the capabilities for the future of work to be a critical enhancer of the organization’s enablers. Most organizations, as they focus on designing organization’s transformation journey, they put disproportionate amount of effort on designing the organizational enablers viz. the organization’s organization structure, processes, technology, business planning and governance mechanism and other static systems that are critical to success. Thereafter, they focus on postulating the ‘ways of working’ of these systems in organization’s practices. Again, a critical component and a must have for the organization’s to be able to consistently be agile and implement the

learning from past experiences. Yet, without purposeful emphasis on building the ‘future focused’ organizational capabilities, the static enablers and the direction setting practices may become redundant. In the context of future of work, where the dimensions that are shaping the future of work are multiple and simultaneous, the shelf life of the enablers and practices will become that much shorter. Organizations, thus, will need to heavily focus on the dynamic capabilities to not just continue to remain agile and responsive but also keep adjusting the enabler – practices loop.

13. Adjacent Construct 2: Organizational Ambidexterity

2. Organizational Ambidexterity:

Organizational ambidexterity was first put forth by Tushman and O'Reilly in 1996 as a prerequisite for long-term firm survival Organisational ambidexterity. Defined as "The ability to simultaneously pursue both incremental and discontinuous innovation from hosting multiple contradictory structures, processes, and cultures within the same firm" (p. 24)

Also defined as "An organization's ability to be aligned and efficient in its management of today's business demands while simultaneously being adaptive to changes in the environment: (Raisch and Birkinshaw, 2008, p. 375)

The ability of an organisation to successfully balance and integrate two different but complimentary capabilities—exploration and exploitation—is known as organisational ambidexterity. Exploration entails looking for and developing new prospects, testing out creative concepts, and entering uncharted markets or technological frontiers. The goal of exploitation, on the other hand, is to increase efficiency, productivity, and performance by enhancing and leveraging already-existing resources, abilities, and procedures. Organisational ambidexterity acknowledges that to survive and grow in a dynamic and competitive environment, organisations must simultaneously explore new possibilities and capitalise on current resources. It entails handling the conflict between exploration and exploitation as well as developing an organisational environment that promotes both activities. Successfully achieving organisational ambidexterity enables an organisation to innovate and respond to changing conditions while retaining operational

excellence and leveraging its fundamental strengths. In addition to introducing new goods and services, exploring developing markets, and embracing technical breakthroughs, they can also effectively use their current resources, streamline their operations, and satisfy market expectations.

Organisations must be able to resolve the opposing demands and internal tensions between units/individuals in their internal working environments in order to be ambidextrous. Studies that support ambidexterity and offer institutional solutions for its development, as well as studies that examine leadership traits that enable organisations to manage the contradictions they encounter, have started to emerge, whereas studies that claimed that these trade-offs were insurmountable in the past. A need for leaders who are creative rather than adaptive, capable of analysis and synthesis, and capable of carrying out a multidimensional set of actions has emerged as contexts change and complexity and ambiguity proliferate (Pisapia and Ying 2011). Such environments demand leaders who show agility of mind and action.

Organisational ambidexterity often requires several essential components, clustered under structural ambidexterity and contextual ambidexterity which describe various strategies organisations can employ to balance their exploration and exploitation activities.

In order to strike a balance between exploration and exploitation, structural ambidexterity concentrates on the design and organisation of the enterprise itself. Exploitation, on the other hand, refers to making the most of already-existing resources, aptitudes, and procedures. Exploration is the focus of new opportunities, invention, and experimentation.

Organisations form discrete groups or divisions that are committed to exploration and exploitation tasks in structural ambidexterity. These units have diverse structures, procedures, and cultures that are adapted to their specialty and can operate independently. While the exploitation unit is focused on productivity, efficiency, and little improvements, the exploration unit is concerned with finding new markets, technologies, and business models. In the face of shifting circumstances, this strategy enables organisations to seek innovation and sustain competitiveness.

Contextual ambidexterity is the ability of people and teams within an organisation to engage in exploration and exploitation activities at the same time. Contextual ambidexterity takes place inside the same unit or team, as opposed to structural ambidexterity, which depends on separate units. Contextual ambidexterity refers to the ability of people and teams to dynamically move between exploration and exploitation depending on the circumstances. They vary between using current knowledge, enhancing procedures, and attaining operational efficiencies with researching novel concepts, trying new things, and taking risks.

Individuals and teams need to have a wide range of abilities, perspectives, and skills in order to be contextually ambidextrous. Managing contradictions and tensions entails balancing demands for creativity and discipline, long-term planning and immediate outcomes, and risk-taking and risk-reduction. Contextual ambidexterity-supporting organisations enable employees to balance exploitation and exploration in their daily work. By supplying the necessary tools, autonomy, and psychological safety, they foster an environment that prioritises learning, experimentation, and agility while enabling people to engage in both exploratory and exploitative behaviours.

Organisations can use contextual and structural ambidexterity as techniques to balance the need for exploration and exploitation, allowing them to move through unpredictable and dynamic settings while maximising performance and creativity. The decision between these methods is influenced by a number of variables, including the organization's size, sector of operation, culture, and strategic objectives.

The critical characteristics of structural ambidexterity include:

- **Organization's structures and procedures:** Organisations must set up structures, procedures, and systems that make it easier to both explore and exploit their resources. This may entail establishing distinct units or teams for exploration, granting experimentation autonomy and resources, and encouraging cooperation between the roles of exploration and exploitation.
- **Leadership and culture alignment:** Promoting and fostering an ambidextrous culture is the responsibility of leaders. They need to build a shared vision that encourages both exploration and exploitation, set the tone, reward risk-taking, and do all of the above. Three crucial cultural traits are adaptability, learning orientation, and openness to change.
- **Resource Allocation:** Allocating resources strategically requires organisations to strike a balance between spending on exploration projects and the requirement to sustain and improve current operations. This can entail allocating certain funds, resources, and time to exploration initiatives while making sure that exploitation efforts are supported sufficiently.

- **Learning and knowledge management:** Organisations must encourage collaboration, learning, and knowledge exchange among various departments and units. Exploitation operations should be guided by exploratory lessons that have been incorporated into the organization's knowledge base.
- **Continuous observation and adjustment:** Organisational ambidexterity necessitates constant observation of consumer demands, market trends, technical developments, and competitive dynamics. With the use of this knowledge, the organisation can modify its exploration and exploitation tactics and continue to operate in a flexible and productive manner. Organisations can successfully strike a balance between the requirement for innovation and growth and operational efficiency and stability by establishing organisational ambidexterity. This gives them the ability to deal with unpredictability, seize new opportunities, and maintain their competitive advantage over time.

Several crucial abilities and behaviours are necessary for contextual ambidexterity, which include the following and are displayed usually by the leadership or the managers in the organization. These include:

- Allocating resources and attention to both exploration and exploitation initiatives, leaders must achieve a balance between short-term demands and long-term strategic objectives.
- Making an innovative culture: Leaders create a setting that promotes innovation, learning, and experimentation, giving staff members the freedom to come up with fresh concepts and question the status quo.

- Managing internal conflicts and promoting cooperation across various teams and functions are all aspects of managing the inherent tensions that occur between exploration and exploitation inside an organisation.
- Adaptive decision-making: Leaders must make well-informed choices that take into account the need for both innovation and operational efficiency. Depending on the situation and context, they can change how they make decisions.
- In order to ensure that both activities complement and reinforce one another, leaders must strategically integrate exploration and exploitation initiatives with the organization's overall vision, strategy, and goals.
- By adopting a leadership ambidextrous approach, leaders may assist organisations in maintaining a balance between exploration and exploitation, enabling them to respond to shifting market conditions, capture new opportunities, and preserve competitive advantage over the long term.

Many authors proposed that organizations needed to accommodate both to survive over the long term. This was based on the premise that separate structures are needed for exploitation and exploration. For instance, Robert Duncan (1976), who coined the term "ambidextrous," believed that businesses needed to change their organizational structures to both originate and then carry out innovation. Tushman and O'Reilly (1996) stated that organizations need to investigate and exploit simultaneously in order to be ambidextrous after analyzing how some corporations were able to endure and evolve over decades. Numerous empirical studies have

been conducted because of this observation to determine whether ambidexterity is, as the theory suggests, linked to organizational performance and survival. They have also investigated whether ambidexterity is achieved through architecturally separate units or by other means, as originally suggested, and under what circumstances it seems to be most useful. Its theoretical foundations have also been elaborated on using theories as diverse as organizational learning (Holmqvist, 2004; Kang & Snell, 2009; McGrath, 2001); dynamic capabilities (O'Reilly & Tushman, 2008; Taylor & Helfat, 2009); and absorptive capacity (Jansen, Van den Bosch & Volberda, 2005; Rothaermel & Alexandre, 2008). Unfortunately, as pointed out by Nosella, Cantarello, and Filippini (2012), this increase in interest has also muddled the original definition of organisational ambidexterity and lessened its potential as a tool for resolving the tensions between exploration and exploitation.

How is ambidexterity different from organizational agility?

Ambidexterity is one of the many capabilities that organizations need to have as a capability to become agile and be able to support both the short term and the long term.

Thus, organizational agility is the enabler for organization's ambidexterity. The two majorly studied organizational ambidexterity, viz. structural ambidexterity and contextual ambidexterity can be seen as constituents of organizational agility under the enablers of organization's practices and leadership as an enabler.

Organisational ambidexterity and organisational agility are concepts that address a multitude of different aspects of an organization's capacity to adapt to and thrive in a changing environment. Despite certain

similarities, they focus on different dimensions of organisational effectiveness.

An organization's ability to react swiftly, adaptably, and successfully to external changes and uncertainty is referred to as organisational agility. It requires the capacity to sense and recognize new opportunities and risks, to decide quickly, and to act swiftly and adaptably.

Agile organizations are known for their capacity to quickly modify their strategy, structures, processes, and systems while embracing change.

They place a strong emphasis on characteristics like openness to feedback, adaptability, teamwork, and learning. Frameworks like Agile, Lean, or Scrum are frequently used by agile organizations to improve their adaptability and reactivity.

The primary goals of organizational agility are to increase the organization's adaptability and capacity for action. It makes it possible for businesses to take advantage of opportunities, deal with problems, and stay competitive in fast-paced situations.

Organizational Ambidexterity: As mentioned earlier, organizational ambidexterity entails pursuing both exploitation and exploration at the same time. In order to create a capacity for both exploring new possibilities and utilizing existing capabilities, it is important to strike a balance between creativity and efficiency.

In order to be competitive over the long term, ambidextrous organizations understand the importance of experimenting with new concepts, technologies, markets, and business models while simultaneously maximizing current processes and resources to produce results quickly. To maximize the advantages of both exploration and extraction, they manage the inherent tensions between the two.

Organizational ambidexterity and agility are both complementary in nature:

The responsiveness and adaptability required to recognize and react to changes in the external environment are provided by organizational agility. As new possibilities or risks present themselves, it lets organizations to swiftly alter their strategies, structures, and procedures.

On the other side, organizational ambidexterity offers a strategic orientation that helps organizations to strike a balance between exploration and exploitation. It makes sure that businesses invest in innovation and long-term competitiveness in addition to their short-term success.

Organizations can successfully handle complex and uncertain situations owing to their combined organizational ambidexterity and agility. Organizational ambidexterity ensures a balanced focus on both short-term success and long-term innovation, while organizational agility offers the flexibility to adjust to changes. Organizations can improve their adaptability, competitiveness, and sustainability in a world that is changing quickly by combining these techniques.

14.Adjacent Construct 3: Adaptability

3. Organizational Adaptability

Organizational adaptability is defined as the ability of an organization to adapt to a changing environment and shifting market conditions (Birkinshaw et al. 2016; Uhl-Bien and Arena 2018), according to the seminal theory by Teece et al. (1997) and Teece (2012), can be attributed to a distinct set of dynamic capabilities.

Organizations must be able to sense and assess new opportunities, to seize value from these opportunities, and ultimately reconfigure organizational structures in order to enable organizational change and maintain a competitive edge (Teece et al. 1997; Teece 2012).

How is adaptability different from newer organizational agility in the context of future of work?

Utilizing new systems, organizational agility enables a business to reach its full potential. Through the enabler – capability – practices model, organizations develop a unique sensing – responding and learning mechanism that enables change. This unique combination for every organization is the organization's agility quotient.

A company's adaptability refers to how ready it is to modify or advance its procedures in order to address problems or conform to environmental changes. Businesses should be able to adapt to new changes in a positive, productive way, improving business operations while preserving company culture. A business will be able to prosper regardless of external and internal shifts it can maintain business effectiveness during times of change.

Both the terms "organizational agility" and "adaptability" refer to a company's capacity to handle with change in an effective way. Despite their commonalities, they place a varied emphasis on various elements of organizational dynamics.

Organizational Agility: As was already mentioned, organizational agility refers to an organization's capacity to react swiftly and successfully to changes in the external environment. It entails making decisions and carrying them out quickly, flexibly, and in response to the situation.

Agile organizations are capable of making quick adjustments to their strategies, structures, processes, and systems to take advantage of new possibilities or meet arising obstacles. Agile organizations actively notice changes in the market, industry, or competitive landscape. Cross-functional cooperation, incremental and iterative work processes, and an emphasis on providing value to the client are frequently linked to agility.

The three main components of organizational agility are sensing - responding to change, flexibility, and speed. Agile organizations excel at sensing and anticipating change, making decisions rapidly, and putting those decisions into action effectively and efficiently.

Organizational adaptability is the ability of an organization to adapt its underlying systems, processes, and structures in order to align with shifting conditions or requirements. It entails the capacity to alter practices, plans, and actions in reaction to internal or external changes.

Adaptable organizations understand the need of adaptation and ongoing improvement. They are able to adapt their capabilities, key business models, and even their structures and processes to meet shifting demands. Fostering a culture of learning, encouraging innovation, and increasing employee involvement and empowerment are frequently necessary for an organization to be adaptable.

The goal of organizational adaptability is to foster a culture of change acceptance and the capacity for the organization to change in response to a variety of possibilities and problems. It necessitates an openness to learning, flexibility, and novel concepts and methods.

Organizational agility and adaptability are closely related to and supportive of one another:

Organizations that are agile can react to changes quickly and efficiently by using their ability to make quick decisions and carry them out. It involves the capacity to "move quickly." Contrarily, adaptability emphasizes an organization's ability to modify and develop its underlying systems, processes, and structures in order to adapt to changing conditions. It concerns one's capacity to "change." In practice, adaptability and organizational agility go hand in hand. Because agile organizations have the requisite speed, flexibility, and responsiveness to implement changes successfully, they are more likely to be adaptive. In contrast to this, an adaptable organization is more suited to accept and benefit from agility since its culture and organizational framework promote change and ongoing improvement.

Organizational adaptability and agility are both necessary for success in dynamic and uncertain situations. They make it possible for organizations to recognize changes, act swiftly and effectively, and constantly alter throughout time in order to maintain their competitiveness, innovation, and resilience.

The organizational agility requires adaptability built as a capability in the equation of enablers – capability – practices to be able to make the shift sooner. **Thus, adaptability acts the agent of organizational agility.**

Dynamic capabilities acts more as a mediator that converts the combination of enabler – capability – practices collectively to operate amongst themselves to deliver the requisite response and adjusting to the new normal. **Thus, while organizational agility is about sensing and responding, adaptability is about absorbing the change and making it the new normal as soon as possible. Thus, adaptability follows organizational agility to ensure that the new shifts are absorbed to make it the new normal.**

15.Adjacent Construct 4: Organizational Absorptive Capacity

4. Organizational Absorptive Capacity

Cohen and Levinthal first established the idea of absorptive capacity in 1990. The relevance of an organization's capacity to absorb and apply outside knowledge to strengthen its competitive advantage is emphasised.

The term "organisational absorptive capacity" describes an organization's potential to successfully recognise, acquire, integrate, and use new knowledge and external information. It is the ability of an organisation to absorb knowledge from both its internal and external environments and use it to innovate, solve problems, and make decisions.

Three crucial processes are involved in organisational absorptive capacity:

- i. Acquisition: The process of identifying and gaining access to pertinent outside knowledge and information is referred to as acquisition. It entails actively seeking out fresh information, participating in alliances, partnerships, and collaborations, and drawing on outside resources including clients, vendors, rival businesses, and academic institutions.
- ii. Assimilation: Assimilation is the process of fully comprehending newly learned material. It entails incorporating fresh knowledge into the organization's established procedures, practises, and knowledge base. Interpretation, sense-making, and contextualization of new knowledge within the organization's current frameworks and mental models are necessary for assimilation.

- iii. Application is the process of putting the knowledge you've learned to use to create new goods, services, procedures, or business models. It entails putting information into use in the real world, trying new things, and putting new ideas into practise. To effectively use newly learned information, organisational procedures, processes, and systems must be modified.

Several factors affect an organization's ability for building absorptive capacity including the following:

1. Existing knowledge in the organization: The organization's current knowledge base and capacities are essential for absorbing new information. It is simpler for an organisation to successfully digest and use new knowledge the more pertinent prior knowledge it contains.
2. Human Capital: The organization's absorptive capacity is influenced by the knowledge, abilities, and competence of its members. Businesses with knowledgeable staff members who have a variety of specialties are more likely to be able to efficiently apply new information.
3. Organisational Culture and Structure: Absorptive capacity is improved by a welcoming culture that values education, candour, and collaboration. Effective information retention is also influenced by organisational structures that promote communication, knowledge exchange, and cross-functional cooperation.
4. External networks: Relationships with external parties, such as clients, vendors, academic institutions, and business networks, have an impact on an organization's capacity to

absorb information. Access to important information and knowledge is made possible through strong external ties.

In dynamic and knowledge-intensive contexts, organisations must have the ability to absorb information in order to be inventive and competitive. Organisations can improve their capacity for problem-solving, stimulate innovation, and adapt to shifting market conditions by efficiently absorbing and utilising external knowledge.

What is the difference between organizational agility and organizational absorptive capacity?

Organisational absorptive capacity and organisational agility are distinct concepts that focus on different aspects of an organization's potential to adapt and effectively respond to changes in its environment. While they both support organisational effectiveness, they emphasise on various aspects of organisational dynamics.

The ability of an organisation to react swiftly, adaptably, and successfully to changes and uncertainties in its external environment is referred to as organisational agility. It entails making decisions quickly and acting in a responsive, flexible, and nimble manner.

Agile organisations have the capacity to perceive and recognise emerging opportunities and challenges, to decide quickly, and to respond swiftly and adaptably. Cross-functional cooperation, incremental and iterative work processes, and an emphasis on providing value to the client are frequently linked to agility.

Organisational agility is primarily focused on how adaptable a company is to change. In order to take advantage of fresh possibilities or meet arising obstacles, it enables organisations to swiftly modify their strategies, structures, processes, and systems. The ability to notice,

choose, and act quickly in a situation that is changing quickly is what agility is all about.

Organisational Absorptive Capacity: Organizational absorptive capacity refers to an organization's power to successfully recognise, acquire, assimilate, and use new knowledge and outside information. It is the ability of a company to absorb knowledge from its surroundings and apply it to innovation, problem-solving, and decision-making.

The capacity of an organisation to accept and use outside knowledge and information is the emphasis of this concept. It entails actions like gathering pertinent knowledge, integrating it with the body of already existing knowledge, and using it to add value. Absorptive capacity highlights the organization's capacity for learning and for using outside knowledge sources.

Organisational agility and absorptive capacity differ primarily in their respective focuses:

- The ability of an organisation to react rapidly and successfully to changes in its external environment is the main focus of organisational agility. It highlights the organization's capacity to recognise changes, reach choices, and carry out plans of action quickly.
- On the other side, organisational absorptive capacity emphasises the organization's capability to successfully learn, assimilate, and use new information. It emphasises on how well the organisation can adapt to its surroundings and use outside information for innovation and problem-solving.

Although both absorptive capacity and agility help an organisation be adaptable, they deal with different facets of organisational dynamics.

Absorptive capacity is about acquiring and using knowledge, whereas organisational agility is about responsiveness and adaptation to change. Agility and a great capacity for absorption allow an organisation to adjust to changes, seize opportunities, and use outside expertise to be inventive and competitive.

16.Conclusion:

In the future of work, organizations don't just require organizational agility but also power and resolve for making the agility and that is where leadership capability is required.

The enablement of all the organizational agility capabilities requires not just the practices but also the static enablers to be in place and operate in tandem. The specific enabler that I have picked up to zoom in to understand and deep dive as an enabler is "Leadership".

The relation between the triggers, enablers, capabilities and practices that enables organizational agility to deliver the specific outcomes and experience options is below, depending upon what the organization prioritizes.

Triggers	Enablers	Capabilities	Practices	Outcomes	Experiences
What causes it?	What it has?	What it does?	How it does?	What it delivers?	How it delivers?
<ol style="list-style-type: none"> 1. Customer Experience 2. Market response 3. Competitor response 4. Environmental and climate push 5. Geo Political disruption 6. Technology disruption 7. Workforce disruption 	<ol style="list-style-type: none"> 1. People & organization 2. Processes 3. Technology 4. Internal network 5. Strategy 6. Leadership 7. Digital & Data Mgmt. 8. External partnerships and alliances 	<ol style="list-style-type: none"> 1. Scan the market 2. Flexibly reorganize internal resources 3. Respond to change 4. Proactively search and sense-make 5. Envision multiple models and pivot 6. Quick cycles of experimentation to innovate 7. Build new networks 8. Orchestrate external and internal network 9. Implement with speed for scale 10. Institutionalize learning 	<ol style="list-style-type: none"> 1. Organizational Planning 2. Knowledge management 3. Quality Focus 4. Customer Ex practices 5. Organization practices 6. Ecosystem practices 	<ol style="list-style-type: none"> 1. Responsible Growth 2. Quick Innovation 3. Technology 4. Time to Market 5. Sustainable Growth for future 6. Brand Recall (Product and People) 7. Profitable Growth 	<ol style="list-style-type: none"> 1. Adaptable 2. Flexible 3. Innovative 4. Collaborative 5. Empowered 6. Customer Centric 7. Learning Agile 8. Technology centric 9. Sustainable 10. Profitable

Exhibit 54: Triggers, enablers, capabilities, and practices that enables organizational agility to deliver the specific outcomes and experience options.

As we extend the organizational agility framework for the future of work, as a response to the multiple market triggers, the practices of the organization coupled with the enablers, which in the organizational parlance have been identified as organization's response to managing and executing the strategy and hence static in nature, itself will need to readjust itself to be 'agile' in the true sense to respond to the market conditions. The biggest differentiator are the organizational capabilities that are by design, dynamic in nature. The challenge that organizations usually face in implementing the agility is that organizations design the capabilities in response to the practices and systems. In any organization transformation, the affinity to choose strategy, followed by organization structure, processes and thereafter the capability adjustment is course that is followed.

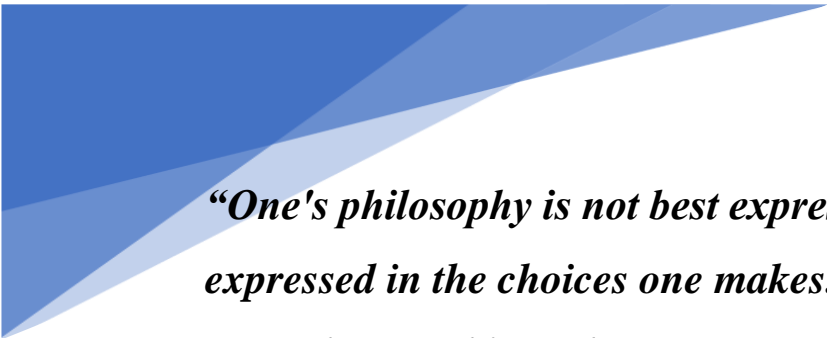
Organizational Agility in the future of work provides organizations / ecosystems a unique opportunity to focus on their organizational capabilities as a critical differentiator and as the first step to adjust the 'strategy to execution' path. Organization's differentiated advantage lies in the organization's capabilities that acts upon the practices and enablers to make the absorptive capacity of the organization unique. Thus, to build the winning competitive advantage for the organization as a consequence of enablers, capabilities and practices, organizations would need to take a 'capabilities first' approach to transforming themselves to become agile for the new future.

This rapid response mechanism is not just an outcome of agility but also the power and resolve for making agile a way of life and that is where leadership capability as one of the enablers is critical for success. Again, within the capability first approach, the multi-dimensional capability of the leaders, leadership as a cohort and the organization capability are

three simultaneous capabilities that need to be developed and focused upon in the organization.

The next chapter, Essay 3, is a deep dive on the Multidimensional Leader Capability, Organizational Capability and Leadership Team's Thumbprint, all of which are unique and critical to be understood in the context of newer Organizational Agility for the Future of Work.

Chapter 6 - Essay 3: The Leader Success Profile and Leader Personas for the FoW to enable the newer Organizational Agility

A decorative graphic consisting of several overlapping triangles in various shades of blue, creating a dynamic, abstract shape on the left side of the page.

“One's philosophy is not best expressed in words; it is expressed in the choices one makes... and the choices we make are ultimately our responsibility.”

– Eleanor Roosevelt

I. Essay Overview

The leader capability to deliver organizational agility for the future of work is a critical enabler in the future of work construct. With multiple changes shaping the future of work, the organizational agility for the future of work research identifies ten critical organizational capabilities, which are required to manage the complexity both internally and externally.

The External Disruptions impacting Organizational Agility in the Future of Work:

The environment in which an organization is operating and continuing to operate is changing dramatically each day. The five vectors that are disruptively shaping the order of work, workforce and workplace require organizations to be extremely sensitive to the constant changes, consistently and promptly being able to respond, thereby being comfortable to operate in, not just extended periods but continuous periods of chaos. Dealing with complexity has a newer definition: it is no more reacting to dealing with complexity, it is the ability to continuously disrupt yourself to thrive in the chaos. The relevance of BANI (as captured in the Essay 3), explains how the world, will become incomprehensible as a result of the forces of the five vectors and the simultaneous occurrences of the six phenomena.

The Internal Shifts for Organizational Agility in the Future of Work:

The organizations in the future are increasingly becoming more dynamic in their operating model construct, with increased dependence on the larger ecosystem for core capabilities that are not reside internally within the organization, there is reduced control on talent, supply chain and some of the resources, that are core to driving the organization's success. Organizations are thus managing are simultaneous adjustments to cater to

the multi-dimensional external shifts, whilst rewiring the internal arrangements of the organization.

The Continuous and Simultaneous Capability to respond to both External Disruptions and Internal Readjustments of internal capabilities:

Organizational Agility in the past was measured as the internal flexibility to rapidly respond to the external market conditions. However, the future of work requires organizations to be agile enough to not just participate and respond to the external shifts but also continuously redefine the core of the organization itself, thereby disrupting itself to thrive and reinvent itself. This combination of continuous and simultaneous capacity to manage internal and external shifts requires organizational capabilities that are extremely diverse, multi-disciplinary and multi-dimensional. The capabilities need to be multi-disciplinary because the problems of the future are complex enough for no single discipline to be able to connect the dots singularly. Every problem presents an opportunity to be defined and solved applying the lens of environment, technology, workforce, data and more.

The capabilities need to be multi-dimensional because the constant shifting and repurposing of the goals and the expected outcomes will require organizations and leaders to practice and exhibit character, virtues, wisdom and mindsets, all enabling the leader simultaneously.

This essay captures the multiple dimensions that got identified through the course of the literature review, the interviews and FGDs that leaders will need to build and practice to become successful and deliver the organizational agility mandate in the future of work. Through various

sources, leader capability can be broken into two broad categories of capabilities:

- The Inner Self of the Leader: The aspects of the leader that's not visible but core to the leader's being
- The Outer Self of the Leader: The aspects of the leader that get visible, and core to leader's visible strengths and derailers

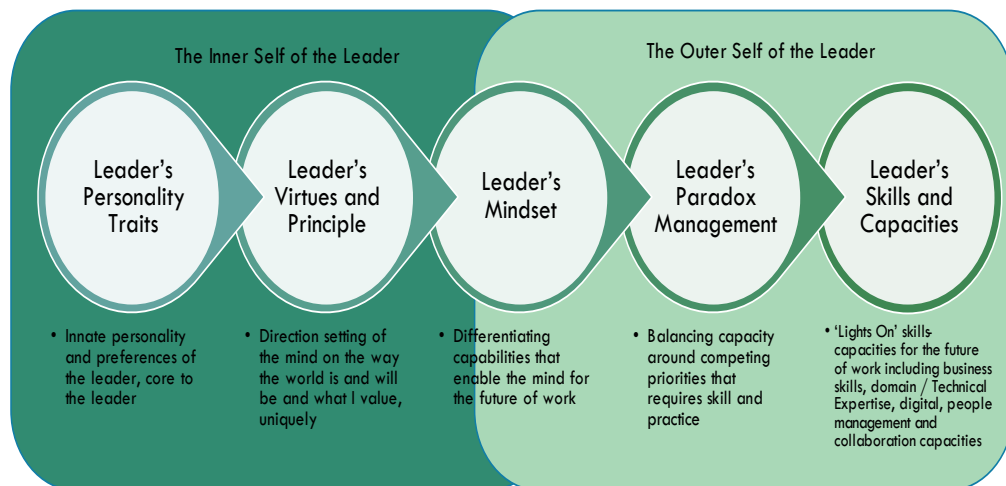


Exhibit 55: The Leader Dimensions

This essay has focused on understanding the Leader's Skills and Capacities, the Leader's ability to balance paradoxes and leader's mindsets that are going to be critical to deliver organizational agility in the context of the six phenomena occurring simultaneously in the future of work.

The essay has the following sections:

1. **Understanding Leadership** – This section captures the definition of leadership and the nuances of leadership as understood in the course of the study.
2. **Difference between Organizational Leadership and Individual Leadership:** – This section focuses on understanding individual and organizational leadership as concepts

3. **Organizational Leadership for Agility in the Future of Work -**

This section elaborates the organizational leadership requirements identified for delivering the newer organizational agility (an extension from the Essay 2)

4. **Multi-dimensional Leader Capabilities for the Future of Work**

– This section focuses on the four dimensions of leader capability viz. Leader Skills – Capacities, Leader Paradoxes, Leader Mindsets and Leader Virtues. This section also captures the specific capabilities for each of the dimensions that are critical to organizational agility in the future of Work. There is a section on each of the leader dimensions that captures the specific leader dimensions in the future of work context. These have been captured through a combination of multiple interviews and prioritized in the context of newer organizational agility for the future of work

- Leader Skills – Capacities
- Leader Paradoxes
- Leader Mindsets
- Leader Virtues

5. **The eight Non-Negotiable Leader Personas for the future of**

work: As we study the various dimensions that are required for the future of work, it is clear that the leader capability expectations are both broad and deep. Hence, I have defined eight leader personas that leaders and organizations could look at. These leader personas / archetypes are aligned to the developments that the world is going to face and hence has a strong focus on approaching the world through a multi-disciplinary and multi-dimensional lens for any of the core problems to be solved. The eight leader personas defined and elaborated as part of the study include the following:

- i. Deeper Human for Digital Envisioner

- ii. Abductive Dot Connector
- iii. Guild Nurturer for the Ecosystem
- iv. Disruptive Multiplier
- v. Multi-dimensional Social Inclusionist
- vi. Sustainability and Climate Evangelist
- vii. Ingenuine Innovator
- viii. Resilience and Self Care Advocate

Each of these leader personas is a set of discrete capabilities and leader dimensions, which when brought in together, for each of the archetypes, will focus on solving a very critical capability requirement of the future. A leader could show higher proficiencies for multiple personas and /or a single persona. Each of these leader archetypes are going to be critical for the future. The eight archetypes collectively cater to the overall leadership requirements of the organization. Thus, it is fair to say that these leader archetypes collectively will enable the organization to deliver organizational agility in the future of work.

Each of these either leader archetypes are focused on delivering a specific capability shift in the response to one or multiple phenomena of the future of work. The table below captures the relationship of these personas and relevance to various phenomena.

Table 11: The Leader Capability Shifts and the Phenomena Relevance of the Leader Archetypes/Personas

Sr. No.	Leader Persona / Archetype	The Capability Shifts being prioritized		Non-negotiable in the context of the Phenomena for the FoW
		<i>From current leadership focus</i>	<i>To future leadership focus</i>	
1	Deeper Human for Digital	Digital and Business Skills	Deeper Empathy for human amidst digital and business skills	Phenomenon 1: Inclusive Capitalism. Phenomenon 3: Stakeholder Experience Phenomenon 4: Employee Voice
2	Abductive Dot Connector	Data and Analytics	Intuitive and iterative mental models balanced with data analytics	Phenomenon 1: Inclusive Capitalism Phenomenon 4: Employee Voice Phenomenon 5: Extreme Data
3	Guild Nurturer for the Ecosystem	Collaboration within known internal networks	Extreme collaboration within internal and external networks, focused on	Phenomenon 2: Ecosystems and Platforms as operating model Phenomenon 4: Employee Voice

			<i>specialised skills</i>	<i>Phenomenon 6: Multi-dimensional capability</i>
4	<i>Disruptive Multiplier</i>	<i>Solving for problems of today</i>	<i>Solving through multiple mental models for today and tomorrow, simultaneously</i>	<i>Phenomenon 1: Responsible & Inclusive Capitalism Phenomenon 3: Multi stakeholder experience in tech led transformation Phenomenon 5: ROI and governance for extreme data led insights</i>
5	<i>Multi-dimensional Social Inclusionist</i>	<i>Diversity and Inclusion within organizations</i>	<i>Multi-dimensional inclusion across multiple stakeholder groups and diverse networks</i>	<i>Phenomenon 1: Responsible & Inclusive Capitalism Phenomenon 2: Ecosystems and Platforms as operating model Phenomenon 3: Multi stakeholder</i>

experience in
tech led
transformation
Phenomenon 6:
Multi-
dimensional
capability

6	<i>Sustainability and Climate Evangelist</i>	<i>Climate, sustainability, and governance for the future</i>	<i>Advocating and solving for climate, sustainability and the future</i>	Phenomenon 1: <i>Responsible & Inclusive Capitalism</i> Phenomenon 6: <i>Multi-dimensional capability</i>
7	<i>Ingenuine Innovator</i>	<i>Agile problem solving for end-to-end problem solving</i>	<i>Frugal, rapid and simultaneous iterations of problem solving for the future</i>	Phenomenon 1: <i>Inclusive Capitalism</i> Phenomenon 3: <i>Multi stakeholder experience in tech led transformation</i> Phenomenon 5: <i>ROI and governance for extreme data led insights</i>

8	<i>Resilient and Self Care Advocate</i>	<i>Self-Awareness</i>	<i>Everyday resilience and self-care for self and others focused</i>	<i>Phenomenon 2: Ecosystems and Platforms as operating model</i> <i>Phenomenon 3: Multi stakeholder experience in tech led transformation</i> <i>Phenomenon 4: Employee Voice</i> <i>Phenomenon 6: Multi-dimensional capability</i>
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6. **The Leadership team fingerprint:** The common minimum leader capabilities to succeed in the future – Beyond the leader archetypes, there is a common minimum capability that all leaders will need to have to be able to play their part of being part of a complex ecosystem. This is the critical non-negotiable choices that organizations will need to make when they choose the leaders for their teams. This is because, the future of work requires much deeper commitment to long-term thinking and team – ecosystem approach. Hence, the leaders who are going to be representing the organization or the ecosystem need to have the expansive thinking of success for the larger ecosystem.

7. **Developing Leaders for the Future of Work:** While the focus of this particular essay is to unpack the leader and leadership capabilities for the future of work, it is critical to think about how to build these capabilities. This is a topic of separate research in itself. However, through the course of the interviews and research, a lot of perspectives also got shared on this. I have captured those to ensure I can use it for later to shape this into an actionable goal for organizations to implement the eight persons at work places.

II. Understanding Leadership:

Leadership is the one of the most researched topics, both academically and in the corporate world. Yet, it's a subject that continues to be relevant in the context of today and future. While leadership has been deeply researched, yet leadership is contextual. Again, there is a firm belief that leadership is honed through practice. Thus, in the context of the FoW and for the purpose of driving newer elements of organizational agility, it will be important to understand the critical leadership capabilities that will need to be focused upon so that a combination of focus, prioritization, practice and enablement to build them. Again, it was critical to understand what from the past may be relevant, what 'new and different' capabilities will be required.

In the context of the future of work, as part of the research, as I interviewed multiple leaders and tried to understand from them, what they felt would be critical to success in the future of work, given the multiple vectors and the phenomena at play, the capability of leaders within the organization and the leaders who design and manage the ecosystem came out as one critical differentiator.

Given the leadership challenges of the future around the complexity in the world of work, the leadership capabilities itself will continue to become more complex and layered.

Defining Leadership: "Leadership is a set of behaviours used to help people align their collective direction, to execute strategic plans, and to

continually renew an organization”.³⁴ Some of the important characteristics of leadership are:

- Leadership is what you do, and not who you are
- Leadership is a skill that can be learnt and developed, it's not a capability that leaders are born with
- Again, leadership of an organization is experienced as an outcome of capabilities that organizations have and capabilities that leaders have. Some capabilities are inherent to the organization whilst some capabilities are specific to individual leaders.

As seen in the literature review section, the topic of leader and leadership capability is highly researched and there are the following elements of leadership that have been heavily focused upon. These include:

- Dimension 1: Leader's Personality and Styles – 32 leadership styles studied
- Dimension 2: Leader's Skills and Capabilities – 8 core leadership capabilities studied
- Dimension 3: Leader's Mindset – 7 leadership mindsets studied

³⁴ https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-leadership?stcr=ADD8092A0B9E45EAA18B69D9F72DBA6E&__hScId__=v700000183a4923a778a388e6e96638858&__hRIId__=bb279bfb03634d9f0000021ef3a0bccd&__hDIId__=bb279bfb-0363-4d9f-927d-ff38f79b0e07&__hSD__=d3d3Lm1ja2luc2V5LmNvbQ==&cid=other-eml-alt-mip-mck&hlkid=c4fbbe8059ec449eb485e5b6f4a90bf4&hctky=11813525&hdpid=bb279bfb-0363-4d9f-927d-ff38f79b0e07&cid=app

Additionally, in the context of organization, there is also research that has been done on various organizational paradoxes and how leaders deal with it as well as existing and identified leadership personas.

Literature Review studied covers 45 leadership theories, broken into three dimensions and two constructs of leadership capability:



65

Exhibit 56: Dimensions and constructs of Leadership Capability

Thus, it's critical to understand that capability will need to be understood and appreciated at both the organizational level and leadership level. The critical ten capabilities for delivering the new organizational agility mandate are organizational capabilities.

III. Understanding the distinction between Organizational Capabilities and Individual level Leader Capabilities:

- **Organizational Capabilities** are the collective skills, processes, and resources that enables the organization to deliver on organizational goals. These capabilities may encompass a vast array of facets, including but not limited to technological expertise, financial management, supply chain management, marketing, and human resource

management. These capabilities, collectively, act as organization's differentiating capabilities for competitive advantage.

- **(Individual) Leader Capabilities** on the other hand is a summation of individual skills /capabilities, mindsets, leader preferences and virtues that drives the leader; all of these collectively enable leaders to pre-empt, respond, act and deliver on individual and organizational goals. Leader capabilities are the individual skills and traits that enable leaders to inspire, guide, and influence their teams to achieve their objectives. These skills may include but may not be limited to core skills of the function such as core skills and capacities, leader mindsets and non-negotiable virtues.

While organisational capabilities are necessary for an organisation to operate effectively, leadership skills are essential for fostering innovation, establishing trust, and promoting a positive work environment. A strong leader with effective leadership skills can assist an organisation in maximising its organisational capabilities and adjusting to changes and new challenges with greater agility.

Organizational and individual capabilities both are important for organizations and individuals to focus upon. Organizational capabilities need organizational enablers and practices to enable them. Thus, an organization could, in a focused manner develop these organizational capabilities.

While organisational capabilities are necessary for an organisation to operate effectively, leadership skills are essential for driving some of the biggest shifts that organizations need to make from its current state. Organizational capabilities require leaders to direct, shape and intervene to deliver the desired results. Thus, the role of leaders in delivering success and driving large scale transformation is critical. As the future of work gets shaped by the changes that are happening in and around the world, a critical factor for driving success would be the role of leaders in the future. Hence, a strong leader with effective leadership skills can assist an organisation in maximising its organisational capabilities and adjusting to changes and new challenges with greater agility.

IV. Leadership for organizational agility in the future of work:

As we focused on the six phenomena that are shaping the future of work, and the organizational agility characteristics that are required for the future, there were the critical ten organizational agility characteristics. Organizational Agility in the Future of Work has been defined as:

“The extent to which an organization:

1. **Successfully and ‘repeatedly’ ‘pre-empts and iterates’**
2. (pre-empts and iterates) the ‘**dynamic process’ of ‘envisioning’
the future**
2. by ‘**sensemaking’ for ‘multi-dimensional issues and market factors’,**
3. Creates **quick cycles of experiments to innovate**
4. **Creates dynamic and sensitive operating models** to respond to the changes sensed from the environment.

5. **'Orchestrates' a network of multiple discrete contributors**, to play their role **as part of the larger ecosystem** to deliver the end outcome', through partnership and influence,
6. (And in the process), **Continuously 'reflects' on the journey to institutionalize 'learning'** towards delivering simultaneous success for today and the future

These included ten distinct capabilities that an organization would need to exercise and implement simultaneously. These ten organization capabilities are a combination of some pre-existing capabilities but a lot of new and different capabilities that organizations will need to develop to cater to the external market. The critical ten organizational capabilities as articulated in the earlier chapter for delivering organizational agility in the future of work include a combination of orchestrating external factors (external enablement) capabilities and internal enablement capabilities. The list of the organizational capabilities that are critical to drive organizational agility in the future of work include the following:

Definition of the organizational agility focused capabilities for the future of work:

C1: Scan – The ability to scan the market: With a focus of organizational agility continuing to be about being responsive at speed, one of the core organizational capabilities would be the ability of the organization to proactively scan the market on a continuous basis. The scanning capability is consistent with the ask of organizational agility in the past, **except that the emphasis**

on pre-empting for the future requires the ability to proactively scan as a major consideration.

C2: Reorganise – Flexible to reorganize internal

resources: Again, the focus of Organization Agility in the past continued to be about reorganizing internal resources to drive organizational success, which will continue to be an important component of the success in the future. The only difference being it would be one of the many focus areas considering Organizational Agility in the Future of Work is not just about reorganizing internal resources but working through the critical external resources, which is being taken care of in C8.

C3: Seize: Respond to external changes at speed:

Organization agility in the past and in the future will always hinge on the ability to respond at speed. The ability to scan and thereafter seize are going to continue to be critical to success.

C4: Search - Proactively sense make: Ability of the organization in the future to go wide across multiple vectors, and proactively, look for connections, and being able to do it systemically, at the organization level will be critical to do.

C5: Envision – Envision multiple models for future and pivot the model real time: One of the critical asks from the future to drive agility would be to connect the dots and imagine multiple outcomes of the future considering the unpredictability around the future. Organisational agility as a capability in the future would require the organizations to have parallel thinking around the options in the future.

C6: Quick Experimentation – Another core capability in the future would require organizations to be able to create quick cycles of experiment to innovate (Innovation prototyping) with multiple options and choose to scale the multiple options simultaneously.

C7: Shaping the network – As organizations get continuously exposed to multiple shifts driven by parallel vectors shaping the world, there is a need to focus on multiple parameters to be considered to shape the network across internal and external resources, both new and existing resources.

C8: Orchestrate- As organizations operate across internal and external resources, both old and new, there is a systemic need for organizations to enable these discrete resources, which requires systematic ability to enable the discrete resources without using any overt power and through influence, thus requiring organized ‘orchestration’ capabilities. The literal definition of “Orchestration³⁵ being the act of organizing a complicated plan or event very carefully or secretly”

C9: Iterate – Yet again, a critical capability required across the phenomena is the ability to constantly iterate. Rather than aiming for the perfect solution, implement with speed and flexibility, repeated iterations of business models, to align with constantly changing internal and external environment is going to be a critical organizational agility capability

³⁵ the act of organizing a complicated plan or event very carefully or secretly

C10: Learn: Rapidly absorb new learning in the organization: Finally, one of the most critical organizational capabilities for the future that will be critical to organization's agility is the ability of the organizations to rapidly learn and institutionalise the learning at the organization / ecosystem level.

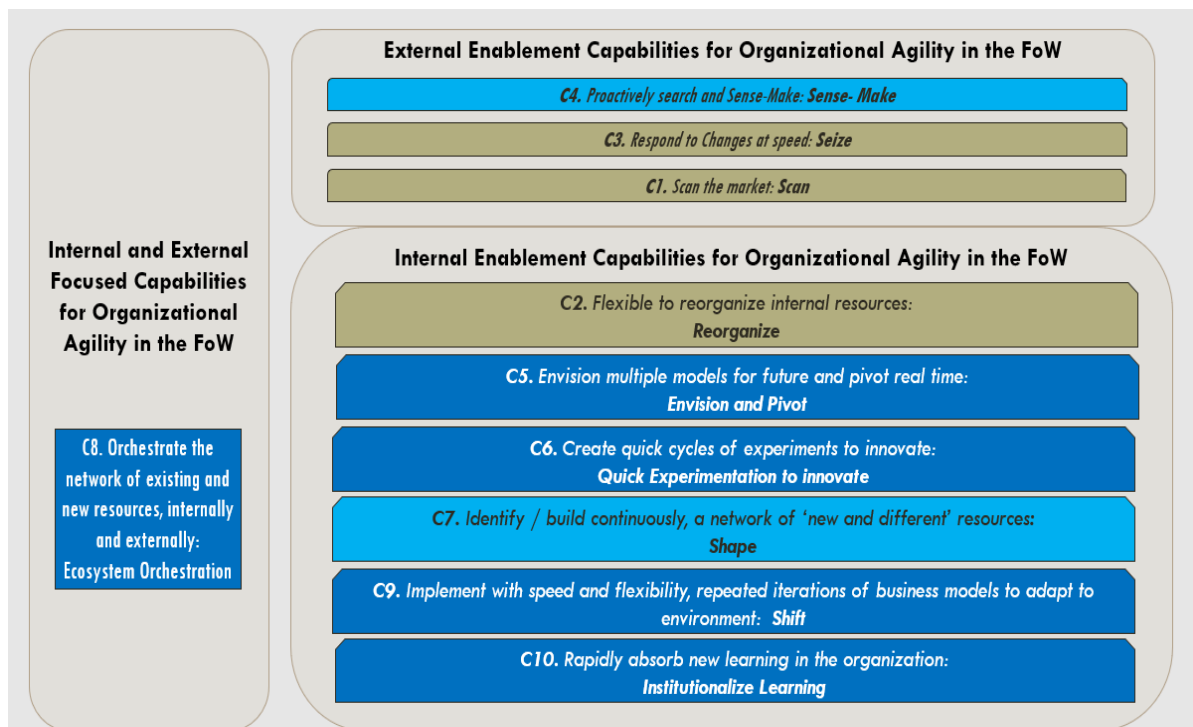


Exhibit 57: Internal and External Focused Capabilities for Organisational Agility in the Future of Work

Each of these organizational capabilities required for the future of work, require amongst other things, a step change in the individual leadership capabilities for leaders across all levels in the organization.

All organizational capabilities require a combination of organizational practices, enablers at organizational level and at an individual level.

The next section focuses on the critical leader capabilities required to enable the above mentioned organizational capabilities to deliver the required agility.

V. Understanding Leader Capabilities: A Multi-dimensional construct for success in the Future of Work

Numerous research has been conducted to study the importance and impact of leader, leader capabilities and leader's style on organizational (and also socio-economic reforms worldwide), the concept of **context for leader** also came into being. The concept of 'situational leadership' which focuses on the need for the leaders to adapt their ways of working is one of the most popular concepts of leadership.

If the context / situation is an important determinant of leadership effectiveness, it is only fair to understand and study the impact of the vectors that are shaping the future of work and agility and their impact on Leader capabilities.

As I studied through the existing literature on each of these above, and through the interviews, the existing leadership research that was identified as a construct in the Literature review got further developed to have the following construct:

3. **The inner self of the Leader:** the unique leadership DNA that makes us who we are. The personality is mostly what we are born with but also gets shaped through years of training and the environment and the nurturing I get, and as a result of my personality, what I choose from the nurturing and the environment. Two core elements of the inner self of the leader are below. Further, there is Leader Mindset at the intersection of the inner and the outer self.
 - a. Leader's innate personality
 - b. Leader's virtues and principles

- c. Leader's Mindset (this is at the intersection of inner and outer self of the leader)
4. **The outer self of the leader:** what is visible and is demonstrated, day to day
 - a. Leader's paradox management
 - b. Leader's skills and capacities

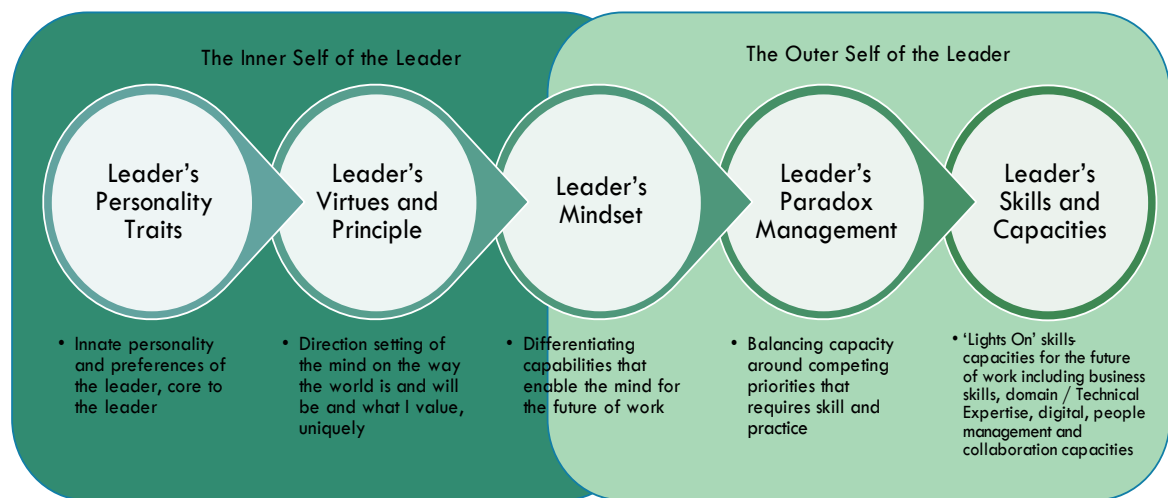


Exhibit 58: The Inner Self and Outer Self of the Leader.

Through the interviews, FGDs and other data gathering processes, as we conducted the conversation from future of work to agility to leader capabilities, it was almost apparent that the 'leader of the future' is expected to be like a 'multi handed God' who can think, do and act at multiple levels. Thus, the construct of the 'Multi-Dimensional Leader' who think, reflects, acts and builds all of it simultaneously to deliver. The Multi-Dimensional Leader, however, requires different capabilities that enable different dimensions of the leader. Through the interviews as part of the data gathering process and as extension of the literature review on Leader and Leadership the four critical dimensions that emerged as

critical for leaders to have and be able to balance in the future of work include:

1. **L1: Leader Dimension 1 - Leader skills- capacities:** The Leadership skills / capacities are the situational, role-based capabilities that leaders bring to the table. These need to be refreshed with changes in the environments, functions and other short-term changes that may happen in the environment. Again, this dimension is something that can be developed and / or sharpened with practice.

Leadership that is required will need to have multiple capabilities, which are leadership in nature, but also understanding and knowledge of multiple platforms. So, deep expertise is not enough anymore. Let's put it that way. The important point that you just made here was the dexterity of a leader to go from a T to a pi to a comb is actually going to be dependent upon that leader's own capacity.

Long Interview, No. 02

There are three clusters of capability. So, one has to do with the professional services business. One has to do with your ability to engage a client at a very direct personal level, so that you really understand the challenge; you understand their thinking about the world; the risks that they're incurring, and how they feel about them; and you bring insight to that in a way where they feel like they're smarter because they hang out with you. And you help them craft the approach you're going to take to the world. And then you stay with them through the process. That's the first thing. The second piece is the producer-director capability I described, which is the ability to put a world-class team together and manage it so it hums. I think the third piece is someone who is really, really good at learning what people care about, where they are in their lives in and what they want to achieve and what they want to be and can help them Exhibit out how to navigate that. So, it's not just that I learned who you are, I actually I work with you, to help you be even better at what you're trying to achieve. The fourth one is, know something that matters, and get better at it every day. In a sense, it has got to be reason people want to hang out with you. And so, if you're in professional services, and you're not a magnet, why are you leading that business?

Long Interview, No. 11

2. L2: Leader Dimension 2: Leader's Paradox

Management: Beyond the leader's core skills and capacities which are more functional and managerial in nature, in a complex and a nonlinear environment, where it is difficult to have a binary response to issues, one of the critical capabilities that leaders need to develop is their ability to manage and respond to paradoxical situations. Leader Paradox Management is the leader's ability to apply their

knowledge, expertise, coupled with wisdom and situational understanding to take a balanced view of a situation and /or a problem and manage seemingly incompatible demands and balance competing goals.

You need leaders who have range. You can't have super specialists. Range is about managing polarities and tensions and ability to deal with divergent and convergent polarity...the galvanizers and the balance between for balance of action and thinking. There is a huge need to have a capability for paradoxes! Range and breadth are core for this...leaders should have operated in a range of environments and different experiences, and have global mobility.

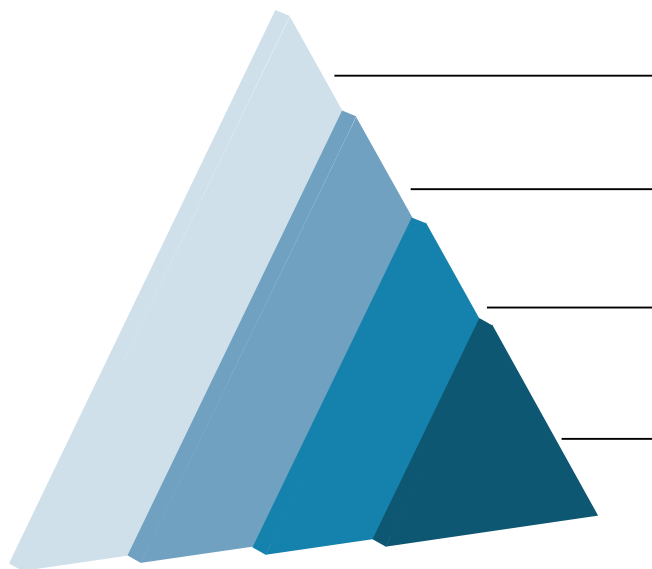
Long Interview No. 41

3. **L3: Leader Dimension 3: Leader Mindsets**: The Leader Mindsets come into being when leaders are driving big phases of change and transformation, where leader skills alone won't suffice. The Leader mindset gets the leaders to get to the table, the leaders' attitudes and convictions that influences the leader's, thinking, conduct and action. The Leader Mindset is a critical differentiator for the leader in their ability to influence, inspire and build equity and influence.

Ichha Shakti, Gyana Shakti and then Kriya Shakti, and these are the three things that is actually talked about as the quality in the goddess Shakti. Ichha is Shakti's ability to...kind of really intentionality = the power of intentions, that is something which is needed. All the three are needed to exist. Kriya Shakti is the ability to do the things and follow through, make that happen, and so on so forth. And Gyana Shakti is the perspectives in the knowledge and that comes from multiple sources. The primary idea is review. Even if you're looking at more and more things, knowledge is not just one thing, and then the perspective needs to be the larger perspective of way - how does it all fit in? Where does it all fit in? Will it all fit in? How will it all happen? That ability to kind of bring in multiple perspectives.

Long Interview, No. 4

THE MULTI -DIMENSIONAL LEADERSHIP CAPABILITIES FRAMEWORK FOR FUTURE OF WORK



L1. Leaders' Skills and Capacities

The critical 'Lights-On' leadership skills, competencies and capacities that are critical to succeed in the future of work and include Business Capabilities, Domain / Technical Expertise, Digital Skills, Leadership traits People Management collaboration Capabilities.

L2. Leaders' Paradoxes

Balancing capacity around 'table -stakes' capabilities for the future of work. This includes managing the dichotomies that leaders may face in a non linear, complex and uncertain world, where multiple vectors and multistakeholder interests leaves limited room for binary options.

L3. Leaders' Mindsets

The combination of attitudes, beliefs and mental make -up that define the foundation of the leader's choices, ways of working and leader's commitment.

L4. Leaders' Virtues and Principles

The inner principles of the leader that governs the leader's life choices and priorities — that can't be influenced or developed easily unless life altering experiences are picked up.

Exhibit 59: The Multi-Dimensional Leadership Capabilities Framework for the Future of Work

4. **L4: Leader Dimension 4: Leader Virtues and principles:**

The fourth and the primary leader capability dimension is the leader virtues and principles. Simply put, it is the core of the leader's identity, what the leader stands for and would like to be known for. The leader's virtues and principles are built through leader's lifelong personal experiences, and values s/he has been exposed to. As such, it's toughest to change or influence the leader's virtues. However, organizations have through consistent approaches been able to build values and ethos that become the hallmark of the organization and lived by talent across in the organization. However, it is worth noting that if there is a strong mismatch between the leader's personal beliefs and organizational values, the leaders' beliefs and virtues take precedence in guiding the leader.

The ability to of the leader in the future, driven by personal virtues and principles, being able to negotiate leadership paradoxes, focus on the right leadership mindsets, and new age and relevant leadership capacities collectively make up the concept of leadership capability.

I think you can develop virtues, that we can grow virtues. So, I think universities can build character, but they don't right now. And high schools can build character they don't right now, I think organizations can help build character. But it presumes that you actually care that people have virtues. One would be curiosity. One would be - and actually this is kind of a consequence of curiosity - which is empathy. One would be critical self-reflection, without preoccupation on self. One would be generosity and selflessness. So, they're virtues; they're not skills or capabilities. Every one of those is a virtue. I care about you and therefore I want to stand you on your terms is a virtue, right? I believe that as soon as I'm a leader, it's the people I lead whose objectives that matter, not my own. Those are all virtues.

Long Interview No. 11

Each of these elements of leadership capability are hinged on a common minimum capability that is binding and almost binary in nature: leadership virtues. Leadership virtues serve as the bedrock for developing all the additional layers of leadership capabilities viz. leadership capacities (skills and competencies), leadership mindsets and leadership paradoxes.

For the purpose of the future of work and organizational agility, I have intentionally left out the study of Leader's innate personality and traits and have only focused on the four out of the five dimensions of the leader because while leader's innate personality is critical to be understood, since my research is focused on making the existing leaders, (with an acceptance of who they are and how they are, today) agility ready in the future of work context, I chose to leave the study of personality out. This is also an independent area of future research to

see the impact of various existing personality types (from any of the existing personality type studies) and their ability to imbibe or adapt to the future of work and organizational agility in the future of work. I believe, personality and preferences will need to be adjusted, whilst the rest of the dimensions are capabilities and capacities that will need to be developed or readjusted and hence critical that all leaders, regardless of their personality and preference type, focus on these. Hence, in the section below, we will see a reference to the four dimensions of Leader Capability that doesn't include Leader's Personality Traits.

I do believe, as we start to focus on developing leaders for this future of work, understanding the leader personality and its response to various dimensions of the future of work can enable us to create a very individualized development journey for the leader, that is focused on their personality, targeting the leader capability elements for the FoW.

VI. Understanding the Multi-dimensional elements of the Leader Capabilities for the FoW:

L1: Leader Skills and Capacities: As we capture the shifts shaping the future of work, and if we were to imagine each of the dimensions as layers, the outer most layer, that immediately draws most attention is that of the skills and capacities of the leader. These are specific to the role, industry, or the goals that the leader is aiming at and / or the priorities of the organization or ecosystem.

As the world keeps getting dynamic and complex, the leadership skills required handling these dynamic and complex shifts would include understanding the vectors and their disruptive impacts. This includes the following core skills – capacities:

Enabling the organization in the future of work requires leaders to have the ability to handle discrete challenges effectively. This would require multiple capabilities to come together, including a combination of multi-disciplinary skills and capacities to deal with the six phenomena. Through the interviews, multiple skills emerged as critical for success in the future. As we clustered them into leader capacities that each leader would need to practice, the following six capacities emerged as the common minimum capacity each leader will need to practice.

VII. L1: The Critical Leader Skills – Capacities critical for

About leaders, it is to challenge the status quo, the existing rules. It takes a bit of courage to break the mould. This comes back to leading from the front that I was talking about; taking the risk. The second would be related to this, being able to visualize the future and do mental scenario planning. Third, would be to see very few people hire people better than themselves. That's one thing that I have learned; you can't be the best at everything. And I have tried to hire people who are better than me. The only way an organization grows, is if the future is better than the past and that includes people. You leave a legacy by hiring. Your legacy is the people you hire and you hand over to, right? I think many people just don't understand and they're too protective of their position.

Long Interview, No. 11

Agility in the FoW:

L1. THE CRITICAL LEADER SKILLS – CAPACITIES CRITICAL FOR AGILITY IN THE FOW

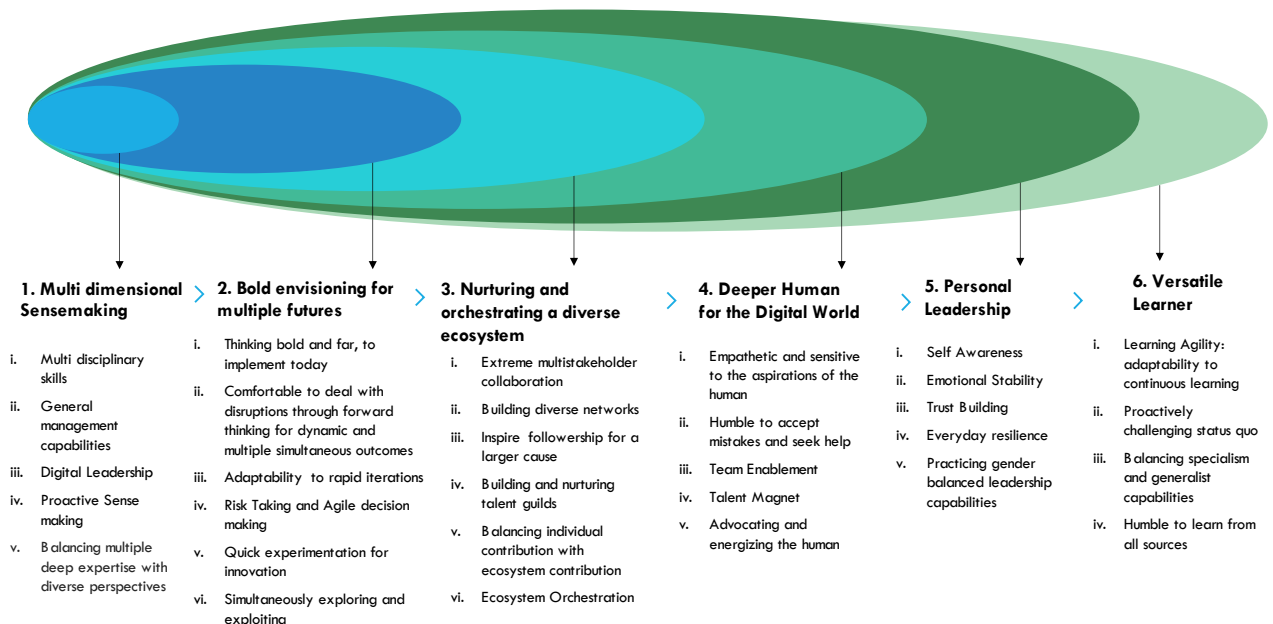


Exhibit 60: The Critical Leader Skills – Capacities Critical for Agility in the Future of Work

Each of these leader skills- capacities are a cluster of multiple skills that will be required to deliver on these capacities. The six capacities and the definitions that emerged are:

1. **L1.1 - Multi-dimensional Sensemaking:** The capacity of the leader to connect multiple, often disconnected / discrete data points and /or issues to think of plausible opportunities, insights and challenge
2. **L1.2 - Bold envisioning for multiple futures:** The capacity of a leader to think bold, new and different into the future, imagine far into the future, multiple options that can be played out and implemented today
3. **L1.3 - Nurturing and orchestrating a diverse ecosystem:** The capacity of a leader to connect, work seamlessly across a diverse and multi-disciplinary network with varied education, backgrounds, interests and social diaspora
4. **L1.4 - Deeper Human for the digital world:** The capacity of leader to be able to step back amidst digital expertise and think deeper and beyond the obvious implications of digital on the human stakeholders at each stage so as to maintain the human – digital partnership balance
5. **L1.5 - Personal Leadership:** The capacity of a leader to take charge of self holistically (mental, emotional, physical, spiritual) and manage individual energy to dissipate sense of control and calm to others
6. **L1.6 - Versatile Learner:** The capacity of a leader to remain curious and practice discovery and learning beyond just core expertise, practice and adopt new ways to learn that suit their learning needs and learning style and find avenues to learn on a continuous basis

Understanding each of these capacities in the context of Organizational Agility in the Future of Work:

L1.1. Multi-dimensional sensemaking: As understood, from the definition above, multi-dimensional sense making is about connecting discrete and unconnected dots. This capacity would require a few critical skills that will collectively enable the capacity of multi-dimensional sense making.

We want to have people who are polymaths - people who have adapted one particular thing but who have demonstrated in implementing their skills and capabilities on multiple different dimensions.

Long Interview, No. 15

The skills required for multi-dimensional sensemaking include the following:

L1.1a: Multi-Disciplinary Skills: As the complexity in the workplace increases on account of multiple and simultaneous demands from the vectors discussed earlier, organizational agility will require leaders to operate, individually and as teams, as a unit of multiple disciplines to be able to do different degrees of dot connection to take the problem definition to the next level. This would require basic knowledge and understanding of some of the core disciplines that are shaping the world of work viz, digital, automation and technology, geopolitical development, environment and climate, data and security, talent and organization. While each of these are stand alone deep

disciplines, the leaders of tomorrow can't not have the threshold level of understanding of each of these disciplines. Again, this list will continue to become more and more non exhaustive as newer developments happen in the world of work. Some of the disciplines identified as core to multi-disciplinary capabilities will become business as usual, in which case it will become part of general management capabilities and get replaced by newer disciplines. Thus, a critical list of multi-disciplinary skills that will enable the leader to be able to connect the dots will be critical to develop and have.

L1.1b: General Management Capabilities: General management capabilities or managerial capabilities in the future of work will continue to be relevant in the context of the future. The typical general management capabilities are capabilities that all managers need to operate with, in the organizational context and include organization and general management capabilities such as shaping the environment of the organization to deliver business results, crafting the organization's strategic vision, managing and making resources available to deliver on the goals, developing talent, building the organization's capacity and supervising organization's performance and natural course of operations³⁶. The general management capabilities continue to be relevant in the future. However, the intensity and span of impact of some of these capabilities may change drastically as the organizations become broader and operate less within the organizational construct of operations. Each of these capabilities may become more relevant even if the leaders in the future are

³⁶ <https://hbr.org/1989/07/six-basics-for-general-managers>

operating not as part of a larger organization but as individuals since the core general management capabilities will be required in all contexts. Additionally, the known general management capabilities that also got called out in various interviews included a strong thrust on operations/ production's capacity to do what is asked from them, by deploying resources that are readily available internally or in the ecosystem (which in the talent's context is also being deemed to be the talent market place, in the future, that is not just accessing internal talent, but all kinds of talent who are operating around their priorities but skilled and ready to make themselves available).

Some of the capacities that got called out as general management capabilities through the interviews include the following:

- Operation's /Production's ability to operate in a talent marketplace (Operations and Resource Management as a capacity, albeit resources being both internal and external to the organization)
- Customer experience focused personal engagement of the customer (Customer Experience / Customer Management as a capacity)
- Self-Learning for self and other development
- Dynamic Adjustment Capability, through the right application of planning and allocating
- Ability to zoom in and zoom out within the realms of the role or the objective
- Talent Magnet: Ability to be able to attract talent across diverse sources

- Leader empathy for deeper understanding of stakeholder's expectations of their respective experience
- Self-governance capability: Ability to govern and deliver against committed goals. This is perhaps one of the core and tangible success measures of a leader who is reckoned as a 'General Manager'

L1.1c: Digital Leadership: As digital becomes a way of life, the ability of leaders regardless of being digital natives, or digital immigrants, to understand, adapt and cascade use of digital across the organization by being a role model of use of digital for greater effectiveness will be key. The locus of digital leadership is about being curious about what's new and different in the digital landscape that can be adopted, shaped for the larger ecosystem, as a leader, being a role model in learning and implementing digital and seeking or helping others to be early adopters. The critical skills capacities that got called out under Digital leadership through the course of the interviews included:

- Data Management for Insights
- Data Analytics
- Networking within and across the alliances to ensure continuous extension of the network around possibilities
- Analytical capabilities to be able to connect on the possibilities and think around possibilities
- Advanced Technology literacy for specialisation at the intersection of industry and technology in the context of the industry or horizontal

L1.1d: Proactive Sensemaking: Sensemaking in the context of organizational agility has and will continue to remain in context. However, given the five powerful vectors that are simultaneously shaping the future of work, the opportunity and time to respond is going to become the biggest challenge. In this context, it would be critical for leaders, to develop sensemaking, first and thus proactively using data led insights, network connections and market developments, connect the dots and sense-make soonest and proactively before it's well defined and known to all will be a very strong differentiator.

This capacity requires the leader to be able to use his / her ability to be constantly connected in a discrete network, learn and understand new and different developments and be comfortable to draw hypothesis and establish connections that are not obvious. This would enable the leader to then make proactive sensemaking and direction setting on newer possibilities.

The specific skills that got called out for a leader to practice proactive sensemaking as a capacity include:

- Environmental understanding
- External oriented
- Sense-make
- Taking informed decisions and abductive reasoning ability

L1.1e: Balancing multi-disciplinary deep expertise with diverse perspectives: One of the capacities that emerged as extremely critical for success to drive organizational agility in the future of work through all the interviews has been the

balance between depth and breadth to deliver value. Often referred to as being able to zoom in and zoom out or viewing from the balcony and from the ground in general managerial capabilities, in the context of future of work, as the number of vectors shaping the future are increasing multi fold and each of them are inter related, the capacity of a leader to be able to comprehend each of them and yet not becoming hostage to just a single one and being able to look for interconnections across as many discrete vectors would be critical. This will enable one of the most pressing needs of the future, that of being able to ‘redefine the problem’ rather than solving an already existing or a predefined problem.

L1.2 - Bold envisioning for multiple futures: The capacity of a leader to think bold, new and different into the future, imagine far into the future, multiple options that can be played out and implemented today. The skills – capacities required for bold envisioning for multiple futures include the following:

L1.2a: Thinking bold and far to implement today: One of the critical skills for enabling organizational agility in the future of work is going to be the leader’s ability to think bold, disruptive, and not get caught in the construct from the past. One critical

You're going to adjust as you need hybrid organizations, you're going to need hybrid collections of people. The best analogy I can draw is that there's a limit to how much multi-dimensionality can be within an individual. there's only so much experience level time available, etc. And so, just as they have a football team, you have somebody play centre forward, and somebody plays goalie. The goalie has to be very skilled; they have to bring in that skill that is needed to be a goalie and the centre forward needs to...but the goalie and the centre forward also need to be able to collaborate. Okay, and, and they may need to collaborate through a third party, and the third party may be a back, so, the goalie passes to the back who passes to the centre forward.

In the future, when you think of capabilities, the lens for capabilities, there is going to be multiplicity across all sides, right? Industries will merge, domains will merge. So, the core capability that we are talking about is actually sense-making, being able to connect the dots.

Long Interview, No. 02

The point is being sensitive. What happens is if you are externally looking at what is happening around, being sensitive to changes in society, changes in people, changes in customer/client, other companies and therefore saying, 'listen this is what is happening, therefore I should really react to it.'

Long Interview No. 08

differentiation in thinking bold for the future, is the need to be grounded in the possibilities today, so that the thinking for the future is bold but also being imagined through multiple possibilities for today

L1.2b: Comfortable to deal with disruptions through forward and simultaneous thinking for dynamic and multiple outcomes: Connected to the ability to think bold into the future, is the ability to think through disruptions to advance ahead by imagining multiple and simultaneous options with dynamic constructs to be able to plan, advance and deliver amidst

disruptions. This capacity of dealing with disruptions in a dynamic environment and being able to adjust to multiple possibilities is as capacity that needs to be developed with the right combination of skill and practice.

L2.1c: Adaptability to rapid iterations: A critical requirement for bold envisioning and multiple models is the leader's comfort with rapid iterations. Bold envisioning in the context of the future that is unknown and uncertain will require leaders to be comfortable with extreme ambiguity, and hence plan for multiple options but be ready to discard the plans completely and not obsesses with the plan but be agile to adjusting to the newer adjustments. One of the biggest challenges that leaders face is their ability to think of multiple plans but sometimes the overt focus on the plans gets leaders comfortable in the predictability of the plans thereby coming in the way of being agile and adaptable to rapid iterations.

L2.1d: Risk Taking and Agile decision making: Again, another critical capacity to be able to be bold and adapt to multiple futures is the leader's ability to take risk, not get caught in status quo and be able to take calculated risks to be able to move towards prompt decision making.

This is a critical capacity since bold envisioning with consideration for today will require ability to think out of the box, with a focus on being able to take risks.

L2.1e: Quick experimentation for innovation: Another strong capacity for the delivering on organizational agility for the future of work requires agility and affinity to solve in quick iterative and rapid cycles instead of waiting for the long cycles of innovation. This focus on quick cycles of innovation by quick

experimentation would enable delivery of multiple iterative outputs enabling quick learning cycles to pivot and deliver more effective and best-fit outcomes.

L2.1f: Simultaneous exploring and exploiting: Finally, a critical capacity to deliver multiple business models, whilst being disruptive will need to have the capacity to think simultaneously around exploiting what is already available within the ecosystem, along with exploring the possibilities for ‘new and different’. A critical capacity for multiple modelling, as a leader and as an organization / ecosystem, also coined by a few leaders as ‘Strategic Entrepreneurship’; the capacity to explore and exploit simultaneously would require the following core skills – capacities:

- Ability to think long term and short term simultaneously; apply the lens around the problems and opportunities for both long and short term
- Ability to simultaneously practice opportunity seeking behaviours and advantage seeking behaviours; apply the lens around the problems and opportunities for both long and short term, thereby practicing Ambidexterity as a core capacity.
- Maintaining entrepreneurial culture/mindsets with employees
- Ability to adjust the context and shift the focus between being an operator and transformer with ease, thereby managing the dual transformation cycle by prioritizing and practicing the dual transformation process.

L1.3 - Nurturing and orchestrating a diverse ecosystem: The capacity

Ecosystem orchestration requires managing both the activities and the actors involved in the ecosystem. It is multi-dimensional in nature. You will gain direct as well as indirect effects. The customer gains tremendous value. By the multiplier effect of the impact, it is a stack of capabilities. Human capabilities for building this capability stack are: Risk taking, open-minded, learning mindset, agile, long-term orientation. Stack of capabilities, so multi-dimensionality!

Long Interview, No. 01

of a leader to connect, work seamlessly across a diverse and multi-disciplinary network with varied education, backgrounds, interests, and social diaspora, thereby driving outcomes across a diverse workforce. The core skills – capacities required for nurturing and orchestrating a diverse ecosystem include the following:

L1.3a: Extreme multistakeholder collaboration: The ability to go beyond the stated and known definition of collaboration and look for opportunity to connect beyond core stakeholders. These include the following capacities:

- Collaboration, co-delivery and integrative leadership of leaders
- Managing multiple internal and external stakeholders, being sensitive to their needs and advocating for them

The final one is developing deep empathy and listening to your stakeholders is very critical. Most people don't do it. They get caught in an activity trap and become transactional. They do not form strong relationships with stakeholders on an ongoing basis, not in episodic event driven way. Can you do this on a regular basis?

Long Interview, No.12

L1.3b: Building diverse networks: The skill of building diverse networks, that are not in the primary source of connections will be critical to learn newer connections. Most people keep growing their networks. However, the need in the future is to connect with diverse network of people, with different interests and experiences to learn and grow through the network.

L1.3c: Inspire followership for a larger cause: Again, a big part of building a diverse ecosystem will be about connecting all the participants of the ecosystem to a larger purpose that all care about. Sometimes, when a newer problem gets solved, the importance of people outside the core network is critical to get alternate perspectives. This is where, building diverse networks will be super critical to be able to solve problems in the future.

L1.3d: Building and nurturing talent/ skill guilds: A big part of succeeding in a diverse ecosystem is the ability to build skill specific talent guilds who, while being part of the larger ecosystem than an organization, experience the power of being connected, being part of a network. These talent focused sub networks that

serve the cause of the subnetworks, are the talent guilds. The ability of the ecosystem to enable and nurture diverse talent/ skill guilds makes the access and influence of the ecosystem even better without getting in direct influence and ownership of the guilds.

L1.3e: Ecosystem Orchestration: A critical capacity required to enable agility in the future of work is the ability to get multiple players, inspired by a common goal, build the trust to join minds, hands and technology and finally regardless of how things work, being at it and increasing the tribe. This, when the participants keep increasing each day, the players keep changing their roles and interests and there is a constant change in the construct, requires tremendous direction – production – stakeholder management capability, all whilst being ‘behind the scenes’ and letting each of the participants to rise and shine, but the sum-total of all being bigger than the individuals. This core capacity, being reckoned as ‘ecosystem orchestration’ is a new and one of the most critical capacities that leaders, regardless of their point in time role need to be able to master. Some of the skills that come to play to enable this capacity include:

- Deep and diverse capability orchestration: director / producer capability of getting best of capabilities across a spectrum of talent and resources
- Ability to manage multiple stakeholders
- Capacity and ability to manage talent as skills guilds
- Ecosystem as the metric for conceptualizing problems
- Managing multiple levels of networks and diversity

L1.3f: Balancing individual contribution with ecosystem

contribution: As specialists operating in an ecosystem, the desire and the ability to play the role of contributing alongside others to the larger cause of the ecosystem, whilst being a deep expert in the specific domain will be key. Balancing the ability to be a specialist and simultaneously being able to contribute in the adequate context for the larger organization is a fine balancing act and would be critical to succeed in the future.

L1.4 - Deeper Human for the digital world: The capacity of leader to be able to step back amidst digital expertise and think deeper and beyond the obvious implications of digital on the human stakeholders at each stage to maintain the human – digital partnership balance. Some of the core capacities required for enabling the human to be a deeper human for the digital world which could get people to be more focused on transactions include the following:

L1.4a: Empathetic and sensitive to the aspirations of the

human: The first step towards being a ‘deeper human’ would require the human to be more aware, empathetic, and sensitive to the aspirations and motivations of others. This will get the leader to connect with others in the ecosystem at an individual and a personal level rather than at a transactional level.

L1.4b: Humble to accept mistakes and seek help: Yet again, being a part of deeper human, is about accepting yourself for who you are, and not over projecting yourself, thus being authentic. A critical element of building trust, which is the baseline of any strong relationship requires authenticity and that’s where leader’s ability to be vulnerable is extremely critical.

L1.4c: Team enablement and development: A deeper human starts by realizing the role of the leader is to enable the purpose and goals of others. Thus, operating as the custodian of the interest of the team will enable the leader's ability to connect at a deeper level with the team.

L1.4d: Being a Talent Magnet: Again, the leader's ability to be a talent magnet, who can inspire and get others to join and radiate team success will be critical in the future of work. The leader's style and focus, as called out by a lot of leaders during their interviews, as a critical element for leaders to be a talent magnet.

L1.4e: Advocating and energizing the human: The ability of the leader to enable and align larger teams for bigger goals is going to be a critical factor for success. This would require the leader to be able to build relationships with diverse people and teams/persuade and influence them, maintain dialogue across diverse networks and navigate through change effectively. At an overall level to be able to be a deeper human, one would require having the following capacities:

- Long term orientation and being empathetic to the people, environment, and society
- Balancing logic and creativity orientation
- Understanding multigenerational requirements and their value systems
- Influencing diverse talent pools to deliver for the common good
- Leaders themselves changing themselves to position themselves as being able to connect, catalyse and shape outcomes
- Personalized Inspirational Leadership

Digital humanists is basically, someone who knows how AI and human will coexist. Digital humanist is someone who I think has enough breadth and depth: breadth, meaning that they can go from one end to the other. They would have capabilities in data analytics. They actually do understand what AI and data is, rather than just talk about it. That particular human being would have empathy - empathy on both sides, and of all the other customers as well. I mean, it's like those who come up with these new ideas, who sort of understand why they are saying what they are saying and why they're doing what they're doing.

Long Interview, No. 07

L1.5 - Personal Leadership: The capacity of a leader to take charge of self holistically (mental, emotional, physical, spiritual) and manage individual energy to dissipate sense of control and calm to others.

Setting up a way to define your NorthStar, is important, because at the end of the day in this ambiguous and uncertain future, you certainly still need to set aspirations and ambitions. That's what keeps you on the trail. If you get stuck somewhere, you can still look up and say that, 'okay, why not start?' Some of that is also very critical.

Long Interview, No. 12

Some of the critical elements of personal leadership include the following:

L1.5a: Self Awareness: The leader's ability to understand the impact of his / her behavior and impact of that on the larger ecosystem is critical for leaders to manage themselves better. Leaders already spend a lot of time to build higher degree of

awareness. Leadership self-awareness is critical to leadership success as it enables the leader to think and act differently. It also enables the leader to be more responsible towards their actions.

L1.5b: Emotional Stability: Leader's emotion management is critical to success of the leader and the leader's followers. In uncertain times, the leader's reactions and emotions may impact the leader and the team's performance. Also, others feed on leader's emotions. Hence it is critical for leaders to be able to manage their emotions and be steadfast under pressure. This includes various self-governing practices that leader's may adapt at their individual level as well as the ability of the leader to remain calm and steadfast amidst rapid changes.

L1.5c: Trust Building: A critical aspect of a leader's personal leadership is the leader's ability to build trust amongst diverse stakeholders. Trust is an outcome of leader's authentic belief and interest in joint success. When leaders come across as overtly focused on self-interest, it takes away from the trust building equation. Further, the leader's ability to be able to maintain their say-do ratio is a measure of whether it's okay to be able to trust the leader. Thus, as a combination of being authentic and thinking others' interest and not just self-interest, collectively focus on building trust.

L1.5d: Everyday resilience: The one constant about the future of work is the degree of uncertainty and change. Some of the core elements that build everyday resilience include the following:

- Leading through uncertainty
- Being with emergence and uncertainty
- Bouncing back from failures
- Handle real time feedback and modulating accordingly

Everyday resilience as a leader capacity will enable the leader to have stronger personal bar of success and be able to keep the focus on the positive things, each day and not get anxious and impatient about goals that are distant.

L1.5e: Practicing gender balanced leadership capabilities:

Finally, the leader's ability to take a more balanced view of the definition of leader capabilities, one that is more gender balanced and not representative of leader capabilities that are seen as masculine capabilities will be key. A lot of leaders in their interviews called out some critical leadership capabilities for the future being what are viewed as feminine leader traits such as interconnectedness, creativity, empathy, sensitivity, openness, nurturance over masculine traits such as dominance, analysis, pride, self-reliance, competition. As we went through all the interviews as well as the literature review, the future being uncertain and constantly evolving, requires a balanced definition of leadership that operates on the softer and the harder elements of the human personality. In the human and digital equation, a lot of feminine capabilities such as empathy, vulnerability may not be easy to replace / replicate by technology alone. All of these capacities are critical to connect with multiple stakeholders and innovate. Thus, it may be critical for all leaders to balance and retain the strengths of both styles of leadership. Leaders in their interview, particularly spoke about the 'Gardening and nurturing' approach of leadership and its importance in the future of work.

The leadership is all about going out and inspiring people to deliver something which is the common cause. Chapter seven and nine of Bhagavad Gita, explain what the leadership quality should be at the abstract level. If I go and read Manu Smriti, we are misusing it. What is the role of a king? First, he is the custodian of a common interest. Every subject who comes under his kingdom, he's a custodian of their interest. He doesn't have his own interest. Number two I am a protector of their interest. I am a person to just protect their interests, both inside or outside. There is an army to defend from borders, but our internal administration to protect from the internal (forces), if that has to happen. I have to inspire everyone to do what is right, day in and day out. For that, why do I need a process? Why do you need controls?

Long Interview No. 15

Your ability to become calm and clear within yourself. In other words, an agitated mind cannot really deal with all of them. And so, sometimes actually, huge amount of personal growth which comes from the kind of linear, very calm and clear mind can actually generate it. Therefore, it is a rare thing, and I don't see that calmness and clarity in it very, very high kind of circles; they are kind of too agitated.

Long Interview No. 06

If you're a gardener, you need more empathy and nurturing towards things. And then if you're an industrial guy, you just need to put a hammer or put a button and then you go. There may be a view that feminine is weak and masculine is strong, but actually, that's not the case. Strength and weakness are relative to how you get the output or the performance. The concept of Shakti in women...the whole image of Shakti is a feminine; is an Indian phenomenon. So, it's not that it's weakness. It is contextual in a society, which is more human centric, rather than machine centric. What we need is an ecosystem, what we need is a garden. What we therefore need, is a gardener. Where do you find those? Mostly in what these empathetic traits rather than the 'I'm going to weed this flower out, or I'm going to cut this tree down' kind of approach.

Long Interview, No. 13

L1.6 - Versatile Learner: The capacity of a leader to remain curious and practice discovery and learning beyond just core expertise, practice and

adopt new ways to learn that suit their learning needs and learning style and find avenues to learn on a continuous basis. The importance of the capacity of ‘Versatile Learner’ can’t be over emphasized. Given the degree and pace of change that the future, driven by the five vectors will shape, it will be critical for leaders to be ‘over-eager’ to learn, almost to the extent of being greedy to learn and disrupt the current definition and comfort areas built on the back of capabilities and knowledge from the past. The Versatile learner is therefore, someone who is curiously greedy to disrupt his / her knowledge led strength areas, is adept at throwing himself / herself into newer knowledge gaining challenges and learn in the flow. The versatile learner is not just eager to learn but also adaptable to varied and available forms of learning and practicing newer forms of learning at each stage. The reinvention ability of the leader will define the leader’s versatility learning quotient. Some of the critical capacities that make the leader a versatile learner include the ones below:

L1.6a: Proactively challenging status quo: A leader who is anxious, greedy and disruptive to learn will enable the leader to be a versatile learner. Most people make career and job shifts for better career prospects, that include mobility, financial gain, position and / or entrepreneurial gains. The future will be on the lookout of leaders who are keen to disrupt status quo for the sake of learning. The appetite to disrupt for skills and learning will be a critical success factor in the future. This would require leaders to be motivated to learn and comfortable to be able to give away comfort and stability for newer experiences.

L1.6b: Learning Agility: adaptability to continuous learning: Once the leader shows the disruptive appetite, the next critical ask of the versatile leader is to be learning agile, learn from all possible sources and be open to be adept at learning from various forms of

learning. This could mean going back to school at an age that's not heard of, to dirtying hands in jobs that may seem outwardly out of league. The openness to immerse self in experiential learning and look for learning opportunities in all aspects of life will be critical for the leader.

L1.6c: Balancing specialism and generalist capabilities: This seems obvious but is one of the toughest sacrifices that a leader will need to make to be learning versatile for the future. All leaders, particularly successful and self-aware leaders know their strengths and that could be in a specific area of specialism or environment that they have thrived. The leaders to be learning versatile will have to step out of that knowledge – skill comfort zone of theirs, if required, even temporarily, to be able to learn to connect the dots differently. This could mean, taking a career shift in a new industry, new country and / or a completely new problem to be solved in an unfamiliar ecosystem. The sense check for this is, if you know a lot of people in that ecosystem, chances are you are not going far away.

L1.6d: Humble to learn from all sources: Finally, the humility to learn comes from being able to learn from anyone who knows something more than you. The ability to practice apprenticeship for knowledge and skill with anyone who knows a particular thing more than you, will be critical to build a system where people respect each other for their specialism but are aware that there is a critical minimum capacity that is consistent across all. This requires humility and patience to be able to build a common and critical capability across levels.

We need leaders who can really go deep quick in one area, come out, and then help us all the learning in the next area and the next area. So, it's almost like a triangle in which you are deep in one area, but you're slowly getting there in the other areas as you go horizontal. It's almost like not a waterfall but a triangle.

Long Interview No. 25

VIII. L2: Leader Paradox Management:

L2. THE CRITICAL LEADER PARADOXES CRITICAL FOR AGILITY IN THE FOW



20

Exhibit 61: Critical Leader Paradoxes Critical for Agility in the Future of Work

The next multi-dimensional capability layer that is critical to success of leaders in the future of work is the ability of the leader to graduate from applying their core multi-disciplinary skills / capacities to being able to balance the paradoxical choices the leaders need to face. The critical eight paradoxes that got prioritized for the leaders in the future will need to be aware of and manage fruitfully include the following:

- **L2.1 Global for local:** Understanding global developments in an increasingly connected yet fractured world to deliver locally. As the world gets interconnected, the problems / opportunities that are faced will require deeper context and understanding of the ramifications of the problem, far and wide. The solutions to the opportunities as well, will require the understanding of global context and yet the need to solve the problem in the context of the local conditions.

The global for local balance, thus, is going to be a critical leader differentiator. Thinking local for a local issue will result in the problem being solved inadequately. In the same breadth, taking a global approach to a problem alone, could result in having an out of context solution to the problem, that may overlook the local intricacies that could fail the solution and / or overlook a more contextual and effective solution that may be possible and acceptable. Some of the core capabilities that will be required to manage the paradox of global and local would include the following:

- a. Understanding global development and its local ramifications – zooming in and out, proactively, and consistently.
- b. Handling multi-dimensional workforce (which includes global)

The paradox of needing deep global understanding to be hyperlocal because the opportunity in hyper locality is actually when I understand deeply politically global. Otherwise, I will not even know the lost opportunity or the opportunity in hand.

The future leaders are those who are able to manage federated structure in which skill is connected but create a connectivity on some common purpose to run, but it is combined with something completely localized. It happens in politics. I mean, use technology, various things, but it is completely localized. The more successful leader is able to address those large number of influencers with some common cause. That's the reason I gave Obama as an example - the future of the leader is going to be like that, where there could be lot of small groups of localized leaders who operate it and some, or the group managers who operate it. For a better word in our current construct, in some form, you have a leader who's going to inspire the third line, as well as second line as well as the first line together. Think global, implement local, deliver local

Long Interview, No. 20

- **L2.2 Balancing leadership courage with humility:** In a constantly changing and an unpredictable world, being able to have the leadership courage to lead and yet being humble to seek help in an unknown situation

A very critical requirement in the future that is shaped by constant ambiguity is the courage of the leader to be able to stand up firmly and exhibit leadership courage to take decisions. However, the leadership courage needs to be balanced with humility to be able to seek support at the right time from the right sources. The thin line between courage and bravado will be constantly tested with

increasing ambiguity and the leader's ability to manage this paradox will be a critical and to be practiced capability.

An ability to get leaders to have that humility, that self-awareness and ability to practice their vulnerability, to stand up and say, 'I don't know,' because when they start to say, 'I don't know,' will others start to contribute and take it on from there.

Long Interview, No. 07

- **L2.3 Digitally Savvy Human:** With human and digital partnership being the norm, the ability to balance digitally savviness while being deeper human will be key.

While the digital and human partnership is increasing progressively, at some point the relationship is almost becoming competing with digital becoming smarter. The human and technology partnership are improving each day. Yet the need to maintain the fine balance between the two and ensuring that the human with the partnership of technology can operate at a deeper human level will be critical. Thus, the human will have to become a deeper human with extreme digital capabilities, thus being the digitally savvy human.

Digital humanist is basically someone who knows how AI and human will coexist. You need someone who actually understands, because it's important to understand both the strengths and the weaknesses. The only way that you can do that is having a reasonably good understanding of whatever it is - the algorithms, the data, and as you said, you're in the middle with the data and the technology. As a human being, you're in the middle, you are linking those two, so you got to have a good understanding of that. It'll become even more important. As more data is generated, more data is gathered - the quality of data, what it means, what it doesn't mean, what about the privacy issues around that - you need to have a very good understanding.

That particular human being would have empathy - empathy on both sides, and of all the other customers as well. I mean, it's like those who come up with these new ideas, who sort of understand why they are saying what they are saying and why they're doing what they're doing. That's their perspective, and maybe they are wrong. But still, that's their perspective and having a very good understanding. So, the empathy part would be very important. And then is the ability to integrate, it's bringing things together. Even though you might have the twigs and the branches and the leaves, they're the ones who can see the forest.

Long Interview, No. 07

- **L2.4 Comfortable with anonymity and inspiring in the social media world:** In a constantly digitally connected world, the ability of the leader to maintain social anonymity, while being able to influence and inspire in the digital world.
The future of work will be majorly digital and digital identity of the leader will be a core part of who the leader will be reckoned to be. Thus, it will be critical for leaders increasingly to protect their digital identity and ensure there it tremendous maturity in managing their digital footprint. This could sometimes push the leaders to almost be digitally absent. Yet at the other extreme, with

a highly digitally native workforce and globally connected stakeholder world, it will be critical for leaders to be able to inspire and influence in the physical and the digital world. This would require leaders to be present socially and be able to connect and influence using the social platforms. Thus, the leaders' ability to be able to manage the paradox of being digitally reclusive on social media and yet being able to be present responsibly and use the digital platforms and social media responsibly to connect, influence and inspire will be a critical leader paradox in the future of work.

I know some junior faculty who have been trying to build it, and they've got 30,000 followers, because they've been actively putting out content on LinkedIn. So, you will see a bit of this activity. I'm not saying it's necessarily good, because, it's like data. And it's maybe misrepresenting it, right? There's a potential for individual brands, and that will actually increase with so many people talking about themselves, or their groups, etc.

Long Interview, No. 02

- **L2.5 Being reflective whilst being agile:** In a dynamic and a rapidly changing world, the leaders will need to be agile to respond real time and yet at the same time, being able to reflect so that learnings can be absorbed real time will be critical.

The primary idea is that there are times when you learn only through reflection, and listening and picking up signals and really doing kind of thing. But at the same time, there's some learning that can only happen through by trying out and doing and so on, so forth. There's no other manner. What is required is, the ability to do both and also the calmness to be able to say, well, what is required here? What is appropriate here?

Long Interview No. 02

You can't be too internally focused. You have to have a very strong eye in the external world because gone is the day everything was slow to change. So, you have to very quickly know what's on the horizon, and what are the possibilities and have an external view, almost like a constant external scanning.

Long Interview No. 18

- **L2.6 Balancing data and intuition for decision making:** With multiple vectors acting simultaneously, the ability to take data led insights along with the intuitive excellence of a leader to be able to have a balanced approach towards decisions to avoid overt dependence on data and thereby delaying decisions will be key.

Understanding and appreciation of socio-political scenarios as a capability turns out to be a very, very important capability as I am seeing, which could be one of the leadership core capabilities, because today a lot of leaders are yet operating in their own regional silos. Part of the problem is because they're only looking at it from the lens of where they are operating from. The global socio-political environment understanding seems to be an important capability.

Long Interview, No. 2

Many companies own a lot of data but they don't know how to use and actualize the data. The broader perspective of what we need, and what we need for that is something that we have to acquire as well as use. Data management capability is key; tying it forward to organization strategy will be key. In terms of success, people will find better ways to keep the 'right data' and also use it.

Long Interview, No. 02

- **L2.7 Being politically savvy and yet lending a voice to a larger cause:** As a leader who is constantly under scrutiny, it is critical to be able to be responsible about your perspectives, thereby being politically savvy. Yet, at the same time, as a leader it is critical to be able to be authentic and be able to represent what you stand for.
- **L2.8 Balancing micro innovation and operating at scale:** and quick rather than longer and perfect solutions, it will be critical for leaders to be able to 'micro-experiment' but at the same time be able to scale from micro experiments for the ecosystem

Agility is to get the right resources together and quickly dismantle them, around the purpose, right? So basically, my ability to zoom in, zoom out, all my resources to meet that purpose, will actually be agility.

Long Interview, No. 15

Additionally, the four other paradoxes that emerged in the conversations but were not prioritized for the next steps since they are either getting covered under some of the other capabilities and /or didn't have multiple leaders speaking about it stand alone include the following:

1. **Managing self and managing others:** In a complex and a brittle world, the ability to manage the energy and emotion of self as a leader to be able to keep calm under pressure whilst being able to provide direction and space to manage others will be a key ask of the leader in the future of work.

While it continues to be extremely critical, the paradox of managing self and managing others is covered under the two critical capacity components of team enablement for ecosystem orchestration and self-leadership. Thus, a leader would need to be adept at balancing this. Again, managing self and managing others has been a crucial component of the core definition of 'general management'. Hence, while it continues to be critical, it is not new and hence, left out of the list for the future.

2. **Balancing long term and short term simultaneously:** As the nature of problems become more complex and multi-dimensional, the need to think of problems and approaches to solving them will have to take into consideration the impact on an immediate term as well as for generations. Balancing long term and short term is the core capability that is getting emphasized upon under multiple capabilities including the multiple mental models as a capacity.
3. **Balancing depth of expertise with breadth of experience:** As leaders approach problems in the future, given the nature of the problems, it will be critical to balance the depth led expertise with broader multi-dimensional and multi-disciplinary breadth

as lenses to approach and solve the problem. A combination of general management capabilities along with multi-disciplinary capabilities will enable leaders to build depth and breadth as the simultaneous capability. Also, like long and short, depth and breadth is a critical paradox that needs to be managed by leaders. However, it is as much dependent on the organization / ecosystem's strategy / purpose as much as individual capacity.

4. Operating alone and playing the part in a large ecosystem:

The future requires leaders to be flexible to be able to work individually and be hands on and yet at the same time be able to operate in a large team from a position of competence rather than operating from a position of power.

The concept of operating as an individual contributor and being part of the larger team is a very well understood concept since the past, as it is core to general management capabilities. For a very long time, it has been intermingled with grade, tenure, and seniority. However, ability to operate as a team player, versus as an individual contributor is less about seniority and more of a state of mind. This has been left out since this paradox is no more an option to balance. Infact, in the future of work, for a leader, this is the basic capability that all leaders will need to have and exhibit as part of Ecosystem Orchestration. Further, this is a critical component of the 'Platform Mindset'.

IX. L3: The Leader Mindsets critical for agility in the FoW:

L3. THE LEADER MINDSETS CRITICAL FOR AGILITY IN THE FOW

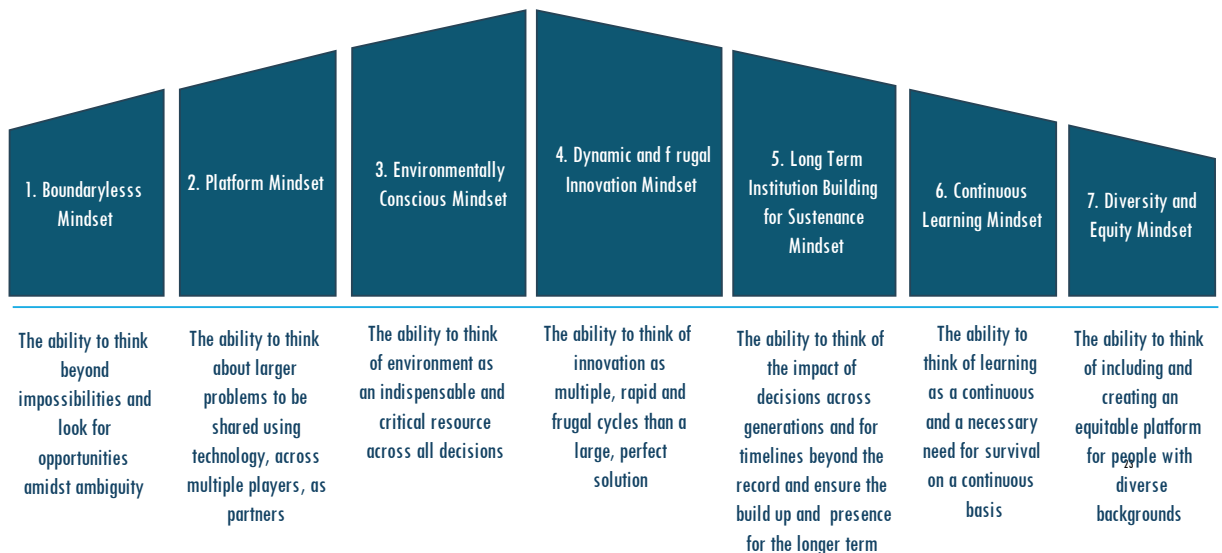


Exhibit 62 . Leader Mindsets Critical for Agility in the Future of Work

The third critical dimension as part of the multi-dimensional leadership construct for the leader to succeed in the Future of Work, as identified through the interviews and research process is the Leader Mindset. The leader mindset for the future of work is the mental ‘make up’ that the leader needs to have built for success. The eight prioritized leadership mindsets that have been identified as critical to build amongst the leaders to succeed in the future of work include:

- **L3.1 Boundaryless Mindset:** The ability to think unconstrained, unbiased, and not driven by past experiences to think through problems and solutions. In the future where, the leader will have to operate across multiple constraints, insufficient information, and inadequate time to think, plan, build commitment and execute. Leaders with a boundaryless mindset are capable of thinking and guiding towards a broader and unconstrained view of the problem

and not caught into the notional boundaries that come in the way of real problem solving. In the context of the future of work, particularly to deliver in an ecosystem world and with multiple stakeholder interests in mind, it will be critical for leaders to first take a holistic view of the problem / opportunity and then get into thinking of means to solve it. Some of the core characteristics of the boundaryless mindset as called out by leaders in the interviews include the following:

- Focus on possibilities rather than problems
- Partnership as opposed to competition
- Multi-stakeholder success rather than personal gain alone

I think that energizing will become a rather critical thing. Energizing requires you to break it down. You want to really be able to communicate to various kinds of people; build relationships with various kinds of people; persuade and influence a bunch of people; need to be able to build teams and work together with various kinds of people, or teams.

Long Interview No. 04

You need people capabilities in a much higher order, because people may just come to your team today but may not go back. So now you want people to be effective, because you just started working with him this morning. So, you need to have skills of reaching out to people and knowing how to assemble teams. Also, the ability to lead teams because most complex problem-solving needs teams.

Long Interview No. 18

- **L3.2 Platform Mindset**: The platform mindset is defined as the ability and the approach to look at problems broader and not as a

point in time or from the lens of what I can solve. Thus a leader with a platform mindset, first focuses on developing the problem holistically, before starting to solve it, alone. The role and use of technology as an enabler and a leveler for defining the problem broad and wide and enabling multiple ends to come together to solve the problem is critical.

Connected to the boundaryless mindset for approaching a problem in an uncertain yet deeply interconnected world, there is a need to think of the solution in the context of multiple players doing their part. The biggest challenge that leaders may face in the future is when they may want to own the complete problem and / or the solution. The nature of the problems in the future are going to be multi-dimensional, with global impact, such that a single universe can't solve it alone only by reducing the context of the problem, which will always be a suboptimal outcome.

Some of the core characteristics of the platform mindset as articulated by leaders through the interviews include the following:

- Extreme collaboration and bringing through resources from multiple sources
- Diverse problem-solving approach
- Adept at technology
- Ability to create organizationally unstructured skilled workforces to come together in a structured manner

Leadership that is required will need to have multiple capabilities, which are leadership in nature, but also understanding and knowledge of multiple platforms. So, deep expertise is not enough anymore. Extreme collaboration and platform thinking are required for it

Long Interview, No. 02

Tomorrow's problems are going to need much higher levels of collaboration, whether it's collaboration in our individual capacity, or as countries or as technologies. We are going to need conversations across because nobody has all the answers and nobody can do it on their own anyway.

Long Interview, No 19.

Collaboration, co-delivery and integrative leadership is going to be the way forward.

Long Interview, No. 06

I think the absence of empathetic and collaborative behavior in leaders will be a big derailment of the future.

Long Interview No. 08

- **L3.3 Environmentally Conscious Mindset:** As the vector of environment and climate becomes a critical vector shaping the future of work, it will become critical for leaders to have a continuous and a consistent focus on environment and the impact of all decisions on environment. Simply put, a leader who lacks the environmentally conscious mindset will come across as a leader who in today's world as someone who may lack financial acumen or people centricity, around the two competitive edge providing capital. Environment, having been already recognized as a critical capital for the future will have the same importance and hence the

mindset of the leader to think about environment consciously will be a critical need. The first phenomena defined as part of my research for Future of Work, the advent of Responsible and Inclusive Capitalism will fuel the importance of environmentally conscious mindset. The need to focus on climate and sustainability will be for prioritizing climate and its impact and not for the sake of green washing and profit led ESG goals.

There is capacity building that is happening in the country to train leaders in understanding environment, so that they can plan better. Now, we don't have only 5-year plan, we have a 25-year plan. Indian has completed 75 years of freedom, but now we are planning for 2047, which is where we complete the 100-year history. There is a need for capacity building for leaders to engage in long range planning for the environment, enabling them to think beyond their tenures and lifetimes.

How do you bring people with very different incentives and motivations? How do you bring all of them to the same table? And how do you get them to work? And to save something, which is like climate change that is everyone's responsibility, and therefore no one's. Everyone's going to say, we should be doing this and we should be doing that. How do you bring everyone together, given that this is a very important agenda?

Long Interview, No. 07

- **L3.4 Dynamic and frugal Innovation Mindset:** From a time and a period when innovation was associated with longer lead time, research over longer periods of time to today, when agile innovation has become the norm, the ask and importance of shorter and deeper bursts of innovation have only increased. The future

will completely move towards shorter cycles of rapid innovation, that are not only in shorter time spans but also require lesser investment, almost frugal in their approach to deliver highest returns for the investment. This would also mean it would be continuous cycles of continuous and rapid prototyping through the innovation cycle. The leadership mindset for ‘dynamic and frugal innovation’ is perhaps best defined as the leader who is curious, but not allowing perfection to come in the way of a quick and reliable solution. This mindset would be critical for leaders who are the center of driving large transformations and require leading organizations to quick cycles of results.

The important consideration for this mindset is that it doesn’t just take into consideration the leader’s ability to focus on giving quick results in a new arena, thereby being able to do the ‘new and different’ at rapid scale but also someone who is not getting caught in the ‘cycle of perfection’ which for long has come in the way of adopting the prototyping approach. Some of the critical characteristics of this mindset include ability to think of novel ways of disrupting and problem solving, quick and repeated cycles for problem solving and being on the look for the new and the different.

The second is innovation. But it's much more than just coming up with new things. It's about the ability to learn. It's about the ability to adapt, to understand what is it that is required by the ecosystem. So, it's not only about you, it's not only about the organization, it's about society at large and all the stakeholders.

This constant changing also requires the individual to be very active, very alert, and have sometimes a high bias for action. At the other end, the ability to have larger consciousness requires ability to deeply reflect, to slow down before becoming agile. And as we think of the future, and if I were to think of the future as a continuum of capabilities, there is agility on one side, and there is reflective consciousness on the other side. Too much of agility takes you away from reflective consciousness and too much of reflective consciousness also takes you away from agility.

Long Interview No. 03

You probably will need leaders to be more external oriented -looking at what is happening externally, much more conscious about it, more empathetic, more sensitive to what is happening around, within the team, within people as well as around other places. And take risks and take decisions and ask for empowerment and take risks, taking ownership.

Long Interview No. 08

- **L3.5 Long term institution building for sustenance mindset:**

The ability to think of the impact of decisions across generations and for timelines beyond the record and ensure the buildup and presence for the longer term. Some of the important considerations of the long-term institution building for sustenance mindset include long-term vision and legacy orientation, multi-stakeholder interest and ownership of risks and outcomes.

About leaders, it is to challenge the status quo, the existing rules. It takes a bit of courage to break the mould. This comes back to leading from the front that I was talking about; taking the risk. The second would be related to this, being able to visualize the future and do mental scenario planning. Third, would be to see very few people hire people better than themselves. The only way an organization grows, is if the future is better than the past and that includes people. You leave a legacy by hiring people better than you

Long Interview, No. 02

Understanding one's environment and deeper ownership would be newer capabilities that are going to become critical in the future of work.

Long Interview, No. 01

Learning and the deep desire to learn the next day, and completely contradict what you learned the previous day and be able to handle that – that is extremely essential in leaders.

Long Interview No. 25

I think the thing is important is that it's expertise, which is continuously learning, because the things are changing pretty dynamically. If you're not learning, you're dead. It doesn't mean you don't have an advantage if you bring past expertise with you. It means if you stall, people will run past you faster than you can count two. And so, it is a continuous learning loop, where you get smarter and smarter. I think, the thing that you have to do though, is you have to grow people who begin with a basis of expertise. I think everyone's going to begin with something. And some of them actually learn upstream and downstream interdependencies rather than the thing itself. We don't have enough people understand the system.

Long Interview No. 11

- **L3.6 Continuous Learning Mindset:** The ability to think of learning as a continuous and a necessary need for survival on a continuous basis. The focus of continuously learning mindset to be able to challenge the status quo of knowledge and seek new knowledge and thereby traverse the path of reskilling and upskilling will be key.
- **L3.7 Diversity and Equity Mindset:** The ability to think of including and creating an equitable platform for people with diverse backgrounds – The future of work requires leaders to be able to have an open and an inclusive mindset, that is unbiased and unburdened of any kind of favoritism. The fourth vector as stated earlier in my research on the vectors shaping the future of work includes multi-dimensional workforce and the phenomena of Employee Workforce having a greater voice will require organizations to increasingly focus on including divergent voices. Additionally, ensuring equity of divergent issues will be critical and the role of leaders in building a diverse and equitable workplace will be key. The mindset of leaders that enables inclusion without bias, drives equity and ensures diversity of perspective and thoughts will be key to building an organization that is agile and future ready. The mindset of diversity and equity would require a deeper respect for inclusion and desire for building an equal opportunity place.

The challenges of managing diverse workforce will be huge. It'll be a much more diverse workforce. A lot of young people, mid-level people, senior people are very different. With greater longevity, and I think now it'll be an organization where we will have to have very distinct personas that we manage - the EVP for that lower level, which is lots of young people is very different from what we give to the senior people. So, we've got to keep all the different personas in mind as we start looking at it. Managing this diverse multi-generational workforce will be a challenge.

Long Interview, No. 08

X. L4: The Leader virtues and principles critical for agility in the FoW:

The leader virtues serve as bedrock layer of the leader capabilities that leaders have built over their entire life. The leader virtues and principles are the core that defines a leader's individual brand and value system. This is something that is not easy to difficult in a shorter timeframe. This is the reserve that the leader has at his/ her disposition and serves as the base for the leader to continue to learn and grow. Toughest and most ambiguous, uncertain situations put the leader's virtues to test.

In an extremely tangible world for measuring results, particularly with a focus on measuring them immediately or in the short term, it is important to understand the role of Virtues and principles more as a negative marker in case of absence, thereby operating as a derailer rather than the benefit of the virtues existing. Thus, it may not be possible to measure the impact of the presence of virtues in leaders on a day-to-day basis. But, like being

the bedrock of a stable powerhouse, it's absence will serve as a leader derailer.

In uncertain and trying times, whilst most of the organizational and leader effort will be focused on handling the skills- capacities, it will be critical to focus on ensuring non-compliance to the leadership virtues, because the impact of not living these and thereby any of them being absent could be a serious derailer.

L4. THE CRITICAL LEADER VIRTUES THAT SERVE AS THE FOUNDATION FOR AGILITY IN THE FOW



Exhibit 63: Critical Leader Virtues – Foundation for Agility in the Future of Work

The six critical virtues that emerged as ‘foundation stones for success include:

1. **Moral Courage**: The ability to be authentic and steadfast in choices and decisions, despite trying situations and lucrative options available, that don't align to the purpose
2. **Accountability**: Owning and holding self-responsible for what I commit and when I commit: keeping up with the high say-do ratio
3. **Gratitude**: Reflecting on the life as a glass ‘half full’ and being thankful for what's available

4. **Humility**: Being gracious and respectful, regardless of your status (position, knowledge, wealth) to the lesser privileged to drive unbiased inclusion
5. **Everyday Resilience**: Ability to keep calm under pressure and manage emotions for a positive disposition and advance each day, for the larger goal
6. **Empathy**: Genuinely focused on listening, understanding, and including the voice of the other stakeholders

Leaders who are more adept at balancing needs, in terms of stakeholder needs and seeing how it is and much more resilient and saying 'okay, we will go through ups and downs, but we will try and be consistent in what we do.' So, more resilience and more focus in what they want to do.

Long Interview, No. 08

Everything is going to be a platform. All of them are connected with each other. But because no one owns everything, it's about access to those assets, access to those capabilities. The ability to collaborate, negotiate, empower, being empathic, all those things are going to be very important.

Long Interview, No. 07

In a study, empathy versus innovation; vulnerability and strength are the two big outcomes that they are saying that leadership can actually drive.

Long Interview, No. 13

THE MULTI-DIMENSIONAL LEADERSHIP CAPABILITIES FRAMEWORK FOR FUTURE OF WORK

The critical leaders' Virtues, Mindsets, Personas and Capacities that will differentiate leaders of the future



Exhibit 64: The Multidimensional Leadership Capabilities Framework for the Future of Work

The multi-dimensional leader framework for driving agility in the future of work, as the above section captured, is a layered, inter dependent and continuously growing dynamic capabilities that leaders need to have in their repository to be able to build agile organizations in the future. This is explained in the sixth phenomena and the associated propositions that explain the importance of all of them and their nature of being to drive organizational agility in the future of work.

XI. Phenomenon 6: Multi-dimensional organizational and leader capabilities is critical to success in the future of work

The future of work will present problems to the world that are multi-dimensional, requiring a common minimum understanding across multiple newer themes shaping the future of work, and at the same time, deep expertise, skills and insights in at least one of these areas with a

particular understanding of technology in that area of expertise. The leader dimensions from L1 (Skills – Capacities) to L4 (Leader Virtues and Principles) is in the increasing order of difficulty to develop, and yet is also in the increasing order of impact on the leader's capability. The above phenomenon is explained through the following propositions:

Proposition 6A: Multi-dimensionality of Leader Capability

Requirement

In the future of work context, as the nature of the problems get more complex, leaders' ability to apply multi-dimensional capabilities to solve the problem will be a 'must have' to comprehend, survive and succeed.

The Multi-Dimensional Leader Framework to drive organizational agility in the future of Work- Leader Σ :

Leader Capability Σ

The capability equation of the human to be applied in the future of work is multi-dimensional and includes a combination of multi-disciplinary leadership skills + leadership paradoxes management + leadership mindset shifts. The multi dimensionality of leadership capabilities for the future, will have the following core constituents:

- L1 – Leader Skills and Capacities
 - i. Breadth of knowledge across multiple newer areas aligned to the five vectors shaping the future of work, with a common minimum capability within organizations to deal with all the above 5 phenomena
 - ii. Skills led in-depth knowledge and experience in at least one or two domains of expertise to be skilful / expert in that area

iii. Ability to understand, extrapolate and apply outcomes using efficiency and experience focused technology in the area/s of the expertise to advance

- L2 – Leader's Paradox Management
- L3 – Leader's Mindset for the future of work
- L4 – Leader's core virtues and principles

The partnership of human and technology to solve complex problems of the future will require human to operate at the highest composite (Σ) level to not compete with technology. The capability of the leaders will get measured and shaped to operate as both boundary spanners and in-depth thinkers and experts. This intermingling of capabilities across multiple constructs will define the 'Multi-Dimensional Leader Capability. To think of the leader's preparedness for the future is to think of the leader facing a notional war where s/he requires multiple tools (weapons) to figure out the challenges real time and survive. The list captured so far, is the composite list of all the capabilities (tools and weapons) that may be required. But the leader's ability to discern, stack, prioritize and apply from these would be the capability of being adept at managing this multi-dimensional capability. Each of these capabilities will give best results when applied in a certain combination and in the right context. There is, however, a pegging order in these capabilities that can be understood, taking into consideration, the complexity of developing and the time taken to acquire that kind of capability. Some of the capability components may have a shorter shelf life but may also be easy to develop (L1), whilst some may require a combination of context and practice (L2) while there are some capabilities that require deeper involvement to develop and adapt (L3) and then there are the core capabilities that form the bedrock of leader's individuality and are toughest to develop but have

the highest enablement impact for the leader (L4). These capabilities not only differentiate the leader, but also enable the leader across situations.

The additive and the multiplier relationship in the multi-dimensional leader capability equation:

In proportional terms, if the multi-dimensional leader capability was to be captured in a ‘proportional and relationship equation’ that represents the proportional importance and impact of each of the dimensions on leader’s effectiveness, it would read as below:

$$((X)MLSC + (Y)LP + (Z)LM) * LV = MDnLC = NOA \text{ Leadership}$$

Sigma (Σ)

MLS – Multidisciplinary Leadership Skills and Capacities.

LP – Leadership Paradoxes.

LM – Leadership Mindsets.

LV – Leadership Virtues.

MDnLC – Multi-dimensional Leadership Capabilities to deliver NOA for the Future of Work (FoW)

NOA – New Organizational Agility

Z, Y>X; Z>Y, X

Through the interviews, as well as through the FGDs and the survey, it was understood that the impact of the dimensions is proportional to:

- Ease of development: the approach of interventions that need to be taken (just knowledge or practice-based skills, or through skills + experience or experience + practice + deeper acceptance that may require interventions beyond the frame of the job and work)
- Time taken to develop the particular dimension

- Impacting the inner self or the outer self of the leader, thereby involving the leader's personality, values, and beliefs
- Relevance in the organizational agility context

Taking the above factors into consideration, the dimension that got identified to be having an overall multiplier effect on account of its ability to impact and influence all the other dimensions for multiplier effect was virtues and principles. Incidentally, this is also something, organizations don't evaluate for and driving a virtues alignment in the context of an organization is difficult. In the future of work, with talent being purpose led, evaluating for purpose and motivations and their virtues and principles will actually become extremely critical.

The multiplier effect enabling Leadership Virtues, however, is not something that can be developed within the organizational ambit. Hence, in the race for developing organizational capabilities on the back of leadership talent, it will be critical for organizations to get the measure of leader virtues right. Leader virtues are not only difficult to develop within an organizational ambit but are also more personal and hence it may be difficult for organizations to be able to develop these. The multiplier effect around leadership virtues is critical to understand, as these virtues such as hard work, integrity, grit and resilience impact each and every factor of the multi-dimensional leadership equation.

Leader Paradox and Leader Mindsets have an additive impact on the leader equation. These are not the easiest to develop (like the skills – capacities, that can be developed through experience, exposure). Leader Paradox can be developed through exposure and practice in addition to awareness. Leader Mindset, however, is tougher in comparison and will require internalization at a personal / inner self level. Hence while both have an additive impact, leader mindset's additive impact (Z) is higher

than the additive impact of Paradox management (Y), whilst the leader skills and capacities, that also has an additive impact, has been put at a value of X, which is lesser than Y and Z.

While this equation has been proportioned with unknown variables based on the interviews and expectations as well as the considerations of impact, the value of the variables for this equation is the next research that needs to be done and is a research opportunity.

The above multi-dimensional Leader capability equation (Σ) explains the next two propositions associated with the phenomenon 6 of Multi-dimensional Leader capabilities.

Proposition 6B: Leader Paradoxes and leader mindset are critical for leader's success in the future of work

The impact of managing paradoxes and leader mindset, with a longer shelf life, are more arduous and time consuming to develop but are critical and would have higher impact on applying the multi-dimensional leader capability

Proposition 6C: Leader Virtues for Multi-dimensionality

At a time, when problems will get more complex, and the focus on **tangible measure of results increase**, leader virtues, that seem intangible, and hard to measure, will become the most critical differentiator to deliver long term sustainable outcomes. with a multiplier effect to deliver the organizational result.

I. The Leader Personas for Organizational Agility for the future of Work:

The Organizational Capability designed around Individual Leader Capabilities:

As understood from the section above, multi-dimensional leader capabilities are a critical and a non-negotiable layered capability set that leader are expected to have in the future. Again, within that each of the dimensions of leadership viz. skills -capacities, paradoxes and mindsets have specific organizational agility focused and future of work focused capabilities. As we look at the breadth of capabilities and the versatility expected from leaders, it may not be humanly possible to be a master at all these capabilities. Rather, it will be easier for leaders to have their core strengths and operate around those core strengths with a specific set of capabilities, that makes them closer to a certain leader archetype.

If we were to think of making all these capabilities a possibility for an organization, considering the need for leadership versatility and leadership diversity to be relevant in the future of work context, it will be critical that organizational leadership is a representation of all these capabilities. **Thus, leadership as a cohort will need to have each of these capabilities as a collective and will need to have some of the capabilities that will serve as the glue for the leaders to operate as one.** This defines the next proposition for Leadership:

Proposition 6D: The Multi dimensionality of Leader Capability for future of work makes leadership at an organization / ecosystem level a cohort capacity across multiple leaders who complement each other's capabilities rather than an individual leader capability.

With the multiplicity of leader capability expectations in the future of work, organizations would necessarily need to take a persona approach towards meeting the leadership capabilities such that collectively as the leadership team, the organization / ecosystem has all the capabilities, whilst all leaders exhibit the common minimum leadership thumbprint.

To help us imagine the leadership capability required for a team as a cohort, I have defined eight leader archetypes that could be treated as leader personas. Each of these archetypes are unique as they bring a specific core focus and almost champion that agility and future focus.

However, as we will understand each of these, we will realise that while each of them is necessary, none of them is sufficient by itself. In fact, not having any of the eight leader archetypes may pose an exposure to the organization / ecosystem to be missing an important dimension. The eight leader personas that emerged through various conversations as part of the data gathering process and thereafter prioritised through the survey are all critical individually, and collectively create the organizational distinction and competitive edge to build the organizational agility in the future of work context.

The Leader Archetype / Personas to build the right leadership for agility in the Future of Work:

The eight critical, independent leader personas (archetypes) for organizational agility in the future of work:

THE LEADER ARCHETYPES / PERSONAS TO BUILD THE RIGHT LEADERSHIP FOR AGILITY IN THE FUTURE OF WORK...

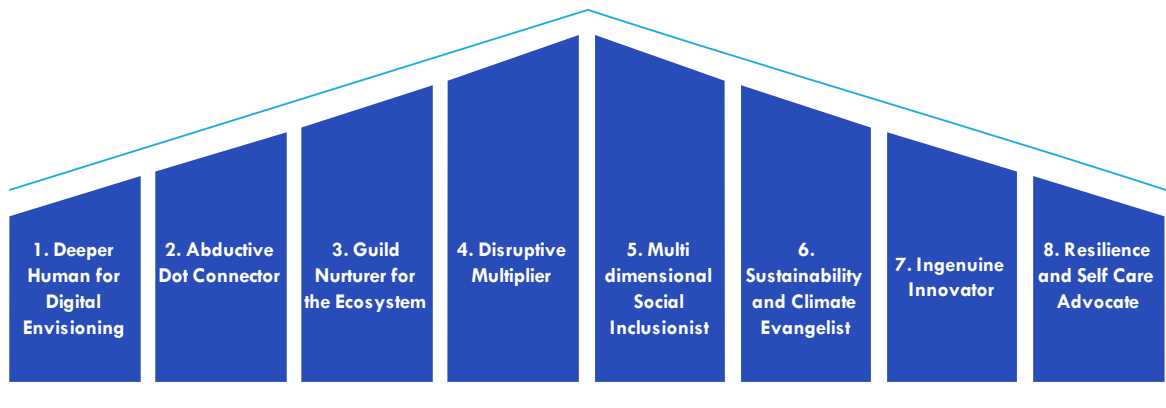


Exhibit 65: Leader Archetypes/Personas to build the Right Leadership for Agility in the Future of Work

Understanding each of these Leader Archetypes and the associated Personas that organizations could look for, to have as representatives of the future capabilities in their leadership:

- 1. Deeper Human for Digital Envisioning:** This archetype, as the name suggests is a leader who has deep human centric capabilities with the deep understanding of the digital world for the future. These leaders can envision the human and digital worlds coexisting and are able to create the connections to make the cumulative impact of this partnership greater than the impact of catering to human and digital capabilities existing in isolation.

The Deeper Human for Digital Envisioner persona is focused on being able to not just manage the paradox of managing digital and people capability in designing and transforming organizations but envision the opportunity at the intersection of

this partnership and create faster, newer, and more impactful outcomes.

These leaders will intrinsically create disproportionate impact by thinking of digital led transformation but with the human experience and human focused productivity at the centre of the problem definition and solution.

An important capability of the digital human being would be that they're able to translate. So, one of the biggest problems that we find, and that is happening a lot. On one side, we've got all these data scientists, who probably are technologically much more advanced than the rest of the organization. But, the ability to really translate that in a way that the organization understands. Someone who has the ability to translate from the requirements of the organization to the data scientists and the insights from the data scientists to the organization. that particular human being would have empathy - empathy on both sides, and of all the other customers as well. I mean, it's like those who come up with these new ideas, who sort of understand why they are saying what they are saying and why they're doing what they're doing. That's their perspective, and maybe they are wrong. But still, that's their perspective and having a very good understanding. So, the empathy part would be very important. And then is the ability to integrate, it's bringing things together. Even though you might have the twigs and the branches and the leaves, they're the ones who can see the forest.

Long Interview, No. 07

LEADER ARCHETYPE 1: DEEPER HUMAN FOR DIGITAL ENVISIONER

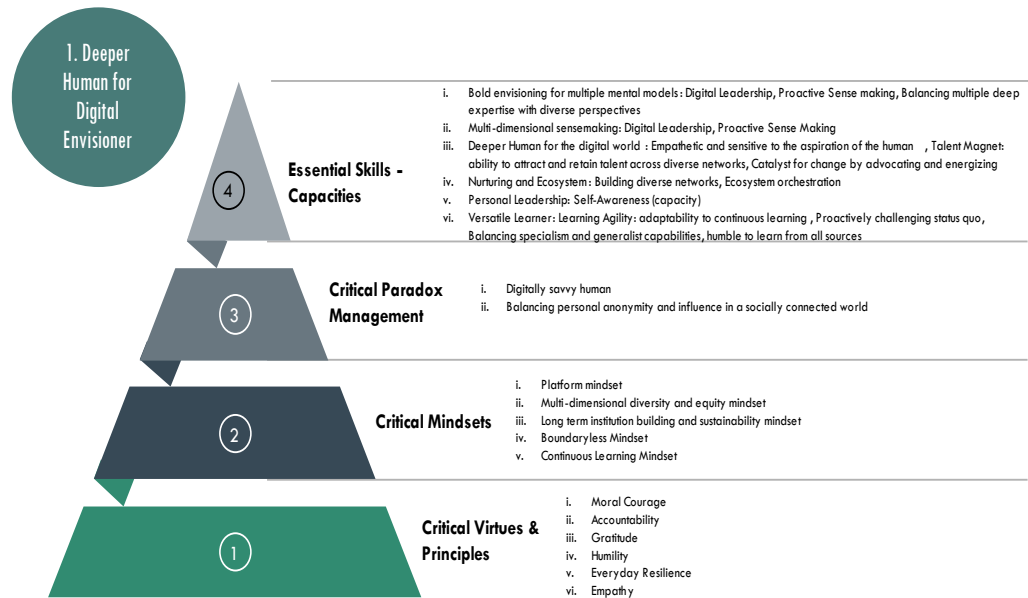


Exhibit 66:Leader Archetype 01: Deeper Human for Digital Envioner

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

- i. Bold envisioning for multiple mental models
 - Digital Leadership
 - Proactive Sense making
 - Balancing multiple deep expertise with diverse perspectives
- ii. Multi-dimensional sensemaking
 - Digital Leadership (Skill)
 - Proactive Sense Making (capacity)
- iii. Deeper Human for the digital world
 - Empathetic and sensitive to the aspiration of the human
 - Talent Magnet: ability to attract and retain talent across diverse networks (Capacity)

- Catalyst for change by advocating and energizing (Capacity)
- iv. Nurturing and Ecosystem
 - Building diverse networks
 - Ecosystem orchestration
- v. Personal Leadership
 - Self-Awareness (capacity)
- vi. Versatile Learner
 - Learning Agility: adaptability to continuous learning
 - Proactively challenging status quo
 - Balancing specialism and generalist capabilities
 - Humble to learn from all sources

The critical paradox management capabilities that this archetype will be adept at handling include:

- i. Digitally savvy human
- ii. Balancing personal anonymity and influence in a socially connected world

The leader mindsets that will be critical for this leader persona to succeed include:

- i. Platform mindset
- ii. Multi-dimensional diversity and equity mindset
- iii. Long term institution building and sustainability mindset
- iv. Boundaryless Mindset
- v. Continuous Learning Mindset

The criticality of this persona / archetype in the future of work context:

With the high technology advancement and the changing order of workforce because of the vectors of Technology Led disruption, multi-dimensional workforce and Extreme Data Analytics and Trust Deficit, the equation of human and digital partnership is rapidly going to change from being an enabler to being a productivity enabler to being a collaborative partner that almost enables each other to take combined accountability for delivering more. This would be a necessity to respond to the following phenomena that we see shaping the future of work:

1. Phenomena 2: Ecosystems and Platforms
2. Phenomena 3: Technology led humanized stakeholder experience
focused transformation core to organizational value addition -
Human Experience + Productivity experience
3. Phenomena 4: Changing equation of the workforce resulting in
increased importance of workforce voice in the FoW - Human
Voice in the workforce
4. Phenomena 5: Data being the new capital and hence data to be
dealt with differently

Archetype 2: Abductive Dot Connector: This archetype as the name suggests can work with what's known and what's not known, by connecting discrete dots. With multiple simultaneous external factors shaping the world of work in the future (the five vectors and the 6 phenomena), the leader's ability to induce and deduce across disparate sources of data will be critical and this leader is able to do that by applying his abilities to create multiple models by getting a combination of data and intuition and proactive sensemaking to create options that are new and different and could be game changing.

The persona of this archetype is focused on driving the dot connection amongst what's quasi defined and what's not even defined. Thus, she is a leader who can start from existing data and insights to deduce and extrapolate and at the same time, think new and different, discrete data points to create meaningful connections for the future.

Abductive reasoning will be the future. I can deduce when I have been at a point in time where enough work has happened in that space, or I can induce. When I'm at a starting point, we are in an era where we are neither at the starting point, nor enough development of any topic has happened. And hence the challenge is even bigger. And that's where the whole thing around abductive reasoning will happen.

Long Interview No. 27

The capability model of this Leader Archetype is below:

LEADER ARCHETYPE 2: ABDUCTIVE DOT CONNECTOR

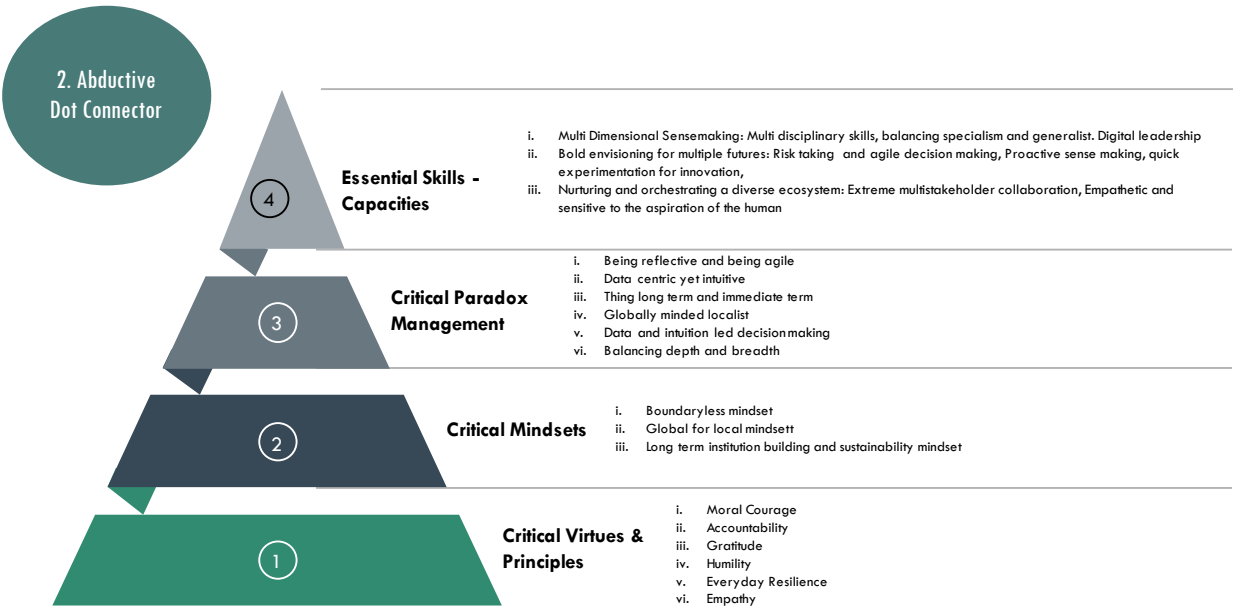


Exhibit 67: Leader Archetype 02: Abductive Dot Connector

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

- i. Multi-Dimensional Sensemaking:
 - Multi-disciplinary skills,
 - balancing specialism and generalist.
 - Digital leadership
- ii. Bold envisioning for multiple futures:
 - Risk taking and agile decision making,
 - Proactive sense making,
 - Quick experimentation for innovation,
- iii. Nurturing and orchestrating a diverse ecosystem:
 - Extreme multistakeholder collaboration
 - Empathetic and sensitive to the aspiration of the human

The critical paradox management capabilities that this archetype will be adept at handling include:

- i. Being reflective and being agile
- ii. Data centric yet intuitive
- iii. Thing long term and immediate term
- iv. Globally minded localist
- v. Data and intuition led decision making
- vi. Balancing depth and breadth

The leader mindsets that will be critical for this leader persona to succeed include:

- i. Boundaryless mindset
- ii. Global for local mindset

Criticality of this archetype in the context of organizational agility in the future of work:

With multiple simultaneous external factors shaping the world of work in the future (the five vectors and the six phenomena), ability to induce and deduce across disparate sources of data will be critical. This archetype of a leader is the one who will continuously scan the existing ecosystem, look at the established connections to deduce new opportunities and at the same time, look at the larger ecosystem for newer connections and opportunities to be established and thereby build newer nodes of connections.

3. Leader Archetype 3: Guild Nurturer for the Ecosystem:

Guild Nurturer as the name suggests, are leaders serving the purpose of talent that are diverse yet are connected on a common purpose, that is focused on the expertise that they bring to the table. The guild nurturers are leaders who are adept at building the tribes of like-minded people who will be inspired and motivated by intrinsic connection around similar profile, which could either be connection around the skills, or connection around the problem they are wanting to solve.

The Guild Nurturer as a leader, establishes discrete connections within the specialism not just on technical expertise and hierarchy but on the passion for the guild.

As organizational construct becomes more open and operating models operate more as ecosystems, the opportunity, and the need to build to create ‘tribes’ that align and group on capabilities that are critical to growth of the guild / tribe

This archetype, as the name suggests is a leader who has deep human centric capabilities with the ability to inspire, establish a larger purpose and be a talent magnet. These leaders can envision the opportunity and strength of the guild’s purpose and inspire the guild to grow and add nonlinear value to the ecosystems that they are part of.

These archetypes of leaders will intrinsically create disproportionate impact by thinking of talent and skills and focus on nurturing the talent pool that connects on skills expertise as a tribe.

The best-case scenario is that you anticipate all of this and you bake it in. You anticipate the climate scenarios that can happen and then you understand that the best places in 2050 are in Shillong, Guwahati, etc. and then we go into the heart of India, wherever there is water, etc. Then you started slowly nudging your leadership team to say that guys anyway, connectivity is there. You nudge your partners to slowly transition back. There are mega gigs and micro gigs, like minded people coming together to solve problems, guilds or tribes emerging around a common purpose.

Long Interview, No. 01

The core skills – capacities, paradoxes and mindset that will act as the strength for this persona include the following:

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

- i. Multi-dimensional sensemaking:
 - Balancing multiple deep expertise with diverse specialism
- ii. Nurturing and orchestrating a diverse ecosystem:
 - Ecosystem orchestration
 - Extreme multistakeholder collaboration
- iii. Deeper human capabilities:
 - Inspire followership for a larger cause,
 - Advocating and energizing,
 - Team enablement,
 - Trust building,
 - Talent magnet

LEADER ARCHETYPE 3: GUILD NURTURER FOR THE ECOSYSTEM

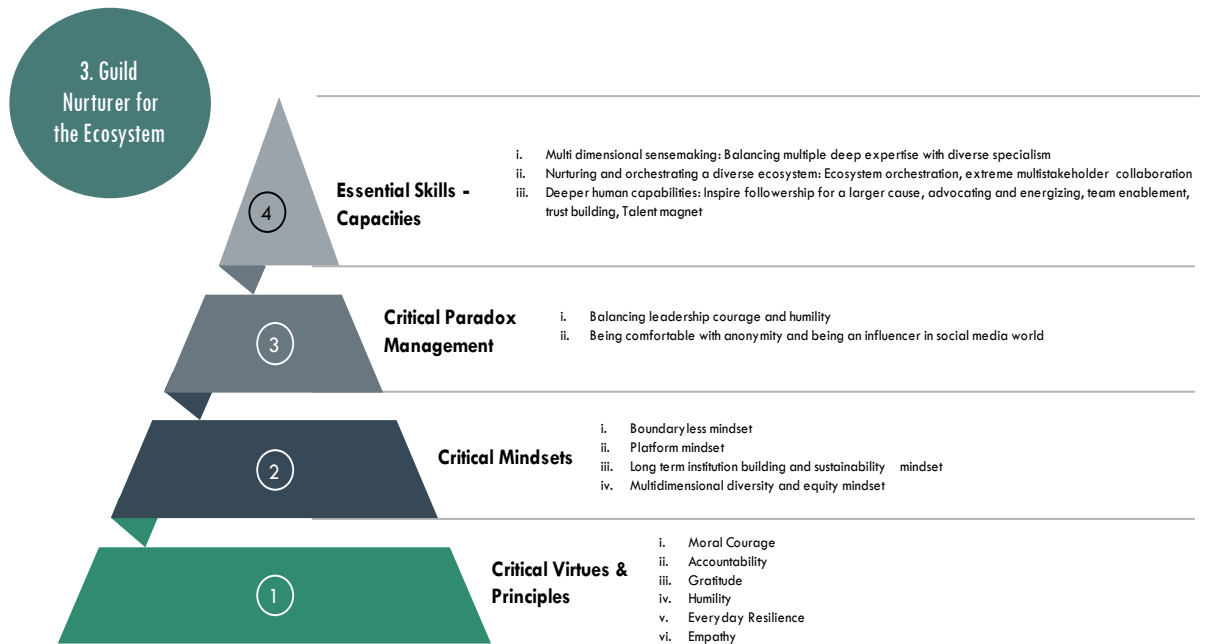


Exhibit 68: Leader Archetype 03: Guild Nurturer for the Ecosystem

The critical paradox management capabilities that this archetype will be adept at handling include:

- i. Balancing leadership courage and humility
- ii. Being comfortable with anonymity and being an influencer in social media world

The leader mindsets that will be critical for this leader persona to succeed include:

- i. Boundaryless mindset
- ii. Platform mindset
- iii. Long term institution building and sustainability mindset
- iv. Multidimensional diversity and equity mindset

Criticality of this archetype in the context of organizational agility in the future of work:

In the context of future of work, as workforce and its importance in the workplace equation continues to increase, thereby talent will become a single most critical factor. In such a situation, talent guilds, will have an extremely critical role and power in the ecosystem. Hence, the talent guild nurturer will be an extremely critical role to play for success of the organization and the ecosystem.

- **Leader Archetype 4 – Disruptive Multiplier:** As the name suggests, Disruptive multiplier is a critical archetype that is continuously thinking nonlinear growth and impact. The leader's who belong to this archetype are bold, thinking out of the box, and continuously thinking of nonlinear opportunities. A critical component of being disruptive multiplier in the context of future of work will be about being able to balance depth and breadth and toggle between the human and the digital world.

The leaders with this persona will be focused on thinking and executing disruptive goals, that are new and different, and intended to solve problems that are multi -dimensional, future focused and have large scale impact.

As organizational construct becomes more open and operating models operate more as ecosystems, the opportunity, and the need to think of opportunities with a boundaryless mindset will be critical.

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

- i. Bold envisioning for multiple mental models:
 - Risk Taking and agile decision making

- Quick experimentation for innovation
- Bold thinking
- ii. Multi-dimensional Sensemaking:
 - Digital Leadership
 - Proactive Sense making
 - Balancing depth and breadth
- iii. Nurturing and orchestrating a diverse ecosystem:
 - Extreme multi-stakeholder collaboration,
 - Building diverse networks

LEADER ARCHETYPE 4: DISRUPTIVE MULTIPLIER

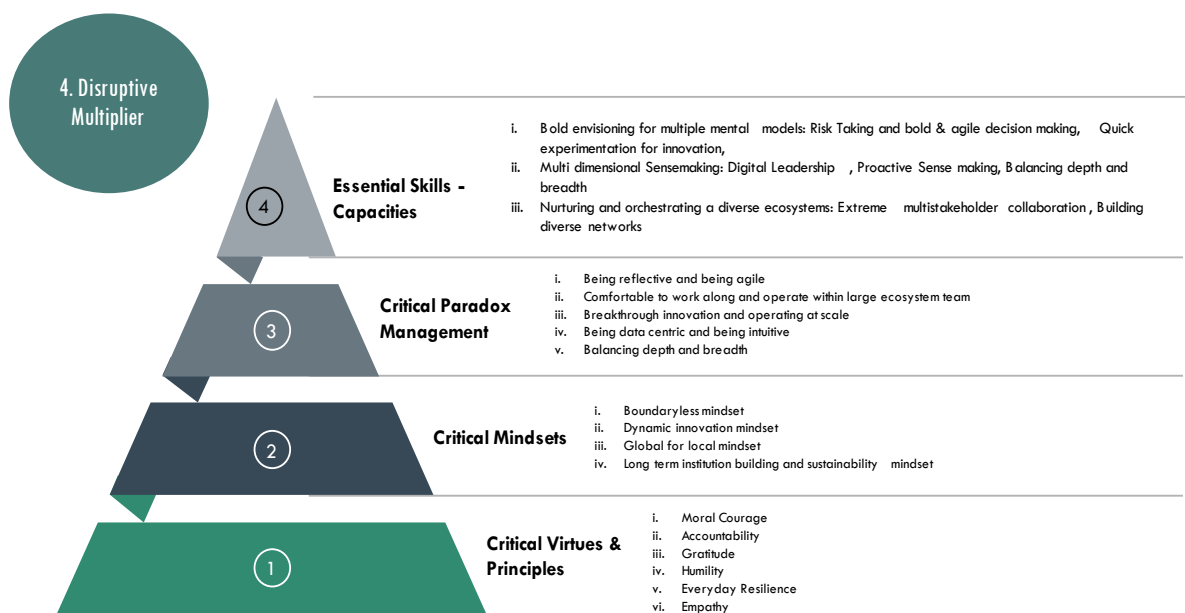


Exhibit 69: Leader Archetype 04: Disruptive Multiplier

The critical paradox management capabilities that this archetype will be adept at handling include:

- i. Being reflective and being agile

- ii. Comfortable to work along and operate within large ecosystem team
- iii. Breakthrough innovation and operating at scale
- iv. Being data centric and being intuitive
- v. Balancing depth and breadth

The leader mindsets that will be critical for this leader persona to succeed include:

- i. Boundaryless mindset
- ii. Dynamic innovation mindset
- iii. Global for local mindset
- iv. Long term institution building and sustainability mindset

Criticality of this archetype in the context of organizational agility in the future of work:

In the context of org agility for the future, and the multiple phenomena, disruptive multiplier as a leader archetype will be critical to enable leaders to think non-linear, enable growth and impact by thinking unconstrained and deliver outcomes with disruptive focus and thinking.

- **Leader Archetype 5 – Multidimensional Social Inclusionist:** As the name suggests, the leaders with this archetype, Multi-dimensional Social Inclusionist are the stakeholders dot connector. With a focus on ensuring that we think of all stakeholders' interest and serve the purpose of all by being inclusive of their interest in all the thinking and decision making. Critical to the purpose of sustainable and inclusive capitalism, this archetype will be the

organization / ecosystem's conscious keeper and also the harbinger of driving the inclusion and diversity agenda.

The persona of the leaders with this archetype will be focused on multi-generational / global workforce priorities in thinking and implementation

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

1. Multi-dimensional Sensemaking:
 - General Management capabilities
2. Deeper Human Capabilities:
 - Empathetic and sensitive to the aspiration of the human
 - Talent Magnet
3. Ecosystem Orchestration:
 - Team enablement,
 - Building diverse networks,
 - Building and nurturing talent guilds
 - Inspire followership for the larger cause,
 - Extreme Multistakeholder collaboration,
 - Practicing Gender balanced leadership capabilities
4. Versatile Learner:
 - Humble to learn from all and to accept mistakes

LEADER ARCHETYPE 5: MULTI DIMENSIONAL SOCIAL INCLUSIONIST

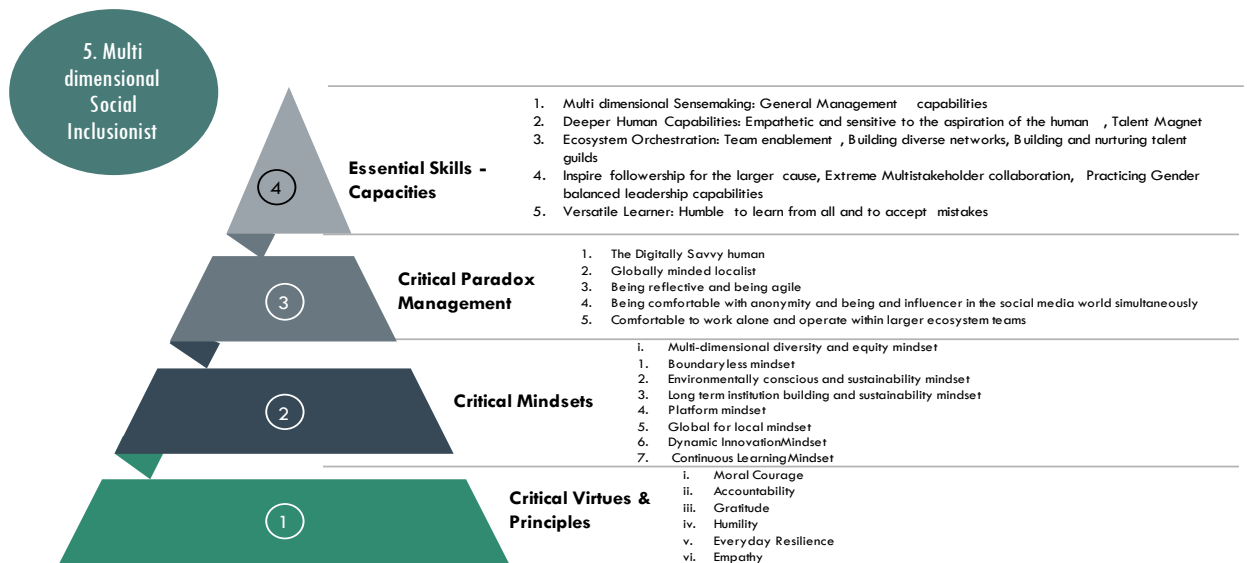


Exhibit 70: Leader Archetype 05: Multi-Dimensional Social Inclusionist

The critical paradox management capabilities that this archetype will be adept at handling include:

1. The Digitally Savvy human
2. Globally minded localist
3. Being reflective and being agile
4. Being comfortable with anonymity and being and influencer in the social media world simultaneously
5. Comfortable to work alone and operate within larger ecosystem teams

The leader mindsets that will be critical for this leader persona to succeed include:

1. Multi-dimensional diversity and equity mindset
2. Boundaryless mindset

3. Environmentally conscious and sustainability mindset
4. Long term institution building and sustainability mindset
5. Platform mindset
6. Global for local mindset
7. Dynamic Innovation Mindset
8. Continuous Learning Mindset

Criticality of this archetype in the context of organizational agility in the future of work:

As the multiple vectors shaping the organizational agility operate simultaneously, the opportunity and the need to work with workforce and stakeholders across all sections of society will be critical. The ability to work with all possible stakeholders and drive an inclusive agenda will be critical to success for leaders in the future. This leader archetype of Multidimensional social Inclusionist will not only be adept at invigorating followership across all sections of people but will also be successful in inspiring the multi-dimensional talent and influencing them to follow the larger cause.

- **Leader Archetype 6 – Sustainability and Climate Evangelist:** As the name suggests, the leaders with this archetype, Sustainability and Climate Evangelist are focused on driving the longer-term climate and sustainability agenda of the organization and the ecosystem. This leader archetype drives the agenda by being the conscious keeper in the ecosystem and through her knowledge, capacities and mindset keeps the relevance of the organization to drive the inclusive capitalism agenda.

The leader persona for this archetype is focused on thinking sustainability as an opportunity first, in all opportunities by focusing on climate commitments to evangelizes climate amidst capitalist commitments. Thus, having the Sustainability and Climate Evangelist in the leadership top team will be critical to ensure we are not thinking of one of the most critical but seemingly not urgent issue as an afterthought.

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

1. Multi-dimensional Sensemaking:
 - Multi-disciplinary skills
 - Proactive sense making
 - Balancing specialism and generalist
2. Deeper Human for digital:
 - Empathetic and sensitive to the aspiration of the human,
 - Catalysing change by advocating and energizing
3. Nurturing and orchestrating a diverse ecosystem:
 - Inspire followership for the larger cause
4. Personal Leadership:
 - Trust building
 - Practicing gender balanced leadership capabilities

LEADER ARCHETYPE 6: SUSTAINABILITY AND CLIMATE EVANGELIST

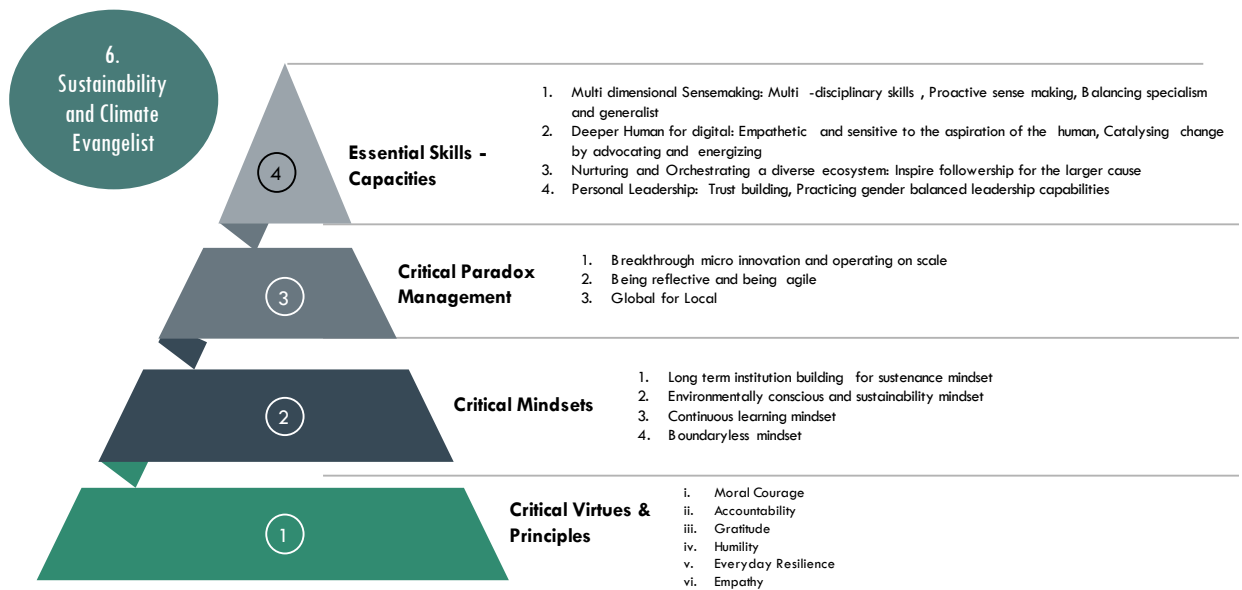


Exhibit 71:Leader Archetype 06: Sustainability and Climate Evangelist

The critical paradox management capabilities that this archetype will be adept at handling include:

1. Breakthrough micro innovation and operating on scale
2. Being reflective and being agile
3. Global for Local

The leader mindsets that will be critical for this leader persona to succeed include:

1. Long term institution building for sustenance mindset
2. Environmentally conscious and sustainability mindset
3. Continuous learning mindset

4. Boundaryless mindset

Criticality of this archetype in the context of organizational agility in the future of work:

As the multiple vectors shaping the organizational agility operate simultaneously, the opportunity and the need to work with workforce and stakeholders across all sections of society will be critical.

In the context of organizational agility for the future of work, appreciation and advocating for sustainability will be a critical ask to cater to the vectors associated with Environment and Climate as well as for the Phenomena of Responsible and Inclusive Capitalism.

The ability to work with all possible stakeholders and drive an inclusive agenda will be critical for the success of leaders in the future. This leader archetype of Sustainability and Climate Evangelist will not only be adept at understanding and presenting this need as an opportunity holistically for all critical decisions but will also be able to focus on building commitment towards this.

- **Leader Archetype 7 – Ingenuine Innovator:** As the name suggests, the Ingenuine Innovator Archetype is a leader who is continuously looking at problems as opportunities for problem solving, can rapidly connect dots from what's known and what's not known and comfortable to continuously iterate, pivot to problem solve and is comfortable to build commitment to solving the problem through partnerships.

The leader persona for this archetype is a hands-on problem solver and takes pride in solving and doesn't wait for the 'perfect' but instead drives advancement by being clear of the outcome and driving the team/ organization and the ecosystem to deliver on that. Most importantly, this leader persona is not shy of failing and is comfortable to fail fast and advance. These leaders will be focused on applying clever, inventive and original means to identify and solve a problem such that it's frugal, quick yet scalable and widely applicable.

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

1. Bold envisioning for multiple mental models:
 - Quick experimentation for innovation,
 - Thinking bold and far to implement today,
 - Adaptability to rapid iterations,
 - Comfortable to deal with disruptions through forward thinking for dynamic and multiple simultaneous outcomes
2. Multi-dimensional Sensemaking:
 - Multi-disciplinary skills
 - Proactive sense making
 - Risk taking and agile decision making
 - Digital Leadership
 - Balancing multiple deep expertise with diverse perspectives

3. Deeper Human for digital:

- Empathetic and sensitive to the aspiration of the human,
- Advocating and energizing

4. Nurturing and orchestrating a diverse ecosystem

- Inspire followership for the larger cause

5. Personal Leadership:

- Trust building
- Practicing gender balanced leadership capabilities

LEADER ARCHETYPE 7: INGENUINE INNOVATOR

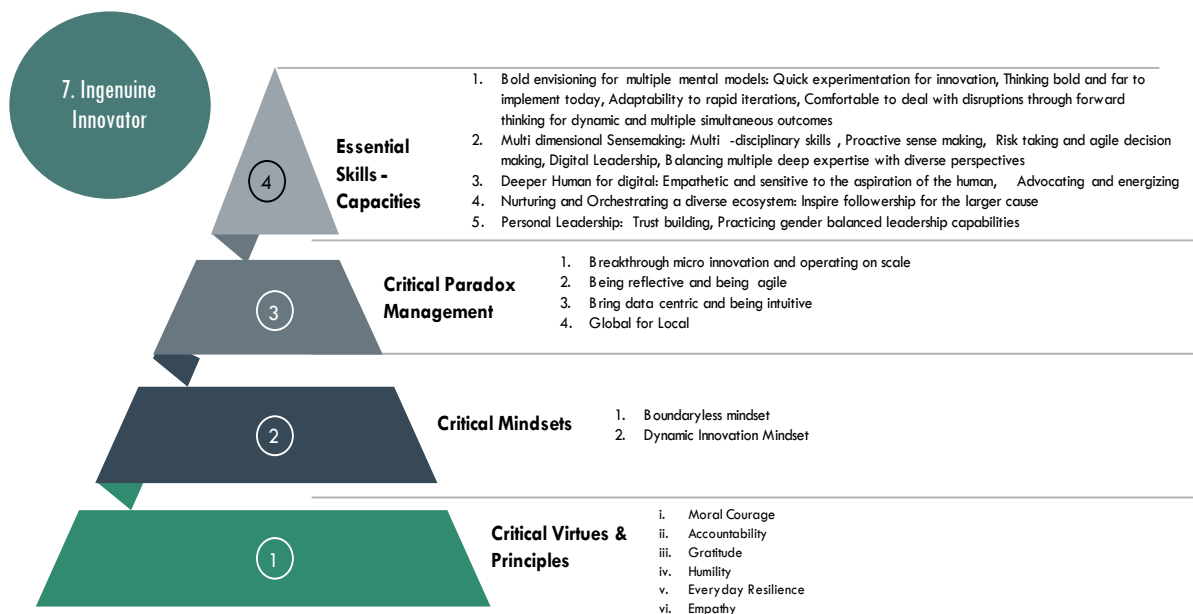


Exhibit 72: Leader Archetype 07: Ingenuine Innovator

The critical paradox management capabilities that this archetype will be adept at handling include:

1. Breakthrough micro innovation and operating on scale

2. Being reflective and being agile
3. Bring data centric and being intuitive
4. Global for Local

The leader mindsets that will be critical for this leader persona to succeed include:

1. Boundaryless mindset
2. Dynamic Innovation Mindset

Criticality of this archetype in the context of organizational agility in the future of work:

As the multiple vectors shaping the organizational agility operate simultaneously, the opportunity and the need to work in an agile manner would require the comfort and the capacity to look at problems using the lens of what's available in the larger ecosystem, what isn't and why is it critical to solve and following it up almost immediately with possible options to prototyping and pivoting or failing quickly.

The motivation for this archetype and its importance in the future of work is the appreciation of the need to constantly innovate and not look for a perfect solution. This would require constantly innovating using new and different ways to solve problems.

- **Leader Archetype 8 - Resilience and Self Care Advocate:** As the name suggests, the resilience and self-care advocate is focused on the longer term energy and focus of the organization and ecosystem and ensures that in all the plans, the organization/ ecosystem adapts a holistic approach towards what's right in the longer run. This could mean, sometimes focusing an alternate approach or listening to the voice of the people in the ecosystem to get to the right pace that is sustainable.

Again, an additional and a critical focus of this leader archetype is championing the cause of well-being. As the world keeps getting more and more brittle, it won't be enough to win in the short term, to continue being in the race and being able to being in the race with all the core people who we need and deserve to be, the focus on wellbeing will need to be at a different level. Sometimes in the urge to hustle, celebrating hustlers can cause some critical capabilities for the future and diverse portfolio of people falling through the cracks, and sometimes may not even go noticed.

This leader archetype is focused on getting the goals, narrative, and the productivity focus with the critical need for resilience and self-care in mind, for all. As they say, we are as weak as the weakest link in the team. Being able to ensure that all the links are strong enough will require the larger ecosystem take cognizance of the pace, its impact, the resilience of all and ensure that the needs are being nurtured to deliver the outcomes holistically.

A critical element of the leader with this persona is that the leader is focused on managing his / her own energy (physical / social / mental and emotional) to drive team's attention and energy to remain continuously learning agile.

The critical skills – capacities that these leader archetypes will have as their strengths would include the following:

1. Deeper Human for the Digital World:
 - Talent Magnet,
 - Empathetic and sensitive to the aspirations of the human,
 - Humble to accept mistakes and seek help
2. Personal Leadership:
 - Self Awareness,
 - Emotional Stability,
 - Everyday Resilience,
 - Practicing gender balances leadership capabilities
3. Bold Envisioning for multiple futures:
 - Adaptability to rapid iterations,
 - Comfortable to deal with disruptions through forward thinking for dynamic and multiple simultaneous outcomes

LEADER ARCHETYPE 8: RESILIENCE AND SELF CARE ADVOCATE

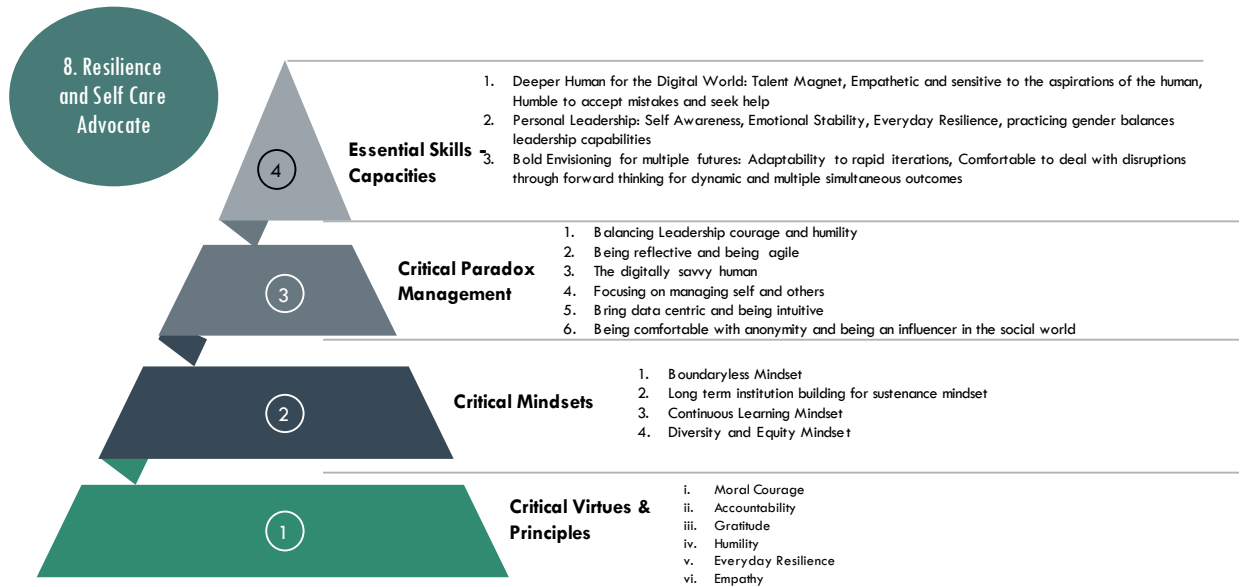


Exhibit 73: Leader Archetype 8: Resilience and Self-Care Advocate

The critical paradox management capabilities that this archetype will be adept at handling include:

1. Balancing Leadership courage and humility
2. Being reflective and being agile
3. The digitally savvy human
4. Focusing on managing self and others
5. Bring data centric and being intuitive
6. Being comfortable with anonymity and being an influencer in the social world

The leader mindsets that will be critical for this leader persona to succeed include:

1. Boundaryless Mindset

2. Long term institution building for sustenance mindset
3. Continuous Learning Mindset
4. Diversity and Equity Mindset

Criticality of this archetype in the context of organizational agility in the future of work:

With multiple stakeholders and constant ambiguity resulting in a brittle, anxious, non-linear and incomprehensible nature of problems, there is a need for each leader to be constantly conscious of their own energies and ensuring that the impact of their energies is positively disposed on to others. This leader archetype is going to be the energy keeper of the ecosystem and ensuring that people don't miss their focus on this critical capability.

II. The Leader 'Non-Negotiables' for building the Top Team:

As seen in all the above leader personas, each one of them are independently critical for organizations to succeed and thrive while being agile in the future of work context. However, as we start thinking of each of the eighth leader personas, we realise that amongst the personas, there are capabilities that are common and interdependent but there are some capabilities that are unique, and hence sometimes prioritizing these capabilities and building them simultaneously may not be very easy. However, considering that these capabilities are collectively necessary and independently not sufficient for an organization to be future ready, organizations need to look at these capability requirements stand alone, at

a leader level but look at meeting all these capabilities collectively across the leadership cohort.

Whilst these capabilities can be built by a cohort of leaders, there are some critical non-negotiable capabilities that each of the leaders who form a part of the cohort need to have at an individual level. These capabilities, across all the personas, for each of the individual leaders are going to be necessary capabilities. The importance of these necessary capabilities for each of the leaders is to enable them to operate in a fast-changing environment as a core connected team, rather than operating as individual leaders. This above finding through the interviews and the discussions establishes the fourth and the final proposition of Phenomenon 6, the proposition of leader capability at an organizational level being a team capability rather than individual capability

Understanding the big shifts that leaders will need to make to live these personas and their importance in the context of the phenomena that the world is going to experience:

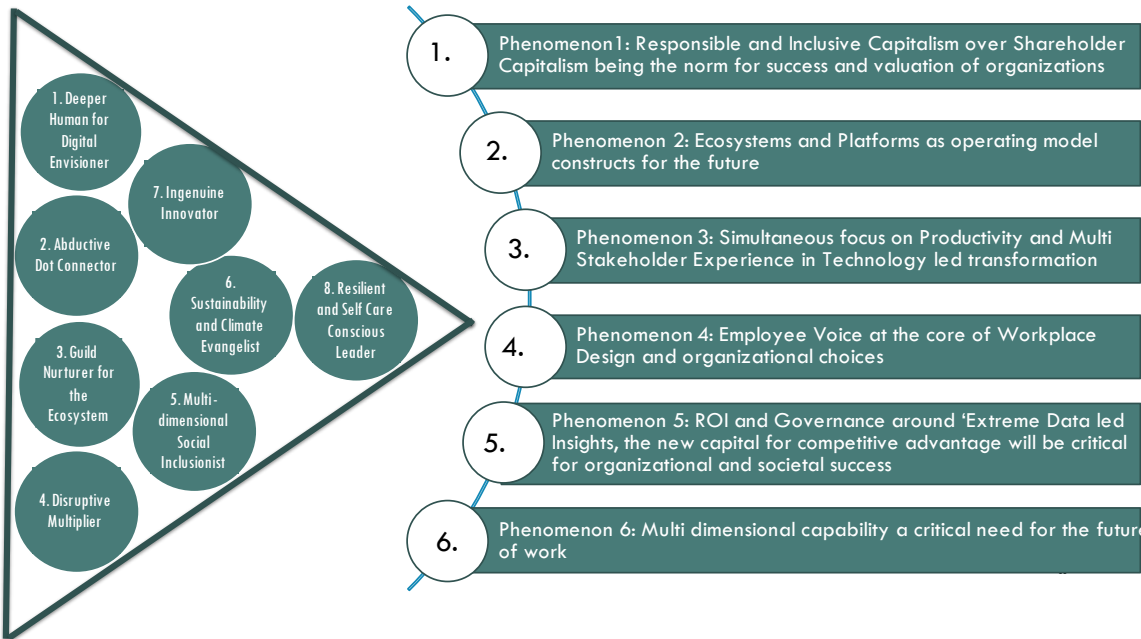


Exhibit 74: The Phenomena and the Leader Archetypes

Table 12: Leader Archetypes and its linkage to Leadership Focus and Phenomena

<i>Sr</i>	<i>Leader</i>	<i>From</i>	<i>To future</i>	<i>Non-</i>
<i>.</i>	<i>Persona /</i>	<i>current</i>	<i>leadership focus</i>	<i>negotiable in</i>
<i>N</i>	<i>Archetype</i>	<i>leadership</i>		<i>the context of</i>
<i>o.</i>		<i>focus</i>		<i>the</i>
				<i>Phenomena</i>
				<i>for the FoW</i>
1	Deeper Human for Digital	Digital and Business Skills	Deeper Empathy for human amidst digital and business skills	Phenomenon 1: Inclusive Capitalism. Phenomenon 3: Stakeholder Experience Phenomenon 4: Employee Voice
2	Abductive Dot Connector	Data and Analytics	Intuitive and iterative mental models balanced with data analytics	Phenomenon 1: Inclusive Capitalism Phenomenon 4: Employee Voice Phenomenon 5: Extreme Data
3	Guild Nurturer for the Ecosystem	Collaboration within known internal networks	Extreme collaboration within internal and	Phenomenon 2: Ecosystems and Platforms as operating model

			<i>external networks, focused on specialised skills</i>	<i>Phenomenon 4: Employee Voice Phenomenon 6: Multi-dimensional capability</i>
<i>4</i>	<i>Disruptive Multiplier</i>	<i>Solving for problems of today</i>	<i>Solving through multiple mental models for today and tomorrow, simultaneously</i>	<i>Phenomenon 1: Responsible & Inclusive Capitalism Phenomenon 3: Multi stakeholder experience in tech led transformation Phenomenon 5: ROI and governance for extreme data led insights</i>
<i>5</i>	<i>Multi-dimensional Social Inclusionist</i>	<i>Diversity and Inclusion within organizations</i>	<i>Multi-dimensional inclusion across multiple stakeholder groups and</i>	<i>Phenomenon 1: Responsible & Inclusive Capitalism Phenomenon 2: Ecosystems and</i>

			<i>diverse networks</i>	<i>Platforms as operating model Phenomenon 3: Multi stakeholder experience in tech led transformation Phenomenon 6: Multi-dimensional capability</i>
6	<i>Sustainability and Climate Evangelist</i>	<i>Climate, sustainability, and governance for the future</i>	<i>Advocating and solving for climate, sustainability and the future</i>	<i>Phenomenon 1: Responsible & Inclusive Capitalism Phenomenon 6: Multi-dimensional capability</i>
7	<i>Ingenuine Innovator</i>	<i>Agile problem solving for end-to-end problem solving</i>	<i>Frugal, rapid and simultaneous iterations of problem solving for the future</i>	<i>Phenomenon 1: Inclusive Capitalism Phenomenon 3: Multi stakeholder experience in</i>

				<i>tech led transformation Phenomenon 5: ROI and governance for extreme data led insights</i>
8	<i>Resilient and Self Care Advocate</i>	<i>Self-Awareness</i>	<i>Everyday resilience and self-care for self and others focused</i>	<i>Phenomenon 2: Ecosystems and Platforms as operating model Phenomenon 3: Multi stakeholder experience in tech led transformation Phenomenon 4: Employee Voice Phenomenon 6: Multi- dimensional capability</i>

Proposition 6D: The Multi dimensionality of Leader Capability for future of work makes leadership at an organizational level even more of a team capacity than an individual leader capability.

With the multiplicity of leader capability expectations in the future of work, organizations would necessarily need to take a persona approach towards meeting the leadership capabilities such that collectively as the leadership team, the organization / ecosystem has all the capabilities, whilst all leaders exhibit the common minimum leadership thumbprint.

The Common Leadership Thumbprint:

Understanding the purpose and criticality of the common leadership thumbprint is critical to converting individual leader capabilities into organizational success. As we have seen above, each of the leader archetypes / personas operate from a specific lens of the world, which is highly valuable in the future of work context. This common Leadership Thumbprint is a ‘critical part of the whole’ leader’s capacity. This ‘part capacity’ of the leader ensures that the leader is able to think in the context of the larger organization, is able to complement the organization / ecosystem / purpose above the ‘individual’ interest and is able to think institution above individual. Thus, this common leadership thumbprint will be critical for leaders, specifically at the top of the pyramid to be able to not just operate as deep specialists or broader generalists, but also operate as institution builders.

The critical leader capabilities that each leader needs to have to be a part of this top team cohort and make it succeed include the following:

The list below has the critical Leader Skills and capacities:

1. Multi-dimensional Sensemaking:

- Multi-disciplinary skills,
- General management capabilities,
- Digital Leadership,
- Balancing multiple deep expertise with diverse perspectives

2. Nurturing and orchestrating a diverse ecosystem:

- Extreme multi stakeholder collaboration
- Inspire followership for a larger cause

3. Deeper Human for the Digital World:

- Talent Magnet
- Empathetic and sensitive to the aspirations of the human
- Humble to accept mistakes and seek help
- Team Enablement
- Advocating and energizing the human

4. Personal Leadership:

- Self-Awareness
- Emotional Stability
- Trust Building

5. Bold Envisioning for multiple futures:

- Adaptability to rapid iterations

- Comfortable to deal with disruptions through forward thinking for dynamic and multiple simultaneous outcomes

Each of these skills – capacities mentioned above are required for each of the leaders to be functional, beyond their technical competencies that will be required for them to succeed in their roles, playing the persona.

THE LEADER 'NON -NEGOTIABLES' FOR BUILDING THE 'A' TOP -TEAM IN FOW

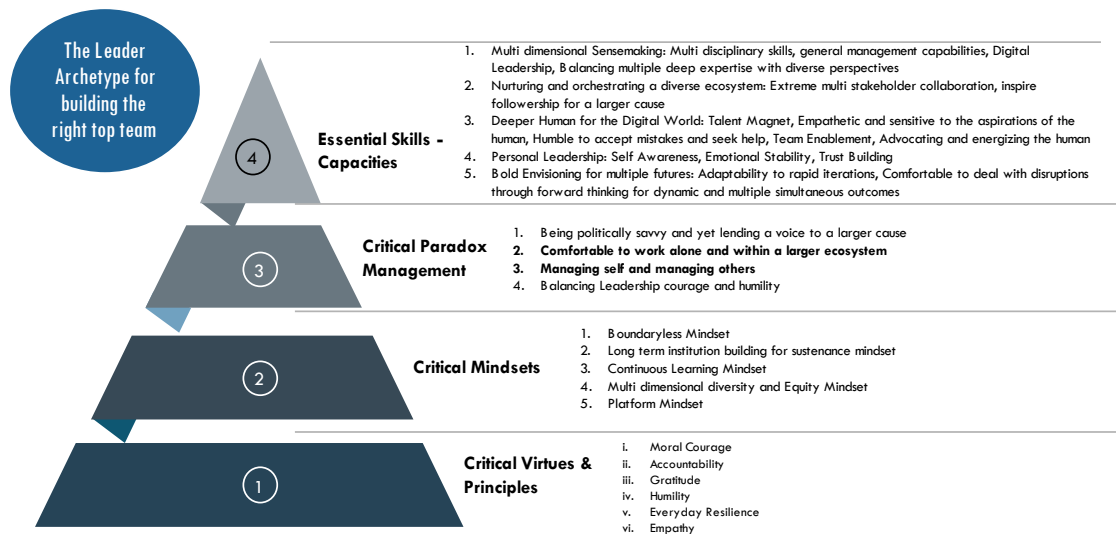


Exhibit 75: The Leadership Team Fingerprint

The critical leader paradoxes that each of these leaders will need to have to operate a part of the cohort include:

- Being politically savvy and yet lending a voice to a larger cause
- Balancing Leadership courage and humility

Each of these paradoxes management capabilities is required for the leaders to ensure they can play their part as of the leadership cohort and focus being the leadership team rather than being the individual leader. The nature of problems in the future being highly complex, it will be critical for the leaders to be able to operate as a team.

The critical leader mindsets that each leader will need to practice functioning as the leadership team include:

- Boundaryless Mindset
- Long term institution building for sustenance mindset
- Continuous Learning Mindset
- Multi-dimensional diversity and Equity Mindset
- Platform Mindset

As organizations start to operate as open ecosystems, the mindset of the individual leaders to operate successfully as individual leaders as well as organizational leaders will be critical. Leaders will have to play a larger role as both individual leaders and as cohort leaders to remain connected, motivated, and focused on delivering the larger goal.

The future of work is going to be different, complex, and uncertain. Organizations are expected to operate in the BANI world and in that environment, it will be critical that organizations are able to get the collective capacities of the leadership and individual expertise of the leaders to play out for the organization. The ability to operate together as leaders to focus on the 'new and different' will be critical for the organization and the leaders to succeed.

Leaders as constellation of stars and not lone stars will be a critical requirement for the future of work.

III. Triangulation of Interviews, FGDs and Survey Data:

Prioritization of the leader personas in the survey and what does it say across various demographic cuts:

The critical capabilities required for the future of work, which is basically a BANI world is going to be deeper wisdom and the role of virtues / principles will be critical, since the BANI at its deeper level is made of anxiety, brittleness, incomprehensibility, and non-linear impact.

Beyond the interviews, when I asked in the survey, how did leaders view the criticality of each of the following leadership capabilities (each representing a specific persona), leaders prioritized in the following order:

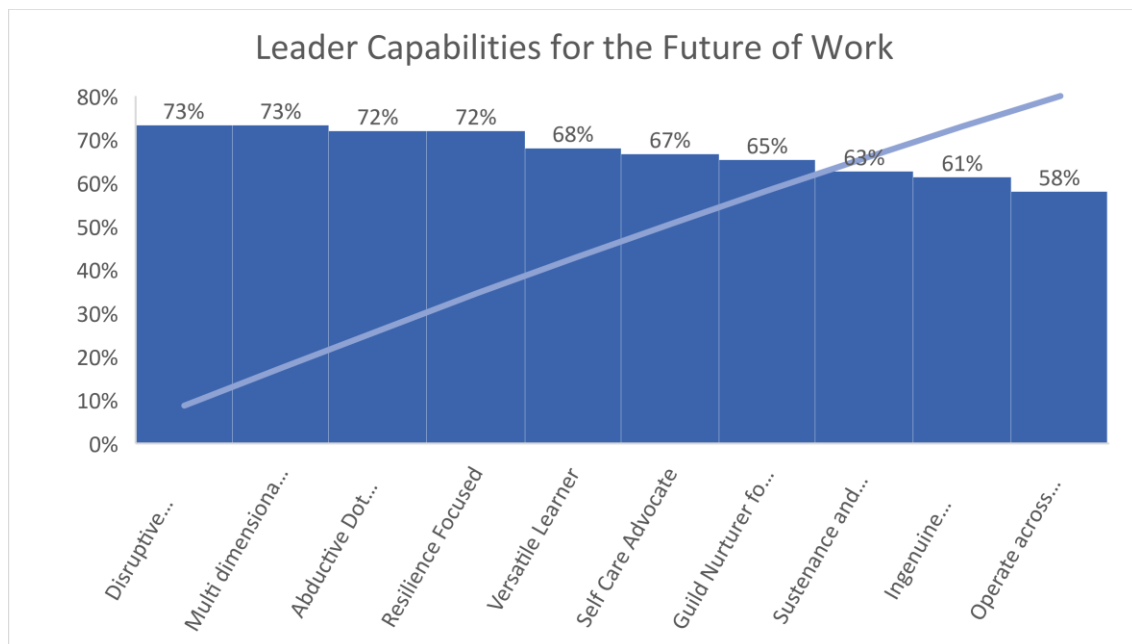


Exhibit 76: Stack Rank of the Leader Capabilities for the Future of Work - Survey Data

1. Disruptive Multiplier and Multi dimensional Social Inclusionist were rated as the most critical capabilities for org agility in the future of work
2. Abductive Dot Connet and Every Day Resilience Focus were the second highest rated leader personas for the guture of work
3. Critical for leaders to have the ability to operate across data constraints (insufficient or excess data available), scan to take quick decisions within limited time and amidst lack of absolute clarity was picked up as least critical.

Further, on asking the leaders in the survey to include any additional aspects that they felt would be most critical for leaders to drive agility in the future of work, the following word cloud emerged:

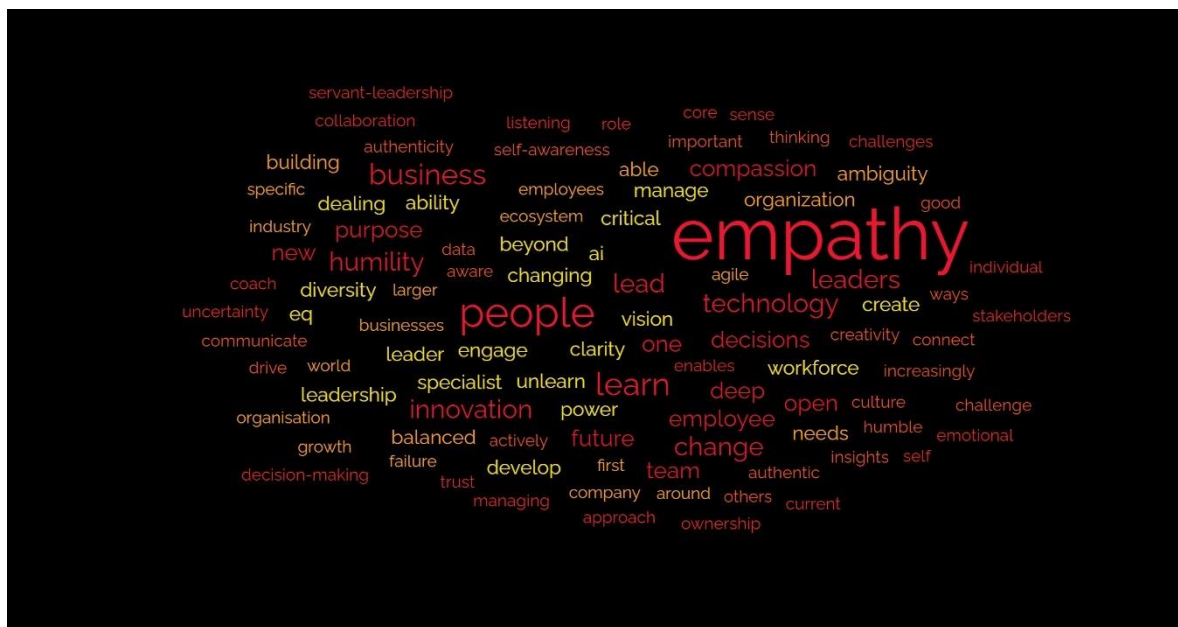


Exhibit 77: Word Count for Leadership from the Survey Analysis

The core terms that stood out included empathy, people focused leadership (Human for future of work), learn, innovation, business, humility, purpose, create, compassion and servant leadership, ambiguity and developing.

There is a fair degree of consistency in selection of criticality across all the data cuts, be it by the gender, by the level of leadership or roles. Also from a criticality perspective, all the ten statements were rated quite highly.

IV. Points of consonance and dissonance between the Interviews/FGDs and the Survey:

As we triangulate the data across the three sources of data captured, there are some aspects for which there is consistency in what was heard and what got prioritized. However, some of the critical leadership capabilities that were identified as crucial for delivering the newer organizational agility for the FoW in the interviews, didn't get prioritized in the survey as most critical but as moderately critical.

Points of Consonance:

- **Disruptive Multiplier:** Building various mental models and adapting them for the future of work has been often mentioned in both the survey and the interviews as a vital capability in the future to drive agility. In the context of the future of work, being able to be agile at the point of strategy and creating multiple models as alternatives is the major differentiating factor, beyond the capability to deliver in an agile manner by reallocating internal resources that has been core to the definition of organisational agility from the past.
- **Multi-dimensional Social Inclusionist:** Another leader capability that has been consistently called out as the top one both in the interviews as well as in the survey is the ability to build work across diverse networks to deliver on the ecosystem.
- **Abductive Dot Connector:** Another critical leader capabilities that got called out both in the interviews and prioritized in the survey is that of the Abductive Dot Connector, a leader who is able to connect discrete dots and make sense
- **Sustenance and Climate Evangelist:** While the
- **Resilience and Self Care Advocate:** Finally, the next one, that got picked up as a high priority both in the interviews and in the survey

is that of Resilience and Self Care leader focus. With multiple shifts happening in the workplaces and in the ecosystem, it will be critical for the leaders to be able to remain focused on managing their own energy to be able to give the necessary direction and purpose to the larger team.

Points of Dissonance: Some of the leadership capabilities that got called out consistently across the interviews but wasn't voted amongst a critical persona by the leaders in the survey includes the following:

- **Ingenuine Innovator:** Multiple leaders spoke about the capability of leaders being able to be ingenuine in their approach to innovation, being able to be agile in problem solving particularly in the context of innovation for the future of work. This persona, based on the interviews is definitely going to be a critical one for organizations to have. However, leaders, in the survey didn't pick this enough.
- **Operate across discrete data constraints:** One of the leader capabilities that got spoken about in the interviews was the capability of the leaders to operate across data constraints (not get challenged by not having all the data or get caught in the vicious cycle of 'more data for a precise decision'. However, this didn't get picked enough in the survey (least critical). Hence, on cross referencing the capability that leaders in the interview were focusing on, that corroborated with the survey prioritization, I introduced a critical persona of 'Deeper Human for Digital Envisioning' as the focus of this capability was being able to be a deeper human and operating with the balance of intuition and data.
- **Versatile Learner:** Another critical capability that got called out by almost all leaders in their interviews was the ability of the

leaders to be a versatile learner. In the survey, it has been picked up as a critical capability. However, as we triangulate the feedback from the interviews with the survey, versatile learnability is a capability that underscores all the personas and hence not identified as a separate leader persona and instead a constituent of each persona.

V. Developing the Leaders for the Future of Work:

The journey of developing Leaders and Leadership to deliver on Organizational Agility for the future of work: Simultaneous development journey of Leadership and Organizations

The current research has focused on envisioning the future, extending the construct of organizational agility for the future of work and understanding the leader and leadership capabilities that leaders and organizations need to possess and nurture to get future ready.

Understanding the needs of the future is necessary but not sufficient to get ready for the future. Getting ready for the future is a continuous and an arduous task that will require organizations and leaders to focus on multi-level development.

The simultaneous development of leaders and organizations for the future will require both the organization and leader to diagnose their current state vis a vis the priorities for the future to create the blueprint for development.

If we consider the Organizational Agility for the Future of Work model, the simultaneous focus on developing both the organization capabilities, the leader capabilities, and the leadership's capabilities to work and operate collectively as a team will need to be done collectively to get the organizational success.

The multi-dimensional leader capability, that has components of critical skills -capacities, leaders' paradox management, leaders' mindset and leader virtues need to be acted upon at the leader level. The critical capacities and mindsets that leaders will need to start focusing upon will need to include the following:

- i. **Self-Awareness:** Leaders will need to reflect on their strengths and weaknesses, and to understand how their behaviour and attitudes impact others. This can be done through self-assessments, 360-degree feedback, or coaching.
- ii. **Emotional Intelligence:** Leaders with high emotional intelligence are better able to understand and manage their own emotions, as well as the emotions of others. Training programs in emotional intelligence can help leaders develop this skill.
- iii. **Continuous learning:** Encourage leaders to continuously learn and grow through formal education, training, and mentorship programs
- iv. **Rapid experimentation:** Encourage leaders to experiment and take calculated risks, which can help them develop the resilience and adaptability required to navigate the leadership paradoxes.
- v. **Self-Management** including Mindfulness: Mindfulness practices like meditation, can help leaders to be more present, aware and focused, which can lead to better decision making, problem solving and communication skills

Organizations will need to focus on the enablers to continue delivering the value of the right capability for the organization and the leadership.

VI. Conclusion:

In conclusion, effective leadership is crucial given the considerable opportunities and challenges the future of work brings for organizational

agility. Leaders who want to be agile will need to be emotionally intelligent and resilient, collaboratively intelligent and inclusive, and adaptively intelligent and curious. They also need to promote a culture of ongoing experimentation, learning, and innovation. Organisations can increase their agility by utilising technology and data analytics, but in the end, it will be the leadership skills that matter. According to the study's findings, leaders who are aware of the need for agility and have the requisite skills will be well-positioned to succeed in the workplace of the future. Finally, this essay emphasises the necessity of ongoing study into the dynamic nature of leadership in a workplace that is undergoing rapid change.

Leadership for driving the newer organizational agility in the Future of Work is a combination of individual leader capability, leadership's equation amongst themselves and organization's capability that is built and implemented through leadership, people at large, the systems, processes and the practices. Each of these elements are critical to delivering success in the context of the organization.

Beyond the capability of individual leaders listed above, as the world continues to get disrupted, leader capabilities is going to be essential to determine how organisations will develop in the future for several reasons. Some of these include:

- **Setting the Organization's Vision and Direction:** Leaders are in charge of determining the organization's vision and direction. To keep the organisation on course during turbulent times, leaders need to have a distinct vision for the future and the capacity to convey it to others.

- **Organizational Agility and Adaptability:** Organisations will need to be agile and adaptive in times of disruption. Leaders that can adapt to change rapidly and deal with uncertainty will be better able to lead their organisations through difficult times.
- **Innovation and Creativity:** Leaders who promote an inventive and creative culture can assist organisations in discovering new opportunities and creating creative solutions to challenging issues.
- **Resilience and fortitude:** Organisations require leaders who are resilient and has the fortitude to continue through trying times. Disruptive times can be difficult. Organisations can weather difficult times with the aid of leaders who can keep a positive view and motivate their staff with a sense of hope and optimism.
- **Empathy and emotional intelligence:** In turbulent times, leaders must be able to emotionally connect with their team members and stakeholders. Empathic and emotionally intelligent leaders can create more solid bonds among their followers, promote a feeling of community, and motivate people to work towards a common goal.

Thus, defining a straight replicable leader and leadership equation that delivers organizational agility in the future of work will be impossible. This also will challenge the industry view of operating from the place of

industry benchmarks. As the shifts become more and more complex, and unique, understanding the deeper context of the organization to deliver these capabilities will make the success possible.

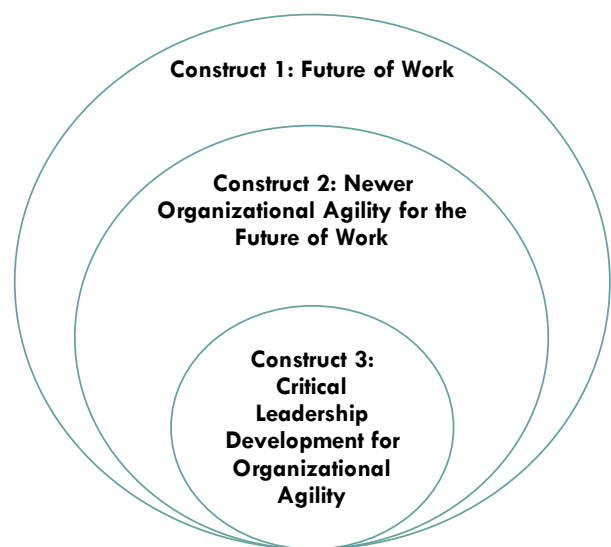
“Every act of conscious learning requires the willingness to suffer an injury to one's self-esteem. That is why young children, before they are aware of their own self-importance, learn so easily.”

- Thomas Szasz

Research Limitations

The current research scope, context of the timeline of the research and the implications:

**OPPORTUNITY FOR
RESEARCH CONTRIBUTION
AT THE INTERSECTION OF
THESE THREE
CONSTRUCTS...**



Limitations of the current study

The study is attempting to understand the ripple effect of leadership capability on organizational agility in the future of work context. Thus, one of the possible limitations of this research could be presumed that it is operating amidst multiple considerations and considering it's a qualitative and not quantitative research, some of the propositions will need to be extended and tried in different organizational contexts to test and pivot for its generalizability.

The study is farfetched focused from a timeline perspective and that is the other limitation that the research may offer. Some may argue that the researcher's and individual leader biases may impact the ability to think real far, thereby capturing mid-term outcomes. While it's difficult to date stamp the evolution of the phenomena and the capability criticality for organizational agility for such a long-time frame, the intent was to keep the thinking, to the extent possible as distant from the current, to the extent possible. Secondly, the data gathering focused on identifying 'real future focused' leaders, who either as part of their current roles, current portfolios, interest and passion or dependent on their current diverse background will be able to truly give an alternate perspective to what is being thought about as possibilities in the near future.

Limitations around the timeline of the research

This topic was originally selected by me in early 2020. At that point in time, the whole world was impacted by various phases of the onset of COVID in different parts of the world. The post pandemic era will be recorded as one of the most difficult era for the globe, consistently. Almost all organizations, leaders and the market as a whole saw a step change in their perspective of the work – workforce and workplace. While this continues to be the new normal and includes some of the largest disruptions that are got driven by organizations and countries to save their own interest. This had a ripple effect on cementing and also highlighting some of the big issues that the 'worker' faces at the workplace but it didn't get picked up as the no. 1 problem to solve. As such, the bias of the timeline of the research may have played out. The mitigation of this challenge could be seen in the fact that the data gathering process through structured interviews, FGDs and survey was

spread over a period of two years, right from September of 2020 until I closed the last interview in June of 2023. Thus it is fair to conclude that the research whilst may show a specific impact on account of the timeline in which the research got shaped, but the period thereafter, saw rapid change in consecutive years to move towards the old normal. However, with institutionalised processes coupled with the employee's voice are taking a new shape and form, it is fair to say that in the almost three years of the data gathering process, the diversity of the backgrounds and experiences of the leader, who got selected for the study will be studied. This coupled with the detailed structured interviews, have enabled us to establish a mitigative effect around the current arrangement of capturing as much and more, including scenarios from the leaders such that they are aided to think beyond the near to mid-term.

Limitation of the research method

The primary data collection method that I used was that of detailed long interviews using semi structured interviews. This was followed by focused group discussions and survey.

Long-term qualitative research provides a thorough understanding of complex social processes by gathering and analysing large amounts of qualitative data over an extended period. When planning, carrying out, and interpreting their investigations, researchers must consider a number of constraints that it also possesses. These restrictions include, among others:

1. **Limited Generalizability:** Long-term qualitative research projects are typically constrained to particular environments, groups, and

durations by their very nature. This can make it challenging to generalise the findings to different contexts and demographics.

2. **Inevitable Changes:** The period of the research was quite dramatic with multiple cycles of covid happening all over the world. As such, the vectors called out played very differently, in comparison to normal circumstances. Further, with the Russia – Ukraine war that transpired, got geopolitical disruption at the centre of organizations operating globally as multiple global organizations pulled their businesses out of Russia. Since these changes have an impact at a point and thereafter, some of the interviews conducted before these milestone events didn't put as much emphasis on these.
3. **Potential Effect of Researcher Bias:** Since all the interviews were conducted by me, as a single researcher, there is a chance that the research process will be tainted by the by possible biases that I may have already on account of my views on the topic.
4. **Dependence on self-reported data:** All the information gathered through one-on-one interviews, FGDs and survey are depending on self-reported data of leaders. Thus, the bias of their backgrounds can't be ruled out. This was mitigated to the extent possible by interviewing as diverse a population, as possible.
5. **Too far a distant to cover for the leaders to actually be able to distinctly call out and visualize the future of work that far.** Hence, some of the perspectives, depending upon the leader's exposure and background could be immediate to mid-term.
6. **Sample size:** While the attempt has been to cover a representative sample size of leaders who are diverse, representative of various backgrounds and industry shapers, futurists and subject matter experts who are working specifically in the area of the five vectors

and future of work, the opportunity of covering more leaders for more results is always there. However, the number of interviews covered is 45, and this risk was mitigated by ensuring that I didn't follow a number of interviews to be done, and instead focused on theoretical saturation in deciding when to stop the interviews. Additionally, focused on conducting FGDs and thereafter survey to gather both depth and breadth of perspectives.

Research Implications for corporate and academia

The study of future of work, organizational agility, and leader / leadership capability as three interconnected constructs are extremely relevant. In addition to its long shelf life, its relevance for both is also something that got called out multiple times. So, of the obvious research implications for the corporate world, as a result of the six phenomena, the newer organizational agility characteristics and the capabilities include the following:

1. Apply a newer lens to defining the balanced score cards of organizational success to include sustainability goals; have weightage and success measures / accountabilities for both immediate term and long-term goals
2. Design operating models in organizations with the ecosystem construct in mind: think of talent and other core resources through the lens of the ecosystem / platform
3. Multi-stakeholder experience (beyond customer experience and Customer NPS) could help in thinking of solutions and products / offerings differently

4. Employee voice led democratized employment contracts: could enable a very unique value proposition to organizations
5. Take the first mover advantage and build capability and initiation towards data as a capital: focus on building the trust through data and advocate for using data ethically as a long-term brand focus
6. Focus on institutionalising the newer organizational agility capabilities through enablement of the new enablers, practices, and org capabilities
7. Focus on assessing and building the multi-dimensional leader capabilities: Critical to look for virtues / principles' alignment during hiring, developing mindsets as an organizational priority and empowering leaders to build their skills- capacities whilst being relevant for the organization
8. Focus on top team alignment and capability alignment to meet the leadership team fingerprint

The study is equally relevant for the academia in the following ways:

1. In partnership with corporates, create newer measures for responsible capitalism and focus on conducting research to build efficacy for it
2. Building course work and curriculum to focus on responsible capitalism as a subject of specialism
3. Continue with the research on operationalizing ecosystems and platforms
4. Opportunity to create course work to understand humanised experience design as a specialism, particularly for experienced practitioners
5. Efficacy of human voice led and organization success: need more research and focus on enabling this

6. Build theory and capability for developing data as a capital:
7. Focus on building and institutionalising the newer organizational agility capabilities through research to prioritize which ones are most critical for which industry / organization type
8. Defining the scale for the multi-dimensional leader capabilities
9. Research that helps in measuring the success of an organization that is led by a top team that focused on building the leadership team fingerprint
10. Focus on redesigning the course work to build multi-disciplinary course work to help preparing students for a very different future

Scope for further research

The intersection of future of work, organizational agility, and multi-dimensional leadership capability is an area that offers significant scope for future research. The following are some prospective study directions:

1. The Future of Work's Impact: Research can be done to understand how the nature of work is evolving and how it might affect organisational agility and leadership potential. Organisations will benefit from greater employee preparation thanks to this research.
2. Agility as a Competitive Advantage: Studies can look at agility as a competitive advantage and pinpoint the essential qualities that help organisations become more agile. The study can concentrate on the organisational structure, personnel development, and cultural shifts that support agility, among other things.

3. Creating Multi-Dimensional Leadership Capabilities: Research can be done to determine which leadership skills would make organisations more adaptable and ready to handle surroundings that are changing quickly.

Research on the skills needed by leaders to support an agile workplace, foster an inclusive culture, and promote innovation and risk-taking is part of this.

4. Fostering Organisational Agility: Research can point to the best practises for doing this and how to put them into action in organisations. The study can take organisational culture, structures, policies, and plans into account and offer managers and leaders helpful advice.

5. Employee Experience: Research can look into how to promote organisational agility through employee experience. The study can assist in formulating plans to enhance employee satisfaction, foster a more Agile workplace culture, increase employee engagement, and support a more Agile workforce.

The practices that will best position organisations for the future of work, which better aligns with stakeholder demands, boosts productivity, amplifies innovation, and increases employee satisfaction, can be found by conducting research at the intersection of future of work, organisational agility, and multi-dimensional leadership capability. For practitioners looking to construct an Agile organisation, more research is essential to generate information, uncover solutions, and offer actionable advice.

Future of Work research scope and opportunity

For the data gathered and the research context established as well as for the time-period considered, there are multiple research extensions that can be worked upon.

1. Specific industry focused study or a longitudinal study on each of the five vectors shaping the future and its impact in shaping the future of work and Org agility
2. For each of the phenomenon, do a quantitative / longitudinal and an industry focused study to measure the evolution of the phenomenon and it's impact on the future of work
3. Quantitative/ case-based study for the propositions defined under the phenomena
4. Study of academia, film making and consulting as industries evolving into open ecosystems as models for the future
5. Quantitative study for the theoretical extension of the Organization agility capabilities and their causal effect on Org agility success measures
6. Impact assessment of the multi-dimensional capabilities and personas on Org agility
7. Define a scale for measuring each of the personas
8. Case based study of four or five successful organisations or leaders and failed institutions to understand the role of leader capabilities defined in the future of work context
9. Through case studies studying organizations that may have built (or started to build) the personas that have been enumerated in my research
10. Studying exemplary leaders and gathering quantitative data to understand the impact of the leadership fingerprint for successful teams in the future of work

Final Remarks and Summary

Future of work, as the name suggests will be a constantly evolving space, each day. While I have attempted to box the future within five vectors and six phenomena, it is critical to understand that the future can't be boxed. It will constantly evolve as newer vectors get added and shape the world, particularly over the next twenty years. However, the five vectors will continue to remain relevant, today and in the future as vectors shaping the world, but in the future as a 'business as usual' consideration. Until the understanding, acceptance, and mindset to include these as 'business as usual' gets cemented, the ability of the organization to respond to changes will remain impacted.

KEY FINDINGS FROM THE RESEARCH — SIX KEY MESSAGES

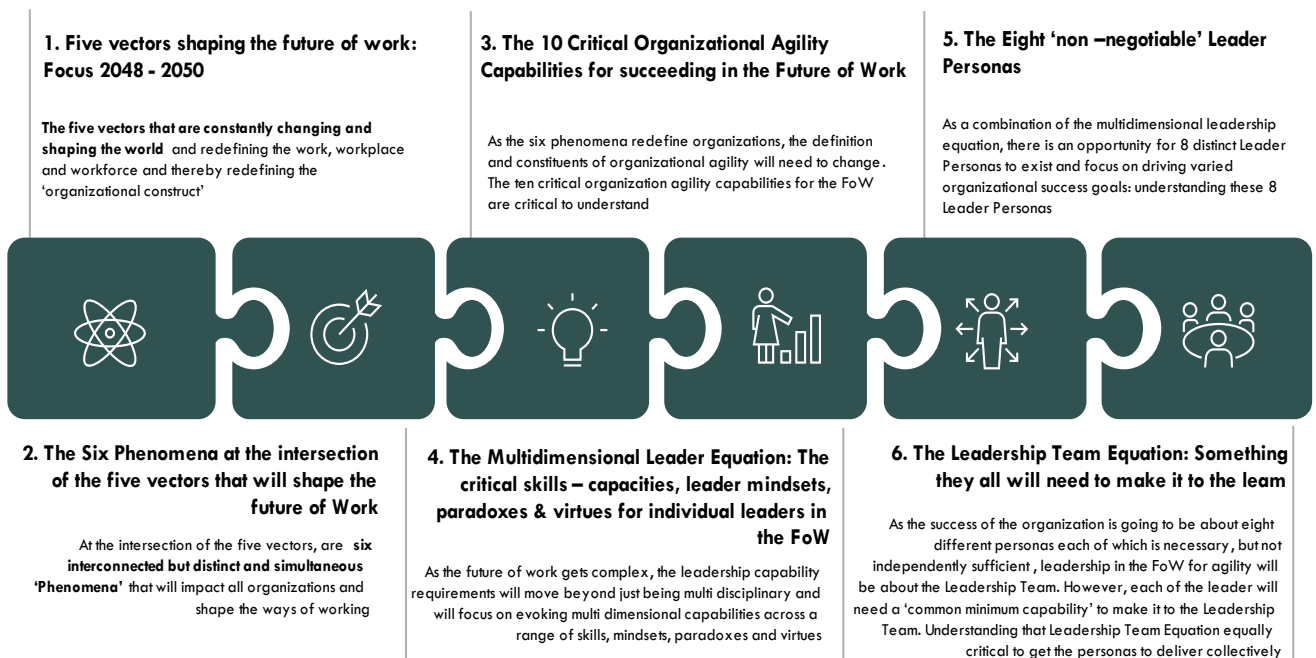


Exhibit 78: Summary of Findings from the research

Organizational Agility in the future of work, thus, will also evolve as the vector and the future of work itself evolve. However, the capabilities, the

enablers and the practices that the organization builds as part of its agility construct, will require practice to become the 'new way of life'. As the definition of organization itself changes from a closed static organizational construct to a dynamic operating model, organizational agility of the organization / ecosystem will require deeper focus to make it transmittable and organic, as new people enter the workplace and step out. Most of the times, this tacit knowledge, that serves as the base of the success for the organization, is left to be understood and captured over time. Sometimes, it is designed in the recruitment, onboarding and assimilation processes of the organization to be less agile. The fact remains, no organization in the future, will ever have the luxury of building talent and organization over extended periods only. Thus, the organization's ways of working and its capabilities will also need to become modular, agile, and inclusive so that new people who join the system or who participate from the ecosystem don't necessarily have to become the perfect versions of others already existing. This mindset shift, however, requires a reset at level of top leadership. We need to keep in mind that organizational agility is critical to give the required velocity to the organization. However, if the understanding and build up for organizational agility itself takes time, then we are adding a delay in the equation right at the start.

Hence, leader and organizational capability that will drive organizational agility and rapid adjustment will become super critical for success.

Imagine an organization of the future that has >40% of its employees delivering core business goals, either new or participating from the open ecosystem. One may argue, that if it's at the junior level, it won't matter. However, if a huge chunk of your organization is either new (new to the job, new to the organization, new to both) or coming in for limited tasks inside your organization, the ability to get all of them to almost go

through a deep dive of what we value, who we are and what makes us agile to begin with could add a huge impetus to the organization. Thus, the role of onboarding, assimilation, and inclusion in the future of work to drive agility requires deep thinking and a huge focus from the top leadership. If even 20% of this 40% of the organization fail to assimilate or deliver, the organization's agility will get hugely impacted. The leader and organization capability to design assimilation, onboarding inclusion with accountability at the top for talent's success can't be underscored enough. That exemplifies the leader profile of 'Servant Leadership' in the organization. If every individual in the organization is not able to call out the people s/he is enabling for success, other than themselves, it will be a huge failure.

Being the "deeper human" for the future will thus require thoughtful action, deepest empathy, and ability to be able to spot success of yourself in the success of others. But organizations have a much larger role to play in making this happen, more so in an open operating model.

Ecosystem orchestration as a leader and individual capability will become key to success. But this requires a shift in how success is measured right from childhood. We are taught group sports for teamwork but ranked for individual performances. Even in team sports, there is the constant urge to celebrate individuals. The future will require celebrating teams but orchestrators who behind the scenes are enabling the success. The more we celebrate those leaders, the better organizations and leaders will get in making that a muscle memory.

Finally, multidisciplinary teams will become the norm in the future as the nature of problems evolve. The differentiating team fingerprint that each

leader needs to exhibit, beyond their disciplinary expertise is again something that will need to be emphasized to make teams successful, regardless of their individual goals.

The future research opportunity presents to us the unique space to make time amongst the time for the current to think and shape the future, which is our biggest legacy for the next few generations. As a partnership between the corporate world and the academia, the opportunity to think about the future of work, the six phenomena, each of which have been broken down into multiple propositions, the capability framework for the new organizational agility and finally, the leader and leadership capability captured in the eight personas that can shape the future of work to be closest to the best-case scenarios listed by leaders.

The future will be a lot of what evolves, but the future could also be a lot of what we choose to make of it. Hence, the role of leaders, the role of corporations in shaping the future of work is perhaps one of the most important accountabilities that leaders perhaps are not even thinking enough of. Hence, the credibility of leaders needs to be associated with their thinking and responsible behaviour around the future of work.

-----THE END-----

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Appendix 2 – List of Definitions and Abbreviations

Sr. No.	Keywords	Definition	Source
1.	Vectors	A broad theme that will impact the direction as well as the impact of the direction / magnitude of the force for the direction, thereby shaping the future of work. Based on the mathematical definition of vector, “A vector is a quantity or phenomenon that has two independent properties: magnitude and direction”	Literature Review + Defined in the context of my research
2.	Future of Work	The world that will be at the workspace, at the intersection of work – workforce and workplace, at the intersection of the five vectors shaping the world of workspace (work – workforce and workplace). The view of the future has been taken for a 20 years period, some of the developments may happen sooner, some may take longer, hence it’s a view over a longitudinal period. The focus is less on the timeline, but more on the magnitude of the impact and the direction of the impact (aligned to the definition of the vector)	Defined in the context of my research
3.	Vector 1: Technology Led Disruption	“Technology disruption in the future will be about reconstructing the world of work through assistance, augmentation, and automation of various categories of work. Use of technology will be for delivering assistance, automation and augmentation for productivity, production and manufacturing, humanized experience	Defined in the context of my research

		redesign and ultimately automation and thereby replacement of human intervention to the extent possible, through higher order and advanced digital intervention”.	
4.	Vector 2: Climate and Environment led disruption	“Climate and Environment led disruption is the slowly and increasingly rising impact of environment and climate led impact on daily decisions pertaining to work and choices workforce and organization are taking / will take to build a more conscious society. Climate and environment led disruption is slow, tenuous, irreversible, and far reaching. Hence, the disruption that’s climate and environment led will require an active, all-inclusive realization and acceptance for action across all cross sections of the society”.	Defined in the context my research
5.	Vector 3: Multi-dimensional Workforce led disruption	“Multi-dimensional workforce led disruption is the disruption that’s caused by the changing nature of the workforce on account of multiple dimensions (including age and generation of workforce, country, mobility, race, background, social background and exposure, skill levels, automation, and technology impact etc.) and the net result being that the workforce is not more a mute player in the equation of organization. Multi-dimensional workforce led disruption is that of changing the equation of the workplace to make it adaptable so as to make it of the workforce, for the workforce and by the workforce”.	Defined in the context my research

6.	Vector 4: Extreme Data Led Ethics and Trust Disruption	“Extreme Data led analytics will drive decisions dependence and affinity to data to an extent that it could pull data from sources without consent and / or incomplete or wrong interpretation of data leading to data trust. At the other end, use of authentic data and focused analytics will enable organizations and leaders to act fast and take faster and prompt decisions. Thus, extreme data led analytics could impact trust both positively and negatively. The legitimacy of the data and the sensemaking on the back of analytics driven by governance and measures will be critical to shape the future of work”.	Defined in the context my research
7.	Vector 5: Geopolitical Disruption	The way the world shapes as a result of choices made by countries globally, and their impact on organizations, workforce and the trust between countries is defined as Geopolitical Disruption.	Defined in the context my research
8.	Phenomenon 1:	Inclusive and Responsible Capitalism will be the new measure and currency for organizational success and purpose	Defined in the context my research
9.	Phenomenon 2:	Demand shaping Ecosystems and Supply enabling Platforms will be the new operating model construct to drive improved organizational response	Defined in the context my research
10.	Phenomenon 3:	Technology led humanized stakeholder experience focused transformation core to organizational value addition	Defined in the context my research
11.	Phenomenon 4:	Changing equation of the workforce resulting in increased importance of workforce voice in the FoW	Defined in the context my research

12.	Phenomenon 5:	Data will be positioned as a critical independent capital (in addition to financial capital, natural resource, and human capital) to drive trust in its efficacy	Defined in the context my research
13.	Phenomenon 6:	Multi-dimensional organizational capabilities critical to success in the future of work	Defined in the context my research
14.	Organizational Agility	Organizational Agility so far has been defined majorly in the context of response to the external market: customer, competition, market response, and external market response. Org Agility is defined as the ability to be flexible to reorganize internal resources in response to the external market conditions for competitive advantage.	Literature Review: multiple sources
15.	New Organizational Agility for Future of Work	Organizational Agility for the Future of Work refers to the extent to which an organization: <ul style="list-style-type: none"> i. Successfully and ‘repeatedly’ ‘pre-empts and iterates’ the ‘dynamic process’ of ‘envisioning’ the future j. By ‘sensemaking’ for ‘multi-dimensional issues and market factors’, k. Creates quick cycles of experiments to innovate l. Creates dynamic and sensitive operating models to respond to the changes sensed from the environment. 	Defined in the context my research

		<p>m. 'Orchestrates' a network of multiple discrete contributors, to play their role as part of the larger ecosystem to deliver the end outcome', through partnership and influence,</p> <p>n. (and in the process), Continuously 'reflects' on the journey to institutionalize 'learning'</p> <p>o. Towards delivering simultaneous success for today and the future.</p> <p>Organizational Agility for the Future of Work refers to the extent to which an organization successfully and repeatedly iterates the 'perfect dance' of envisioning the future by making sense of the multi-dimensional factors, executing the act of orchestrating multiple discrete players to deliver the end state, reflecting on the journey to institutionalize learning.</p>	
16.	Organization as defined today	<ol style="list-style-type: none"> 1. The structure or mechanism that enables living things to work together. In a static sense, an organization is a structure or machinery manned by group of individuals who are working together towards a common goal. 2. An organized group of people with a particular purpose, such as a business or a government department 	Literature Review: Multiple sources

		<p>3. The action of organizing something; the way in which the elements of a whole are arranged; the quality of being systematic and efficient</p> <ul style="list-style-type: none"> • According to Keith Davis, “Organization may be defined as a group of individuals, large or small, that is cooperating under the direction of executive leadership in accomplishment of certain common object.” • According to Chester I. Barnard, “Organization is a system of co-operative activities of two or more persons.” • According to Louis A. Allen, “Organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives.” • According to Mooney and Railey, “Organization is the form of every human association for the attainment of a common purpose.” 	
17.	Organization in the future	<p>Organization in the FoW context is:</p> <ul style="list-style-type: none"> • A formal system, 	Defined in the context my research

		<ul style="list-style-type: none"> • Where people (individual or groups), come together across horizontal and vertical constructs • The people are committed to a common purpose, and are clear about their objectives to be attained • The people are managed through definition and delegation of responsibility and accountabilities set, • The people, through established relationships, work together, effectively, towards accomplishing shared objectives.” • There is a transaction between all the entities in the form of rewards / benefits or a value transaction in the equation 	
18.	Phenomena/Phenomenon	A phenomenon (pl: phenomena) (and the discipline of phenomenology) is an observable event. A phenomenon, in a scientific context, is something that is observed to occur or to exist. In scientific usage, a phenomenon is any event that is observable, including the use of instrumentation to observe, record, or compile data.	Literature Review
19.	Ecosystem	Ecosystem is a community of interdependent entities. Members of the ecosystem can be organizations, businesses, and/or individuals who create value for one another, primarily	Literature Review + Defined in the context my research

		by producing or consuming goods and services.	
20.	Platform	A platform is the way a particular community or ecosystem is organized to interact with one another and to create value.	Literature Review + Defined in the context my research
21.	Multi-disciplinary capabilities	Capabilities that cut across multiple disciplines of core skills, which could be functional or domain. The capabilities required for multidisciplinary approach to study or research are broad based rather than expertise led. Multi-disciplinary approach integrates the skills and methodology of multiple disciplines.	Literature Review + Defined in the context my research
22.	Multi-dimensional capabilities	Multi-dimensional capabilities refer to multiple dimensions of leader capability that cut across leader skills, leader mindset, leader styles and other leadership capability dimensions.	Defined in the context my research
23.	Leadership Capability	Leadership capability refers to an individual's overall ability to lead and manage others effectively. This includes a combination of skills, mindset, and knowledge that enables a person to lead a team or organization towards a desired outcome.	Literature Review + Defined in the context my research
24.	Leader Paradox (how is it different from Organizational Paradox)	Leadership paradox refers to the idea that in order to be a successful leader, one must balance competing priorities and navigate seemingly conflicting demands.	Literature Review + Defined in the context my research
25.	Leader Persona / Leader Archetype	The ideal profile of a leader that includes the success criteria for the leader that includes skills, experiences, and other leader	Literature Review + Defined in the

		dimensions in the context of the role or in the context of the future of work	context my research
26.	Leader Mindset	Leadership mindset refers to the attitudes and beliefs that shape a leader's behaviour and approach to leadership. This includes things like a leader's level of self-awareness, emotional intelligence, and resilience.	Literature Review + Defined in the context my research
27.	Leader Skills	Leadership skills are the specific abilities and techniques that a leader uses to manage and motivate their team. These can include communication, problem-solving, decision-making, and delegation.	Literature Review + Defined in the context my research
28.	Organizational Capabilities	The core functional capabilities of the organization that constitute the organization's ability to deliver to the customer's specific needs and market demands	Literature Review + Defined in the context my research
29.	Institutional Capability	The capability that organizations need to build to provide the institution a competitive advantage over others. Institutional capabilities are used interchangeably as organizational capabilities, although in my research I have viewed them as organizational capabilities that are differentiating in nature and have been institutionalized, thereby providing a competitive advantage to the organization.	Literature Review + Defined in the context my research
30.	Skills - Capacities	The leadership skills / capacities are the situational, role-based capabilities that leaders bring to the table.	Defined in the context my research
31.	Leadership styles	Leadership Style refers to a leader's behavioural pattern that is a result of leader's	Literature Review

		philosophy, personality, experience, and value system.	
32.	Leader Virtues/Principles	The core of the leader's identity, what the leader stands for and would like to be known for. The leader's virtues and principles are built through leader's lifelong personal experiences, and values s/he has been exposed to.	Literature Review + Defined in the context my research
33.	Sustainable capitalism	A sustainable capitalism is an economic system that is not only financially profitable, but also socially and environmentally responsible.	Literature Review
34.	Multi-stakeholder capitalism	Multi-stakeholder capitalism, also known as stakeholder capitalism, is an economic system that emphasizes balancing the needs and interests of multiple stakeholders, in addition to shareholders. This includes, among others, customers, employees, suppliers, communities, and the environment.	Literature Review + Defined in the context my research
35.	Responsible Capitalism	Sustainable and multi-stakeholder capitalism, both collectively, being deemed as Responsible Capitalism, driving the focus on having a longer term, more equitable, inclusive and a sustainable view to success of an organization / economy.	Literature Review + Defined in the context my research
36.	Employee voice (reference to academic research)	Informal and discretionary communication by an employee of ideas, suggestions, concerns, information about problems, or opinions about work-related issues to persons who might be able to take appropriate action, with the intent to bring about improvement or change. (Morrison, 2014)	Literature Review

37.	Ambidexterity	The ability to simultaneously pursue both incremental and discontinuous innovation from hosting multiple contradictory structures, processes, and cultures within the same firm. (Tushman and O'Reilly, 1996)	Literature Review
38.	Dynamic capabilities	A priority in improving management competencies, whilst integrating with other critical organizational competencies such as operational and technology capabilities. (Teece, 1997)	Literature Review
39.	Leadership Sigma - Σ	The capability equation of the human to be applied in the future of work is multi-dimensional and includes a combination of multi-disciplinary leadership skills + leadership paradoxes management + leadership mindset shifts.	Defined in the context my research
40.	Organizational Leadership	Organizational Leadership refers to the leadership team of the organization (and its capabilities). The organizational leadership capability includes leadership competencies (skills, knowledge, attributes), leadership practices, leadership succession, leadership alignment / integration and leadership culture	Literature Review + Defined in the context my research

Section B – Existing Theories based findings

Appendix 3 – Agility Definition Summary from Existing Literature

Sr. No.	Authors	Journal	Definition	Key Dimensions
1	Brown, J. L., & Agnew, N. M. (1982). Corporate agility. Business Horizons, 25(2), 29-33.	Business Horizons	Many common problems faced by the modern corporation finally require an ability to respond effectively in a world typified by uncertainty. To be effective the corporation must have the capacity to react quickly to changing circumstances--it must be agile. Corporate agility requires not only flexibility, but also the commitment of key resources to output-oriented goals.	1.Responding effectively 2.Uncertainty 3.Capacity to react quickly to changing circumstances 4. Flexibility 5. Commitment of key resources
2	Dove, R. (1991). The 21st Century Manufacturing Enterprise Strategy. Iacocca Institute, Lehigh University, AD-A257176.		In 1991 a dedicated group of executives from thirteen companies in the USA compiled a vision-based strategy for the emerging global competitive environment. Attempting to articulate rather than invent the national consensus, this group listened to more than forty advisors from various national priority studies and	6.Agile manufacturing enterprise 7. Environment of constant and unpredictable change 8. 9. Evolving Definition of Quality 10. Environmental Responsibility 11. Move fast in all ways 12. Continuously improving (own markets)

			<p>activities, and another 150 corporate representatives in a series of traveling workshops. The results have been published as "The 21st Century Manufacturing Enterprise Strategy" and are available from Lehigh University's Iacocca Institute, which acted as the facilitator under a government contract administered by the Navy. Thus was born the concept of the agile manufacturing enterprise, with agility pegged as the single most important characteristic an enterprise will have when entering the 21st century. Simply stated, agility is that characteristic which allows an organization to thrive in an environment of constant and unpredictable change.</p>	13. Rapid response to unforeseen threats
			<p>With agreement on a small but significant set of forces that will shape the characteristics of successful companies, we can say some things about how these companies must operate. The four are:</p>	

			<ul style="list-style-type: none"> • Continuous Change • Rapid Response • Evolving Definition of Quality • Environmental Responsibility <p>> The principal characteristic of these successful enterprises will be agility - the ability to move fast in all ways. An agile company maintains leadership by constantly introducing improvements to its own markets, by instantly seizing unexpected opportunities, and with rapid response to unforeseen threats.</p>	
3	Goldman, S. L. and Preiss, K. (1991)	21st Century Manufacturing Enterprise Strategy	Agility is an enterprise-wide response to an increasingly competitive and changing business environment, based on four cardinal principles: enrich the customer; master change and uncertainty; leverage human resources; and cooperate to compete.	14. Enterprise-wide response 15. Customer enrichment 2/7. Mastering change and uncertainty 16. Leveraging human resources 17. Cooperation to compete
4	Goldman et al (1995)		Agility, for a company, is to be “capable of operating profitably in a competitive environment of continually,	18. Operating profitably 7. Continuous and unpredictable

			and unpredictably, changing customer opportunities.	19. Competitive environment 20. Changing customer opportunities
5	Goldman, Nagel, & Preiss, 1995	Strategies for Enriching the Customer	Agility means delivering value to customers, being ready for change, valuing human knowledge and skills, and forming virtual partnership	21. delivering value to customers 7. being ready for change 22. Valuing human knowledge and skills 23. Forming virtual partnership
6	Dove (1996)		Dove (1996) proposed that organizational agility level depends on a balance of its four dimensions: cost, time, quality, and scope.	24. Balance of four dimensions: cost/time/quality/scope
7	Flidner and Vokurka, 1997	Production and Inventory Management Journal	Agility is the ability to market successfully low-cost, high-quality products with short lead times and in varying volumes that provide enhanced value to customers through customization	25. market successfully 24. low-cost, high-quality products in short lead times in varying volumes (Dove)
8	Naylor, Naim, and Berry (1999, p. 108)	International Journal of Production Economics	"Agility means using market knowledge and a virtual corporation to exploit profitable opportunities in a volatile marketplace.	26. using market knowledge 27. Using virtual corporation 28. exploit profitable opportunities 7. Volatile marketplace

9	Yusuf, Sarhadi, and Gunasekaran (1999, p. 37)	International Journal of Production Economics	"Agility is the successful exploration of competitive bases (speed, flexibility, innovation proactivity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge-rich environment to provide customer-driven products and services in a fast-changing market environment.	29. successful exploration of competitive bases 4/18/24. speed, flexibility, quality, and profitability 30. innovation proactivity 31. integration of reconfigurable resources 32. best practices in a knowledge-rich environment 33. customer-driven products and services 17/19/20. fast changing market environment
10	Katayama & Bennett, 1999	International Journal of Production Economics	Agility relates to the interface between the company and the market. Agility acts as a pillar to improve competitiveness and the business prospects.	34. Interface between the company and the market 19/28. improve competitiveness and the business prospects.
11	Tolone, 2000	Computer-Aided Design	Agility implies effectively integrating the supply chain and forging close and long-term relationships with customers and suppliers.	35. integrating the supply chain 36. forging close and long-term relationships with customers and suppliers.
12	Van Hoek, Harrison, & Christopher, 2001	International Journal of Operations & Production Management.	Agility is all about customer responsiveness and market turbulence and requires specific capabilities that can	37. customer responsiveness 7. Market turbulence 38. requires specific capabilities

			be achieved using ‘lean thinking’.	39. ‘lean thinking’.
13	Aitken, Christopher, & Towill, 2002	International Journal of Logistics	Agility is an ability to have visibility of demand, flexible and quick response, and synchronized operations.	40. Visibility of demand 41. Quick response 42. Synchronized operations
14	Sambamurthy, Bharadwaj, and Grover (2003, p. 238)	MIS Quarterly	"[T]he ability to detect and seize market opportunities with speed and surprise".	43. Detect and seize market opportunities 44. Speed 45. Surprise (the market)
15	Sambamurthy, V. & Bharadwaj, Anandhi & Grover, Varun. (2003).	MIS Quarterly	business agility as the capability of firms in managing their internal operations and interactions with their eco-systems and identified three types of agility – customer agility, partnership agility and operational agility	46. managing internal operations 47. interactions with ecosystems 48. customer agility - OA 49. partnership agility - OA 50. operational agility - OA
16	DeSouza (2006, p. xiii)	NA	How do we know an organization is agile? Being agile will result in the ability to (1) sense signals in the environment, (2) process them adequately, (3) mobilize resources and processes to take advantage of future opportunities, and (4) continuously learn and improve the operations of the organization. Furthermore, the preceding activities need to occur in	51. sense signals in the environment 52. Process signals adequately 53. mobilize resources and processes 54. take advantage of future opportunities 54. continuously learn and improve the operations of the organization

			quick time cycles and with minimal cost and effort.	24. quick time cycles and with minimal cost and effort.
17	Agarwal, Shankar, and Tiwari (2006, p. 212)	European Journal of Operational Research	"Agility is being defined as the ability of an organization to respond rapidly to changes in demand, both in terms of volume and variety."	41. respond rapidly to changes in demand 24. Respond to volume and variety
18	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology.	European Journal of Information Systems, 15(2), 120-131.	The term "agile" is commonly used to describe firms that are able to adapt to and perform well in rapidly changing environments. (Dove, 2001; Weill et al., 2002; Gartner, 2004; Sambamurthy et al., 2003)	3/7. Adapt and perform well in rapidly changing environments
19	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology.	European Journal of Information Systems, 15(2), 120-131.	Agility builds upon other concepts in management theory that pertain to firm success in turbulent environments, including dynamic capabilities (Teece et al., 1997), strategic flexibility (Hitt et al., 1998; Ansoff, 1980), market orientation (Kohli and Jaworski, 1990; Narver and Slater, 1990), and absorptive capacity (Cohen and Levinthal, 1990; Zahra and George, 2003).	55. firm success in turbulent environments 56. Dynamic capabilities 57. strategic flexibility 43. market orientation 58. absorptive capacity

20	Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006).	European Journal of Information Systems	Enterprise agility is defined as the ability of firms to sense environmental change and respond readily. As such, enterprise agility consists of two components: sensing and responding. We consider environmental change to encompass changes precipitated by competitors' actions, consumer preference changes, regulatory or legal changes, economic shifts, and technological advancements. This broad conceptualization of environmental change allows enterprise agility to apply to a wider range of change drivers as compared to similar concepts, such as technological opportunism that deal with a specific change driver.	51. sense environmental change 55. respond readily
21	Vasquez-Bustelo, Avella and Fernandez, 2007	International Journal of Operations and Product Management	Agility was first introduced in manufacturing in relation to the vital changes to operations undertaken by businesses in response to increased volatility and significant changes in the operational environment	50. changes to operations undertaken by businesses 7. response to increased volatility

22	Ketchen and Hult, 2007, p. 574	Journal of Operations Management	Organizational agility, defined as “an ability to be proactive as well as responsive to changes”	56. ability to be proactive 41. Responsive to changes
23	Lu and Ramamurthy (2011, p. 932)	MIS Quarterly	"Organizational agility is a firm's ability to cope with rapid, relentless, and uncertain changes and thrive in a competitive environment of continually and unpredictably changing opportunities."	7. cope with rapid, relentless, and uncertain changes 19/28. thrive in a competitive environment
24	Tallon and Pinsonneault (2011, p. 464)	MIS Quarterly	"[T]he ability to detect and respond to opportunities and threats with ease, speed, and dexterity."	28. detect and respond to opportunities with ease/speed/dexterity 13. detect and respond to threats with ease/speed/dexterity
25	Lu & Ramamurthy, 2011a)		Agility as an organizational capability to deal with unexpected changes in the environment via rapid and innovative responses, which help to take advantage of those changes.	3/7. deal with unexpected changes in the environment 30/41. rapid and innovative responses 28. take advantage of changes
26	Roberts and Grover (2012b)	Journal of Management Information Systems	From a customer-based perspective, organizational agility as “the degree to which a firm is able to sense and respond quickly to customer-based opportunities for innovation and competitive action”	51/41. sense and respond quickly to customer-based opportunities 28/30. innovation and competitive action

27	(Attafar et al., 2012).		Researchers conceptually differentiate organizational agility – a performance capability, from agile manufacturing systems – cluster of related practices	59. Performance capability
28	(Cai, 2013).		Speed is one of the most important requirements for agility in terms of response and implementation, while innovativeness refers to the quality and substance of response (e.g. strategic orientation, product development, decision-making)	3/44. Speed for response and implementation 30. Innovativeness for quality and substance of response
29	Lewis, Andriopoulos, and Smith (2014, p. 60)	California Management Review	"Agility enables firms to flexibly respond to complex, global, and dynamic environments."	3/4/7. flexibly respond to complex, global, and dynamic environments.
30	Cegarra-Navarro, SotoAcosta, and Wensley (2016, p. 1544)	Journal of Business Research	"Organizational agility refers to the capability of a company to rapidly change or adapt in response to changes."	3. Capability of company to rapidly change or adapt
31	Gartner (2006, p. 1)	NA	"the ability of an organization to sense or create environmental change and respond efficiently and effectively to that change", with the emphasis being on the organization rather than its discrete elements.	60. Create environment change 3. respond efficiently and effectively to change

32	Aghina et al. (2015)	NA	“the ability to be both stable and dynamic [is] the essence of true organizational agility”. They have identified three core organizational areas where balancing the inherent tension between stability and flexibility is important: organizational structure, governance and processes.	61. ability to be both stable and dynamic
33	Holbeche (2015, p. 55)	NA	“The ability to continuously adjust and adapt strategic direction in core activities, as a function of strategic ambitions and changing circumstances and create not just new products and services but also new business models and innovative ways to create value in complex and fast-changing conditions” based on four high level concepts: agile strategizing, agile operations, agile people practices and agile linkages.	62. adjust and adapt strategic direction as function of strategic ambitions 63. Create new products and services 64. Create new business models 65. Create value in complex and fast-changing conditions 60. Agile strategizing 50. Agile operations 66. Agile people practices 49. Agile linkages
34	Giannakis and Louis (2016, p. 707)	Journal of Enterprise Information Management	"[T]he ability of firms to better deal with unexpected events, to overcome unforeseen situations of business environment as to	3. deal with unexpected events 7. overcome unforeseen situations of business environment

			take benefits and opportunities of changes."	28. benefits and opportunities of changes.
35	Battistella, De Toni, De Zan, and Pessot (2017, p. 67)	Journal of Business Research	"[T]he ability to dynamically revise or reinvent the company and its strategy [...] Agility can be described as a dynamic process of anticipating or adjusting to trends and customer needs without diverging from the company vision."	60. revise or reinvent the company and its strategy 67. anticipating or adjusting to trends and customer needs without diverging from the company vision.
36	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	Kubaienko Andrii / Montenegrin Journal of Economics	Literature often confuses definitions of organizational agility and manufacturing agility, due to mixing performance outcomes and manufacturing processes (Narasimhan et al., 2006).	57. Performance outcomes
37	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	Kubaienko Andrii / Montenegrin Journal of Economics	Referring back to the discussion of the differences between organizational flexibility and agility, from Yusuf et al. (1999) definition possible distinction between these two terms can be identified, with the flexibility being an inclusive enabler for organizational agility and emphasis on speed	4. flexibility being an inclusive enabler

38	Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)	Kubaienko Andrii / Montenegrin Journal of Economics	<p>Enterprise agility can be defined as an organization's ability to identify changes in the environment and respond accordingly. Ability to recognize the changes in the environment refers to the know-how, experience, and knowledge of the organization and its decision makers.</p> <ol style="list-style-type: none"> 1. Dove (1999) refers to this ability as 'knowledge management'. 2. Environmental change is also present in other definitions of organizational agility as 'competitive market opportunities' (Sambamurthy et al., 2003), 3. 'dynamic and continuous change' (Sarkis, 2001); 4. and referred as changes arising from competitor's actions, consumer preferences, 	<p>41/51. identify changes in the environment and respond accordingly</p> <p>41/51. Knowledge management</p>
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			<p>regulatory or legal changes, economic shifts, technological advancements etc. (Overby et al., 2005).</p> <p>5. Ability to respond or ‘seize’ (Sambamurthy et al., 2003),</p> <p>6. ‘reconfigure’ (Sharifi & Zhang, 2001) is an ability to act in response to the changes and in the situation dictated by the environment and internal resources and abilities</p>	
39	<p>Organizational Agility : Conceptual Model: Žitkienė, Rima Deksnys, Mindaugas (2018)</p>	<p>Kubaienko Andrii / Montenegrin Journal of Economics</p>	<p>Putting together all these elements of organizational agility allows to generate the following definition: organizational agility is an organizational ability to recognize unexpected changes in the environment and appropriately respond in a swift and efficient manner, by utilizing and reconfiguring internal</p>	<p>7/51. recognize unexpected changes in the environment</p> <p>3/41. respond in a swift and efficient manner</p> <p>68. Reconfiguring internal resources</p>

			resources , thus gaining competitive advantage in the process.	
40	Alessandro Margherita , Hossein Sharifi & Antonio Caforio (2021)	Technology Analysis & Strategic Management	The review of literature has allowed to identify seven focus areas or dimensions in the study and implementation of organizational agility. These are: (1) external and internal drivers of organizational agility; (2) agility strategy and goals; (3) agility capabilities and required competencies; (4) technology enablers of organizational agility; (5) human resource enablers of agility; (6) process innovation for agility; and (7) agility performance and measures.	69. external and internal drivers of organizational agility 60. agility strategy and goals 57. agility capabilities and required competencies 70. technology enablers of organizational agility 64. human resource enablers of agility 30. process innovation for agility 57. agility performance and measures.

New Dimensions of Organizational Agility

Capabilities for Organizational Agility identified in response to External Triggers (Yusuf et al. 1999) (What the organization 'needs' to align / Can the organization align to the changes?)

1.	C1. Scan (Read) the market / (Sensing)/ (External Factors Enablement)
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2.	C2. Be flexible to organize / reconfigure existing resources (Managing internal resources) / Exploit / (Internal Factors Enablement) /(Searching)
3.	C3. Respond to change at speed (to external changes) / (Seizing)/ (External Factors Enablement)
4.	C4. Proactively Sense- Make (to be ahead of others from strategy to execution) to external changes / explore (Searching) / (External Factors Enablement)
New Capabilities identified for the FoW to enable internal and external factors	
5.	C5. Envision multiple models for future and pivot the model real time (Internal Factors Enablement)
6.	C6. Create quick cycles of experiment to innovate (Innovation prototyping) with multiple options and choose for scale (Internal Factors Enablement)
7.	C7. Identify and build continuously, a network of new and different resources / (Shaping) / Internal and external Factors enablement
8.	C8. Orchestrating the network of existing and new resources (external) for competitive advantage / Internal and external Factors enablement
9.	C9. Implement with speed and flexibility repeated iterations of business models to align with constantly changing internal and external environment) / (Shifting)
10.	C10. Rapidly absorb new learning in the organization (Internal Factors Enablement)

Appendix 4 - Organizational Agility Today

Existing definition of Organizational Agility

1. Organizational Agility – 1: "Organizational agility is defined as the **capacity for rapid, continuous and systematic evolutionary adaptation and entrepreneurial innovation directed at gaining and maintaining competitive advantage**".

The definition highlights the importance of **speed**; ceteris paribus. This capacity also needs to be **continuous rather than periodic**, as well as **systematic/planned rather than ad hoc**.

2. Organizational Agility – 2: A firm's ability to cope with rapid, relentless, and uncertain changes and thrive in a competitive environment of continually and unpredictably changing opportunities: (Lu and Ramamurthy 2011, p 932)

**The five dynamic capabilities underpinning organizational agility include:
Sensing - Searching - Seizing - Shifting and Shaping.**

Concepts related to Organizational Agility

1. Agility:

Agility is defined as “persistent, systematic variations in an organization’s outputs, structures or processes that are identified, planned, and executed as a deliberate strategy to gain competitive advantage” Singh et al. (2013) (p. 7).

"The ability to exploit or create to one's advantage changing patterns of resource deployment in a thoughtful and purposeful but also fast and nimble way rather than remain hostage to present plans and existing business models" (Doz 2020, p.1)

“The ability to capitalize on opportunities and dodge threats with speed and assurance” (Kotter, 2012, p.46)

2. Strategic Agility:

Strategic agility is the ability to sense strategically relevant information from the entire organization, seize emerging opportunities and burst company boundaries (Heiligt et al., 2015)

3. Operational Agility

Operational agility refers to the capacity to exploit opportunities within the existing business model (Sull, 2010).

4. Manufacturing Agility

"A manufacturing paradigm that focuses on smaller scale, modular production facilities, and agile operations capable of dealing with turbulent and changing environments: (Cao and Dowlatsahi 2005, p 531)

5. Software Development Agility

A software teams' ability to efficiently and effectively respond to user requirement changes " (Lee and Xia 2010, p. 88)

Concepts adjacent to Organizational Agility

1. Dynamic Capabilities

"The firm's processes that use resources - **specifically the processes to integrate, reconfigure, gain and release resources - to match and even create market change. Dynamic capabilities thus are the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide,**

split, evolve and die" (Eisenhardt and Martin 2000, p I 107)

Teece et al. (1997) define dynamic capability in terms of the **ability to integrate, build and reconfigure internal and external competencies** to a changing environment.

Building on the Resource Based View, the dynamic capabilities view aims to explain agility by focusing on second-order capabilities that allow an organization to adapt (create, integrate and reconfigure) its resources and first-order capabilities. **While first-order capabilities may ensure technical fitness (i.e. efficiency and effectiveness), dynamic capabilities are needed to ensure evolutionary (Helfat et al., 2009) and entrepreneurial (Teece, 2007) fitness.**

7. Ambidexterity

"An organization's **ability to be aligned and efficient in its management of today's business demands while simultaneously being adaptive to changes in the environment:** (Raisch and Birkinshaw, 2008, p. 375)

8. Adaptability

Organizational adaptability is defined as the ability of an organization to **adapt to a changing environment and shifting market conditions** (Birkinshaw et al. 2016; Uhl-Bien and Arena 2018), according to the seminal theory by Teece et al. (1997) and Teece (2012), can be attributed to a distinct set of dynamic capabilities.

Organizations must be able to **sense and assess new opportunities, to seize value from these opportunities, and ultimately reconfigure organizational structures** in order **to enable organizational change and maintain a competitive edge** (Teece et al. 1997; Teece 2012).

9. Absorptive Capacity

Absorptive capacity is the ability of a firm to **recognize, assimilate and commercialize the value of external knowledge** (Cohen and Levinthal 1989, 1990).

The ability of an organization “to **recognize the value of new, external information, assimilate it and apply it**” (Cohen and Levinthal, 1990, p. 128).

10. (Culture of) Innovation

Culture of innovation is an underlying, organization-wide look at using changes in the external environment to better shape the organization's internal environment. It is "the ability to do new things and the ability to do old things in new ways" (Holsapple & Li, 2008)

List of Capabilities and Enablers

A. Capabilities for Organizational Agility (What the organization 'needs' to align / Can the organization align to the changes?)

C1: Scan (Read) the market / (Sensing) (External Factors Enablement)

C2: Be flexible to organize / reconfigure existing resources (Managing internal resources) / Exploit (Internal Factors Enablement) (Searching)

C3: Respond to change at speed (to external changes) / (Seizing)/ (External Factors Enablement)

C4: Sense- Make (to be ahead of others from strategy to execution) to external changes / explore/(Searching)/(External Factors Enablement)

B. Enablers for Organizational Agility (What the organization 'has' (static in nature) to align to the changes?)

E1: People and Organization (Flexibility in people capability, people capacity and resource mobilization / structure to cater to market changes)

E2: Processes (Flexibility in processes for speed and scale whilst focusing on governance)

E3: Technology (Flexibility in technology for speed and scale whilst focusing on governance)

E4: Network (Flexibility in external network to be able to mobilize adequate resources, timely to be able to be responsive)

(Parts C and D, after the table.)

	Capabilities for Organizational Agility identified in response to External Triggers (Yusuf et al. 1999)				Enablers for Organizational Agility			
Construct	C1.	C2.	C3.	C4.	E1.	E2.	E3.	E4.
Existing definition of Organizational Agility								
Organizational Agility - 1	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Organizational Agility - 2	Yes	Yes	Yes	No	No	Yes	Yes	No
Concepts related to Organizational Agility								
Agility	Yes	Yes	No	No	Yes	Yes	No	Yes
Strategic Agility	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Operational Agility	Yes	Yes	No	No	No	Yes	Yes	No
Agile Manufacturing	Yes	Yes	Yes	No	No	Yes	Yes	No
Software Development Agility	Yes	Yes	Yes	No	No	Yes	No	No
Concepts adjacent to Organizational Agility								
Dynamic Capabilities	Yes	Yes	No	No	Yes	Yes	Yes	Yes
Ambidexterity	Yes	Yes	No	Yes	No	Yes	No	No
Adaptability	Yes	Yes	Yes	No	No	Yes	Yes	No
Absorptive Capacity (its more of a practice than a capability)	Yes	Yes	Yes	No	No	Yes	Yes	No
(Culture of) Innovation	Yes	Yes	Yes	No	No	No	No	No

C. Practices for Organizational Agility (What the organization 'does' by using the capabilities and the enablers to align to the changes ?)

P1: Business Planning (Flexibility in business planning to align to changing market dynamics and drive governance)

P2: Knowledge Management (Flexibility, scale and breadth of organizational learning to continuously absorb and learn from individuals and institutionalize at the organizational level)

P3: Quality Focus (Flexibility in aligning quality measures to changing market needs)

P4: Customer Management Practices (Flexibility in customer management focused processes and practices to adjust for market changes at speed and least response time)

P5. Organizational Practices (Flexibility in response to needs of human capital and the human capital reach)

D. Outcome / Success Measure (What the organization 'delivers' through its organizational agility?)

O1. Quick Innovation

O2. Time to Market Capture for competitiveness

	Practices for Organizational Agility (What the organization 'does' by using the capabilities and the enablers to align to the changes ?)					Outcome / Success Measure (What the organization 'delivers' through its organizational agility?)	
Construct	P1:	P2.	P3.	P4:	P5.	O1.	O2.
Existing definition of Organizational Agility							
Organizational Agility - 1		No	No		No	Yes	Yes
Organizational Agility - 2		No	No		No	No	Yes
Concepts related to Organizational Agility							
Agility		No	No		Yes	No	Yes

Strategic Agility		No	No		Yes	Yes	Yes
Operational Agility		No	No		No		Yes
Agile Manufacturing		No	Yes		No		Yes
Software Development Agility		No	No		No		Yes
Concepts adjacent to Organizational Agility							
Dynamic Capabilities		No	Yes		Yes	Yes	Yes
Ambidexterity		No	Yes		No	No	Yes
Adaptability		No	Yes		No	No	Yes
Absorptive Capacity (its more of a practice than a capability)		Yes	Yes		No	No	No
(Culture of) Innovation		No	Yes		No	Yes	No

Appendix 5 – Agility v/s Other Capabilities

Organizational Agility for the Future of Work

Organizational Agility for the Future of Work refers to the extent to which an organization:

1. Successfully and 'repeatedly' 'preempts and iterates' the 'dynamic process' of 'envisioning' the future
2. By 'sensemaking' for 'multi-dimensional issues and market factors',
3. Creates quick cycles of experiments to innovate
4. Creates dynamic and sensitive operating models to respond to the changes sensed from the environment;
5. 'Orchestrates' a network of multiple discrete contributors, to play their role as part of the larger ecosystem to deliver the end outcome', through partnership and influence,
6. (and in the process), Continuously 'reflects' on the journey to institutionalize 'learning'
7. Towards delivering simultaneous success for today and the future

Existing Definition of Organizational Agility

1. Organizational Agility – 1: "Organizational agility is defined as the capacity for rapid, continuous and systematic evolutionary adaptation and entrepreneurial innovation directed at gaining and maintaining competitive advantage".

The definition highlights the importance of speed; ceteris paribus. This capacity also needs to be continuous rather than periodic, as well as systematic/planned rather than ad hoc.

2. "A firm's ability to cope with rapid, relentless, and uncertain changes and thrive in a competitive environment of continually and unpredictably changing opportunities: (Lu and Ramamurthy 2011, p 932)

The five dynamic capabilities underpinning organizational agility include:

Sensing - Searching - Seizing - Shifting and Shaping.

Concepts related to Organizational Agility

1. Agility:

Agility is defined as “persistent, systematic variations in an organization’s outputs, structures or processes that are identified, planned, and executed as a deliberate strategy to gain competitive advantage” Singh et al. (2013) (p. 7).

"The ability to exploit or create to one's advantage changing patterns of resource deployment in a thoughtful and purposeful but also fast and nimble way rather than remain hostage to present plans and existing business models" (Doz 2020, p.1)

“The ability to capitalize on opportunities and dodge threats with speed and assurance” (Kotter, 2012,p.46)

2. Strategic Agility:

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3. Operational Agility:

Operational agility refers to the capacity to exploit opportunities within the existing business model (Sull, 2010).

4. Agile Manufacturing Agility:

"A manufacturing paradigm that focuses on smaller scale, modular production facilities, and agile operations capable of dealing with turbulent and changing environments: (Cao and Dowlatsahi 2005, p 531)

5. Software Development Agility

A software teams' ability to efficiently and effectively respond to user requirement changes " (Lee and Xia 2010, p. 88)

Concepts adjacent to Organizational Agility

1. Dynamic Capabilities

"The firm's processes that use resources - specifically the processes to integrate, reconfigure, gain and release resources - to match and even create market change. Dynamic capabilities thus are the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die" (Eisenhardt and Martin 2000, p I 107)

Teece et al. (1997) define dynamic capability in terms of the **ability to integrate, build and reconfigure internal and external competencies** to a changing environment.

Building on the Resource Based View, the dynamic capabilities view aims to explain agility by focusing on second-order capabilities that allow an organization to adapt (create, integrate and reconfigure) its resources and first-order capabilities. **While first-order capabilities may ensure technical fitness (i.e. efficiency and effectiveness), dynamic capabilities are needed to ensure evolutionary (Helfat et al., 2009) and entrepreneurial (Teece, 2007) fitness.**

2. Ambidexterity

"An organization's **ability to be aligned and efficient in its management of today's business demands while simultaneously being adaptive to changes in the environment:** (Raisch and Birkinshaw, 2008, p. 375)

3. Adaptability

Organizational adaptability is defined as the ability of an organization to **adapt to a changing environment and shifting market conditions** (Birkinshaw et al. 2016; Uhl-Bien and Arena 2018), according to the seminal theory by Teece et al. (1997) and Teece (2012), can be attributed to a distinct set of dynamic capabilities.

Organizations must be able to **sense and assess new opportunities, to seize value from these opportunities, and ultimately reconfigure organizational structures** in order **to enable organizational change and maintain a competitive edge** (Teece et al. 1997; Teece 2012).

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Absorptive capacity is the ability of a firm to **recognize, assimilate and commercialize the value of external knowledge** (Cohen and Levinthal 1989, 1990).

The ability of an organization “to **recognize the value of new, external information, assimilate it and apply it**” (Cohen and Levinthal, 1990, p. 128).

5. (Culture of) Innovation

Culture of innovation is an underlying, organization-wide look at using changes in the external environment to better shape the organization's internal environment. It is "the ability to do new things and the ability to do old things in new ways" (Holsapple & Li, 2008)

A. Capabilities for Organizational Agility (What the organization 'needs' to align / Can the organization align to the changes?)

C1: Scan (Read) the market / (Sensing) / (External Factors Enablement)

C2: Be flexible to organize / reconfigure existing resources (Managing internal resources) / Exploit (Internal Factors Enablement)/(Searching)

C3: Respond to change at speed (to external changes) / (Seizing)/ (External Factors Enablement)

C4: Proactively Sense- Make (to be ahead of others from strategy to execution) to external changes / explore/ (Searching) (External Factors Enablement)

B. New Capabilities identified for the FoW to enable internal and external factors (Ten Capabilities)

C5: Envision multiple models for future and pivot the model real time (Internal Factors Enablement)

C6: Create quick cycles of experiment to innovate (Innovation prototyping) with multiple options and choose for scale (Internal Factors Enablement)

C7: Identify and build continuously, a network of new and different resources / (Shaping)/ Internal and external Factors enablement

C8: Orchestrating the network of existing and new resources (external) for competitive advantage / Internal and external Factors enablement

C9: Implement with speed and flexibility repeated iterations of business models to align with constantly changing internal and external environment) / (Shifting)/ Internal Factors enablement

C10: Rapidly absorb new learning in the organization / (Internal Factors Enablement)

	Capabilities for Organizational Agility identified in response to External Triggers (Yusuf et al. 1999)				New Capabilities identified for the FoW to enable internal and external factors (Ten Capabilities)					
Construct	C1.	C2.	C3.	C4.	C5.	C6.	C7.	C8.	C9.	C10.
New Definition of Organizational Agility										
Organizational Agility for the Future of Work	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Existing definition of Organizational Agility										
Organizational Agility - 1	Yes	Yes	Yes	Yes	No	No	No	No	No	No
Organizational Agility - 2	Yes	Yes	Yes	Yes	No	No	No	No	No	No
Concepts related to Organizational Agility										
Agility	Yes	Yes	No	No	No	No	No	No	No	No
Strategic Agility	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No
Operational Agility	Yes	Yes	No	No	No	No	No	No	No	No
Agile Manufacturing	Yes	Yes	Yes	No	No	Yes	No	No	No	No
Software Development Agility	Yes	Yes	Yes	No	No	No	No	No	No	No
Concepts adjacent to Organizational Agility										
Dynamic Capabilities	Yes	Yes	No	No	No	No	Yes	Yes	No	No
Ambidexterity	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes

Adaptability	Yes	Yes	Yes	No	No	No		No	No	No
Absorptive Capacity (its more of a practice than a capability)	Yes	Yes	Yes	No	No	No	Yes	No	Yes	Yes
(Culture of) Innovation	Yes	Yes	Yes	No	No	No	No	No	No	No

C. Enablers for Organizational Agility

E1: People and Organization (Flexibility in people capability, people capacity and resource mobilization / structure to cater to market changes)

E2: Processes (Flexibility in processes for speed and scale whilst focusing on governance)

E3: Technology (Flexibility in technology for speed and scale whilst focusing on governance)

E4: Internal Network (Flexibility in external network to be able to mobilize adequate resources, timely to be able to be responsive)

E5: Multi-dimensional and Multi-generational Simultaneous Strategy (Flexibility in strategy for speed)

E6: Leadership (Capability, availability, mindset and influence) (Flexibility and maturity of the leaders to think immediate term, long term and think across multi-dimensional issues and resources)

E7: Digital (Flexibility and scale of the digital capability to assimilate multiple needs and stakeholders with focus on experience and scale)

E8: External Partnership Network (Flexibility, scale and reach of the partnership network)

Enablers for Organizational Agility (Eight Enabler Factors) (What the organization 'has' (static in nature) to align to the changes?)								
Construct	E1.	E2.	E3.	E4.	E5.	E6.	E7.	E8.
New definition of Organizational Agility for the Future of Work								

Organizational Agility for the Future of Work	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Existing definition of Organizational Agility								
Organizational Agility - 1	No	Yes	Yes	No	No	No	No	No
Organizational Agility - 2	No	Yes	Yes	No	No	No	No	No
Concepts related to Organizational Agility								
Agility	Yes	Yes	No	Yes	No	No	No	Yes
Strategic Agility	Yes	Yes	No	Yes	No	No	No	Yes
Operational Agility	No	Yes	Yes	No	No	No	No	No
Agile Manufacturing	No	Yes	Yes	No	No	No	No	No
Software Development Agility	No	Yes	No	No	No	No	No	No
Concepts adjacent to Organizational Agility								
Dynamic Capabilities	Yes	Yes	Yes	Yes	No	No	No	Yes
Ambidexterity	No	Yes	No	No	No	No	No	No
Adaptability	No	Yes	Yes	No	No	No	No	No
Absorptive Capacity (its more of a practice than a capability)	No	Yes	Yes	No	No	No	No	No
(Culture of) Innovation	No	No	No	No	No	No	No	No

D. Practices for Organizational Agility (Six Practice Factors)

(What the organization 'does' by using the capabilities and the enablers to align to the changes ?)

P1: Organizational Planning Versatility for near term and long term (Flexibility in planning for relevance to immediate and long term)

P2: Knowledge Management (Flexibility, scale and breadth of organizational learning to continuously absorb and learn from individuals and institutionalise at the organizational level)

P3: Quality Focus (Flexibility in aligning quality measures to changing market needs)

P4: Customer Experience Practices (Flexibility in customer experience focused processes and practices to adjust for market changes at speed and least response time)

P5: Organizational Practices (Flexibility in response to needs of human capital and the human capital reach)

P6: Ecosystem Practices (Flexibility in identifying and managing resources within and outside the network for organizational success)

E. Outcome / Success Measure (Six Measure Factors)

(What the organization 'delivers' through its organizational agility?)

O1: Quick Innovation

O2: Time to Market Capture for competitiveness

O3: Time to Market Capture for competitiveness

O4: Sustainable and Relevant Growth for the future

O5: Brand Recall

O6: Profitability

	Practices for Organizational Agility (Six Practice Factors) (What the organization 'does' by using the capabilities and the enablers to align to the changes ?)						Outcome / Success Measure (Six Measure Factors) (What the organization 'delivers' through its organizational agility?)					
Construct	P1.	P2.	P3.	P4.	P5.	P6.	O1.	O2.	O3.	O4.	O5.	O6.

New definition of Organizational Agility for the Future of Work												
Organizational Agility for the Future of Work	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Existing definition of Organizational Agility												
Organizational Agility - 1	No	No	No	Yes	No	No	Yes	Yes	Yes	No	No	No.
Organizational Agility - 2		No	No	Yes	No	No	No	Yes	Yes	No	No	No
Concepts related to Organizational Agility												
Agility	No	No	No	No	Yes	Yes	No	Yes	Yes	No	No	No.
Strategic Agility	Yes	No	No		Yes	Yes	Yes	Yes	Yes	No	No	No
Operational Agility	No	No	No	No	No	No	Yes	Yes	Yes	No	No	No
Agile Manufacturing	No	No	Yes	No	No	No	No	Yes	Yes	No	No	No
Software Development Agility	No	No	No	No	No	No	No	Yes	Yes	No	No	No
Concepts adjacent to Organizational Agility												
Dynamic Capabilities		No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Ambidexterity	Yes	No	Yes	No	No	No	No	Yes	Yes	Yes	No	No
Adaptability	Yes	No	Yes	No	No	No	No	Yes	Yes	No	No	No

Absorptive Capacity (its more of a practice than a capability)	Yes	Yes	Yes	No	No	No	No	No	No	No	No	No
(Culture of) Innovation	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No

Appendix 6 - Leadership Theories Summary

Sr.No. ->	Different kinds of Behavioural focused Leadership Style Theories	Source / Author/ Publisher	Academic Definition	Unit of Analysis / Focus	Unit of Analysis / Measure: Leadership Style/Leadership Skill / Leadership Capability / Leadership Mindset/Paradoxes
1	Servant Leadership	<p>The Servant as Leader (1970) - Robert Greenleaf</p> <p>-The Greenleaf Center for Servant Leadership</p> <p>Others:</p> <p>1.The Power of Servant-Leadership (1998)</p>	<p>The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve — after leadership is established. The leader-first and the servant-first</p>	Individual	Leadership Style

			are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.		
2	Visionary leadership	Sashkin, Marshall (1987). A New Vision of Leadership. Journal of Management Development, 6(4), 19–28.	Visionary leadership has been defined as the ability to create and articulate clear visions providing meaning and purpose to the work of an organization.	Individual	Leadership Style
3	Dynamic Leadership (vs Ambidextrous)	Manning, T., & Robertson, B. (2002). The dynamic leader–leadership development beyond the visionary leader. Industrial and Commercial Training. Manning, T., & Robertson, B. (2011). The Dynamic Leader Revisited: 360-degree assessments of leadership behaviours in	This dynamic model of leadership developed out of what was then the prevailing orthodoxy on thinking about leadership, namely, the “visionary” or “transformative” model of leadership. (Manning and Robertson, 2011). The authors developed the idea of 'dynamic' leadership to signal a shift beyond that of 'visionary' leadership. The term 'dynamic' seemed appropriate for three reasons. First, because leadership is, by definition, about change,	Individual	Leadership Style

		different leadership situations. Industrial and Commercial Training.	it stands in contrast to that which is 'static.' Second, because it is being applied to a style of leadership that is active rather than passive, one that takes energy and means getting involved. Third, because it suggests individuals will need to shift their attention and behaviour between the various facets of 'visionary' leadership according to their changing leadership situation.		
4	Pacesetter Leadership	Primal Leadership (2004) - Daniel Goleman, Richard E. Boyatzis, Annie McKee - Harvard Business Press	Pacesetting leadership is a leadership style where a leader sets the pace of their team, leading from the front and by example. Such a leader sets high standards and targets for themselves as well as their employees. Expecting quality performance from their team members with minimal management and prioritizing results beyond any other concern are some defining characteristics of	Individual	Leadership Style

			pacesetting leadership style.		
5	Laissez-Faire	Bradford, L. P., & Lippitt, R. (1945). Building a democratic work group. Personnel, 22, 1–12.	Bradford and Lippitt (1945) conceived of laissez-faire leadership as descriptive of leaders who avoid attempting to influence their subordinates and who shirk their supervisory duties. Such leaders are inactive and have no confidence in their ability to supervise. They bury themselves in paperwork and stay away from their subordinates. They may condone “license.” They leave too much responsibility with subordinates, set no clear goals, and do not help the group to make decisions. They let things drift. Laissez-faire leaders are indifferent to what is happening. They avoid getting involved in making decisions and taking stands on issues. They divert attention from hard choices and abdicate	Individual	Leadership Style

			responsibility. They “refuse to takesides in a dispute, are disorganized in dealing with priorities and talk about getting down to work, but never really do” (Bass, 1998).		
6	Bureaucratic	Bass Handbook of Leadership Theory	Bureaucratic leadership refers to the preference for rules, regulations, and order in running organizations. Merton (1940) suggested that bureaucrats are likely to be inflexible. They are likely to overemphasize the importance of goals for those whose attainment the rules were established. The goals will be displaced by attention to outmoded rules. When bureaucratic leaders are inflexible, actions will continue to be bound by inapplicable rules.	Individual	Leadership Style
7	Transformational	Bass Handbook of Leadership Theory	Leaders must also address the follower’s sense of self-worth, one of the things that transformational leaders do. Transformational leaders motivate their	Individual	Leadership Style

			followers to do more than the followers originally intended and thought possible. The leader sets challenging expectations and achieves higher standards of performance. Transformational leadership looks to higher purposes.		
7(A)	Multifactor Leadership	Not a leadership style but scale developed by Bass and Avolio based on transformational leadership, transactional leadership, and passive/avoidant behaviour.	It is a psychological inventory consisting of 36 items pertaining to leadership styles and 9 items pertaining to leadership outcomes, with the goal to assess a full range of leadership styles. The MLQ is composed of 9 scales that measure three leadership styles: transformational leadership (5 scales), transactional leadership (2 scales), and passive/avoidant behaviour (2 scales), and 3 scales that measure outcomes of leadership.	Individual	Leadership Capability

8	Autocratic Leadership	Bass Handbook of Leadership Theory	The autocratic-authoritarian cluster encompasses being arbitrary, controlling, power-oriented, coercive, punitive, and closed-minded. It means taking full and sole responsibility for decisions and control of followers' performance. Autocrats stress obedience, loyalty, and strict adherence to roles. They make and enforce the rules. They see that decisions are carried out (Smither, 1991)	Individual	Leadership Style
9	Coaching Style of Leadership	Coaching Leadership: Building Educational Leadership Capacity through Partnership. (2016) - Jan Robertson - New Zealand Council for Educational Research	"Coaching Leadership" is about building leadership capacity in individuals, and in institutions, through enhancing professional relationships. It is based on the importance of maximising potential, and harnessing the ongoing commitment and energy needed to meet personal and professional goals.	Individual	Leadership Style

10	Adaptive Leadership	Leadership Without Easy Answers. (1994) - Ronald A. Heifetz - Cambridge Press	Heifetz (1994) called for a new form of leadership that promoted the adaptive capacities of people, versus addressing problems through hierarchical authority. The focus is on the leader's role to mobilize followers to "tackle tough challenges and thrive". The behaviours of adaptive leaders should encourage followers to tackle and solve challenges through mobilization, motivation, organization, and focusing attention.	Individual	Leadership Style
11	Multi-disciplinary Leadership	Research/theory unavailable	Multidisciplinary leadership refers to a leadership approach that involves integrating knowledge, expertise, and perspective from multiple disciplines to address complex problems and promote innovation and collaboration.		Leadership Skill / Capability

12	Daniel Goleman Leadership Styles	HBR's 10 Must Reads on Managing People (with featured article "Leadership That Gets Results," by Daniel Goleman (2011) - Dolly Chugh - Harvard Business Review Press.	<p>1. Coercive leaders demand immediate compliance.</p> <p>2. Authoritative leaders mobilize people toward a vision</p> <p>3. Affiliative leaders create emotional bonds and harmony</p> <p>4. Democratic leaders build consensus through participation</p> <p>5. Pacesetting leaders expect excellence and self-direction.</p> <p>6. Coaching leaders develop people for the future.</p>	Individual	Leadership Style
14	Ambidextrous leadership	Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. The Leadership Quarterly, 22(5), 956-974.	Ambidexterity literally means the ability to use both hands with equal ease. In management science ambidexterity has been linked to the balance of explorative and exploitative organizational strategies, that is, the ability to engage in exploration and exploitation equally well. Ambidextrous leadership is the ability to foster both explorative and	Organization	Leadership Skill / Capability

			exploitative behaviours in followers by increasing or reducing variance in their behaviour and flexibly switching between those behaviours. That is, ambidextrous leaders are able to support their followers in the attempt to be ambidextrous.		
15	Inclusive Leadership	Inclusive Leadership: The Essential Leader-Follower Relationship (2009) - Edwin Hollander - Routledge	Inclusive Leadership (IL) is about relationships that can accomplish things for mutual benefit. It means “doing things with people, rather than to people,” which is the essence of inclusion. Improving decision making and achieving desired ends are among its goals, without relying on one person’s capabilities alone. It also provides an atmosphere that promotes fairness of input and output to all. Inclusive Leadership respects competition and cooperation as part of a participative process. More leader-centric conceptions of leadership	Organization	Leadership Style

			continue to emphasize traditional leader qualities such as character and charisma. These have their effects, but often neglect the essential relationship with followers.		
16	Inspirational	Bass Handbook of Leadership Theory	An inspiring leader is perceived by followers to be knowledgeable, enlightened, and sensitive to the problems at hand. From this, follower confidence is built. Followers share with the leader common beliefs about what is wrong, beliefs that the leader articulates publicly for them. Unlike the charismatic leader who substitutes for the follower's ego ideal, the inspirational leader can represent and symbolise it.	Individual	Leadership Style
17	Situational leadership	Bass Handbook of Leadership Theory	According to Hersey and Blanchard's situational leadership model, the leader's style of behaviour should be related to the maturity of the subordinates. As the subordinates mature, the	Individual	Leadership Style

			<p>leader should decrease emphasis on structuring tasks and increase emphasis on consideration. As the subordinates continue to mature, there could be an eventual decrease in consideration. Maturity is defined in terms of subordinates' experience, motivation to achieve, and willingness and ability to accept responsibility.</p>		
18	Charismatic	Bass Handbook of Leadership Theory	<p>Weber's (1922/1963) charismatic leader was a mystical, narcissistic, and personally magnetic savior with extraordinary capabilities and a doctrine to promote. Such a leader arose in times of crisis. He applied the concept of charisma to explain the development and maintenance of complex organizations in which the gift of extraordinariness as a person was now bestowed by colleagues and subordinates instead of by God. According to</p>	Individual	Leadership Style

			Weber, charismatic leaders inspired the development of organizations, which subsequently came to be traditionally or bureaucratically managed.		
19	Emotionally Intelligent	Bass Handbook of Leadership Theory	Salovey and Meyer (1990) introduced the concept of emotional intelligence as the ability to monitor the feelings and emotions of oneself and others to help guide one's own thinking and actions. Goleman (1995, 1998) popularized "emotional intelligence" as a term encompassing a limited number of socioemotional abilities and traits, including self-awareness; handling one's own feelings and impulses; motivating others; showing empathy; and remaining connected with others through optimism, enthusiasm, and energy. Emotional	Individual/ Organizational	Leadership Style

			intelligence implies to think positively, understand relationships, and resolve conflicts.		
20	Paternalistic	<p>Ünler E, Kılıç B. Paternalistic Leadership and Employee Organizational Attitudes: The Role of Positive/Negative Affectivity. SAGE Open. July 2019.</p>	<p>One of the definitions is provided by Farh and Cheng (2000) as “combined strong discipline and authority with fatherly benevolence and moral integrity.” Aycan (2006) defined the term as “the role of the supervisor for providing care, protection, and guidance to the subordinate both in work and non-work domains, while the subordinate, in return, is expected to be loyal and deferential to the superior” (p. 446). In early writings on paternalism, its autocratic side was emphasized and followed by descriptions of other dimensions (Ronen, 1986).</p> <p>Paternalistic leadership is a management style in</p>	Individual	Leadership Style

			<p>which a dominant, assertive figure operates as the matriarch/patriarch whom employees must trust, obey and be loyal to.</p>		
21	Orchestrator Leadership	<p>Julie Battilana</p> <p>Joseph C. Wilson</p> <p>Professor of Business Administration at Harvard Business School</p>	<p>An orchestrator coordinates action across groups, organizations, and sectors to scale the proposed solution. The role of orchestrator involves planning and leading the strategy for change adoption, in close coordination with the range of actors already behind the change, as well as those now asked to adopt it who may have fought it initially.</p>	Individual/ Organization	Leadership Skill

22	Agitator Leadership	Julie Battilana Joseph C. Wilson Professor of Business Administration at Harvard Business School	An agitator brings the grievances of specific individuals or groups to the forefront of public awareness. **In reality, the boundaries between these roles may blur, with some individuals and organizations playing multiple roles either at once or sequentially. Far from being linear, the social change process may require that change makers switch back and forth among the three roles.	Individual	Leadership Style
23	Innovator Leadership	Julie Battilana Joseph C. Wilson Professor of Business Administration at Harvard Business School	An innovator creates an actionable solution to address these grievances.	Individual/ Organization	Leadership Skill
24	Growth Mindset	Mindset: The New Psychology of Success (2008) - Carol Dweck - Ballantine Books	A growth mindset is an attitude and belief that people have the ability to develop their talents, abilities, intelligence, and emotional intelligence. It basically means that you	Individual/ Organization	Leadership Mindset

			believe success comes from the consistent effort of working through challenges. Leaders with a growth mindset tend to focus more on the process rather than just the outcome.		
25	Crisis Leadership	Multiple sources - References	<p>Pearson and Clair (1998): An organizational crisis is a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly.</p> <p>Crisis leadership is the process of responding to a low-probability, high-impact situation by influencing others to overcome or take advantage of the situation, regardless of its cause, optimizing the effect, in a timely framework. One might consider crisis leadership the same as non-crisis leadership but</p>	Individual/ Organization	Leadership skill

			with the all the features intensified.		
26	Spiritual Leadership	Bass Handbook of Leadership Theory	<p>Bruce (2000) remarks that spiritual leadership pays special attention to the interconnections between God, humanity, and the world of nature; the immanence of the past and future in the present; issues of brotherhood and community; and the rejection of materialism. Emmons (1999) says that spirituality transcends the physical and the material. It provides an ability to experience heightened states of consciousness as well as to sanctify everyday experiences and solve problems.</p> <p>Louis Fry defines spiritual leadership in business as</p>	Individual	Leadership Style

			<p>comprising the values, attitudes, and behaviours necessary to intrinsically motivate one's self and others to have a sense of spiritual survival through calling and membership. This definition has two foundational components. First, spiritual leaders create a compelling vision in that employees experience a sense of calling that gives meaning and purpose to their lives. Second, spiritual leaders create a culture based on altruism and love such that members feel valued and appreciated.</p>		
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27	Shared / Distributed Leadership	Bass Handbook of Leadership Theory	<p>Shared leadership, also referred to as distributive leadership, is a leadership model that distributes executive-level responsibilities across a team. Rather than using a traditional top-down organizational hierarchy, the group shares power. (References)</p> <p>Leadership is shared in that any member who sees a need by the team for a leadership role to be played, and believes she or he is competent to do so, calls attention to the problem and attempts to enact the leadership role or encourages other members with more knowledge and expertise to do so. The leadership function is transferred to take advantage of the different team members' competencies, perspectives, attitudes, contacts, and available time. (Bass)</p>	Organizational	Leadership Style
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28	Integrative Public Leadership	Ricardo S. Morse (2010). Integrative Public Leadership: Catalyzing Collaboration to Create Public Value. , 21(2), 0–245.	Integrative public leadership is a process of developing partnerships across organizational, sectoral and/or jurisdictional boundaries that create public value. (We include “public” before “leadership” here to clearly indicate that the “partnerships involving government, business, nonprofits and philanthropies, communities, and/or the public as a whole”)	Individual/ Organization	Leadership Style
29	Ethical Leadership	Michael E. Brown; Linda K. Treviño (2006). Ethical leadership: A review and future directions. , 17(6), 0–616.	Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”	Individual	Leadership Style

30	Ideological Leadership	Strange, J. M., & Mumford, M. D. (2002). The origins of vision: Charismatic versus ideological leadership. <i>The Leadership Quarterly</i> , 13(4), 343-377.	<p>Ideological leadership stresses values, standards, and the meaningfulness of these standards, one would expect ideological leaders to define and justify actions based on abstract principles. Followers, will be of interest, not as entities unto themselves, but rather as their actions impinge on the values and standards being defined by the leader.</p> <p>Ideological leaders use their vision to highlight the importance of remaining true to a specific set of values that are often founded in tradition or past events. They tie their vision to emotionally salient experiences that bind groups of likeminded individuals together through their commitment to their shared belief system (Bedell-Avers et al., 2008).</p>	Individual	Leadership Style
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31	Pragmatic Leadership	Lovelace, Jeffrey B.; Neely, Brett H.; Allen, Julian B.; Hunter, Samuel T. (2018). Charismatic, ideological, & pragmatic (CIP) model of leadership: A critical review and agenda for future research. The Leadership Quarterly, (), S1048984317307877—.	Pragmatic leaders utilize a problem-solving approach that aims to intellectually stimulate followers through effective communication steeped in logical appeals.	Individual	Leadership Style
32	Full Range Leadership (transactional + transformational Leadership) (Avolio)	John Antonakis; Bruce J Avolio; Nagaraj Sivasubramaniam (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. , 14(3), 0–295.	The Full Range Leadership Model (FRLM) is a complete approach to leadership styles that covers low to high engagement leading to different leadership efficiency. FRLM was defined by Bass and Avolio, building on works by Burns, and includes laissez-faire, transactional, and transformational leadership.	Individual	Leadership Style

			FRLT represents nine single-order factors comprised of five transformational leadership factors, three transactional leadership factors, and one non-transactional laissez-faire leadership.		
33	Agile Leadership / Leadership Agility	Akkaya, Bulent (2020). Agile Business Leadership Methods for Industry 4.0 The Role of Agile Leadership in Organizational Agility. , 10.1108/9781800433809(), 171–191.	Agile leadership relates to the ability to adopt an adaptively flexible strategy based on external and internal dynamics and employs broader perspectives to recognise and examine different circumstances and swiftly respond to them. Agile leaders possess the skills of adaptability and versatility to lead in a variety of situations that are challenging and unpredictable.	Individual/ Organization	Leadership Skill
34	Purposeful Leadership	Cardona, P., Rey, C., & Craig, N. (2019). Purpose-driven leadership. In Purpose-driven Organizations (pp. 57-71).	The essence of purpose-driven leadership is presented in three undertakings: Discovering your leadership purpose, helping others to discover their purpose, and	Individual/ Organizations	Leadership Style

		Palgrave Macmillan, Cham.	connecting personal and organizational purpose.		
35	Crucibles of Leadership	Crucibles of Leadership (2002) - Warren Bennis and Robert J. Thomas - HBR Crucible Leadership (2021) - Warwick Fairfax - Mount Tabor Media	One of the most reliable indicators and predictors of true leadership is an individual's ability to find meaning in negative events and to learn from even the most trying circumstances. The skills required to conquer adversity and emerge stronger and more committed than ever are the same ones that make for extraordinary leaders. A crucible is, by definition, a transformative experience through which an individual comes to a new or an altered sense of identity. ("Crucibles," named after the vessels medieval alchemists used in their attempts to turn base metals into gold.) A philosophical and practical breakthrough in turning business and personal failures into the	Individual	Leadership Style

			fuel for igniting a life of significance.		
36	Narcissistic	Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. <i>The leadership quarterly</i> , 17(6), 617-633.	<p>Narcissism—a personality trait encompassing grandiosity, arrogance, self-absorption, entitlement, fragile self-esteem, and hostility—is an attribute of many powerful leaders.</p> <p>Narcissistic leaders have grandiose belief systems and leadership styles, and are generally motivated by their needs for power and admiration rather than empathetic concern for the constituents and institutions they lead.</p> <p>However, narcissists also possess the charisma and</p>	Individual	Leadership Style

			grand vision that are vital to effective leadership.		
37	Task oriented leadership	Multiple sources (References)	<p>Leaders who are task-oriented tend to focus on details. They do not tend to commence with an action plan until they are completely content they have all the required information.</p> <p>The most concise definition of task-oriented leadership is “doing whatever it takes to get the job done.” The approach tends to be autocratic and emphasizes completing tasks required to meet organizational goals.</p>	Individual/ Organization	Leadership Style

38	Relationship oriented leadership	Multiple sources (References)	<p>Leaders who are relationship-oriented tend to focus on creating trust and respect, will listen to the followers' needs and are comfortable with developing an action-plan when they have the followers' inputs</p> <p>The people-oriented style focuses on interpersonal relationships within organizations, attempting to improve such relationships in order to increase productivity and create a positive work environment.</p>	Individual/ Organization	Leadership Style
39	Directive	Bass Handbook of Leadership Theory	<p>Directive leadership implies that leaders play the active role in problem solving and decision making, and expect followers to be guided by their decisions. There are two types of directive leadership. In one type, the leader makes the decisions for the followers often without an explanation and without consulting or informing</p>	Individual/ Organization	Leadership Style

			<p>them until he directs them to carry out his decisions. Other directive leaders play a more active role and try to persuade their followers to accept them. They gain acceptance of their proposals by using reason and logic.</p>		
40	Participative	Bass Handbook of Leadership Theory	<p>Participative leadership aims to involve followers in decision processes—in generating alternatives, planning, and evaluation. Such involvement is expected to enhance satisfaction and performance but such expectations do not always materialize.</p>	Individual/ Organizational	Leadership Style
41	E-leadership	Bass Handbook of Leadership Theory	<p>Computer and telecommunication technology make possible e-leaders who can exert influence on linked individuals. One or several leaders may be linked with one or several teleworkers at a distance to form virtual teams. Virtual teams make for flat organizational</p>	Individual/ Organizational	Leadership Style

			structures. Much is the same as for leadership in nonelectronic circumstances. The focus is still on people but particular aspects of e-networking must be considered.		
42	Democratic leadership	Bass Handbook of Leadership Theory	The democratic or egalitarian leadership cluster reflects concern about the followers in many different ways. Leadership is considerate, democratic, consultative and participative, consensual, employee-centered, concerned with the maintenance of good working relations, supportive and oriented toward facilitating interaction, relations-oriented, oriented toward joint and group decision making.	Individual/ Organization	Leadership Style
43	The Mindsets of a Leader	MIT Sloan Management Review (2018) - Modesto A. Maidique and Nathan J. Hiller	One of the most revealing questions leaders can ask themselves is “Whom do I serve?” Their answers to that question say more about their style of leadership and field of	Individual	Leadership Mindsets

			influence than their personality traits or emotional intelligence does.		
44	Six Different Mindsets of Leadership	Chartered Management Institute (2016) - John Grisby	An evidence-based theory named Leadership Value Systems (LVS) is a way of understanding how humans adapt to increasingly complex life conditions. Value systems shape our cultures, societies, everyday life (including economics, politics, finance industry, etc.) and how we think about topics or solve problems. LVS associates particular life conditions with particular leadership practices; it looks at the ways in which leaders have adapted their practices through history in order to effectively lead people and organizations in a changing competitive environment.	Individual	Leadership Mindsets

45	Six Paradoxes of Leadership - PwC	The Global Strategy and Leadership Team, PwC	<p>A paradox involves contradictory-yet-interrelated elements that exist simultaneously and persist over time. What they have in common, which also makes them uniquely challenging, are:</p> <ul style="list-style-type: none"> • They create powerfully positive outcomes. • They can polarise people or groups if not managed well. • They involve a mindset which requires you to hold two opposing ideas simultaneously. <p>1. Globally-minded localist - How do you navigate a world that is increasingly both global and local?</p> <p>Globally-minded: To be agnostic about belief systems and market structures and be a student of the world.</p> <p>Localist: To be fully committed to the success of a locale.</p>	Individual	Leadership Paradox
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			<p>2. Strategic executor - How do you execute effectively while also being highly strategic? Strategic: To find insights and observations by looking to the future to inform decision-making today. Executor: To deliver exquisitely on today's challenges.</p> <p>3. High-integrity politician - How do you navigate the politics of getting things to happen and retain your character? High-integrity: To maintain integrity and build trust in all interactions. Politician: To accrue support, negotiate, form coalitions overcome resistance to maintain progress.</p> <p>4. Tech-savvy humanist - How do you become increasingly tech savvy and remember that</p>		
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			<p>organizations are run by people, for people?</p> <p>Tech-savvy: To drive technology enhancement which generates future success.</p> <p>Humanist: To deeply understand human effectiveness in any given system.</p> <p>5. Humble hero - How do you have the confidence to act in an uncertain world and the humility to recognise when you are wrong?</p> <p>Humble: To foster deep personal resilience in self and others, recognising when to help and be helped.</p> <p>Hero: To exude confidence, with competitive flair and gravitas.</p> <p>6. Traditioned innovator - How do you use the past to help direct your future success, while also creating a culture that allows innovation, failure, learning and growth?</p>		
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			<p>Traditioned: To connect deeply with the purpose of the original idea and bring this value to the present day.</p> <p>Innovator: To drive innovation and try new things; have the courage to fail and allow others to do so.</p>		
46	Three Organizational Paradox - McKinsey	Colin Price, McKinsey	<p>The first is that change comes about more easily and more quickly in organizations that keep some things stable. The second is that organizations are more likely to succeed if they simultaneously control and empower their employees. And the third is that business cultures that rightly encourage</p>	Organizational	Organizational Paradox

			<p>consistency (say, in the quality of services and products) must also allow for the sort of variability—and even failure—that goes with innovation and experimentation.</p> <p>1. Change and stability: Constant or sudden change is unsettling and destabilizing for companies and individuals alike. Just as human beings tend to freeze when confronted with too many new things in their lives—so will organizations overwhelmed by change resist and frustrate transformation-minded chief executives set on radically overturning the established order. Paradoxically, therefore, change leaders should try to promote a sense of stability at their company’s core and, where possible, make changes seem relatively small, incremental, or</p>		
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			<p>even peripheral, while cumulatively achieving the transformation needed to drive high performance.</p> <p>2. Control and empowerment:</p> <p>Companies that neglect mechanisms that enforce discipline, common standards, or compliance with external regulation do so at their peril. Yet excessive control, paradoxically, tends to drive dysfunctional behaviour, to undermine people's sense of purpose, and to harm motivation by hemming employees into a corporate straitjacket. The trick for the CEO-cum-plate-spinner is to get the balance right in light of shifting corporate and market contexts. In general, a company will probably need more control when it must actually change direction and more empowerment when it is set on the new course.</p>		
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			<p>3. Consistency and variability:</p> <p>Producing high-quality products and delivering them to customers on time and with the same level of consistency at every point in the value chain is critical to success in most industries. Variability is wasteful and time consuming, not to mention potentially alienating for customers. Most organizations therefore applaud behaviour that attacks and eliminates it. Yet in human terms, consistency too often hardens into rigid mind-sets characterized by fear of personal and organizational failure.</p>		
47	Eight Archetypes of Leadership	Manfred F.R. Kets de Vries, Harvard Business Review	<p>Archetypes - a number of recurring patterns of behaviour that influence an individual's effectiveness within an organization.</p> <p>The eight archetypes I have found to be most prominent are:</p>	Individual	Leadership Archetypes

			<p>1. The strategist: leadership as a game of chess. These people are good at dealing with developments in the organization's environment. They provide vision, strategic direction and outside-the-box thinking to create new organizational forms and generate future growth.</p> <p>2. The change-catalyst: leadership as a turnaround activity. These executives love messy situations. They are masters at re-engineering and creating new organizational" blueprints."</p> <p>3. The transactor: leadership as deal making. These executives are great dealmakers. Skilled at identifying and tackling new opportunities, they thrive on negotiations.</p> <p>4. The builder: leadership as an entrepreneurial activity. These executives dream of creating something and have the talent and determination</p>		
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			<p>to make their dream come true.</p> <p>5. The innovator: leadership as creative idea generation. These people are focused on the new. They possess a great capacity to solve extremely difficult problems.</p> <p>6. The processor: leadership as an exercise in efficiency. These executives like organizations to be smoothly running, well-oiled machines. They are very effective at setting up the structures and systems needed to support an organization's objectives.</p> <p>7. The coach: leadership as a form of people development. These executives know how to get the best out of people, thus creating high performance cultures.</p> <p>8. The communicator: leadership as stage management. These executives are great influencers, and have a</p>		
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			considerable impact on their surroundings.		
48	Leadership Virtues	Bass Handbook of Leadership Theory	A leader with good character will have internalized the Platonic virtues of prudence, justice, temperance, and courage, as well as honesty, compassion, keeping promises, and dedication to the common good. A leader of bad character is motivated by vices such as greed, cruelty, indifference, and cowardice. Acts of leadership may be good or bad. A virtue in search of a reward is not authentic (Cameron & Caza, 2002). Peterson and Seligman (2004) enumerated and described six virtues: (1) Wisdom—creativity, curiosity, open-mindedness; (2)	Individual	Leadership Virtues

			<p>Courage—bravery, persistence, integrity; (3)</p> <p>Humanity—love, kindness, social intelligence; (4) Justice—citizenship, fairness, leadership; (5)</p> <p>Temperance—forgiveness, humility, prudence; (6)</p> <p>Transcendence—gratitude, hope, humor.</p> <p>Socialized traits of leadership tend to be virtues; personalized traits of leadership tend to be vices. Vices are negative traits of character, such as lying and abusiveness, that are hurtful to others.</p> <p>Moral values are virtues; immoral values are vices.</p>		
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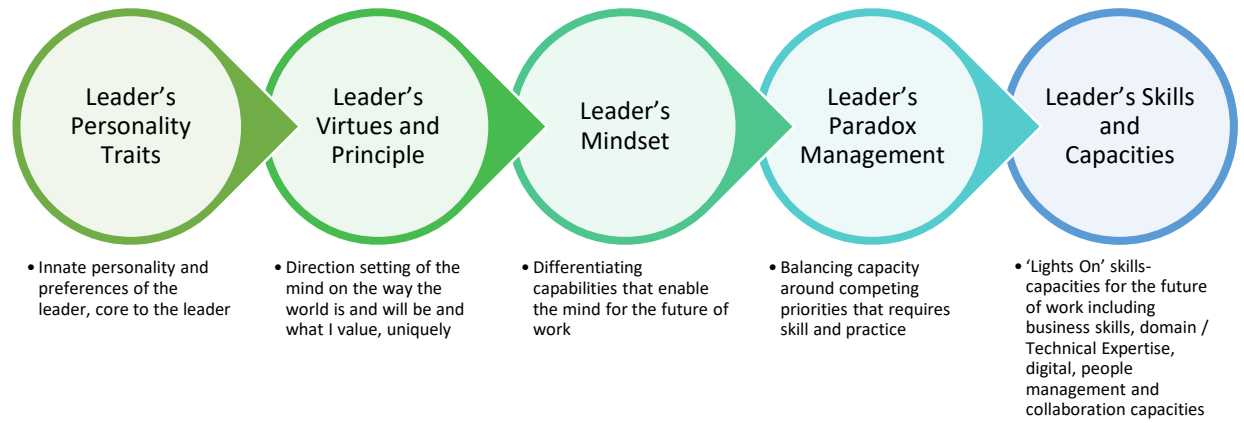


Figure 79: The Multiple dimensions of Leader Capability

SECTION C – RESEARCH FINDINGS

Appendix 7 – S&P 500 data

For the purpose of the secondary data analysis, the S&P 500 companies were considered. The Standard and Poor's 500, or simply the S&P 500, is a stock market index tracking the stock performance of 500 of the largest companies listed on stock exchanges in the United States. It is one of the most followed equity indices. The annual 10-K reports used for the SEC filings were utilized for this purpose. They were sourced from each company's website as well as other financial report repositories available online. The year range covered was from 2015-2022, to check for trends during these years. Since it is not feasible to cover all the 500 companies, the top 50 S&P companies were covered. The following companies were included for the analysis:

Sr. No.	Company Name	Sr. No.	Company Name
1	Abbott Laboratories	26	Merck & Co.
2	AbbVie Inc.	27	Meta Platforms
3	Accenture	28	Microsoft Corp.
4	Adobe Inc.	29	Netflix Inc.
5	Alphabet Inc.	30	Next Era Energy Inc.
6	Advanced Micro Devices	31	Nike Inc.
7	Amazon.com Inc.	32	NVIDIA Corp.
8	Apple Inc.	33	Oracle Corp.
9	Berkshire Hathaway Inc.	34	Procter & Gamble Company.
10	Bristol Myers Squibb Company	35	PepsiCo Inc.
11	Bank of America Corp.	36	Pfizer Inc.
12	Broadcom Inc.	37	Philip Morris International Inc.
13	Cisco System Inc.	38	Qualcomm
14	Chevron Corp.	39	Raytheon Technologies Corp.
15	Coca-Cola Company	40	Salesforce Inc.
16	Comcast Corp.	41	Tesla Inc.
17	Costco Wholesale Corp.	42	Texas Instruments Inc.
18	Danaher Corp.	43	Thermo Fisher Scientific Inc.
19	Eli Lilly and Company	44	The Home Depot Inc.

20	Exxon Mobil Corp.	45	United Health Group Inc.
21	Honeywell	46	United Parcel Service
22	Johnson & Johnson	47	Verizon Communications Inc
23	JPMorgan Chase & Co.	48	Visa Inc
24	Mastercard Inc.	49	Walt Disney Company
25	McDonald's Corp.	50	Walmart Inc

The annual 10-K reports of the companies mentioned above were procured and analysed using CAT Scanner, a word analysis software (refer Research Enablers). The reports were analyzed for keywords based on the five main vectors as well as the six phenomena of the future of work. The raw frequency count was averaged across the years, to provide an estimate of appearance across companies, for a particular year.

The list of keywords arranged by phenomena are listed below:

Future of Work Vectors and Phenomena	Keywords
Vector 1: Technology Led Disruption	1. AI
	2. cloud
	3. automation
	4. online
	5. disruption
	6. robot
	7. metaverse
Vector 2: Environment and Climate	1. environment
	2. climate
	3. sustainability
	4. circular economy
	5. greenhouse
	6. emission
	7. carbon
	8. temperature
	9. weather
Vector 3: Multidimensional Workforce	1. workforce

	2. people
	3. worker
	4. talent
	5. alliance
	6. ecosystem
	7. diversity
	8. equity
	9. inclusion
Vector 4: Data and Ethics	1. data
	2. digital
	3. cyber
	4. internet
	5. web
	6. trust
	7. protection
	8. privacy
	9. secure
	10. values
	11. beliefs
	12. principles
	13. ethics
Vector 5: Geopolitical Shifts	1. risks
	2. threat
	3. danger
	4. conflict
	5. future
	6. country
	7. crisis

	8. geographical
	9. geopolitical
	10. government
	11. geoeconomics
	12. politics
	13. international
FUTURE OF WORK PHENOMENA	
Phenomenon 1: Inclusive and Responsible Capitalism	1. green
	2. green capitalism
	3. inclusive capitalism
	4. stakeholder
	5. multi-stakeholder
2. Phenomenon 2: Ecosystems and Platforms as the new operating model	1. ecosystem
	2. UI
	3. UI/UX
	4. UX
	5. customer experience
	6. platform
3. Phenomenon 3: Technology led humanized stakeholder experience	1. productivity
	2. stakeholder
	3. multi-stakeholder
	4. digital transformation
	5. tech transformation
4. Phenomenon 4: Changing equation of the workforce and workforce voice in the FoW	1. engagement
	2. skills
	3. insight
	4. alliance

5. Phenomenon 5: Data as a critical independent capital to drive trust in its efficacy	1. data
	2. digital
	3. trust
	4. protection
6. Phenomenon 6: Multi-dimensional organizational capabilities critical to success in the future of work	1. potential
	2. ability
	3. competency
	4. mindset
	5. capability

The insights derived across the four vectors and six phenomena were triangulated with the themes originating from the long interviews and focused group discussions (FGDs), to provide a coherent and comprehensive picture of the future of the work.

Section C – Research Outcomes

Appendix 8 – Future of Work Vector-Wise Findings

Vector 1: Technology Led Disruption

Sr. No.	Technology led disruption themes that emerged	It's impact on the workplace as captured from the interviews and FGDs	Leader Reference Code
	Acceleration in technology adoption as induced by the pandemic	<p>i. Mindset for Hybrid and flexibility: The shift in mindset towards adoption of technology led specialization: hybrid and virtual teams is the norm post pandemic, breaking mental barriers</p> <p>ii. Horizontal Integration vs vertical integration of organizational constructs: Technology led hybridization and horizontal integration of work in comparison to vertical construct of work</p>	<p>L2.1</p> <p>L2.1</p>
	AI and its impact for automation	<p>i. Highly skilled yet repeatable jobs will get replaced by technology</p> <p>ii. Super specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology</p>	<p>L11.7</p> <p>L11.8</p> <p>L13.6</p>

		<p>and decision making by humans – technology and human partnership</p> <p>iii. Nature of work in India changing due to AI. This is different from the West where machine IoT takes priority. Here, the focus is on building people's networks and applying it to human behaviour.</p> <p>i. Greater and more advanced application of some of the existing technology capabilities</p> <p>ii. Greater adoption of the existing applications and newer applications of the existing technologies</p> <p>iii. More for less:</p> <ul style="list-style-type: none"> • Same talent being deployed to do more (specialized talent being deployed across organizations as a gig) • Higher productivity per employee (through advanced automation) 	<p>L13.14.a</p> <p>L13.14.b</p> <p>L6.14.g</p> <p>L6.14.f</p> <p>L6.14.d</p> <p>L6.14.e</p>
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		<ul style="list-style-type: none"> • Higher order talent as gig model because of established talent sharing models and requisite data available to drive analytics and thereby higher precision at a skill: talent level: Concept of Shared CEOs, Shared Board Members etc. to deliver skills focused outcomes <p>iv. Flexibility in operating models, reach and security along with automation will be the higher order outcomes</p> <p>v. Innovative applications of the technology platforms: biggest innovation would be not the technology itself but the application of the technology and visualisation of the use of the technology to solve new and different problems</p>	
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		<p>iv. The application could be for improvisation (reduced time for same work, greater efficiency, precision, rapid automation or greater security)</p>	
	Metaverse and beyond for human experience shift and human voice shaping the world	<p>v. Static data turning three-dimensional with advent of Metaverse</p> <p>vi. Metaverse requiring right-brain capabilities like imagination and creativity for unstructured/no-agenda work”</p> <p>vii. Consumer awareness being shaped by technology requiring advance in insights, methodology or advising model: Increased focus on Consumer and Employee Experience and importance of the voice as a result of social media</p>	<p>L9.3</p> <p>L9.4</p> <p>L4.2</p>
4.	Technology led democratization of work, education and skills	<p>i. Technology as an aggregator and disseminator: Democratisation of work and education: The access through</p>	L3.3

		<p>technology in the field of education and work has enabled access to the best-in-class education to the marginalised due to reduced cost of education as well as provision</p> <p>ii. Education shifting towards virtual and asynchronous mediums due to technology</p> <p>iii. Distribution of work</p> <p>iv. Technology led democratisation of education: more outreach and easier access</p> <p>v. Technology led disruption driving inclusion, access and penetration of education</p>	<p>L4.1</p> <p>L9.22</p> <p>L3.2</p> <p>L1.1</p>
5.	Technology and Human Partnership at a much deeper level changing the partnership equation	<p>viii. Being insights driven rather than content driven, leading to changes in the delivery format</p> <p>ix. AI as a response to problems caused by people v/s AI leading the workforce</p>	<p>L2.2</p> <p>L4.3</p> <p>L4.4</p> <p>L5.1</p> <p>L5.3</p>

		<ul style="list-style-type: none"> x. Longer exposure to technology rewiring our personality and cognitive profile xi. Intentional use of technology to avert harm xii. Conversational AI for building a longer stage relationship with an individual for helping them to understand capability. 	
6.	Diversity, Equity and Inclusion is no more a good to have; technology enablement an important lever	<ul style="list-style-type: none"> i. Technology driven inclusion for the differently abled through advancements, thereby enabling inclusion and growth ii. The impact of tech led disruptions could have deep societal implications and thereby leading to extreme nationalism / regionalism...the advancement of technology's impact society and society becoming more regressive in decisions / choices 	L6.11 L37.8
7.	New set of skills and capability requirements to	<ul style="list-style-type: none"> iii. Extinction of existing careers due to reconstruction of routine 	L3.4

	focus on technology led innovation	<p>tasks and modern technology</p> <p>iv. Technology elevating the work of those who stand out</p> <p>v. Technology horsepower will become a necessary table-stakes at a capacity as well as at a skills level</p> <p>vi. Growing Capacity for individuals to do more with the same resources: time, distance, etc.</p> <p>vii. Power of the Person made efficient by tech: Level 1 and Level 2 support by technology to create more human capacity</p> <p>viii. Technology-led skilling for content creation would people to operate independently</p>	<p>L2.6</p> <p>L11.3</p> <p>L11.4</p> <p>L6.34</p> <p>L9.2</p>
8.	Changing equation of workforce and technology in the near and long term: Technology led disruption and the human evolution	<p>i. AI as a response to problems caused by people v/s AI leading the workforce</p> <p>ii. Longer exposure to technology rewiring our personality and cognitive profile</p> <p>iii. Extended exposure to technology and its impact</p>	<p>L4.3</p> <p>L4.4</p>

		on the evolution of human and their well being	
9.	Public Digital Infrastructure Platforms for the future	<ul style="list-style-type: none"> i. Technology disruption has become too big for governments to not play an advanced role ii. The role of governance and governments in shaping the citizen experience to ensure transparency, consistency, scale and continuity whilst focusing on reliability will be a critical differentiator for governments to build citizen trust. As such, Digital Infrastructure Platforms for citizen services that are available and secured, will be the biggest opportunity for governments to drive mass improvement. 	<p>L37</p> <p>L25.17</p>
10.	The risk of potential overuse of technology leading to technology abuse	<ul style="list-style-type: none"> i. Drawing the wrong inferences from connections and nodes using AI causing harm ii. Advancement of technology and AI based human analysis, leading to possible exploitation: Neuro Tech advancements iii. Some of the risks associated with technology that need to 	<p>L5.4</p> <p>L11.6</p>

		<p>be considered and responded to, include the following:</p> <ul style="list-style-type: none"> a. Technologically connected, but ideologically more fractured world b. Cyber Risks c. Human exploitation 	
11.	Changing order of leadership expectations	<ul style="list-style-type: none"> i. As talent models become open, the need for transmitting the organization's DNA (culture, experience, values) from leadership to organization will become critical, thereby establishing the need of Leadership as a Function that drives leadership focused outcomes whilst skills focused outcomes could be delivered and enabled BU roles at all levels... ii. Understanding of technology and its utility for problem solving as well as the associated issues with technology will be capabilities that leaders will need to have at the same level, as technical and domain/ industry capabilities. This includes leaders' ability to decipher the disruption of 	L6.3.i

		<p>their domain / industry</p> <p>through use of digital for productivity improvement, higher order delivery and experience as well as for solving higher order issues.</p>	
12.	Culture for Digital	<p>Digital transformation in the future would require multiple levels of digital application:</p> <ul style="list-style-type: none"> i. Digital for productivity: ii. Digital for customer experience iii. Digital for human / employee experience iv. Digital for human and technology partnership v. Digital for human learning 	L11.15
13.	Technological advancements and its impact on the long-term shifts: healthcare, environment and climate	<ul style="list-style-type: none"> i. The sectors that will get disrupted include healthcare...for instance the technology's role in changing longevity and its impact on demography in itself is huge. ii. The phenomena of climate tech – both climate and technology are evolving at a fast pace, way beyond the human mind can 	<p>L40.3</p> <p>L19.12</p> <p>L19.13</p>

		<p>decipher. Climate, we cannot control but technology and its full capacity can become our biggest strength to leverage for climate, towards lesser of negative impact.</p> <p>iii. The rapid pace of technology serves as a hope to tackle climate issues – predict/control/respond better (eg: First flu at nature’s mercy and with COVID fast tech advancement made it manageable). The need to prioritize technology for climate.</p>	
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Vector 2 – Environment and Climate

Sr. No.	Key themes Of Climate and Environment led disruption	It’s impact on the Future of Work	Leader Codes
1.	Temperature Shifts and its related challenges in the world of work	<p>i. Massive temperature shifts across the world resulting in parts of world becoming / to become uninhabitable</p> <p>ii. Parts of the world to be under water that creates strong realization amongst countries, societies to act</p>	<p>L1.3 + L11.39</p> <p>L11.25.a.</p>

		<p>and take the problem of climate seriously</p> <p>iii. The world however, is divided on the pace and urgency to shift their accountabilities to make climate and equally urgent problem to solve at the same pace</p>	L11.27
2.	Climate and Environment's relation with the social divide	<p>i. Marginalised groups affected most by climate change and needing acknowledgement</p> <p>ii. Real threat of global warming which is going to get worse as economies grow, people become more affluent, consume and pollute more</p> <p>iii. The working class being asked to give up their livelihoods because of the climate urgencies of the West</p> <p>iv. Huge disparity for the climate change problem, where the marginalised pay for the problems of Western origin</p> <p>v. Climate impacting the livelihoods of people since majority is dependent on agriculture and therefore climate</p>	<p>L5.5</p> <p>L4.5</p> <p>L7.10</p> <p>L7.11</p> <p>L13.9</p>
3.	Climate issues being treated as a slow burner problem resulting in further aggravation	<p>i. Climate change are gradual (less difference between this year and next.), yet climate change is way more tenuous (higher impact over a longer term).</p> <p>ii. Climate and environment are a major disrupter and hence critical</p>	<p>L2.7 + L2.8</p> <p>L6.18</p>

		<p>to prioritize yet not being prioritized the same way as technology led disruption is owing to its longer term (over near term) ramifications and success / failure measured on shorter term goals</p> <p>iii. The risk associated with that being: it is irreversible and hence poses much higher risk of no / little action.</p> <p>iv. The next 20-25 years is not going to be the tipping point; it's going to get intense and thereafter, it's going to get drastic.</p> <p>v. If we do it well and people see impact, hence adoption will be there, but even so 10 years is a minimum it is going to go down that path and to call it adoption, will need at least more than 10 years.</p>	<p>L6.19</p> <p>L6.20.b</p> <p>L6.22</p>
4.	Recycling and waste management as a critical non negotiable	i. Shift in using patterns of plastics and electronics, from the perspective of waste management (waste and e-waste management)	L1.4
5.	Circular Economy towards sustainable business model	i. Circular economy focused innovation with environment consciousness at the centre of business, operating model choices	<p>L1.5</p> <p>L1.6</p> <p>L1.12.iv</p>

		<ul style="list-style-type: none"> ii. Circular economy and its connected ecosystem as an opportunity iii. Building a circular economy for used stuff is a big shift. In the next 10-15 years, people will buy as many second-hand goods as first-hand goods 	
6.	Need for a pull rather than a push towards building a sustainable society: role of leadership and advocacy	<ul style="list-style-type: none"> i. Changing mindset of the consumer, leading to dignity and acceptance of the concept of circular economy ii. Greater awareness amongst consumers and people today will convert into higher accountability set for organizations and governments to act responsibly iii. Environmentally responsible citizens driven by awareness amongst people to choose environment and nature by sharing of resources for travelling, commuting iv. Consumer driven ESG purpose: Increasingly consumers having the say, thereby seeking products that are focusing on ESG. v. Similarly, employees, particularly the younger generation are seeking to be associated with sustainability focused companies 	<p>L1.9</p> <p>L1.10</p> <p>L1.12.i</p> <p>L8.4</p>
7.	Technology as a major enabler for climate and	<ul style="list-style-type: none"> i. Beyond consumerism focused platforms, technology and e-waste 	L1.11

		this work in the short term in addition to make it viable for the long term	
11.	Ecosystem approach to address and act for sustainability	i. Successful creation of the ecosystem to sustain circular economy through innovation to drive full potential use of circular economy	L1.8
12.	Advocacy for Sustainability	i. More global and local role models driven by greater awareness, organizational and government's influence	L1.12.iii
13.	Climate Leadership and role of financers in driving action towards environment	i. Cost of financing for greener and sustainability focused projects has to be substantially lower than others to make this a success edge ii. Role of financial VCs in shaping the societal implications of their investment could be a big one: Say the top 25 VCs come together come together and say they will support beyond financial outcome.	L24.13/14/16
14.	Sustainability and the government's role: global and local	i. The countries that have the highest opportunity to grow also have the highest challenge and risks associated with sustainability. ii. Developing countries suffering due to the past 'sins' of the West	L13.9 L13.11

		<p>and now therefore prioritizing economic development, since they are only accelerating now</p> <p>iii. The needs of the West dictating the urgency of the climate crises</p> <p>iv. The opportunity cost for developing and underdeveloped economies could be higher but the impact is going to be global and local. Hence the cost of not participating will be huge in the long term.</p> <p>The need to think ‘global good’ is not an option but a need.</p>	L13.12
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Vector 3 - Multidimensional Workforce

Sr. No.	Key themes of Multi-dimensional Workforce led disruption	It's impact on the Future of Work	Leader Codes
1.	Sustainability conscious workforce resulting in greater focus on ESG as a phenomenon	<ol style="list-style-type: none"> 1. The Composition of workforce in an organization for the future is being influenced by technology, climate and disparity 2. By 2050, the lens of ESG will become so much stronger and the focus on giving back to communities, planets and environment that most of the business operations and supply chain will have to be disrupted to think of dirty work, difficult work to be done by use of machines and bots 	<p>L11.11</p> <p>L16.30</p>
2.	Technology and human partnership at workplace resulting in change in the equation of the workplace	<ol style="list-style-type: none"> 1. Easier to leverage diverse local and global talent due to technology and Metaverse 2. Millennials and Genx / GenY being digital natives will be able to adapt to the use of technology quite well. 3. Workplace of the future as a phenomena: various layers of workforce disrupted through technology and bots: blue collar vs white collar vs metal bots 	<p>L7.12</p> <p>L16.26</p> <p>L16.27</p>
3.	Polarity of specialization of skills: Multi	<ol style="list-style-type: none"> i. Two polarities of work: push towards mass specialization, 	L4.6

	specialization vs Deep Generalization	<p>driving the journey towards gig workforce level work and at the same time towards mass, deep generalization</p> <p>ii. Talent having to be multi-dimensional with understanding of all the vectors that are changing simultaneously to make complete sense. Thus general management profile also is going to need one to get deeper in core areas</p>	L2.16
4.	Multi-Generational workforce seeking different purpose from job and career	<p>1. Generational gap reducing due to quicker emergence of newer generations</p> <p>2. Multigenerational personas coexisting within an organization</p> <p>3. Multi-generational workforce will have competing demands and not necessarily stick to the same expectations</p> <p>4. Multi-Generational: One of the biggest shifts that has happened is that the life span has increased and 60 has become now 45. The workforce available will not be from 18 to 60 but 18 to 75. So, building organizations that can cater to three generations of workforce will be huge....</p>	<p>L8.2</p> <p>L8.3</p> <p>L15.9</p> <p>L39.11</p>
5.	Shifting demographics pushing global workforce	1. Global talent for local solutions	<p>L8.5.1</p> <p>L2.15</p>

	demand in ageing countries from younger countries	2. Talent becoming even more global than local because of hybridization	
6.	Flexible Workforce model, including gigs - a reality of the future	<p>Different formats of Flexible Workforce Model:</p> <ul style="list-style-type: none"> - Hybrid working models enabling diverse workforce, further accelerated by the pandemic - The gig economy and the impact of pandemic has only accelerated the possibility. A hope and call out i have that the skill set will be the easier thing to tackle. It will be the mindset shift that you can track, evaluate, record and measure is critical to enable mindset. <p>Gig economy has two aspects:</p> <p>a. Employment model being a gig economic model...The model being a gig economy model means that you still spend 80-90% of your time in that organization, but you don't want to have a permanent payroll. If you want flexibility, you will still want to be a free agent, you don't want to be bound by the rules of the company etc.</p> <p>b. It's that that they want slightly lesser pay but more freedom. And that's what the current reality of the gig economy is. This format, which is</p>	<p>L3.9</p> <p>L40.11</p> <p>L9.7.a</p>

		currently being practices is still not leading to the loneliness or no peers or no peer interaction. It could be true for some job types where coding, or painting or designing or creative designing, where earlier also the advent of freelancers was enough.	
7.	Purpose driven workforce seeking employee voice and choice	<ul style="list-style-type: none"> iii. Sense of freedom and mobility, non-conventional career paths and changing demographics of the world of work. iv. Purpose-led multidimensional workforce needing diverse thinking on growth and career trajectories 	L4.7 L16.31
8.	Technology led workforce change – a big opportunity as well as a development / upskilling need	<ul style="list-style-type: none"> i. Human led change slower than the technology led change, thereby posing a lot of stretch and stress on workforce skilling to keep pace ii. Challenges of getting people/organizations to respond to technology-led change iii. The process of change management with humans to adapt iv. Focusing on capabilities (smartest people = versatile talent = best minds) rather than for role-specific skills v. The technology development for mindset shift will be critical to make it happen. 	L2.10 L2.11 L2.12 L2.13 L40.13 L40.14

		vi. Technology will make skills of today irrelevant...the merging of companies. There will be the focus will be on identifying problems that one can come together to solve... vii. How do I redefine the relevance of human in the wake of technology advancements?	L40.16
9.	Organizational and individual capability a big gap	i. Greater acceleration of multi-generation and global workforce ii. Globally sourced super-speciality coaches for capability building – sleep/fitness/career planning	L3.8 L3.10
10.	Talent's value journey: Human Capital from Human Resource	Shifting value of talent in the organization from being reckoned as a human resource to becoming a human capital towards adding value as a critical organization differentiator	L22.9
11.	Multi dimensionality of Capabilities for the workforce a critical requirement	i. Limitations of individual talent being multi-dimensional ii. Need to look at multi-dimensional capability as a capability stack across teams or across an ecosystem rather than just an individual iii. Transition from a I to T to Pi to comb for multi-dimensional capability = Pi at each individual level under an umbrella of comb for an ecosystem, where all of us are aligned under T. – Insight	L2.17 L2.18 L2.19 L4.8

		<p>7. Multi-dimensional workforce pushing the boundaries of conventional thinking about organizational structure, compensation, structure of roles and structure of micro economies.</p> <p>7. Future considerations that are critical for success:</p> <ul style="list-style-type: none"> a. Entrepreneurship as a career and capability option b. Importance of vocational training for societal inclusion: thinking of vocation differently to drive startup and entrepreneurship <p>8. Diverse motivations around multidimensional workforce to drive engagement and experience</p>	<p>L9.6.a/b</p> <p>L16.32</p>
12.	Local talent needs to be merged with the global talent shifts	<p>1. The impact of multidimensional workforce not being as severe for Indians owing to the joint family culture and societal foundation</p> <p>2. Large number of people entering the workforce and not having a job / not enough skilled labour</p> <p>3. Need for the voices of the majority population in tier II and III cities to be highlighted versus those of the majority</p> <p>4. Locational shifts</p>	<p>L13.13</p> <p>L13.14</p> <p>L13.15</p> <p>L16.28</p> <p>L16.29</p>

		5. Skills led employee clusters dependent on connectivity	
13.	Boundaryless Talent Ecosystem	1. Global and local workforce: culture and appreciation for differences... 2. New technologies that will need to bring in to get the generations working together... 3. Shared purpose and identity	L39.12 L39.13 L39.14
14.	Workforce development in the populated and developing nations shaping the social inclusion and development agenda, globally	1. The need and the opportunity huge in a country like India where ~200 million new people will enter the workforce in the coming 15 to 20 years. Thus 'employability' a very big need for social inclusion and development, at a national level in India and similar countries that have a huge young workforce that need to be skilled 2. Talent development and skilling in the more populated but lesser developed countries not just the need and responsibility of those nations but a need for the world, globally	L9.5

Vector 4 - Extreme Data Analytics and its impact on trust

<u>Sr. No.</u>	<u>Key themes of Extreme Data Analysis</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>

1	Partnership between human and data enabled technology for better output	<ol style="list-style-type: none"> 1. Human and data collaboration as two specialists (two in a box) 2. Interconnection of extreme data and technology disruption interrupting the most 3. Multiple options with human choice becoming a key factor, which will be mediated by analytics 	L2.35 L2.32 L3.13
2	Extreme data analytics and the associated risks	<ol style="list-style-type: none"> 1. Risks of data from the past-based extrapolation of the future (considering the rate of change) 2. Extreme data analytics - all of us becoming providers of data in addition to users of data 	L2.25 L19.20
3	Influence of big data	<ol style="list-style-type: none"> 6. Big data leading to deeper and discrete analysis 7. Big data access and hence need for speedier analysis 8. Big data leading to greater access and hence need to focus on ethics 	L2.21 L2.22 L2.23
4	Data for decision: Using data for data v/s data for insights	<ol style="list-style-type: none"> 1. Owning data vs. actualizing data 2. Data analytics vs data insights 3. Clean data and data efficacy 4. Definition of the common minimum data required to drive insights 5. Availability of data v/s sense-making of available data 	L1.15 L2.24 L2.30 L2.31 L3.14
5	Non-negotiable kills for data analytics	<ol style="list-style-type: none"> 1. Data authenticity and data interpretation as a skill (association vs causation) 	L2.26

		<p>2. Questioning as a capability (to interpret data, its source, its holisticness, and accountability for its efficacy and impact)</p> <p>3. The capability of visualising data-led future and interconnectedness</p> <p>4. The general physician as an analogy for Pi (pyramid of multiple pi-s)</p> <p>5. Analytics driven personalised coaching programs: multi-dimensional leader capability development, with specialists coming together, and analytics doing the triangulation.</p> <p>6. Need for multidisciplinary capabilities to appreciate and understand the pace and breath of technology advancement at all levels including the government.</p> <p>7. Need for developing deeper ethics and risks management capabilities in light of extreme data analytics to safeguard multi stakeholder interest in organizations at an ecosystems level and the government.</p>	<p>L2.27</p> <p>L2.32</p> <p>L2.34</p> <p>L3.11</p> <p>L19.21</p> <p>L19.22</p>
6	The role of data as a power enabler	6. Three power enablers - knowledge, money and data (talent?)	L2.33
7	The role of strategy driving data-led decisions	1. Strategy deciding what data to pick up and driving decisions	L1.16
8	Data and Impact on Industries	1. Data-led merging of industries	L2.28

		<p>2. Consumer focused in sighting leading to merging of industries (healthcare, consumer/retail and financial services) – Insight L2.29</p> <p>3. Role of financial VCs in shaping the societal implications of their investment could be a big one...say top 25 VCs come together come together and say they will support beyond financial outcome... L37.13</p> <p>4. One needs to understand that if you are not paying for a service (say google maps) then I am a product. So can the consumer stand up and say that I will consume what I pay for! L39.16</p> <p>5. Ethics and governance from boards on this is again a big one...governance structure and ethical framework around this could be a big one...maybe a role around Chief Ethics Officer, Data Stewardship, developing clear guidelines... L37.14</p>	
9	Ethical concerns	<p>1. Ethical use of data: What is the equivalent for a Board or for a government in terms of its sensory motors? And how does it then manage all of that data? How does it be with unintended consequence? How does it get better and better understanding faint signals? L5.6</p> <p>2. The real hard yards of governance are my three governance questions that L5.10</p>	

		<p>I've boiled it down to:</p> <ul style="list-style-type: none"> - How's that working for us? - Who do we mean by us in this context, politically? - Whom are you asking those first two questions? <p>And of course, in the future, of what AI systems/extreme data are you asking those first two questions?</p> <p>3. Who do you mean by us, as you can see your ethics and your governance structure? And if you are on our board, who is being pressured to take ESG agenda seriously? You are being forced out of the Milton Friedman's safe bubble of 'make a profit and pay your taxes and ignoring all of those externalities' and you are now expected to take those externalities into account.</p> <p>4. I think there's a huge issue around data chartering and organizations coming around for employment lawyers to think about, because as we start, what are the ethics of inference data? I think certainly in the West, there's growing bossware, surveillance-ware, software that is being used, and supposedly to track productivity and activity.</p> <p>5. Onus of ethical data usage on clients and not the ones developing it</p> <p>6. The user of data being responsible for maintenance of ethical guidelines</p>	<p>L5.11</p> <p>L5.12</p> <p>L8.6</p> <p>L8.7</p> <p>L16.35</p> <p>L39.15</p>
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		<p>7. Access to data leading to intrusion and blurring lines of privacy by extreme data analytics</p> <p>8. Trust and ethics are a real issue. Data being used already for reasons other than what it was sought. This can only go to a different level. How do organization manage this level of trust deficit? organizations will need to give more importance to transparency and explainability...how are they using the data and what are they doing with the data and very clear policies around use of data and being open about the uncertainties and the lack of complete clarity and hence being open to continuously explaining...</p>	
10	Change in the nature of data	<p>1. More people are able to get back to being in touch with that relationality because of the way data is being landscaped for us, because of the way we're actually holding data haptically in our hands; feeling some data which feels heavy, cold, hot, squirming, painful, you will feel it. It will have a phenomenology. The same will also enable heightened collaboration among teammates.</p>	L5.7
11	Role of organizations	<p>1. Your organization is one complex adaptive system but it sits in a network of complex</p>	L5.8

		<p>adaptive systems, right the way through to the geopolitics of supply chains. So, my hypothesis would be that more people with another way of being with data and information will actually be able to see connection, and that you could start to find the ways as you make strategy to hold one and seven perspectives in the same space.</p> <p>2. Organizational Capability to pick up all and right data and making sense out of it.</p> <p>3. Businesses to transform themselves to cater to changing role of data analytics</p>	<p>L5.9</p> <p>L16.33</p>
12	Geopolitical implications	<p>1. Extreme data analytics taking time to show pervasive results in India, while being quicker in the West</p> <p>2. Countries being split over GDPR, creating a continuum where countries like India or China can use the opportunity</p> <p>3. Ethics is driving the geopolitics because I'm not happy with the way the Big Four or the tech companies are driving it</p> <p>4. From a data standpoint, it will get more distributed than centralized.</p>	<p>L13.16</p> <p>L13.17</p> <p>L20.9</p> <p>L20.10</p> <p>L20.11</p> <p>L20.12</p>

		<p>5. The right and wrong issue could emerge, more locally than globally.</p> <p>6. National boundaries to allow much lesser data exchange getting out of the country has started to happen but will happen even more. More regulation would happen but I think that the scale of that issue will change.</p> <p>7. Today, usually the bulk of the debate is on global ethics of data usage, not more on local and hyper local and how that model will emerge. Potentially, 20 years from now, the question of large corporations, owning lots of global data may reduce drastically. If countries need to remain self-governing, they will have to do it.</p> <p>8. No control over data due to the presence of the big corporations which restricts it. Geopolitical shifts leading to their role being limited.</p> <p>9. The jurisdiction of technology companies is across countries and hence the opportunity to regulate any of the impact is higher</p>	<p>L20.13</p> <p>L20.14</p> <p>L20.12</p>
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Vector 5 – Geopolitical Disruption

Sr. No.	Key themes of Geopolitical Environment Shift	It's impact on the Future of Work	
1.	Political Power dynamics and democratization	<ol style="list-style-type: none"> 1. Newer economies emerging as economic and social power driven by their economic growth and population 2. Traditional bases of power of authoritarian regimes and socialist regimes moving away to make the future massively democratic 3. Mass democratization, and levelling of the global playing field and providing more access 4. Old systems of reward and recognition are going to become obsolete 5. Human creativity and motivation getting unleashed. 6. Extreme polarisation and localisation as a political strategy 	<p>L4.17</p> <p>L4.18</p> <p>L4.19</p> <p>L4.20</p> <p>L11.37</p>
2.	Inclusive global communities, no more a choice but the only viable option	<ol style="list-style-type: none"> 1. Inclusive economies, inclusive cities, inclusive workplaces, inclusive wealth (including historically marginalised communities) 2. Working near home v/s globalised working and having a nationalist approach 	<p>L4.21</p> <p>L20.31</p>
3.	Geopolitics shaping organizational constructs	<ol style="list-style-type: none"> 2. Your organization is one complex adaptive system but it sits in a 	L5.8

		<p>network of complex adaptive systems, right the way through to the geopolitics of supply chains. So, my hypothesis would be that more people with another way of being with data and information will actually be able to see connection, and that you could start to find the ways as you make strategy to hold one and seven perspectives in the same space.</p> <p>3. Conflict between multinationals and governments</p> <p>4. The geopolitical environment will change the fabric of thinking because it is getting even more popular and even more nationalist. Every country, big or small, is wanting to be self-reliant.</p> <p>5. Ethics is driving the geopolitics because I'm not happy with the way the Big Four or the tech companies are driving it</p> <p>6. An alternate group of countries coming together and withdrawing investment in US bonds, eroding the value, thereby building for the future</p> <p>7. Change happening for geopolitical reasons and not climate considerations</p>	<p>L20.32</p> <p>L20.33</p> <p>L20.34</p> <p>L20.35</p> <p>L20.37</p>
4	Geopolitical factor a major consideration in	<p>1. we are moving from point solutions to more integrated solutions,</p>	L11.28

	shaping macro problem solving for organizations	2. we're moving a level above that to massive transition to new states of the world.	L11.29
			L11.30
		3. Lots of things having to work together to make that happen and so I think the transformation problem becomes sort of using a trite description, ecosystem transformation,	L11.33
		4. And what's the larger kind of intellectual, philosophical, systemic point of view we have guiding all of that?	L11.34
		5. The next 20 years phase is similar to the phase during the Renaissance, and all of the debates that followed that, I think we're up to the same kind of thing over the next 10 or 20 years.	L11.35
		6. The three big shifts that will shape the FoW: 1.The climate 2.The social, political equity	L11.36
		7. Organizing ourselves in a fractured world to deal with global + local issues and opportunities, thereby rethinking the use of technology	
		8. With ADAPT being the major forces shaping the world (climate/ environment, asymmetry in society, Organizing ourselves in a fractured world to deal with global + local	L13.11

		<p>issues and opportunities, thereby rethinking the use of technology)</p> <p>the tools/ enablers would be technology, response to climate as a tool, workforce organization as a tool and enabler, ethics management as a tool.</p> <p>9. Developing countries suffering due to the past 'sins' of the West and now therefore prioritizing economic development, since they are only accelerating now.</p> <p>10. The needs of the West dictating the urgency of the climate crisis</p>	L13.12
5	Critical leadership capabilities requirement for growing geopolitical change	<p>1. The critical missing hinge in so many organizations is for the missing four. It is the critical translation layer between strategic geopolitical insight, reading of the future, sensing of the future, sensing of strategic possibility, and, how is that strategic possibility going to be lived today, now in the organization? What very often happens in organizations is either you don't have four work done at all. It goes straight from boards, and senior executive teams into operations AI into three and you wonder why it's not working. Or you have four, but it's not being done by people with full capability.</p>	<p>L5.16</p> <p>L11.31</p>

		<p>It's done by people with three capability. And so, they crowd out three.</p> <ol style="list-style-type: none"> 2. The need to bring a lot of things together really fast in a coordinated manner, that have different governance models, different stakeholders, different preference functions? 3. Most importantly, get them to coordinate because if we don't, the thing doesn't work. 4. Managing multiple dynamic and large issues 	<p>L11.32</p> <p>L11.13</p>
6	Whitespace opportunities at the intersection of technology, digitization, and geopolitics	<ol style="list-style-type: none"> 1. Countries that are able to think of digitization of citizen experience differently using advanced technologies can actually become the pilot for the rest of the world: case in point the India Stack for the world, almost making citizen services as a global solution, provided the problem of data safety is solved 2. Digital Participation not an option, digital disruption the true differentiator. <ul style="list-style-type: none"> - Digital disruption is no more going to be an option. With every company and government moving the digital way for basic and critical activities, adoption has become a way of life. Thus, digital is no more 	<p>L6.26</p>

		<p>disruption, it is more of participation.</p> <p>- Definition of digital disruption thus is going beyond participation and disrupting the problems being solved in addition to how it is being solved</p> <p>3. The opportunity and responsibility for early adopters to participate in the world of work and shape the future</p> <p>4. Early adoption will be a differentiator at all levels: national, societal, organizational, and individual level. However, the real trigger will be when mass transition and adoption is enabled.</p> <p>5. Firstly, the geopolitical is going to cause technology precedence because everybody will try to get power on the back of technology, hence. Workforce, everybody will try and get control and get access and do whatever they need to do. Everybody will try and define ethics and try and govern ethics in the best way possible.</p> <p>6. Ethics will probably stop it to whatever extent it stops it, but it's not driving the change per se. Environment, everyone talks about, but the change will happen only to</p>	<p>L6.27</p> <p>L6.28</p> <p>L20.1</p> <p>L20.2</p> <p>L20.3</p> <p>L20.38</p>
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		<p>the extent technology allows it to change.</p> <p>7. Geopolitical factors and technology being the cause, business ethics being the mediating factor.</p> <p>8. It is an important issue, but because it's the flavor of the day, nobody will usually talk about it. Because somebody does not talk about it, it's not fashionable, he probably doesn't understand - that the tagging which will be provided. And for this to work, actually the other three need to work. It's not a theme in itself. Technology would have driven any way; if you have to make any of this work, the technology has to make it work.</p>	
7	Complex crises due to geopolitical shifts	<p>1. The world will have two serious crises, either largely under control or blowing the world up. I wouldn't bet which way we go:</p> <p>a. The first one is climate. Clearly, 20 years from now, there's a risk a lot of cities are underwater. Just think about how much of a Bangladesh would be underwater in 20 years. Just think about how many coastal cities will be underwater. So, I think the risk we have is massive mobility, massive refugee issues, massive food shortages, massive significant</p>	L11.25

		<p>weather events. Or we actually have moved to an entirely different way of growing, moving, constructing manufacturing and providing energy and that race is over the next two decades. And I think the consequences will be felt within 20 years in a really serious way of how that plays out. That's probably the largest uncertainty the earth confronts.</p> <p>b. The second uncertainty that's associated with that one is how long people who are being left behind will put up with being left behind because it's a large enough mass, that it will change the world and there's this old, most important phrase in this book written by a historian couple in the UK that basically said: you either distribute wealth democratically or poverty through revolution. It's not an absolute, but a proportional question. And so, if I feel sufficiently disadvantaged, I'm going to bring you down. I think that also is if you asked me to bet, which one happens, I have no idea. I actually think it's a coin toss in both cases, I'm afraid. So those two great uncertainties, and it turns out they trip over each other as you</p>	
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		<p>know. By the way, that would undo the first trend.</p> <p>c. If climate got bad enough, if disparity got bad enough, it would undo the first trend, because we be dragged backwards, not forward. So, I think the first trend to me is kind of a given, unless the worst of those two things occurs. So that's the second one. If you said, what's the most important thing about the future of work, those are the two questions that the most important thing about the future of work; everything else pales.</p> <p>d. The third one is, I go back to how do we organize society and what does that mean for education and business and industry and work? So, if you look at what we were doing prior to COVID, we were beginning to build walls around things like data. We're beginning to say there's certain things that should be kept domestic. I think what COVID did was accelerate that by saying there are real security concerns if you have a supply chain that you don't control. So how do I know we're going to have food for our nation? How do I know we're going to have medical supplies for our nation? How do I</p>	
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		<p>know we're going to have chips for a nation? All of that was laid bare because of COVID. And then what the Korean War did was accelerate that even more in two ways. First, we said we're willing to take a central bank out of the system and we're willing to take a country off of Swift. I mean, that was pretty draconian on our part. And so, what it does it incense nation states to say, I'm going to do it myself. Then what occurs is nations being preferential [...part missing...] to other civilizations. So, you end up creating even greater friction, because one of the ways I do it is to say actually, the thing that makes me special is the reason I should do it locally. It's just part of the argument you give yourself.</p> <p>e. The positive story is the world needs continued experiment about what the right form of political economy is; we don't have the answer yet. But the danger is that it's not an experiment, it's a conflict, right? And I think there's a real chance that the Indian subcontinent is going to say, Hindu culture philosophy goes back longer than anything else in the world and therefore we have it right and China</p>	L19.4
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		<p>says, Neo-Confucianism is actually in any way should think about the world. United States says, ‘Well, we brought the world in the modern world and therefore we know’ and Europe says, ‘All the rest of you’re crazy. We do Sofia democracy.’</p> <p>The more you build walls around things, the more likely you are to do that. From a consulting standpoint, it becomes pretty darn hard to be multinational.</p> <p>And so, who is the client and how do we help them navigate that world?</p> <p>i. From the perspective of data analytics challenge in the future, when you take all of those and put those together the ethical basis of everything gets really, really important. And so, if a person and set of machines are highly interrelated, then the information we have about that person is pretty amazing, quite deep... hence the challenge is how do we use it? If the world is dividing up and building walls, how do we navigate in a way where we can live together and work together and operate together rather than we have increased conflict? How do we how do we ensure that everyone in the</p>	L20.30
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		<p>world is well off? Because in that world, you couldn't leave Africa behind. There are profound ethical questions in that.</p> <p>2. The worst case is a very bad worst case. I think we if we do nothing, we will have a global displacement of people. And everything else, if unless something is done about it, the poor suffer the most. The poorer countries will also suffer the most. So, the worst case is a very bad worst case. It could lead to riots and wars.</p> <p>3. Geopolitical shifts changing organizations and individuals globally (situations like Brexit. Ukraine war, etc.</p>	
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Appendix 9 – Future of Work Phenomena

Phenomenon 1: Sustainable Capitalism + Multi Stakeholder Capitalism = Responsible Capitalism

<u>Sr. No.</u>	<u>Key themes of Phenomena 1</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>
<u>1</u>	Greater acceptance and adherence to circular economy (SC)	<ol style="list-style-type: none"> 1. Circular economy and its connected ecosystem as an opportunity 2. Successful creation of the ecosystem to sustain circular economy through innovation to drive full potential use of circular economy 3. Changing mindset of the consumer...leading to dignity and acceptance of the concept of circular economy 4. Building a circular economy for used stuff is a big shift. In the next 10-15 years, people will buy as many second-hand goods as first-hand goods 5. Two options in the FoW: Option 1 – connect that to the use of the raw materials, you have to create the 	<p>L1.6</p> <p>L1.8</p> <p>L1.9</p> <p>L1.12.iv</p> <p>L11.9</p> <p>L19.14</p>

		<p>majority of the things you use locally</p> <p>Option 2 – Self-sufficient and circular localized ecosystems...clusters of self-sufficient (contained) ecosystems, where the role of the individuals is to do their part and coordinate with all the others to co evolve the system</p> <p>6. That's the best case where we are actually have talks on climate. And we have an appreciation and realization of the importance of circular economy</p>	
<u>2</u>	Mindset shifts for sustainable living (SC)	<p>a. Changing mindset of the consumer...leading to dignity and acceptance of the concept of circular economy</p> <p>b. Environmentally responsible citizens driven by awareness amongst people to choose environment and nature by sharing of resources for travelling, commuting</p>	<p>L1.9</p> <p>L1.12.i</p> <p>L1.13</p> <p>L40.7</p>

<u>5</u>	Technology and e-waste management (SC)	<p>1. Beyond consumerism focused platforms, technology and e-waste management platforms for the future will be a big one, triggered by disparity and supply chain issues of semi-conductors.</p> <p>2.</p>	L1.11
<u>6</u>	Role of Climate Tech (SC)	<p>1. Tech Climate as an important phenomenon to respond to climate led disruption in the future: Jobs that put you to external climate led exposure will get disrupted through use of technology (if you want the solar panels to be cleaned up, somebody sits inside an AC room to operate the machines that do the job)</p> <p>2. Creation of temperature and environment bubbles that people live in...with open natural ecosystems may become that much more difficult to access and thus more valued</p> <p>3. Packaged converted sources of natural resources : bottled food, air, water,</p>	<p>L16.25</p> <p>L16.19</p> <p>L16.20</p> <p>L19.12</p> <p>L19.13</p>

		<p>sunlight through filtration process etc.</p> <p>4. The phenomena of climate tech - both climate and technology are evolving at a fast pace, way beyond the human mind can decipher. Climate, we cannot control but technology and its full capacity can become our biggest strength to leverage for climate, towards lesser of negative impact.</p> <p>5. The rapid pace of technology serves as a hope to tackle climate issues - predict/control/respond better (eg: First flu at nature's mercy and with COVID fast tech advancement made it manageable). The need to prioritize technology for climate.</p>	
7	ESG being prioritised as a metric (SC)	<p>1. ESG seen as a measure of success</p> <p>2. Varied impact of ESG on various industries (becoming critical for 'dirty' companies than others)</p>	<p>L1.14</p> <p>L8.3</p> <p>L8.4</p> <p>L16.5</p>

		<p>3. Consumer driven ESG purpose: consumers having the say</p> <p>4. The last issue is very close to my heart is ESG. I've seen more and more in the last five-six years people asking questions about...energy obviously is getting disrupted big time from where we were to completely renewable... the shift from being business outcomes led to whole purpose-led, focused on adding value to the planet, people, environment.</p> <p>1. By 2050, the lens of ESG will become so much stronger and the focus on giving back to communities, planets and environment that most of the business operations and supply chain will have to be disrupted to think of dirty work, difficult work to be done by use of machines and bots</p>	L16.30
8	Social implications of sustainability: Purpose-led collective action (IC)	<p>1. Marginalised groups affected most by climate change and needing acknowledgement</p>	<p>L5.5</p> <p>L16.6</p>

		<p>2. Purpose-led collective action The last one is all about purpose, collective action, more dependence on alliances and ecosystems to drive business outcomes.</p> <p>That is the other thing which was also there in India - maybe it is coming late - is this whole dependence on alliances ecosystem</p> <p>3. The criticality or deeper understanding of the severity frequency and its probable impact on our business and operating models is still unknown.</p> <p>4. The disruption created by climate is something we will have little control over, hence need to act fast,</p> <p>5. Impact of climate and environment disruption on the marginalized and less privileged people will be much higher</p> <p>6. If the marginalized are getting impacted, the kind of social disruption it will do...migration happens in our cities when people are not able to access water, air and sunlight in its existing</p>	<p>L16.14</p> <p>L16.15</p> <p>L16.16</p> <p>L16.24</p>
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		<p>forms, but require filtration in some manner. It's a huge disruption; that worries the most amongst all the four vectors</p> <p>7.</p>	
9	<p>Climate shifting towards a detrimental point of no return (SC)</p>	<ol style="list-style-type: none"> 1. Climate and environment are a major disrupter and hence critical to prioritize yet not being prioritized the same way as technology led disruption is owing to its longer term (over near term) ramifications and success / failure measured on shorter term goals 2. The risk associated with that being: it is irreversible and hence poses much higher risk of no / little action. 3. Real threat of global warming which is going to get worse as economies grow, people become more affluent, consume and pollute more 4. Irreversible Impact: I think we are at the tipping point, where we are not even sure whether it's not too late. So, climate and environment is not going to go away in 20 years. No matter what you 	<p>L6.18</p> <p>L6.19</p> <p>L4.5</p> <p>L6.20.a</p> <p>L6.20.b</p>

		<p>do, even with a larger population, and particularly because of a larger population, it's not going to go away in 20 years, completely.</p> <p>5. Time for full potential impact of climate and environment to play out: Even if we are on time, even if we do everything, I think the needle will take at least 20-25 years to change because it took us 100 years to get here. So, I believe you have to be cognizant, because you will be made to be cognizant. And compliance will drive that. It's not that everyone is an environment warrior and even environment warrior can't change the equation. You will have to have large scale thinking about how are you planning to all this thing about plastic and climate...they are all from the same bucket. It's mindless consumption.</p> <p>6. The impact of not responding to climate and environment issues over the</p>	<p>L11.10</p> <p>L19.14</p> <p>L42.3</p>
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		<p>next two decades: Either massive mobility, massive refugee issues, massive food shortages, massive significant weather events. Or we actually move to an entirely different way of growing, moving, constructing manufacturing and providing energy</p> <p>7. Best case could be that is there still any time or are we have passed the time of no return? Is there any time by which we can slow down some of this global crisis?</p> <p>8. Climate risks are of two kinds: Physical risk and transition risk....the physical risks are the ones which are drastic impacts that are point in time and can impact...The transition risks is on the back of the realisation</p>	
<u>10</u>	Change in the nature of work due to sustainable outlook (IC)	2. Replacement of dirty jobs through automation: There are people whose jobs will go if you stop the coal mines and that balance is	L6.20.c

		<p>very hard to change in 10-20 years. However, of course, there will be more in fuel...we have electrical vehicles already. They are not affordable. They don't give the jobs. So, if the coal miner loses his job, what would will do is a matter of not just one technology innovation, but collective thinking. And do you become a coal miner at all or do you start very early to look for all those virtual means of what you can become. It becomes even more key. These are very interesting topics to debate on, but I don't think climate change is going anywhere and I don't think environment disasters are going anywhere. If anything, they are becoming more frequent and unpredictable and so, they will continue before we reach some tipping point.</p> <p>3. Impact of environment and climate led disruptions on the workplaces, workforce and businesses / business</p>	<p>L16.16</p> <p>L16.17</p> <p>L16.18</p> <p>L16.19</p> <p>L16.20</p> <p>L16.21</p> <p>L16.22</p>
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		<p>models that are doing be relevant</p> <ol style="list-style-type: none"> 4. Change in work timings due to temperature shifts 5. Impact on the food chain with change in soil, water availability 6. Creation of temperature and environment bubbles that people live in...with open natural ecosystems may become that much more difficult to access and thus more valued 7. Packaged converted sources of natural resources: bottled food, air, water, sunlight through filtration process etc. 8. Businesses and business models in the business of conversion, transmission and making natural resources available will be in demand 9. Survival will be dependent on natural resources availability and hence core issues of survival that are today taken for granted will need to be responded 	
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<u>11</u>	Sustainable and Responsible Capitalism	<ol style="list-style-type: none"> 1. For sustainable capitalism and for stakeholder focused capitalism...economies like Denmark, Finland, Germany...they are capitalist but they draw a consistent line around what is the definition of healthy, happy, harmonized (the difference between rich and poor or how much am I giving vs taking) in that economy 2. Responsible Capitalism : Setting success norms for distribution to manage disparities ...human to human responsibility, human to environment responsibility , India to global responsibility! 3. Mindset for responsible capitalism is respect, managing disparities, and drawing the line of contentment is critical....being meritocratic. 4. Can having too much money be a challenge if I am not taking care of the society? 5. Focus on building accountability for inter- 	<p>L40.30</p> <p>L40.31</p> <p>L40.32</p> <p>L40.33</p> <p>L39.4</p> <p>L39.5</p>
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		<p>generational decisions to drive sustainable capitalism: The ability to build organization resilience in the wake of climate and other conditions....the need to prioritize health and safety, climate both for ethical and regulatory as well as financial need based will become critical.</p> <p>6. Sustainable Capitalism: even in a mature company like tata steel, both the awareness and maturity to do something is very high. each metric tonne of steel manufacturing produces a certain carbon. As the CSR lead, while technology will help us come up with newer solutions, fighting for investing in the area of sustainability. Investing in building the ecosystem for sustainability.</p> <p>7. Journey from capitalism to sustainable capitalism: As a board member, I feel the governance of the executives and the agenda setting so that the board</p>	<p>L39.7</p> <p>L39.7</p> <p>L40.32</p> <p>L40.33</p> <p>L42.1</p> <p>L42.2</p>
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		<p>does independent push and direction setting.</p> <p>8. Working with regulators and industry bodies to partner with organizations to take decisions for sustainable</p> <p>9. Mindset for responsible capitalism is respect, managing disparities, and drawing the line of contentment is critical....being meritocratic...</p> <p>10. Can having too much money be a challenge if I am not taking care of the society?</p> <p>11. Soft parts: paper cups; urban design of offices to be more green and make it less americanized!</p> <p>12. Passive cooling for workplace design instead of using active cooling measures being used...</p>	
<u>12</u>	Making inclusive capitalism work (IC)	<p>1. Role and responsibility of investors and private equity players in driving the focus for sustainability. Happy about the awareness but not happy about the</p>	L39.6

		<p>action...some matured companies get it but some big ones don't get it...</p> <p>2. Working with regulators and industry bodies to partner with organizations to take decisions for sustainable</p>	L39.7
<u>13</u>	Multi-stakeholder Capitalism	<p>1. For sustainable capitalism and for stakeholder focused capitalism...economies like Denmark, Finland, Germany...they are capitalist but they draw a consistent line around what is the definition of healthy, happy, harmonized (the difference between rich and poor or how much am I giving vs taking) in that economy</p> <p>2. Role to drive multi-stakeholder capitalism: Within the CXO, have a Chief Future Officer, a different CFO who is from a much younger generation....below 40s, who is gazing into the future...to avoid just lip service. To shift from capitalism to sustainable capitalism, the measure of success has to</p>	<p>L40.30</p> <p>L39.8</p> <p>L39.2</p>

		<p>move from quarter to quarter alone, but move it to a combination of quarter and quarter and long-term sustainable goals by regulatory bodies such as SEBI. Accountability for non-financial metrics by SEBI (inter-generational goals). Move like Chief Risk Officer that got created. The CSR apportionment that gets created....</p> <p>3. Climate was also a big factor that has shaped particularly in the past 5 years. While we were speaking about it in the past 10 years, the intensity for that has increased in the past 5 years; for both ethical and social reasons. The journey of measuring success of the company has shifted from financial factors to beyond ...building sustainable practices by the corporates. Continuity of work in the wake of ecological factors and to enable transportation cost...work from safer locations looking at the</p>	
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		<p>weather conditions. Supply chain disruptions due to weather conditions will also increase....in Canada mining for Tata Steel in Montreal, the weather for 7 months in the year...</p>	
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Phenomenon 2: Ecosystems and Platforms as the new operating model construct to drive improved organizational response

<u>Sr. No.</u>	<u>Key themes of Phenomena 2</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>
<u>1</u>	Ecosystem creation and orchestration as a critical capability	<ol style="list-style-type: none"> 1. Ecosystem creation and orchestration as a capability for the FoW 2. Ecosystem orchestration capability or being able to create an ecosystem well enough for the platforms, both at an individual and organization capability. 3. Ecosystem orchestration: This requires managing both the activities and the actors involved in the ecosystem. It is multi-dimensional in nature. Because you will gain direct as well as indirect effects. The customer gains tremendous value. By the multiplier effect of the impact, it is a stack of capabilities 4. The understanding, appreciation and establishment of ecosystem will be far more flexible and well established 5. Ecosystem orchestration capability or being able to create an ecosystem well enough for the platforms, both at an 	<p>L1.7</p> <p>L1.31</p> <p>L1.37</p> <p>L6.24</p> <p>L1.31</p>

		individual and organization capability.	
<u>2</u>	Talent and ecosystem approach	<ol style="list-style-type: none"> 1. Trusting ecosystems to work together (PwC+ISB joint impact)/Solving bigger problems with an ecosystem approach 2. Education platforms such as BYJUs will become main-stream forms of education/Skills focused education will get commoditised / industrialised 	L2.36 L6.36
<u>3</u>	The role of technology for ecosystems and platforms	<ol style="list-style-type: none"> 1. The role of the ecosystem as a concept and as components: the big technology players, coupled with the small technology players, payment gateways and e-commerce companies has been one of the biggest shifts that will shape the future of work 2. Beyond consumerism focused platforms, technology and e-waste management platforms for the future will be a big one, triggered by disparity and supply chain issues of semi-conductors. 	L6.5 L1.11
<u>4</u>	Ecosystems and platforms shaping the future of work	<ol style="list-style-type: none"> 1. Shift in mobility and flexibility as a result of access and the resultant shift in operating models and talent availability...mobility and 	L6.3 L11.12

		<p>connectivity in the network enabling flexibility to people and advent of gigs as new talent model</p> <p>2. Ecosystems becoming new organizations</p> <p>3. Two options in the FoW:</p> <p>Option 1 – connect that to the use of the raw materials, you have to create the majority of the things you use locally</p> <p>Option 2 – Self-sufficient and circular localized ecosystems...clusters of self-sufficient (contained) ecosystems, where the role of the individuals is to do their part and coordinate with all the others to co evolve the system</p> <p>4. We were moving from point solutions to more integrated solutions, we're moving a level above that to massive transition to new states of the world. Lots of things having to work together to make that happen and so I think the transformation problem becomes ecosystem transformation.</p> <p>5. Workplace ecosystem being akin to a garden requiring nurturing</p>	<p>L11.9</p> <p>L11.28</p> <p>L13.18</p> <p>L13.19</p> <p>L15.66</p> <p>L16.48</p> <p>L16.6</p>
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		<p>and fertilization for it to grow or else it dies early</p> <p>6. If organizations are gardens, our single most important responsibility is to nurture ideas, talent, connections, networks and problem-solving.</p> <p>7. Ecosystem as an organizational set up</p> <p>i. Biggest derailer - Making the ecosystem work, with a focus on peers in the ecosystem</p> <p>ii. Organizations of the future will have multiple small interest groups and smaller businesses, to localized requirements, whether it's a customer segment, whether it's a business segment or whatever means that you want to do it. It becomes smaller and smaller and then you will have some framework to aggregate all this together and report.</p> <p>8. World becomes a microcosm of multiple smaller self sustaining ecosystems but all coming together to solve a problem</p> <p>9. Purpose-led collective action</p> <p>The last one is all about purpose, collective action, more dependence on alliances and ecosystems to drive business</p>	<p>L19.45</p> <p>L19.53</p> <p>L19.67</p> <p>L20.15</p> <p>L9.22</p>
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		<p>outcomes. That is the other thing which was also there in India - maybe it is coming late - is this whole dependence on alliances ecosystem</p> <p>10. Specialized skills in the future of work are distributed and hence there is a need for multiple parts of the ecosystem, globally and locally to come together : so the best case is being able to create this ecosystem and the worst case will be parts of the ecosystem operating in a fractured world</p> <p>11. Shift in organization's definition from creating something / providing a service to enabling elements from the ecosystem that are external to deliver an outcome</p> <p>12. Need to have a representation for gig workers to ensure a sustainable ecosystem that can be built</p> <p>13. The moment you are federated, it has to be ecosystem. Any scale would come by the ecosystem; the vertical scale will come down. And your ability to do ecosystem is much lower because of the vertical scale. If</p>	<p>L19.31</p> <p>L19.32</p>
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		<p>you want to do a partnership in India and PwC, the global world does not allow you but if you were operating far more hyper, you will have to ask for it. That is a part and parcel it. Today we think by connecting to global we are great. We will be a more localized interconnect localized ecosystem which you'll have to get to be able to operate.</p> <p>14. The Gig Economy</p> <p>characteristics (Scenario 2 - the gig world)</p> <ul style="list-style-type: none"> - Quality focused choice - Not time commitment led but more quality led - Distribution of work - Democratization of work to distribute work amongst more people – thereby creating opportunity for inclusion and quality focus - gig economy is going to cut the under and non-performance and incompetent out of the value chain. And then again because the incompetent gets cut off the value chain the onus of being competent, actually goes very high 	
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		<p>15. Gig Economy - Benefits to make gig successful not only at organization or employee level, but also at an ecosystem level</p> <p>16. Platform - Different stakeholders coming together for looking at platform sustenance and larger work order</p>	
<u>5</u>	Organizational agility becoming ecosystem agility	<p>1. Organizational agility becoming an ecosystem agility, down to the rules and the system of an organization, per se.</p> <p>2. Ecosystem agility as organizational agility</p> <p>3. Organizational Agility in the FoW: It has two components:</p> <p>a. Org agility is about playing the role as an actor within the ecosystem agility...</p> <p>b. The second one is the ability to envision the end state and then dance towards it.</p> <p>4. Inputs and efficiency versus connected goals and impact. To drive efficiency, which is like a widget, which is driving productivity, which is the definition of agility, in the current context, or in the industrialized context. Agility in the network ecosystem, or a nurturing ecosystem would</p>	<p>L3.39</p> <p>L8.42</p> <p>L11.67</p> <p>L13.34</p> <p>L20.28</p> <p>L1.49</p>

		<p>actually be about people almost automatically being able to find like-minded or diverse people, as the need maybe to come and work together...the ability of organizations to enable people to work with those connections.</p> <p>5. Agility in solving for some things as things come by. I think large corporation used to have a very, very structured decision making - knowing everything from zero to the five-year business plan and the investment, etc. Those norms will change that agility. Basically agility is navigating without all the answers and aligning the ecosystem real time.</p> <p>6. Operating as a platform - ecosystem agility</p>	
<u>6</u>	The role of governance for ecosystems	<p>1. Enablement of the platform / ecosystem by the government would be key</p> <p>2. Need for developing deeper ethics and risks management capabilities in light of extreme data analytics to safeguard multi stakeholder interest in organizations at an ecosystems level and the government.</p>	<p>L6.25</p> <p>L19.22</p> <p>L19.68</p>

		3. Governance of the ecosystem needs to be thought through by the government	
<u>7</u>	Organizations in the future being platforms	<p>1. Organizations as platforms - leadership that is required will need to have multiple capabilities, which are leadership in nature, but also understanding and knowledge of multiple platforms.</p> <p>2. Defining the purpose of the platform and around that problem, solving the core capability or the knowledge of what is going to exist on the platform.</p> <p>3. Organizations converting themselves from vertical organizations, to platform structures</p> <p>4. Future organizations migrating from pyramid structure to platforms</p> <p>5. Best Case scenario with platforms - Opportunity to be non-hierarchical and inclusive and finally an equitable world</p> <p>6. Worst Case with platforms: - Wealth and opportunity asymmetry that could be driven by quality as a huge differentiator</p>	<p>L2.60</p> <p>L2.78</p> <p>L2.77</p> <p>L4.12</p> <p>L9.23</p> <p>L9.24</p>

		<p>- if you are in a gig economy setup, with better ratings get more demand. If you have more demand, which means you're earning more money, you can always give some freebie along with your thing, one hour extra or one code set extra, because you're earning more.</p>	
<u>8</u>	Capabilities required for ecosystems and platforms	<ol style="list-style-type: none"> 1. Organizations as platforms - leadership that is required will need to have multiple capabilities, which are leadership in nature, but also understanding and knowledge of multiple platforms. 2. Broad capabilities for industry clusters; deep expertise not enough/ Extreme Collaboration and Platform Thinking 3. Ability to context-shift: move between transformer and operator and operator to transformer with skill and ease, when you need to. 4. You need ambidextrous leaders to run a platform organization, because of the context shifting, the scale, the complexity, the ability to use soft and hard power, the ability to be a conductor, be a coach, the ability 	<p>L2.60</p> <p>L2.64</p> <p>L4.31</p> <p>L4.39</p> <p>L9.27</p>

		<p>to be a transformer versus an operator, you need all that in a platform model, because it's dynamic and complex.</p> <p>5. Importance of skill-building to deliver quality in the context of the platform - biggest differentiator/success factor for any organization or platform.</p> <p>6. 11. The Gig Economy characteristics (Scenario 2 - the gig world)</p> <ul style="list-style-type: none"> - Quality focused choice - Not time commitment led but more quality led - Distribution of work - Democratization of work to distribute work amongst more people – thereby creating opportunity for inclusion and quality focus - gig economy is going to cut the under and non-performance and incompetent out of the value chain. And then again because the incompetent gets cut off the value chain the onus of being competent, actually goes very high <p>7. Leaders in the Platform world - They will have to be highly focused on self learning...in</p>	<p>L9.22</p> <p>L9.30</p> <p>L16.41</p>
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		<p>comparison to others in the industry / space.</p> <p>8. Platform Organization's characteristics: Changing purpose of organizations...from solving end to end problems to converting to becoming dot connectors between specialist problem solvers</p>	
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Phenomenon 3: Technology led humanized stakeholder experience focused transformation core to organizational value addition

<u>Sr. No.</u>	<u>Key themes of Phenomena 3</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>
<u>1</u>	Key technology-led shifts shaping the experience	<p>1. Technology led democratisation of education: more outreach and easier access</p> <p>2. Technology playing a very big role of an aggregator and disseminator</p> <p>3. Extinction of existing careers due to automatisisation of routine tasks and modern technology</p> <p>4. The key big shifts:</p> <p>a. Miniaturisation</p> <p>b. Voice led commands replacing writing</p> <p>c. NFTs: Non-Fungible Tokens enabling highest order of security and content recognition leading to greater trust and thereby higher order adoption</p>	<p>L3.2</p> <p>L3.3</p> <p>L3.4</p> <p>L6.12</p> <p>L6.13</p> <p>L6.14</p>

		<p>5. One of the big focus areas / disruptions that will change the way work gets done will be the role of voice-based automation/ all things voice!</p> <p>6. Technology led disruption: FoW characteristics:</p> <p>a. Greater and more advanced application of some of the existing technology capabilities</p> <p>b. Greater adoption of the existing applications and newer applications of the existing technologies</p> <p>c. Amongst some of the core technology platforms such as IoT, 5G, Metaverse, some will become highly affordable due to the deeper penetration...</p> <p>d. Innovative applications of the technology platforms: biggest innovation would be not the technology itself but the application of the technology and visualisation of the use of the technology to solve new and different problems</p> <p>e. The application could be for improvisation (reduced time for same work, greater efficiency, precision, rapid automation or greater security)</p> <p>f. Flexibility in operating models, reach and security along with automation will be the higher order outcomes</p> <p>7. The technologies of tomorrow are existing even today but their scale and</p>	<p>L6.15</p> <p>L6.16</p> <p>L6.17</p> <p>L8.2</p> <p>L19.6</p> <p>L19.7</p> <p>L19.8</p>
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		<p>their utility will change dramatically (RFID to QR)</p> <p>6. Technology led disruption and its impact on future of workplaces:</p> <p>a. Technology disruption will enable higher order connectivity</p> <p>b. democratisation of information and opportunity</p> <p>7. The big technology shifts that will impact the FoW: 1. Miniaturisation 2. Wearable Devices 3. Realistic Visualisation 4. Metaverse</p> <p>8. 1. Technology shifts that will govern FoW and its pace:</p> <p>a. Cloud b. Personalised digital experience for all stakeholders</p> <p>9. Parts of technology revolution intended to democratize influence</p> <p>10. Greater influence of technology companies due to greater access and control</p> <p>11. The challenge of technology led disruption is that the pace of the change is so much that policy makers are not able to keep pace with the change. Unless policymakers are well immersed in the tech world themselves, this is not really an area they understand very well. The lack of adequate understanding of the disruption is resulting in extreme decisions by leaders (either positive or negative).</p>	<p>L26.1</p> <p>L40.4</p> <p>L40.6</p>
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		<p>12. Technology in the future is becoming more intuitive, the power of design to bring multiple stakeholders together is making the system even stronger. Even in process and chemical industries, the questions around design and alternative impact.</p> <p>13. The first and fourth vector (tech and data) are hugely interconnected. Technology and developments of ChatGPT as an example and its ability to impact the world and jobs...ten years back it was unimaginable. In the next 10 years, the visualization itself will be difficult. The sectors that will get disrupted include healthcare...for instance the technology's role in changing longevity and its impact on demography in itself is huge.</p> <p>2. The anticipation of the big shifts in the world on the back of technology is going to be difficult to predict...so big bold as an idea followed by small sharp developments (rapid prototyping) as a concept in the true sense...Strategic innovator will need big bold far-off thinking and then follow it up with small sharp prototypes and then find a solid way to follow it through / governance to ensure scale</p>	
<u>2</u>	Ensuring safety with the use of technology	1. Intentional use of technology to avert harm	L7.1 L7.3

		<p>drives leadership focused outcomes whilst skills focused outcomes could be delivered and enabled BU roles at all levels...</p> <p>6. The time taken to drive the need could be a minimum 10 years and another 10 years or so from there to drive adoption.</p> <p>7. Contribution categorisation that enables talent to choose their swim lanes: extreme skills focused talent could operate as gigs vs broader capability and general management capabilities could be sitting inside the organization to drive organizational roles</p> <p>8. Technology-led skilling for content creation allowing people to operate independently</p> <p>9. Growing Capacity for individuals to do more with the same resources: time, distance, etc.</p> <p>3. Power of the Person made efficient by tech: Level 1 and Level 2 support by technology to create more human capacity</p> <p>10. Super specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by</p>	<p>L11.4</p> <p>L11.8</p>
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		technology and decision making by humans - technology and human partnership	
<u>4</u>	Human centric approach to technology	<ol style="list-style-type: none"> 1. Nature of work in India changing due to AI. This is different from the West where machine IoT takes priority. Here, the focus is on building people's networks and applying it to human behaviour. 2. Human-centric in the application of IT and technology for India being a services society, to make services better - human plus digital interface 3. Different problems to solve first before actually improvising and making the data work smarter/harder for us 4. Technology can't be as agile as the human mind. Hence technology led disruption should follow the human mind 5. Balancing technology and human emotion for better outcomes - one cannot be forsaken for the other 6. Technology being used to create / understand buying behaviour which is basically an emotion 	<p>L13.6</p> <p>L13.7</p> <p>L13.8</p> <p>L15.4</p> <p>L15.5</p> <p>L15.6</p> <p>L15.8</p> <p>L22.1</p> <p>L22.2</p>

		<p>7. Relationship between human emotions and technology getting disrupted</p> <p>8. The future of work will be assisted by technology and not replaced by technology. And in that assistedness, technology will really help in the 4D formula - anything that is really a dirty/delicate/dangerous/duplicate job. Replacement in dirty and dangerous and assistance in delicate and duplicate.</p> <p>9. Robots and automation instead of manual scavenging in Indian context.</p>	
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Phenomenon 4: Changing equation of the workforce resulting in increased importance of workforce voice in the FoW

<u>Sr. No.</u>	<u>Key themes of Phenomena 4</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>
<u>1</u>	Highlighting of marginalised voices	<ol style="list-style-type: none"> 1. Need for the voices of the majority population in tier II and III cities to be highlighted versus those of the majority 2. If you'd ask marginalized groups, if you'd ask a lot of women, if you'd ask a lot of indigenous groups, if you'd ask the trees, the planet, the sky, the polluted seas - how's it working for us to go? Well, not so well, actually. God, thank you for asking! Surely the answer is, not so well. 3. The second uncertainty that's associated with that one is how long people who are being left behind will put up with being left behind because it's a large enough mass, that it will change the world and there's this old, most important phrase in this book written by a historian couple in the UK that basically said: you either distribute wealth democratically or poverty through revolution. It's not an absolute, but a proportional question. And so, if I feel sufficiently disadvantaged, I'm going to bring you down. 	<p>L13.15</p> <p>L5.5</p> <p>L11.25.b</p>
<u>2</u>	Changing nature of workforce	<ol style="list-style-type: none"> 1. There are partnerships with varieties of individuals, who are maybe not part of your organization. There will be a large number of gig workers and people who 	L3.37

		<p>are offering various things on their own, who need to come together. And so, you need to piece together because a large number of those skill you don't even have, and you don't even want to have within the boundaries of your organization. But those are really required. So, I think in some ways, organizations become places where a bunch of people...there are some coordinators, who bring in resources from varieties of places, put it together temporarily for a certain offering. And then they disperse, and then it's almost like a movie making part where there are music directors, script writers, songwriters, actors, photographers, editors. There are all of these people; they all come together for a specific purpose, they make the things which are there, somebody coordinates all of those things, and the end of which they go back. We reassemble in different manner for different purposes.</p> <ol style="list-style-type: none"> 2. Multi-generational workforce will have competing demands and not necessarily stick to the same expectations 3. Diverse motivations around multidimensional workforce to drive engagement and experience 4. Relationships become so more important in a world which is disjoined, which 	<p>L15.9</p> <p>L16.32</p> <p>L16.61.g</p>
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		means the world requires you not to relate to anyone and still survive, while organizations would require you to understand layers and relationships.	
<u>3</u>	Technology based equations changing interaction patterns	<ol style="list-style-type: none"> 1. If I was to imagine a board meeting for 2035, what we would be doing: I would be inside the data space of my organization. And it would be represented to me cognitively in wholly new way. Some of that might be, all the data might have a tone. We're listening to data, which has got a nice thrum to it, or we're listening, someone who's got a bit of a high-pitched screech to it. And we're being drawn saying that there's something going on over there that we need to pay attention to. 2. Finally, one of the things I'm starting to look at is conversational AI, as a way over a period of time of building a longer stage relationship with an individual for helping them to understand capability. You just choose the best engine, but you bring the domain expertise. So, let's imagine you've got some very quick way of inputting data, and you can do conversationally as well, either literally audio or text. And the thing the AI goes 'Hey, Robbie, that sounds like a tough week. I noticed that, you've had six meetings this week, which you which you came out of feeling underwhelmed 	<p>L5.2</p> <p>L5.3</p>

		or not listened to, frustrated, cross, annoyed, bored. What I'm sensing from you is that you're beginning to feel a bit overwhelmed. How does that feel? Does that feel right to you?’	
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Phenomenon 5: Data will be positioned as a critical independent capital (in addition to financial capital, natural resource and human capital) to drive trust in its efficacy

<u>Sr. No.</u>	<u>Key themes of Workforce</u>	<u>It's impact on the Future of Work</u>	<u>Leader Code</u>
1	Power on the back of data	<ol style="list-style-type: none"> 1. Three power enablers - knowledge, money and data (talent?) 2. Extreme data analytics - all of us becoming providers of data in addition to users of data 3. No control over data due to the presence of the big corporations which restricts it. Geopolitical shifts leading to their role being limited. 4. There will also be a focus on data protection and its impact on extreme control on data rights and cost of misusing the data. The access to right data could become more expensive, which would be going by GDPR and other such principles and 'control' on the use of the data. What will not change, is the greed of companies for growth and means for that. We are seeing how Amazon is being fined for stealing the supplier's ideas. There is a need for 'Responsible Growth.' 5. Data mediating trust and relationships - more data in the hands of a few leads to lesser trust 	<p>L2.33</p> <p>L19.20</p> <p>L20.14</p> <p>L1.50</p> <p>L7.19</p>

2	Future data-related capabilities	<ol style="list-style-type: none"> 1. The capability of visualising data-led future and interconnectedness 2. Human and data collaboration as two specialists (two in a box) 3. Availability of data v/s sense-making of available data 4. Clean data and data efficacy/Definition of the common minimum data required to drive insights 	<p>L2.32</p> <p>L2.35</p> <p>L3.14</p> <p>L2.30-31</p>
3	Ethical considerations for data as capital	<ol style="list-style-type: none"> 1. Access to data leading to intrusion and blurring lines of privacy by extreme data analytics 2. Ethical use of data: What is the equivalent for a Board or for a government in terms of its sensory motors? And how does it then manage all of that data? How does it be with unintended consequence? How does it get better and better understanding faint signals? 3. Your organization is one complex adaptive system but it sits in a network of complex adaptive systems, right the way through to the geopolitics of supply chains. So, my hypothesis would be that more people with another way of being with data and information will actually be able to see connection, and that you could start to find the ways as you make strategy to hold 	<p>L6.35</p> <p>L5.6</p> <p>L5.8</p> <p>L5.12</p> <p>L19.22</p>

		<p>one and seven perspectives in the same space.</p> <p>4. I think there's a huge issue around data chartering and organizations coming around for employment lawyers to think about, because as we start, what are the ethics of inference data? I think certainly in the West, there's growing bossware, surveillance-ware, software that is being used, and supposedly to track productivity and activity.</p> <p>5. Need for developing deeper ethics and risks management capabilities in light of extreme data analytics to safeguard multi stakeholder interest in organizations at an ecosystems level and the government.</p> <p>6. Today, usually the bulk of the debate is on global ethics of data usage, not more on local and hyper local and how that model will emerge. Potentially, 20 years from now, the question of large corporations, owning lots of global data may reduce drastically. If countries need to remain self-governing, they will have to do it.</p>	L20.13
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4	Driving trust to make the most out of data	<ol style="list-style-type: none"> 1. The real hard yards of governance are my three governance questions that I've boiled it down to: 2. How's that working for us? 3. Who do we mean by us in this context, politically? 4. Whom are you asking those first two questions? 5. And of course, in the future, of what AI systems/extreme data are you asking those first two questions? 6. Trust and ethics are a real issue. Data being used already for reasons other than what it was sought. This can only go to a different level. How do organization manage this level of trust deficit. organizations will need to give more importance to transparency and explainability...how are they using the data and what are they doing with the data and very clear policies around use of data and being open about the uncertainties and the lack of complete clarity and hence being open to continuously explaining.. 7. Ethics and governance from boards on this is again a big one...governance strucutre and ethical framework around this 	<p>L5.25</p> <p>L5.15</p> <p>L39.16</p> <p>L1.18</p> <p>L7.19</p> <p>L1.17</p>
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		<p>could be a big one...maybe a role around Chief Ethics Officer, Data Stewardship, developing clear guidelines...</p> <p>8. There will also be a focus on data protection and its impact on extreme control on data rights and cost of misusing the data. The access to right data could become more expensive, which would be going by GDPR and other such principles and 'control' on the use of the data. What will not change, is the greed of companies for growth and means for that. We are seeing how Amazon is being fined for stealing the supplier's ideas. There is a need for 'Responsible Growth.'</p> <p>9. Data mediating trust and relationships - more data in the hands of a few leads to lesser trust</p> <p>10. Trust as an organizational capability, not just organizational value and purpose</p>	
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**Phenomenon 6: Multi-dimensional organizational capabilities critical to success
in the future of work**

<u>Sr. No.</u>	<u>Key themes of Workforce</u>	<u>It's impact on the Future of Work</u>	<u>Leader Codes</u>
<u>1</u>	Data-driven capabilities	<p>1. Org Capability for the FoW:</p> <ul style="list-style-type: none"> - Data management capability, aligned to organization strategy - Data driving decisions vs. strategy deciding the choice of data - Inductive Research in organizations vs deductive research focus i.e. understanding the phenomenon of think first and looking at data thereafter vs/ jumping into data-driven decision making. - Trust as an organizational capability, not just organizational value and purpose 	L1.52
<u>2</u>	Ecosystem/platform capabilities	<ol style="list-style-type: none"> 1. Organizations converting themselves from vertical organizations, to platform structures 2. Defining the purpose of the platform and around that problem, solving the core capability or the knowledge of what is going to exist on the platform. 3. Organizations being open to making mistakes and learning from them; challenging the status quo 	<p>L2.77</p> <p>L2.78</p> <p>L2.79</p>
<u>3</u>	Human Capital management capabilities	<ol style="list-style-type: none"> 1. Organization that has the best technology, production capability and direction capability and the most magnetic talent expertise will be able to attract the talent 	<p>L11.68</p> <p>L11.69</p>

		<p>2. While talent attraction key to success, it will happen when tech + production + direction capability + best employee experience will be able to attract the talent</p> <p>3. Designing the core systems to be able to attract and retain the talent and build the most thriving talent ecosystem</p> <p>4. It is a requirement for us to be competitive. But you're never going to keep someone by throwing money at them</p> <p>5. like we write values or purpose of an organization, we should actually start writing about character attributes of an employee.</p>	<p>L11.70</p> <p>L11.77</p> <p>L11.78</p>
<u>4</u>	Local v/s global organizational capabilities	<p>1. Focus on Leadership for the FoW: FoW requires organization leadership and culture to focus on embracing local (hyper local) culture vs trying to make everything uniform in the name of organizational or corporate culture</p> <p>2. Localization as a capability, empowerment enabled through localized culture</p> <p>3. Distributed and localized organizational construct that will enable localized talent retention</p> <p>4. Organizations of the future will have multiple small interest groups and smaller</p>	<p>L11.78</p> <p>L11.61</p> <p>L11.62</p> <p>L11.63</p> <p>L11.64</p>

		businesses, to localized requirements, whether it's a customer segment, whether it's a business segment or whatever means that you want to do it. It becomes smaller and smaller and then you will have some framework to aggregate all this together and report.	L11.65 L20.39 L20.40
		5. Concept of lower cost, higher margin may no longer be the consideration for business success...cost management would be table stakes	L20.41
		6. Consumer based decision making is going to be more local than global, hence the need to have localized decision making than global decisions pertaining to products	L20.42 L20.43 L20.44
		7. Adapting to geopolitical changes is the biggest issue for an organization, helping them either survive or become extinct	
		8. Fortune 100 companies not remaining as one in the next twenty years. Very few will remain, those who reinvent themselves. The definition itself of Fortune 100 might change	
		9. One large mega-global organization no longer being relevant. Existing metrics not being the only way in the future.	
		10. Understanding the global perspective for organizations and yet being more local.	

		<p>11. The agility of decision making and decision making with an even more uncertain world, may have to be implemented more actively.</p> <p>12. it's a very federated global organizations if they are global, even if they are local organizations at a very democratized and federated in terms of catering to local needs.</p>	
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Appendix 10 - Agility for the future of work: Interviews, FGDs, Data from survey

Capabilities for Organizational Agility identified in response to External Triggers - (What the organization 'needs' to align / Can the organization align to the changes?)	
	Key Themes from Interviews
C1: Scan (Read) the market / (Sensing) (External Factors Enablement)	<p>1. Being sensitive to changes in society, changes in people, changes in customer/client, other companies and therefore saying, 'listen this is what is happening; therefore, I should really react to it.' Therefore, bringing in that external perspective rather than just being stuck in what is happening, so that you're not ready for change.</p> <p>2. Having a very strong eye in the external world because gone is the day everything was slow to change. So, you have to very quickly know what's on the horizon, and what are the possibilities and have an external view, almost like a constant external scanning.</p>
C2: Be flexible to organize / reconfigure existing resources (Managing internal resources) / Exploit (Internal Factors Enablement) (Searching) (Survey Code: Org Agility_2): Most critical ranking: 1	<p>1. You quickly figure out whether it's working, not working. You would therefore say extreme kind of agility, because the working arrangements are everything gets fitted in. So, it's almost like a set of a huge number of tools at your disposal, and whatever you can put</p>

	<p>together; if you can imagine it and then you can put together. Well, that is what it is. So, I think therefore, the organizational arrangements become extremely, extremely flexible.</p> <p>2. These very standard three-four models will become more different combinations of these that are needed. So, I do think agility will just be much more around what's the quickest way for us to put together our internal resources to solve this problem and it's unlikely that it will be so fixed.</p> <p>3. Organization agility will be our ability to get internal resources together to actually deliver. But at the same time, the definition of internal resources will also change to adapting various operating models to reach various sources fastest, smoothest and in the least expensive way seamlessly and through the use of technology.</p>
C3: Respond to change at speed (to external changes) / (Seizing)/ (External Factors Enablement)	<p>1. Agility is the ability to sense and respond with skill...sense and respond at speed with focus and effectiveness.</p> <p>2. Responding quickly to a client's need or a client escalation to solve it quickly. A second part of agility could be decisions being taken by the senior leadership - how quickly they take key decisions or how quickly they react to a</p>

	situation and take decisions. Third, how agile are these processes within the organization?
C4: Proactively Sense- Make (to be ahead of others from strategy to execution) to external changes / explore (Searching)/ (External Factors Enablement) (Survey Code: Org Agility_3: Most critical ranking: 6	<p>1. Interconnected data has created a parallel world of its own because there is an interpretation on linear data. And then there is an interpretation and an opportunity on the web of interconnected data.</p> <p>2. Industries will merge, domains will merge. So, the core capability that will be critical is actually sense-making. being able to connect the dots.</p>
New Capabilities identified for the FoW to enable internal and external factors (Ten Capabilities)	
C5: Envision multiple models for future and pivot the model real time (Internal Factors Enablement) (Survey Code: Org Agility_1): Most critical ranking: 4	1. The second one is the ability to envision and then state and dance toward it...we're doing something we've never done before. Because we've never done before, you can't possibly know what step two is, you only know what step one is. So, it's essentially a kind of an iterative process of starting building capability, making a move, taking those two things and the insights you draw from what you did and building new capability and building a new move and taking the insights from it and building capability and move and taking insights from it.

<p>C6: Create quick cycles of experiment to innovate(Innovation prototyping) with multiple options and choose for scale (Internal Factors Enablement) (Survey Code: Org Agility_6): Most Critical: Ranking 2</p>	<p>1. The ability to convert big bold (strategy) to small and sharp (execution), in smaller deliverable parts. Rapid prototyping is core part of strategy and implements strategy through execution in the true sense. At the 11th out of 12th step of rapid prototyping, the ability to zoom out and repurposing and pivoting...it's like the dynamism in the atom in the real sense. It's not either or, either ampersand!</p>
<p>C7: Identify and build continuously, a network of new and different resources / (Shaping) Internal and external Factors enablement</p>	<p>1. If you just think about the number of issues that our clients are having to grapple with, you can think of it as urgent crisis. The number of things that are coming at them like a freight train. They have to navigate those two things - sort of transforming themselves while responding to really big issues.</p> <p>2. If you think about this thing, we were moving from point solutions to more integrated solutions, we're moving a level above that to massive transition to new states of the world. Lots of things having to work together to make that happen and so I think the transformation problem becomes - sort of using a trite description - ecosystem transformation, but really is how do I bring a lot of things together really fast in a coordinated manner, that have different</p>

	governance models, different stakeholders, different preference functions?
<p>C8: Orchestrating the network of existing and new resources (external) for competitive advantage - Internal and external Factors enablement (Survey Code: Org Agility_5): Most critical ranking: 7</p>	<p>1. Ability of the organization to be a producer, director, for talent which is not sitting inside the organization and ability to orchestrate multiple diverse stakeholders to align and deliver on a common purpose</p> <p>2. You become like orchestrator; organization as an orchestrator and your strength is your network. So today, we talk about a global network, but it is the strength of a global network, micro network, local network, SME network, specialist network, and ability to zoom in and zoom out as much and more, as much and less. So basically, large organizations are orchestrating firms and to become an orchestrating firm, your ability to use technology and continuously build that alliances network in a very grand manner will become super critical.</p>
<p>C9: Implement with speed and flexibility repeated iterations of business models to align with constantly changing internal and external environment) / (Shifting)/ Internal Factors enablement (Survey Code: Org Agility_4); Most critical Ranking: 4</p>	<p>1. If I left something behind, because I didn't have enough information about it. All of a sudden, I'm taking a new initiative. And I have all the information I need for that previous initiative that I had left behind. What you do is you win, you take the current win, and then go back and completely trash what you have to and put this new win over there,</p>

	make it successful, and add it to what you have done. This cycle is way beyond continuous improvement.
C10: Rapidly absorb new learning in the organization / (Internal Factors Enablement) (Survey Code: Org Agility_7): Most Critical Ranking: No. 3	<p>1. It's essentially a kind of an iterative process of starting building capability, making a move, taking those two things and the insights you draw from what you did and building new capability and building a new move and taking the insights from it and building capability and move and taking insights from it.</p> <p>2. Agility will be around orchestration. It'll be around these new technologies that emerge. That, and the ability to learn. I think something that is missing from a lot of organizations.</p>
Enablers for Organizational Agility (Eight Enabler Factors)	
E1: People and Organization (Flexibility in people capability, people capacity and resource mobilization / structure to cater to market changes)	<p>1. When you say organizational agility, at the end of the day, organization is nothing more than its people and its human capital. And how it treats its human capital. And then the culture of failure, being accepted that you're way beyond your skills. It's about the values that you have... an important part of those values would be the ability to learn, to be able to do things but knowing fully, that when you do these things, there's a higher likelihood of you failing, which then there are no repercussions of that. People don't point</p>

	<p>fingers and say you failed and henceforth you're fired or not getting promoted. I think that's really hard for organizations to do. And in the future, they'll have to be mindful of all these things, given the complexity and uncertainty is going to be humongous.</p>
<p>E2: Processes (Flexibility in processes for speed and scale whilst focusing on governance)</p>	<p>1. Speed becomes so critical. How do you get that done quickly? Which is where, some of those agile methodology-type principles are useful, that this is how we will work together. You need people, you need speed, but you can't really have speed if everybody's coming at it from a different place. Now, the reason why this agile methodology works so well, is if you are educated in it, and I'm educated in it, then the day we come together for the first time, we still know how to work from hour one. So, some kind of understanding of principles with which we will work together, which we both buy into and therefore we're able to get it on quickly.</p>
<p>E3: Technology (Flexibility in technology for speed and scale whilst focusing on governance)</p>	<p>1. In the future, organizational agility will be more of digital agility. It can be non-technology or non-digital as well but if we don't have digital agility, all of others will become irrelevant. Agility would comprise making sense of technology in the future as a big one.</p>

<p>E4: Internal Network (Flexibility in external network to be able to mobilize adequate resources, timely to be able to be responsive)</p>	<p>1. The third is extreme networking - your ability to network and have collaborators and alliances ecosystems. Relationships become so much more important in a world which is disjointed, which means the world requires you not to relate to anyone and still survive, while organizations would require you to understand the layers and relationships.</p>
<p>E5: Multi-dimensional and Multi-generational Simultaneous Strategy (Flexibility in strategy for speed)</p>	<p>1. You need speed, but you can't really have speed if everybody's coming at it from a different place. Now, the reason why this agile methodology works so well, is if you are educated in it, and I'm educated in it, then the day we come together for the first time, we still know how to work from hour one. So, some kind of understanding of principles with which we will work together, which we both buy into and therefore we're able to get it on quickly. There are the people skills, then there's also the tech skills. I think nothing you can do today without understanding how to leverage appropriate technologies. They are two very different, almost orthogonal, sets of capabilities and I don't know how we're going to see a new generation become adept at both because that is going to be pretty much in need of anything.</p>
<p>E6: Leadership (Capability, availability, mindset and influence) (Flexibility and</p>	<p>1. Agility requires a person to be constantly changing. Now, this constant</p>

<p>maturity of the leaders to think immediate term, long term and think across multi-dimensional issues and resources)</p>	<p>changing also requires the individual to be very active, very alert, and have sometimes a high bias for action. At the other end, the ability to have larger consciousness requires ability to deeply reflect, to slow down before becoming agile. And as we think of the future, and if I were to think of the future as a continuum of capabilities, there is agility on one side, and there is reflective consciousness on the other side. Too much of agility takes you away from reflective consciousness and too much of reflective consciousness also takes you away from agility.</p>
<p>E7: Digital (Flexibility and scale of the digital capability to assimilate multiple needs and stakeholders with focus on experience and scale)</p>	<p>1. The organization agility measure may be a critical lag indicator, but necessarily, not good to have just one. There will also be digital agility being a component that will be super critical.</p>
<p>E8: External Partnership Network (Flexibility, scale and reach of the partnership network) Practices for Organizational Agility (Six Practice Factors)</p>	<p>1. It is all about purpose, collective action, more dependence on alliances and ecosystems to drive business outcomes. That is the other thing which was also there in India - maybe it is coming late - is this whole dependence on alliances ecosystem.</p> <p>2. So today, we talk about a global network, but it is the strength of a global network, micro network, local network, SME network, specialist network, and ability to zoom in and zoom out as much and more, as much and less.</p>

Practices for Organizational Agility (Six Practice Factors)	
P1: Organizational Planning Versatility for near term and long term (Flexibility in planning for relevance to immediate and long term)	<p>1. In the last two and a half years, organizations have stood up, and said that they should not have long term plans, because long term plans are not possible. So, they're making the plans shorter and shorter. To make short term plans more effective, you have to have a long-term mission.</p> <p>2. I don't think we are very good at doing this. Intuitively, I think we do it when you can see the beginning of the tail of the need to change. I don't think we are very good at visualizing. So, the capability we need to develop is that the long term and the short term will coexist.</p>
P2: Knowledge Management (Flexibility, scale and breadth of organizational learning to continuously absorb and learn from individuals and institutionalize at the organizational level)	<p>1. I don't think anything changes because the definition will remain the same. I think the definition would not change, but how organizations would respond then could be something which I will be curious because what will they have? Organizations will maybe have knowledge databases, client case studies, etc. You put it in and you will come out that these are the three places where we have done this. They will have bots who take the client calls, and maybe decipher it.</p>

<p>P3: Quality Focus (Flexibility in aligning quality measures to changing market needs)</p>	<p>1. Agility for the Future of Work is about being consistent in quality every single day...consistency of revenue and consistency of quality. You just have to be the best experience; you cannot be average. You'll just never be able to succeed!</p>
<p>P4: Customer Experience Practices (Flexibility in customer experience focused processes and practices to adjust for market changes at speed and least response time)</p>	<p>1. If you're creating services, I think that will go through huge transformation because the organization has to be cognizant of the fact that the service cycle will have to change much faster. Organizations, which are into services and into intellectual property, will have to reinvent themselves faster and that should be the organizational agenda.</p> <p>2. Agility will be around how fast do you respond to a client's need or a client escalation and how fast you solve it. So therefore, that's a clear element of business response to what the client needs. That is what it is going to be, agility to the client or the customer. The point is, as a business you got to say what comes first. I think customer agility probably comes first because you got to really look at that.</p>
<p>P5: Organizational Practices (Flexibility in response to needs of human capital and the human capital reach)</p>	<p>1. Organization is nothing more than its people and its human capital. And then the culture of failure, being accepted that you're way beyond your skills. It's about the values that you have... an important part of those values would be</p>

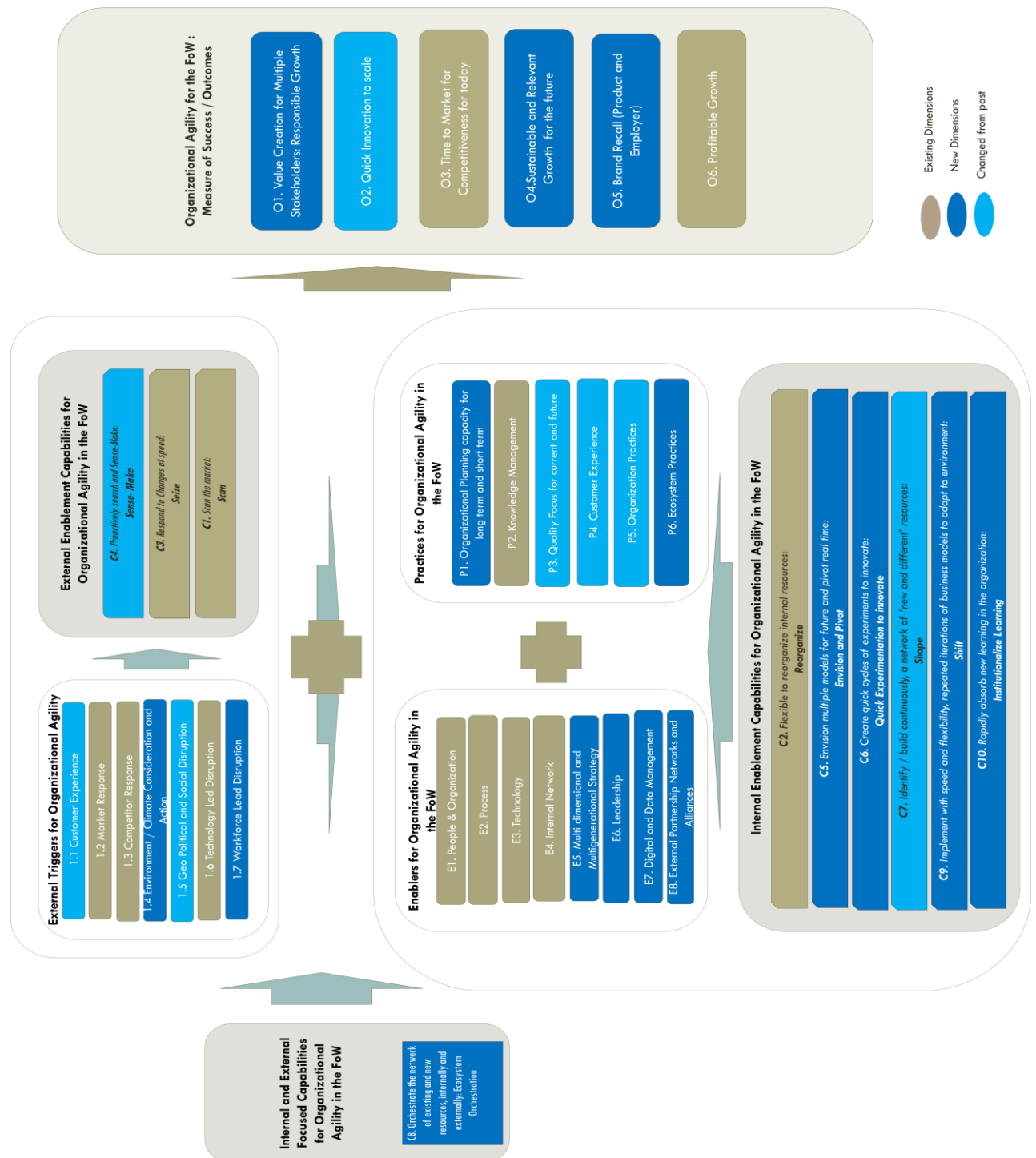
	<p>the ability to learn, to be able to do things but knowing fully, that when you do these things, there's a higher likelihood of you failing, which then there are no repercussions of that.</p> <p>2. The culture and mindset shift should be able to unleash your creative energies, their innovative thinking, saying, I can do things. Everybody unleashed their innovative energy and that solved so many problems at scale. People can now get that kind of a guarantee that I'm not going to get harmed because of that, which I think is a very mindset, which was again done systemically and by encouraging innovation and thinking and being okay with failure.</p>
<p>P6: Ecosystem Practices (Flexibility in identifying and managing resources within and outside the network for organizational success)</p>	<p>1. There will no more be organizational agility and instead, actually be ecosystem agility. That is what it will become. The organization's new definition would be ecosystem. Organizational agility becoming an ecosystem agility, down to the rules and the system of an organization, per se.</p> <p>2. Ability of the organization to be a producer, director, for talent which is not sitting inside the organization and ability to orchestrate multiple diverse</p>

	<p>stakeholders to align and deliver on a common purpose</p> <p>3. Agility in solving for some things as things come by. I think large corporation used to have a very, very structured decision making - knowing everything from zero to the five-year business plan and the investment, etc. Those norms will change that agility. Basically, navigating without all the answers and aligning the ecosystem real time.</p>
Outcome / Success Measure (6 Measure Factors)	
O1: Quick Innovation	-
O2: Time to Market Capture for competitiveness	-
O3: Time to Market Capture for competitiveness	-
O4: Sustainable and Relevant Growth for the future	-
O5: Brand Recall	-
O6: Profitability	-

Agility for the Future from Survey:



Appendix 11 - Agility Model for the future of Work



Appendix 12 – Summary of Phenomena and Propositions

Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organizational Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
Phenomenon 1: Inclusive and Responsible Capitalism will be the new measure and currency for organizational success and purpose Vectors shaping the Phenomenon: <ul style="list-style-type: none"> - Geo-political shifts - Climate and Environment led shifts - Multi-dimensional workforce - Technology Led Disruption 	Proposition 1: <u>While profitable growth is necessary, it may not be sufficient for measurement of organizational success towards creation of long-term wealth, until it includes value creation for all its stakeholders viz. shareholder, customer,</u>	As the world gets more dynamically inter connected across the vectors shaping the future of work, <u>the contribution (positive and negative) of an organization, and its impact</u> (both long and immediate term) <u>to all stakeholders</u> (and not just shareholder value) <u>will have the capacity to increase</u> (or deplete) <u>the</u>	Additional Triggers to organizational agility: <ul style="list-style-type: none"> - The FoW has becomes extremely complex and the shift from a VUCA world to a BANI world has the increased external market pressure of geo political shifts, along with much more increased 	Capabilities for the delivering on Org Agility for this Phenomenon : The capabilities that will become core to operate in such a construct include the following: Leadership Skills/ Capabilities xix. Enviro nme

	<u>employee,</u> <u>partners,</u> <u>business</u> <u>leaders, the</u> <u>ecosystem it</u> <u>operates in</u> <u>and for the</u> <u>society at</u> <u>large.</u>	<u>organization's</u> <u>overall value</u> and its market capital globally. Each of the vectors shaping this phenomenon and thereby, shaping the proposition include the following: <ul style="list-style-type: none"> - Environ ment and climate led shift and the rising pressure on ESG will push organizat ions to not just report but take active accounta bility and also support 	pressure on climate and environment thereby making the external market triggers more complex Additional Internal and External Organizational Agility Capabilities: vi. Multi- dimensi onal and multi- generati onal strategy and thinking vii. Proactiv e sense- making viii. Inculcati ng new learning continuo usly in	nt and Social Clima te under standi ng xx. Digita l analyt ics and in sighti ng led decisi on makin g xxi. Conti nuous Learn ing Agilit y xxii. Think long term and think short term simult
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		<p>- Geo political pressures will require organizations to follow political developments thereby pushing organizations to not just think narrowly about their profits but support national and international agendas</p> <p>- With workforce getting distributed, multi-</p>	<p>the organization</p> <p>ix. Quick cycles of experimentation</p> <p>x. Managing external and internal network</p> <p>Additional Organizational Agility Enablers:</p> <p>xi. Additionally, the push of multi-dimensional workforce will get the focus on workforce as an organizational agility enabler</p>	<p>aneous system</p> <p>xxiii. Ecosystem Orchestration</p> <p>Leadership Paradoxes</p> <p>xxiv. Humanized Digital</p> <p>xxv. Intuition and Data led Insights</p> <p>xxvi. Long term and short term interest</p> <p>Leadership Mindset Shifts</p>
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		generational,	to operate at a much deeper level	xvii. Simultaneous planning of long and short term
			xii. Digital Focus	
			xiii. External Partners hip network to enable long term and larger issues problem solving	xviii. Sustainability Minds et as a business outcome
			xiv. Shift in the Organiz ational Agility Practice s	xxix. Digital Minds et
			xv. Leaders hip capabilit y, capacity and	xxx. Extreme Colla borati on

			<p>influence</p> <p>Organization Practices for enabling Future of Work:</p> <p>xvi. Customer Experience Practices</p> <p>xvii. Ecosystem Practices</p> <p>xviii. Organizational Planning Versatility</p>	
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Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organization al Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
Phenomenon 2: Ecosystems and Platforms as the	Proposition 2A:	Organizations operating within	Additional Triggers for Org Agility:	Capabilities for the delivering on

<p>new operating model for improved organizational response</p> <p>Demand generation focused and customer persona led needs help Organizations operate within an Ecosystem (as replacement of industry and competition verticals) and supply focused Platforms (as horizontal capability constructs across internal and external players)</p> <p>Vectors shaping the Phenomenon:</p> <ul style="list-style-type: none"> - Climate and Environment led shifts - Multi-dimensional workforce 	<p>Demand Focused Ecosystems of Organizations: Organizations that focus on the demand (customer), rather than the internal capabilities and build the ability to <u>serve customers, as a collective, by focusing on a common customer serving purpose across entities</u> by merging capabilities and resources that are spread <u>across traditional definitions of industries and competition</u> will have a <u>greater ability to succeed in</u></p>	<p>ecosystems and as platforms:</p> <p>The future of work requires problems to be solved with an ecosystem approach as parts of the problem definition will be distributed across various industries and multiple organizations even within the industry, some of who may even be operating as competitors.</p> <p>Organizational success in the FoW context would be no more about simplistic problem solving as the critical vectors to solve each of the problems would be well distributed across multiple organizations and industries. This explains the definition of organizations operating within an ecosystem, all</p>	<p>v. Geo politica l shifts making global and local issues more aggravated</p> <p>vi. Techno logy led shifts resultin g in greater connec tivity</p> <p>vii. Multi-dimens ional workfo rce and their shifting needs</p> <p>viii. Data led analyti cs and trust</p>	<p>Org Agility for this Phenomenon:</p> <p>The capabilities that will become core to operate in such a construct include the following:</p> <p>Skills and Capabilities:</p> <ul style="list-style-type: none"> - Extreme specialisati on in a topic and hence it wouldn't matter whether it's coming from within the organization , or outside, from partners and ecosystems - Understanding of technology within the specialism will be key.
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<p>- Technology Led Disruption</p> <p>- Data and trust</p>	<p><u>meeting the customer needs in the longer term, thereby delivering a multi stakeholder growth.</u></p> <p>Proposition 2B:</p> <p>Supply focused Platforms: To solve larger, complex problems, Organizations that <u>build the flexibility, reach and mechanism to operate as Capability focused Open, flexible and scalable Organizational Construct, cutting across internal and external</u></p>	<p>connected by a common purpose focused on the customer needs.</p> <p>This construct of focusing on customer's pain points and coming together of multiple players to solve the problem, will be termed as Business Ecosystem, that's emanating from Demand management.</p> <p>However, solving the problem at an ecosystem level would require organizations to operate in a different manner. This would require multiple organizations, with their capabilities focused on the customer's connected problems to come together, be</p>	<p>require ment</p> <p>Additional Internal and External Organizational Agility Capabilities:</p> <p>xxxi. Flexibility to proactively reorganize internal and external resources</p> <p>xxii. Multi-dimensional and multi-generational strategy and thinking</p>	<p>Specialism without digital understanding would be of no value</p> <p>- Envisioning for the future, today:</p> <p>Understanding of the larger ramifications of the problem in hand, beyond the domain and technology specialisation with an emphasis on able to comprehend the impact on multiple stakeholders (shareholder, society and earth beyond customer</p>
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	<p><u>network of resources</u> (people, skills, and other resources), <u>will have a greater propensity to mobilise resources to solve the ‘new and different’ problems.</u></p>	<p>connected and operate on a common ground, a customer needs’ focused platform that serves as a market place of capabilities. Thus, organizations that operate more as horizontal multi-disciplinary cohorts, focused on problems and constructed around stakeholder experiences (employee experience, customer experience, brand experience) rather than functional verticals, thereby operating around specific purpose led issues, where internal and external, specialist teams (much like how consulting firms, operate) will come together, solve it collectively will have a higher propensity to deliver on the complex problems</p>	<p>xxiii. Envisio ning multipl e mental models for future and pivot the model, real time</p> <p>xxiv. Proacti ve sense- making</p> <p>xxv. Inculca ting new learnin g continu ously in the organiz ation Quick cycles of experimentati on</p>	<p>and employer) and pivot real time (sensemakin g + pivoting) - Resilien ce and patience to continu ously iterate</p> <p>Quick experimentat ion to pivot, work on feedback and continue to improvise</p> <p>Leadership Paradoxes: - Balancin g extreme specialisation with much broader view on multiple perspectives</p> <p>Leadership Mindset:</p>
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		<p>The impact of operating as a demand led ecosystem and supply focused platform, cutting across players will break the industry barriers and hence not just organizations but even industry bodies and government bodies that govern industries will need to be redefined. As an example, in India, for the governing body of Competition Commission of India, the definition of competition and industry may need a reinstatement, Again, with the geopolitical vector shaping the future of work, the role of the government in shaping some of these larger shifts, will not just act as the trigger</p>	<p>Managing external and internal network - Orchestration of the network</p> <p>xviii.</p> <p>Enablers for Org Agility:</p> <p>Multi-dimensional and multi-generation al Simultaneous Strategy: The ability to imagine and focus on issues at a broader level, beyond just immediate definition of competition and</p>	<p>- Extreme collaboration / partnership mindset for the larger purpose...beyond the ideation and in the delivery mechanism. (This will require commitment building with stakeholders, deep influencing capabilities at all levels and highest levels of commitment to the purpose)</p> <p>Leadership Mindset Shifts</p> <p>- Simultaneous planning of</p>
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		<p>but also the shaper of the construct.</p> <p>Thus, the response mechanism for this particular phenomenon will require shifts at multiple levels:</p> <ul style="list-style-type: none"> - Organizational mindset to operate beyond the current context and definitions of organizations' owning the customer end to end and thus everyone else catering to the customer is a competition - Customer ownership and customer service beyond the narrow definitions of what 	<p>industry, as an extension of the organizational construct will become critical for business success</p> <p>xl. Ability to coordinate and manage capabilities across multiple players and not just internal organization, would be key</p> <p>xli. Ability to</p>	<p>long and short term</p> <ul style="list-style-type: none"> - Sustainability Mindset as a business outcome - Digital Mindset - Extreme Collaboration - Boundariesless mindset - Shared purpose - Orchestration of multiple players <p>xlvii. Organizations that are able to enable business outcomes by managing multiple players (alliances, partners,</p>
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		comprises within the industry definition	<p>coordinated</p> <p>xlii. Horizontal (and project like) organizations coming together driven by individual specializations will be more effective than the current vertical organizational constructs.</p> <p>xliii. External Partnership</p>	<p>suppliers)</p> <p>by adopting a boundaryless mindset, putting a shared purpose for all participating and orchestrate all of them to have a higher propensity to deliver results faster than others.</p>
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			<p>Network</p> <p>Ecosystem Practices for enabling Future of Work:</p> <p>Customer Experience Practices Ecosystem Practices Organization al Planning Versatility</p>	
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Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organizational Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
<p>Phenomenon 3:</p> <p>Technology led humanized stakeholder experience focused transformation core to organizational value addition</p> <p>Vectors shaping the Phenomenon:</p> <ul style="list-style-type: none"> - Multi-dimensional workforce led disruption - Technology Led Disruption led shift - Extreme Data Analytics and trust led disruption 	<p>Proposition 3A:</p> <p>Productivity ‘tablestakes’ for technology transformation in the human – technology partnership</p> <p>In the future of work,</p> <p><u>Technology advancement will enable higher order productivity, thereby, the partnership between human and technology around tasks, thinking and innovation, with</u></p>	<p>This use of technology led transformation focused on productivity, that is focused majorly, on the organization’s profitability interest, which will be tablestakes, for organization’s use of technology for transformation.</p>	<p>Additional Triggers for Org Agility:</p> <p>lviii. Technology led shifts resulting in greater connectivity</p> <p>xliv. Data led analytics and trust requirement</p> <p>1. Multi-dimensional workforce and their shifting needs</p> <p>li. Geo political shifts making global and local issues more aggravated</p> <p>Additional Internal and External Organizational Agility Capabilities:</p> <p>lii. Multi-dimensional and multi-</p>	<p>Capabilities for the delivering on Org Agility for this Phenomenon:</p> <p>The capabilities that will become core to operate in such a construct include the following:</p> <p>Leadership Skills/ Capabilities</p> <p>lxiv. Digital analytics and insightful led decision making</p> <p>lxv. Continuous Learning Agility</p> <p>lxvi. Think long term and think short term simultaneously</p> <p>lxvii. Ecosystem Orchestration</p>

<p>- Geo Political and Social Shift led disruption</p>	<p><u>technology</u> <u>focusing on the</u> <u>profitability</u> <u>interest of</u> <u>productivity</u> <u>being</u> <u>tablestakes,</u> <u>will lead to</u> <u>highest human</u> <u>contribution</u> <u>for workplace</u> <u>excellence.</u></p> <p>Proposition 3B: Advanced Technology for multi stakeholder experience to be the technology led transformation differentiator</p> <p>With the focus on getting technology and human partnership right, <u>use of</u> <u>advanced</u> <u>technology for</u> <u>enhanced</u> <u>stakeholder</u></p>		<p>generational strategy and thinking</p> <p>liii. Proactive sense-making</p> <p>liv. Inculcating new learning continuously in the organization</p> <p>lv. Quick cycles of experimentation</p> <p>lvi. Managing external and internal network</p> <p>Additional Organizational Agility Enablers:</p> <p>lvii. Additionally, the push of multi- dimensional workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level</p> <p>lviii. Digital Focus</p> <p>lix. External Partnership</p>	<p>Leadership Paradoxes</p> <p>xviii. Humanized Digital</p> <p>lxix. Intuition and Data led Insights</p> <p>lxx. Long term and short-term interest balance</p> <p>lxxi. Balancing digital for productivity and digital for humanized experience</p> <p>xxii. Balancing dual and simultaneous digital transformation</p> <p>Leadership Mindset Shifts</p> <p>xxiii. Simultaneous planning of long and short term</p> <p>xxiv. Sustainability (as a business outcome) Mindset</p>
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	<p><u>experience</u> that includes ease of partnering / contributing and learning (beyond productivity)</p> <p><u>will be an important decision maker to measure technology contribution.</u></p> <p>Beyond technology led transformation focused on organization's profitability interest as the tablestakes, enhanced humanized experience will be the true technology led transformation differentiator.</p> <p>Proposition 3C:</p> <p>Simultaneous delivery of</p>		<p>network to enable long term and larger issues problem solving</p> <p>ix. Shift in the Organizational Agility Practices</p> <p>lxi. Leadership capability, capacity and influence</p> <p>Ecosystem Practices for enabling Future of Work:</p> <p>lxii. Customer Experience Practices</p> <p>lxiii. Ecosystem Practices</p> <p>Organizational Planning Versatility</p>	<p>xxv. Digital Mindset</p> <p>xxvi. Extreme Collaboration at an ecosystem level</p> <p>xxvii. Humanised Experience Mindset</p> <p>Thus, in the first phase of digital transformation, whilst the focus of technology led transformation was automation and productivity improvement, which took into consideration that interest of the organization, the next parallel transformation phase is that of ease of experience as a differentiator for all stakeholders (not just customer).</p>
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	<p>productivity and experience necessary to deliver true value of technology led transformation <u>Technology led transformation</u> <u>will be serving dual and simultaneous outcomes of productivity focused efficiency and humanized experience led impact:</u> One towards automation for enabling higher productivity (with productivity being reckoned as tablestakes) and the other towards enabling higher multi stakeholder</p>			
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	experience (technology led humanized experience being the contribution differentiator). <u>Both,</u> <u>collectively</u> <u>will deliver</u> <u>true digital</u> <u>transformation</u> <u>in the future of</u> <u>work.</u>			
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Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organizational Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
Phenomenon 4: Changing equation of the workforce resulting in increased importance of workforce voice in the FoW Vectors shaping the Phenomenon:	Proposition 4A: <u>Employee advocacy along with workforce involvement in prioritising and inclusive decisioning making will be critical to deliver workforce's</u>	In the future of work, where there are multiple issues shaping the workforce preference, employee advocacy (and not just communication) along with	Additional Triggers for Org Agility: xviii. Technology led shifts resulting in greater connectivity xxix. Data led analytics and trust requirement lxxx. Multi-dimensional	Capabilities for the delivering on Org Agility for this Phenomenon: The capabilities that will become core to operate in such a construct include the following: Leadership Skills/ Capabilities

<ul style="list-style-type: none"> - Multi-dimensional workforce led disruption - Climate and Environment Led disruption - Technology Led Disruption - Extreme Data Analytics and trust led disruption - Geo Political and Social Shift led disruption 	<p><u>voice enabled transformation, that will be a differentiator for employer brand.</u></p> <p>Proposition 4B: <u>Employee well-being and flexibility, that is personalized, and delivers the open and new age workplace agenda, to shape the workplace experience will no more be a good to have but a need to have,</u> for organizations to deliver the future employee experience.</p> <p>Proposition 4C:</p>	<p>workforce involvement in prioritising and inclusive decisioning making will be critical to deliver workforce's voice enabled transformation, that will be a differentiator for employer brand (thereby shifting from traditional approach of transactional change management).</p> <p>Employee well-being and flexibility, that is personalized, and delivers the open and new age workplace agenda, to shape the workplace</p>	<p>workforce and their shifting needs</p> <p>Additional Internal and External Organizational Agility Capabilities:</p> <p>xxxi. Multi-dimensional and multi-generational strategy and thinking</p> <p>xxii. Proactive sense-making</p> <p>xxiii. Inculcating new learning continuously in the organization</p> <p>xxiv. Quick cycles of experimentation</p> <p>xxv. Managing external and internal network</p> <p>xxvi. Orchestrating the external and internal network</p> <p>Additional Organizational Agility Enablers:</p>	<p>xcvi. Digital analytics and insightful led decision making</p> <p>xcvii. Continuous Learning Agility</p> <p>xcviii. Think long term and think short term simultaneously</p> <p>xcix. Ecosystem Orchestration</p> <p>Leadership Paradoxes</p> <p>c. Humanized Digital</p> <p>ci. Intuition and Data led Insights</p> <p>cii. Long term and short-term interest balance</p> <p>ciii. Balancing digital for productivity and digital for humanized experience</p> <p>civ. Balancing dual and simultaneous</p>
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	<p><u>Building organizational advocates and personalised commitment building will require deeper workforce data analytics led insights to ensure workforce experience choices are not top down, biased by leaders' preferences, thereby making the data relationship of employer and employee very critical to a trusting relationship.</u></p> <p><u>Proposition 4D: In the FoW, where the workplace will be an</u></p>	<p>experience will no more be a good to have but a need to have, for organizations to deliver the future employee experience.</p> <p>Building organizational advocates and personalised commitment building as a competitive advantage in a multi-dimensional and an open workforce system will require deeper workforce data analytics /insights led decisions to ensure workforce experience choices are not</p>	<p>xvii. Additionally, the push of multi-dimensional workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level</p> <p>xviii. Digital Focus</p> <p>xxix. External Partnership network to enable long term and larger issues problem solving</p> <p>xc. Shift in the Organizational Agility Practices</p> <p>xc. Leadership capability, capacity and influence</p> <p>Org Agility Practices for enabling Future of Work:</p>	<p>digital transformation</p> <p>Leadership Mindset Shifts</p> <p>cv. Simultaneous planning of long and short term</p> <p>cvi. Sustainability (as a business outcome)</p> <p>Mindset</p> <p>cvii. Digital Mindset</p> <p>cviii. Extreme Collaboration at an ecosystem level</p> <p>cix. Humanised Experience Mindset</p> <p>cx. Employee advocacy vs employee communication</p>
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	<p><u>equalizing space for employees and other contributors,</u> (rather than resources driven by tasks), <u>skills will become an important currency for growth rather than age, experience and tenure in an organization.</u></p>	<p>top down, and biased by leaders' preferences and experiences, thereby making the data relationship of employer and employee very critical to a trusting relationship.</p> <p>With multi-dimensional and multi-generational workforce co-existing in the workplace of the future, the workplace will be an equalizing space for employees and other contributors driven by purpose and contribution, rather than</p>	<p>xcii. Customer Experience Practices</p> <p>xciii. Ecosystem Practices</p> <p>xciv. Organizational Planning Versatility</p> <p>xcv. Organizational practices (to support an open workforce model)</p>	
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		resources driven by tasks. Thus, skills will become an important currency for growth rather than age, experience and tenure in an organization.		
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Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organizational Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
Phenomenon 5: Trust and its role in enablement of data access and analytics will require a systemic solution across multiple stakeholders as data becomes critical resource for competitive advantage	Phenomenon 5A: <u>Data will become the new capital</u> that provides <u>competitive advantage</u> to the organization (in addition to the existing resources viz. financial	Data protection at the intersection of geo political shifts and technology led disruption with multi-dimensional workforce making choices will	Additional Triggers for Org Agility: cxii. Technology led shifts resulting in greater connectivity cxiii. Data led analytics and trust requirement cxiv. Multi-dimensional workforce and	Capabilities for the delivering on Org Agility for this Phenomenon: The capabilities that will become core to operate in such a construct include the following: Leadership Skills/ Capabilities cxxx. Digital analytics and insightful led

<p>Vectors shaping the Phenomenon:</p> <ul style="list-style-type: none"> - Technology Led Disruption - Extreme Data Analytics and trust led disruption - Geo Political and Social Shift led disruption - Multi-dimensional workforce led disruption <p>cxi.</p>	<p>capital, human capital and natural resources as capital) thereby <u>ROI on data</u> will be <u>proportional to not the quantity of the data but the level and degree of data analytics to convert the data into insights to serve maximum stakeholders.</u></p> <p>Proposition 5B:</p> <p><u>Data insights</u> will need to be imagined with <u>multiple stakeholder trust at the centre for value creation,</u> rather than just financial returns.</p>	<p>push the use of data in multitude of ways. The relationship between data for trust building vs. data for exploitation will be a critical business decision. Today data is being used by organizations like a naturally available resource, with limited planning around how to associate value to data. But if data were to be treated as an independent resource – shared natural</p>	<p>their shifting needs</p> <p>Additional Internal and External Organizational Agility Capabilities:</p> <p>cxv. Multi-dimensional and multi-generational strategy and thinking</p> <p>cxvi. Proactive sense-making</p> <p>cxvii. Inculcating new learning continuously in the organization</p> <p>cxviii. Quick cycles of experimentation</p> <p>cxix. Managing external and internal network</p> <p>cxx. Orchestrating the external and internal network</p> <p>Additional Organizational Agility Enablers:</p> <p>cxxi. Multi-dimensional</p>	<p>decision making</p> <p>xxxi. Continuous Learning Agility</p> <p>xxii. Think long term and think short term simultaneously</p> <p>xxiii. Ecosystem Orchestration</p> <p>Leadership Paradoxes</p> <p>xxiv. Humanized Digital</p> <p>xxv. Intuition and Data led Insights</p> <p>xxvi. Long term and short-term interest balance</p> <p>xxvii. Balancing digital for productivity and digital for humanized experience</p> <p>xxviii. Balancing dual and simultaneous</p>
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	<p>Proposition 5C:</p> <p>As data attains the position of critical and independent capital for competitive advantage, <u>transacting data</u> (capturing, collecting, analysing, sharing holding data) <u>will require a systemic approach across multiple stakeholders, with government's role being critical as a partner to corporations to building stakeholder trust to get access</u></p>	<p>resource equivalent (4th resource in addition to natural resource as a capital, human capital and financial capital) then, how would this get structured and how will this get materialized! ROI of data will hence become the language of the future. By generating more value out of less data, by making the data work for harder.</p>	<p>workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level</p> <p>xxii. Digital Focus</p> <p>xxiii. External Partnership network to enable long term and larger issues problem solving</p> <p>xxiv. Shift in the Organizational Agility Practices</p> <p>xxv. Leadership capability, capacity and influence</p> <p>Org Agility Practices for enabling Future of Work:</p> <p>xxvi. Customer Experience Practices</p> <p>xxvii. Ecosystem Practices</p>	<p>digital transformation</p> <p>Leadership Mindset Shifts</p> <p>xxix. Simultaneous planning of long and short term</p> <p>cxl. Sustainability (as a business outcome)</p> <p>Mindset</p> <p>cxli. Digital Mindset</p> <p>cxlii. Extreme Collaboration at an ecosystem level</p> <p>cxliii. Humanised Experience Mindset</p>
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			xviii. Organizational Planning Versatility xxix. Organizational practices (to support an open workforce model)	
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Phenomena at the intersection of the FoW Vectors	Corresponding Propositions	The argument supporting the proposition for the Phenomenon	Impact of the Proposition on Organizational Agility – The critical capabilities	Impact of the Phenomenon and Agility Shift on Leadership Capability Needs
Phenomenon 6: Multi-Dimensional organizational capabilities critical to success in the future of work	Proposition 6A: Multi-dimensionality of Leader Capability Requirement In the future of work context, <u>as the nature of the problems get more complex, organizations capacity and capability to apply multi-dimensional capabilities</u> to	The multi dimensionality of leadership capabilities for the future, thus, will have the following core constituents: i. <u>Breadth of knowledge across multiple newer areas aligned to the five vectors</u> shaping the future of	Additional Triggers for Org Agility: iv. Geo Political Social Environmental Shifts v. Technology led shifts resulting in greater connectivity vi. Data led analytics and trust	The leadership capability required to drive the new organizational agility for the FoW thus is going to be the following: <ul style="list-style-type: none"> Thinking ecosystem and distributed models for enablement Thinking new solutions to old problems

	<p>solve the problem will be <u>a ‘must have’</u> to comprehend and succeed.</p> <p>Proposition 6B: The Leader Capability Sigma - Σ</p> <p>The future of work will present problems to the world that are multi-dimensional, requiring a <u>common minimum understanding across multiple newer themes</u> shaping the future of work, and at the same time, <u>deep expertise, skills and insights in at least one of these areas</u></p>	<p>work, with a common minimum capability within organizations to deal with all the above 5 phenomena</p> <p>ii. <u>Skills led in-depth knowledge and experience in at least one or two domains of expertise to be skilful / expert in that area</u></p> <p>iii. <u>Ability to understand, extrapolate and apply outcomes using efficiency and experience focused technology</u> in the area/s</p>	<p>requirement</p> <p>vii. Multi-dimensional workforce and their shifting needs</p> <p>Additional Internal and External Organizational Agility Capabilities:</p> <p>viii. Multi-dimensional and multi-generational strategy and thinking</p> <p>ix. Proactive sense-making</p> <p>x. Inculcating new learning continuously in the organization</p>	<ul style="list-style-type: none"> • Able to influence, create impact on scale • Has the minimum common capability requirement across core shifts of the future • Has a strong hold on one capability track • Understands technology at the base level for the future...tech savvy • Handle paradoxes of an ecosystem <p>Higher MDnLC => Higher NOA</p> <p>Enabling the Leadership Σ:</p> <p>The leadership capabilities of the</p>
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	<p>with a particular <u>understanding of technology in that area of expertise.</u></p> <p>Proposition 6C: Leadership Virtues for Multi-dimensionality</p> <p>At a time, <u>when problems will get more complex</u>, and the focus on tangible measure of results increase, <u>leadership virtues</u>, that seem intangible, and hard to measure, <u>will become the most critical differentiator to deliver long</u></p>	<p>of the expertise to advance</p> <p>The partnership of human and technology to solve complex problems of the future will require human to operate at the highest composite (Σ) level to not compete with technology.</p> <p>(MdLSC + 2LP + 3LM) * LV = MDnLC = Leadership Sigma</p> <p>MdLSC – Multidisciplinary Leader Skills - Capacities; LP – Leader Paradox Management; LM – Leader Mindsets; LV – Leader Virtues; MDnLC – Multi-Dimensional Leader Capabilities; NOA – New</p>	<p>xi. Quick cycles of experimentation</p> <p>xii. Managing external and internal network</p> <p>xiii. Orchestrating the external and internal network</p> <p>Additional Organizational Agility Enablers:</p> <p>xiv. Multi-dimensional workforce will get the focus on workforce as an organizational agility enabler to operate at a much deeper level</p>	<p>future are capability stacks required across multiple problem areas, that are all fast changing. Thus, there are a few critical capabilities that will be critical to survive:</p> <p>5A: The ability to connect the dots</p> <p>5B: Operating as a stack of capabilities as an individual and as a team</p> <p>5C: Ability to represent and create Individual Capability as a stand-alone (deep expertise + tech), capability standout contribution in a team (how can I contribute in an orchestra and be equally valued, thus not wanting</p>
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	<p><u>term</u> <u>sustainable</u> <u>outcomes.</u></p> <p>Proposition 6D: The Multi dimensionality of Leader Capability Equation: <u>Leader Capability</u> Σ <u>The capability equation of the human to be applied in the future of work is multi-dimensional, and includes a combination of multi-disciplinary leadership skills + leadership paradoxes management + leadership mindset shifts.</u></p> <p>But the equation is dependent on</p>	<p>Organizational Agility</p> <p>The multiplier effect enabling Leadership Virtues, however is not something that can be developed within the organizational ambit. Hence, in the race for developing organizational capabilities on the back of leadership talent, it will be critical for organizations to get the measure of leadership virtues right. Leadership virtues are not only difficult to develop within an organizational ambit, but is also more personal and hence it may be difficult for organizations to be able to develop these. The multiplier effect around leadership virtues is</p>	<p>xv. Digital Focus</p> <p>xvi. External Partnership network to enable long term and larger issues problem solving</p> <p>xvii. Shift in the Organizational Agility Practices</p> <p>xviii. Leadership capability, capacity and influence</p> <p>Org Agility Practices for enabling Future of Work:</p> <p>xix. Customer Experience Practices</p> <p>xx. Ecosystem Practices</p> <p>xxi. Organizational</p>	<p>to stand out here but seamlessly contribute) and capability construct in the organization / ecosystem (contribute without standing out for the team, yet be the link to success to measure ecosystem</p>
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	<p><u>Organizational Leadership Virtues as a multiplier effect to deliver the organizational results.</u></p>	<p>critical to understand, as these virtues such as hard work, integrity, grit and resilience impact each and every factor of the multi-dimensional leadership equation. So, while hiring, hire for virtues as it is scarcely developable. One could focus on developing mindsets and paradoxes as a capability. But one should not necessarily hire for skills only, because it is comparatively easiest to develop.</p>	<p>Planning Versatility Organizational practices (to support an open workforce model)</p>	
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Appendix 13 – Leadership for the Future of Work: Interviews, FGDs and Survey Data

Sr. No.	Key themes of Leadership Capability	It's impact on the Future of Work	
Four dimensions to leadership capability in the future of work, making it a multi-dimensional capability:			
a. ‘Table Stakes’ skills, capacities and traits: both technical and managerial capabilities, capacities and leadership traits			
b. Leader’s mindset for the future of work			
c. Simultaneous management of leadership priorities			
d. Leaders’ core virtues in the business context			
Focus on teams you lead rather than self-growth...			
The future leadership is going to be that - a person who has an ability to federate it, inspire it, but at the same time, has an ability to connect			
A. ‘Table Stakes’ technical and managerial skills and capacities:			
	Capabilities	Key Themes	Key Pointers from the Interviews / FGDs
A.1	Multi-disciplinary skills cluster	1. Functional Capability cluster for the focus function / domain 2. Role specific behavioural skills 3. Digital Skills 4. Leadership Styles 5. General Management Capabilities	Leaders that are dynamic and create a culture of dynamic leaders.... leaders that are not unidimensional - capability as a cluster of function/domain +

		<p>6. Deep Generalist with a common minimum knowledge of multiple core areas</p> <p>7. Systemic Thinking</p>	<p>behavioural/leadership + role/skill/feature focused from an expertise perspective (digital, data, etc)</p> <ul style="list-style-type: none"> - Broad capabilities for industry clusters; deep expertise not enough - Tacit knowledge as a vital component - Deep generalists: one or two domains they are deep in, but they're able to context shift sufficiently to contextualize their own research, their own points of view, their own frameworks to an organizational environment.
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			<p>(Academics in industry)</p> <ul style="list-style-type: none"> - Provide an optimum level of functionality - neither underwhelm nor overwhelm - Deep expertise - it's capable of thinking systemically. <p>=And that needs to be expertise that's a magnet for the best and the brightest.</p> <p>Those are two criteria; having one is not enough. The reason we need expertise is the world's going to get more and more and more complicated and more and more difficult. So, we need people to know what they're talking about. But</p>
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			<p>again, understand how you're talking about associates with everything else adjacent to them. Or else you don't get coordinated action in an ambiguous world that we need</p> <p>- The value of deep expertise as a contribution will actually go higher order. Today we look at experts somewhere lower in the value chain. The ability to govern is seen as the biggest ability. "</p>
A.2	General Management: Non-negotiable table stakes capabilities to manage complex organizations	1. General Management capabilities for the future of work:	<p>‘Table stake’ general management capabilities:</p> <p>i. Production function’s</p>

		<ul style="list-style-type: none"> i. Production's ability to operate in a talent marketplace ii. Customer experience focused personal engagement iii. Deep and diverse capability orchestration: director / producer capability of getting best of capabilities across a spectrum of talent and resources iv. Self-Learning for self and other development v. Dynamic Adjustment capability vi. Ability to zoom in and zoom out vii. Talent Magnet: Ability to be able to attract talent across diverse sources viii. Leader empathy for deeper understanding of stakeholder's expectations of their 	<ul style="list-style-type: none"> ability to convert organizations into a talent marketplace ii. Ability to engage a customer / client at a very direct and personal level so that you understand the challenge better and their thinking about the world, their risks and their emotions. Ability to help them craft the approach and stay with them through the journey iii. The producer / director capability: put a world class team together and make it hum!
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		<p>respective experience</p> <p>ix. Self-governance capability</p>	<p>iv. Someone who is really good at learning the needs of the team...what you are good at..what you care about and enable / navigate their careers</p> <p>v. Being a talent magnet and skilling yourself to become better each day for who you are and what value you can add and be inspirational for others to follow you</p> <p>vi. Ability to care...</p> <p>vii. Future of the leader is going to be about small groups of localized leaders who operate it and some, or the group managers</p>
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			<p>who operate it.</p> <p>For a better word in our current construct, in some form, you have a leader who's going to inspire the third line, as well as second line as well as the first line together</p> <p>viii. Keep it dynamic and changing. Being static is something will be very hard to maintain in any organization of the future</p> <p>ix. Ability of leaders and organizations to zoom in and zoom out</p> <p>x. Leaders' empathy besides his / her technical capability</p>
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			<p>xi. Far more self-capability v/s ability to govern. Today, ability to govern has become the biggest trait and capability has started to fade away.</p>
		Leadership Capacities for the Future of Work	
A.3	Self-Awareness	<p>1. Ability to understand one's own emotions, thoughts and actions and its impact on the environment</p>	<ul style="list-style-type: none"> - The capacity to identify and comprehend one's own emotions, thoughts, and actions. - Being aware of one's own personality, values, beliefs, and motivations as well as how this affects and how they interact with other people and the environment.

			<ul style="list-style-type: none"> - Self-awareness enables people to reflect on their lives, recognise their strengths and weaknesses, and make individualised choices that suite their lives. - A critical component of emotional intelligence and effective communication, as well as a crucial aspect of personal and social growth.
A.4	(Disruptive) Multi-stakeholder Envisioning the future, for multiple stakeholders, today	<ol style="list-style-type: none"> 1. Dot connection and sense making 2. Understanding and appreciation of multiple vectors shaping the world of work 3. Challenging status quo 4. Courageous and bold decision 5. Visioning as a capability 	<ul style="list-style-type: none"> - Dot-connecting - sense-making - Understanding and appreciation of socio political and other vectors and their resultant scenarios - Understanding and

		<p>6. Ability to envision: cognitive imagination</p>	<p>appreciation of technology's impact</p> <ul style="list-style-type: none"> - Challenging the status quo - Absorbing, reflecting, visualisation and mental-scenario planning - Visioning as a capability: your ability to visualize, your ability to really think about what is possible, how things can be done, who should be served. - Ability to envision or ability to imagine with an added layer: cognitive imagination capability. We can imagine anything, but
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			how is that driven by data, will make it that much more powerful
A.5	Digital Leadership	<ol style="list-style-type: none"> 1. Data Management 2. Technology for skills 3. Continuously builds alliances 4. Analytical capabilities 5. Technology literacy for specialisation 	<ul style="list-style-type: none"> - Data management: Dynamic Data identification, sorting, data management and data in sighting - keeping the right data and using it - Technology for skills: Ability to use Technology, communication, and other means locally and drive purpose globally - Continuously build that alliances network in a very grand manner¹. Analytical capabilities

			<p>become all the more critical in the future</p> <ul style="list-style-type: none"> - Technology Literacy for specialisation: Someone who is hands on with technology (technology literacy, command technology in a certain way and command expertise in technology)
A.6	Proactive Sense making	<ol style="list-style-type: none"> 1. Environmental understanding 2. External oriented 3. Sense-make 4. Taking informed decisions and abductive reasoning ability <ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Environmental Understanding - External oriented...what's happening externally and being conscious about it - Sensemaking: External oriented and sensitive to what's happening around in society, people,

			<p>customer/ client and sense making</p> <ul style="list-style-type: none"> - Consistency - Clarity - Understand data capacity and have ability to take informed decisions - Abductive reasoning as capability to connect dots between what's known and data is available (deductive reasoning) and what's not known and needs to be induced (inductive reasoning).
A.7	Decision making	1. Take risks/decisions and taking ownership	<ul style="list-style-type: none"> - Take risks and take decisions - Seek empowerment (if not available) and take risks and take ownership

			<ul style="list-style-type: none"> - Taking right bets ahead of time and putting all resources behind it - Driving clarity and consistency
A.8	Team Enablement (Servant Leadership)	<ol style="list-style-type: none"> 1. Leader being the custodian of the interest of the team 2. Leadership as a mindset 	<ul style="list-style-type: none"> - Leader being the custodian of the interest of others - Leader being the protector (presenter/ representative) of the interest of others (team, ecosystem) - Leadership as a capability and a mindset vs. leadership as a process - Somebody who can manage highly centralization driven (Steve Jobs, Narendra Modi as examples) to drive results yourself or be a

			servant coach leader who operated from the backend (Jacinta as a leader)
A.9	Ecosystem Orchestration	<ol style="list-style-type: none"> 1. Ability to manage multiple stakeholders 2. Manage talent as skills guilds 3. Ecosystem as the metric for conceptualising problems 4. Managing multiple levels of networks and diversity 	<ul style="list-style-type: none"> - Ecosystem creation - Managing both the activities and the actors involved in the ecosystem. It is multi-dimensional in nature. Because you will gain direct as well as indirect effects. The customer gains tremendous value. By the multiplier effect of the impact, it is a stack of capabilities. - Thinking of the Ecosystem as the institution for defining the problem

			<ul style="list-style-type: none"> - Orchestrating and energizing a very diverse share of stakeholders - Ability to handle a localized federated organization, yet have the federated organization committed to a common larger purpose - Organizations as orchestrators - Strength of organizations being its network and its diversity: global network, micro network, local network, SME network, specialist network - talent magnetism and credibility of the leader..."
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			<ul style="list-style-type: none"> - Ability within skill guilds to nurture the guild by focusing on building the guild and not just lead through technical expertise...
A.10	Building trust	<ol style="list-style-type: none"> 1. Intent and ability of the leader to focus on ethics, say-do ratio and the valuing trust 	<ul style="list-style-type: none"> - Leaders' focus on business ethics - Leaders' focuses to building alignment to organizational values
A.11	Strategic Entrepreneurship – Simultaneous capabilities of exploring and exploiting	<ol style="list-style-type: none"> 1. Ability to think long term and short term simultaneously 2. Ability to simultaneously practice opportunity seeking behaviours and advantage seeking behaviours 3. Maintaining entrepreneurial culture/mindsets with employees 	<ul style="list-style-type: none"> - Strategic entrepreneurs hip: It is defined as simultaneous practice of opportunity-seeking behaviours and advantage-seeking behaviours, because it is

		<p>4. Context shifting between operator and transformer with ease</p> <p>5. Managing the dual transformation problem</p>	<p>strategic exploitation of the present competitive advantages. But at the same time, it also talks about how entrepreneurial leadership paves way for successfully engaging strategic entrepreneurship. They say, the entrepreneur leaders are responsible for maintaining entrepreneurial culture/entrepreneurial mindsets among employees, and therefore, that becomes very critical.</p> <p>- Ability to context-shift: move between transformer and operator and</p>
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			<p>operator to transformer with skill and ease, when you need to.</p> <ul style="list-style-type: none"> - Leaders having to deal with the dual transformation problem - You need to be able to optimize and reposition your core business and keep it relevant and growing. While at the same time, you're creating new businesses, new revenue streams, new business models. - Future goal and immediate financial goals simultaneously - Larger and shared goals, collective benefit
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			<ul style="list-style-type: none"> - Proactive and deeper Ownership for larger outcomes
A.12	Deeper Human Capabilities for the digital world	<ol style="list-style-type: none"> 1. Long term orientation and being empathetic to the people, environment and society 2. Balancing logic and creativity orientation 3. Understanding multigenerational requirements and their value systems 4. Influencing diverse talent pools to deliver for the common good 5. Leaders themselves changing themselves to position themselves as being able to connect, catalyse and shape outcomes 6. Personalized Inspirational Leadership 	<ul style="list-style-type: none"> - Long Term Orientation - Risk taking, - open-minded, - agile, - Leaders as mentors - Allowing mistakes - Empathetic to the environment and people around - Cognitive and consciously sensitive to what is happening around, within the team and around in the society - Leaders need to focus more on the softer, creative aspects of business against just focusing on

			<p>being number driven and not creative</p> <ul style="list-style-type: none"> - Understanding the millennial customer profile that's extremely picky about design, creative software aspects, and your beliefs about the global and economic agenda items - Ability to direct diverse talent dynamically, through inspiration (influence) - Focus on human aspirations - Inspire people to do what is good for the common good - Focusing on the human element rather than measurement
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			<p>in terms of Sustainability, ESG, etc.</p> <ul style="list-style-type: none"> - Emotional Intelligence to get the best value out of technology - Inspiring people to deliver something for the common cause - Ability to enable talent to inspire vs aspire (imitate) - The first change leaders have to do is that they change themselves - their ability to connect; their ability to be fluid, and be a catalyst and enzyme to react differently with a different surface, but create a
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			<p>common outcome out of it.</p> <ul style="list-style-type: none"> - Personalized Inspirational Leadership - Building trust as a leader capability in the future of work leader for driving large scale transformation - Ability to have authentic dialogue to go beyond superficial conversation and get into meaningful connections and sourcing into the inner wisdom of the people...leader has to be secured in their place... - However, there has to be a lot more of the
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			<p>softer aspects, aspects of empathy, humility, humanness, beyond skills...adequate if not equal amount of capacity building for softer aspect of leadership...valu es of being a good soul. This makes the skill possible...decisi on from head and implementatio n from the heart!</p>
A.13	Extreme multi stakeholder collaboration	<ol style="list-style-type: none"> 1. Collaboration, co-delivery and integrative leadership 2. Managing multiple internal and external stakeholders, being sensitive to their needs and advocating for them 	<ul style="list-style-type: none"> - Collaboration, co-delivery and integrative leadership - Being more sensitive and empathetic to internal stakeholders

			<ul style="list-style-type: none"> - Being exceptionally client focused - Advocacy in a multi stakeholder context as a capability, to drive inclusion and equity - Create a connect to achieve a common goal and purpose
A.14	Building Diverse Networks: Being a Talent Magnet	1. Influential leadership style to magnetize talent	<ul style="list-style-type: none"> - Few individuals won't be enough and actually, what will distinguish any firm from its competitors is the ability to get interesting people to want to go with us because they want to hang out with us. And so, it becomes easier to manage outside your

			boundaries because you're a magnet
A.15	Building Advocacy and Energizing	<ol style="list-style-type: none"> 1. Building relationships with diverse people and teams/persuade and influence them 2. Maintaining dialogue across diverse networks 3. Navigating through change effectively 	<ul style="list-style-type: none"> - Energizing will become a rather critical thing. Energizing requires you to break it down. You want to really be able to communicate to various kinds of people; build relationships with various kinds of people; persuade and influence a bunch of people; need to be able to build teams and work together with various kinds of people, or teams. - Navigating through change as an important capability - Hosting a conversation

			<p>will be a skill of the future /vs organizing a meeting:</p> <p>Encourage people to have conversations across a diverse network</p> <ul style="list-style-type: none"> - Capabilities for organizational agility: <ul style="list-style-type: none"> ○ Mindfulness ○ dialogue across diverse networks ○ practice gratitude <p>-</p>
<p>Leadership Traits:</p> <p>Leadership Traits are defined as inherent / innate characteristics within an individual. These traits are what the individual prefers, and hence usually don't usually change with situations and circumstances and remain constant with the individual. The individual could adjust behaviours that are an outcome of the traits with coaching and feedback, but the innate traits may come up in stressful situations.</p>			
A.16	Persistence	-	-
A.17	Everyday resilience	<ol style="list-style-type: none"> 1. Leading through uncertainty 2. Being with emergence and uncertainty 	<ul style="list-style-type: none"> - Leading through uncertainty (6. The notion of a

		<p>3. Bouncing back from failures</p> <p>4. Handle real time feedback and modulating accordingly</p>	<p>journey that you undertake through uncertainty. To begin with, you may have a limited understanding, but then you pick it up and you actually build on it.)</p> <ul style="list-style-type: none"> - New normal is characterized by change, complexity, chaos and contradiction. The primary area is there's not really change, there's also complexity, there also chaos and also contradictions. - From a governance and ethics point of view, being with emergence and uncertainty
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			<ul style="list-style-type: none"> - Resilience in the face of challenges, bounce back from failures. - Navigating through change as an important capability - Leaders' ability to handle real time feedback, like real time thumbs up and thumbs down real time....so consistent in your behaviour and managing your self will be critical....
A.18	Emotional Stability	1. Remaining calm and steadfast amidst rapid changes	<ul style="list-style-type: none"> - Leaders' ability to remain calm and steadfast amidst changing circumstances
A.19	Gender balanced Leadership Traits Feminine Leadership Capabilities	Feminine traits like: interconnectedness, creativity, empathy, sensitivity, openness, nurturance over masculine traits like: dominance, analysis,	<ul style="list-style-type: none"> - More feminine leadership than masculine leadership: feminine traits like interconnectedn

		<p>pride, self-reliance, competition.</p> <ol style="list-style-type: none"> 1. Empathy v/s innovation and vulnerability v/s strength 2. Gardening approach to leadership – based on feminine principles. 3. Feminine = Shakti (and not weakness) 	<p>ess, openness, adaptable, committed, creative planning, imagination, humble, empathetic, expressive, affectionate, caring, nurturing.</p> <p>Masculine traits are closely associated towards like dominant, analytical, proud, self-reliant, resilient, competitive, direct, confident, competent, career-oriented, etc.</p> <p>- Empathy versus innovation; vulnerability and strength are the two big outcomes that they are saying</p>
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			<p>that leadership can actually drive. Feminine attributes of leadership will be required because it's gardening.</p> <ul style="list-style-type: none"> - There may be a view that feminine is weak and masculine is strong, but actually, that's not the case. Strength and weakness are relative to how you get the output or the performance. The concept of Shakti. - The industrial world narrative where 'might is right' being a derailer" -
B.	C. Leadership Mindset for the Future of Work		

B.1	Institution building mindset	<ol style="list-style-type: none"> 1. Long-term vision and legacy orientation 2. Multi-stakeholder interest 3. Ownership of risks and outcomes 	<ul style="list-style-type: none"> - Leaving a legacy behind - Multi stakeholder interest - Thinking of leadership as an organizational capability - Own the outcomes and not pass own. The future leadership cannot pass on outcome measures to the downward. It can pass on or can only create objective-driven enterprise - Take the risk of performance or non-performance. Today, leaders don't own that risk of performance or non-performance they pass it on.
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B.2	Platform Mindset	<ol style="list-style-type: none"> 1. Extreme collaboration and bringing through resources from multiple sources 2. Diverse problem-solving approach 3. Adept at technology 4. Ability to create organizationally unstructured skilled workforces to come together in a structured manner 	<ul style="list-style-type: none"> - Extreme Collaboration and Platform Thinking - Ability to bring resources from multiple sources together through use of technology and beyond - Ability to think of multiple ways of solving the problem - Problem solving - Technology orientation - Ability of leadership to create organizationally unstructured skilled workforces to come together in a structured manner

B.3	Global for Local Mindset	<ul style="list-style-type: none"> c. Understanding global development and its local ramifications – zooming in and out, proactively and consistently. d. Handling multi-dimensional workforce (which includes global) e. Think global, implement local, while being a nationalist. 	<ul style="list-style-type: none"> - Ability to zoom out into the global development and zoom in to its ramifications at a local level; ability to do it proactively and consistently - Global Mindset becoming even more critical with multi-dimensional workforce - Hyper local emotions vs global emotions to build distributed organizations (need to value and nurture local emotions / values vs. a common and global values) - Think global, implement local, deliver local
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			<ul style="list-style-type: none"> - Nationalist thinking from a leadership perspective
B.4	Environmental Consciousness and Sustainability Mindset	<ol style="list-style-type: none"> 1. Prioritising impact of climate 2. Climate for climate's sake and not for profit-led ESG goals 	<ul style="list-style-type: none"> - Environment awareness: understand the impact of climate like technology - leaders who value and understand sustainability ...beyond the profit
B.5	Dynamic Innovation Mindset	<ol style="list-style-type: none"> 1. Novel ways of disrupting and problem solving 2. Quick and repeated cycles for problem solving 3. Being on the look for the new and the different 	<ul style="list-style-type: none"> - Seeking new ways of disrupting and problem solving - Looking for repeated and quick cycles to solving the problem - Looking for the new and the different
B.6	Continuous Learning Mindset	<ol style="list-style-type: none"> 1. High and competitive focus on self-learning within an industry/space 	<ul style="list-style-type: none"> - They will have to be highly focused on self-learning...in comparison to

		2. Reskilling and upskilling	others in the industry / space. Continuous learning and development on leadership skills
B.7	Boundaryless Mindset	<ol style="list-style-type: none"> 1. Focus on possibilities rather than problems 2. Partnership as opposed to competition 3. Multi-stakeholder success rather than personal gain alone 	<ul style="list-style-type: none"> - Thinking of the possibilities rather than the impossibilities, when thinking of solutions and dot connection - Looking for peers and partners rather than competitors in the ecosystem - Thinking of multi stakeholder success rather than financial gains alone
B.8	Multidimensional Diversity and Equity Orientation (Mindset)	-	-
D.		E. Leadership Paradoxes Management of leadership Priorities	
C.1	Globally Minded Localist	Understanding global developments in an	- Technologically connected, but

		increasingly connected yet fractured world to deliver locally	ideologically more fractured world requiring deeply global yet local capabilities
C.2	Balancing leadership courage and humility	In a constantly changing and an unpredictable world, being able to have the leadership courage to lead and yet being humble to seek help in an unknown situation	- Humility, self-awareness and ability to practice their vulnerability and say 'I don't know', so that others can take it from there
C.3	The Digital Savvy Human (Tech Savvy Human)	With human and digital partnership being the norm, the ability to balance digitally savviness while being deeper human will be key	- Digital humanists is basically, who knows how AI and human will coexist.
C.4	Balancing anonymity and social influence simultaneously in a continuously digitally connected world	In a constantly digitally connected world, the ability of the leader to maintain social anonymity, while being able to influence and inspire in the digital world	-
C.5	Being reflective whilst being agile	In a dynamic and a rapidly changing world, the leaders will need to be agile to respond real time and yet at the same time,	- Too much of agility takes you away from reflective

		being able to reflect so that learnings can be absorbed real time will be critical	consciousness and too much of reflective consciousness also takes you away from agility
C.6	Data vs intuition led decision making	With multiple vectors acting simultaneously, the ability to take data led insights along with the intuitive excellence of a leader to be able to have a balanced approach towards decisions to avoid overt dependence on data and thereby delaying decisions will be key	- Being intuitive and a dot connector and at the same time data centric
C.7	Balancing being Courageous to lend a voice to the cause and being Politically Savvy	As a leader who is constantly under scrutiny, it is critical to be able to be responsible about your perspectives, thereby being politically savvy. Yet, at the same time, as a leader it is critical to be able to be authentic and be able to represent what you stand for	-
C.8	Balancing micro innovation with operating on scale	As the future requires different, new and quick rather than longer and perfect solutions, it will be critical for leaders to be able to 'micro-experiment' but at the same time be able to	- the ability to zoom in and zoom out as much and more, as much and less.

		scale from micro experiments for the ecosystem	
C.9	Managing self and managing others	In a complex and a brittle world, the ability to manage the energy and emotion of self as a leader to be able to keep calm under pressure whilst being able to provide direction and space to manage others will be a key ask of the leader in the future of work	-
C.10	Thinking far for thinking near (Balancing long term and short term)	As the nature of problems become more complex and multi dimensional, the need to think of problems and approaches to solving them will have to take into consideration the impact on an immediate term as well as for generations	- Simultaneous planning of long and short term
C.11	Balancing depth of expertise and breadth of knowledge	As leaders approach problems in the future, given the nature of the problems, it will be critical to balance the depth led expertise with broader multi dimensional and multi disciplinary breadth as lenses to approach and solve the problem	- Balancing and developing continuously, extreme specialisation along with much broader view on multiple perspectives

C.12	Operating alone and playing the part in a large ecosystem	The future requires leaders to be flexible to be able to work individually and be hands on and yet at the same time be able to operate in a large team from a position of competence rather than operating from a position of power	-
		F. Leadership Virtues	
D.1	Moral Courage	The ability to be authentic and steadfast in choices and decisions, in spite of trying situations and options available	Taking risks, facing challenges with confidence and bravery, managing anxiety of self and others in the face of adversities
D.2	Accountability / Responsibility for outcomes	Owning and holding self responsible for what I commit and when I commit: keeping up with the high say-do ratio	Taking ownership of your actions and their outcomes.
D.3	Empathy (beyond kindness)	Genuinely focused on listening, understanding and including the voice of the other stakeholders	Showing compassion and understanding to others, even in difficult situations
D.4	Gratitude	Reflecting on the life as a glass 'half full' and being thankful for what's available	1. Being thankful about what we have and celebrating the smaller things and not just focusing on the misses

			<p>2. Expressing appreciation and acknowledging the contributions of others.</p> <p>3. Being hopeful and positive amidst lack of clarity and direction</p>
D.5	Humility (lacking arrogance)	Being gracious and respectful, regardless of your status (position, knowledge, wealth) to the lesser privileged to drive unbiased inclusion	Recognizing that you don't have all the answers and being open to learning from others; being open to seeking support
D.6	Psychological Resilience	Ability to keep calm under pressure and manage emotions for a positive disposition and advance each day, for the larger goal.	Both a trait and a virtue, psychological resilience is the ability to remain firm in the short and immediate term for the longer-term goals and not get impacted by adversities that impact the course Psychological resilience is understood to be a responsive process that involves perceptions, thoughts,

			<p>coping strategies, and behaviours in the relation to adversity (Fisher et al., 2019; Leipold & Greve, 2009; Southwick et al., 2014).</p> <p>A core tenet of this resilience process is that it requires accounting for a trigger (such as an adverse event) as well as the subjective stress responses (coping strategies) individuals have to that trigger (Roisman, 2005; Windle, 2011).</p> <p>Therefore, adverse events, no matter how severe, are only potentially rather than de facto stressful in their impact; resilience as a phenomenon requires a defacto stressor event (Bonanno, 2004; Masten & Reed, 2002; Roisman, 2005).</p>
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Leadership Capabilities from the Survey:

Appendix 14 - List of Interviewees for the Long Interviews

Leader Code	Speaker Initials	Profile Type	Country 1	Country 2	Industry
L1	K. P.	Professor	North America	India	Academia
L2	R. S.	Professor	North America	India	Academia
L3	R. S.	Professor	India	North America	Academia
L4	R. R.	Professor	Asia	Europe	Academia
L5	R. S.	CEO	UK	UK	Technology
L6	N. P.	Board member	India	India	Technology
L7	A. S.	Professor	Asia	Asia	Academia
L8	K. S.	CXO	India	India	Technology
L9	A. N.	CEO / Founder	India	India	Technology
L10	V. M.	CXO	India	North America	Services
L11	B. S.	CXO	North America	North America	Consulting
L12	I. G.	CEO / Founder	India	India	Media
L13	S. G.	CXO	India	India	Consulting
L14	S. T.	CXO	India	Europe	Consulting
L15	M. S.	CXO	India	India	Consulting
L16	S. K.	CXO	India	India	Consulting
L17	S. M.	CXO	India	India	Consulting
L18	V. B.	CXO	India	India	Consulting
L19	A. S.	CXO	India	Europe	Consulting
L20	S. L.	CEO/Founder	India	North America	Consulting
L21	N. R.	CXO	India	India	Government
L22	S. L.	CEO/ Founder	India	India	Consulting
L23	A. G.	CEO/Founder	India	North America	Government

L24	J. S.	Professor	North America	North America	Academia
L25	T. K.	CXO	India	India	Conglomerate
L26	K. R.	CXO	North America	North America	Manufacturing
L27	A. S.	CEO/Founder	India	India	Academia
L28	A. B.	Board member	India	North America	Others
L29	J. G.	Professor	UK	UK	Academia
L30	A. G.	CEO/Founder	India	North America	Services
L31	D. M.	CEO/Founder	India	India	Technology
L32	I. G.	CXO	India	India	Technology
L33	A. R.	CEO/Founder	India	India	Technology
L34	D. K.	CEO/Founder	India	India	Technology
L35	A. P.	CEO/Founder	India	India	Technology
L36	S. B.	Others	India	India	Media
L37	S. S.	CEO/Founder	India	India	Pharmaceuticals
L38	R. R.	CEO/Founder	North America	India	Technology
L39	M. B.	CEO/Founder	India	North America	Technology
L40	D. K.	Board member	India	India	Manufacturing
L41	S. A.	Board member	India	Asia	Others
L42	S. D.	CXO	North America	Asia	Services
L43	R. A.	Others	India	North America	Services
L44	M. P.	CXO	North America	India	Technology
L45	R. R.	CXO	North America	India	Aviation

Appendix 15 - Long Interview and Focused Group Discussions (FGDs) questions deck

A.1: Long Interview Questions

Demographic Questions:

Questions	Options
1. What industry / sector best represents your organization's work?	<ul style="list-style-type: none"> 1. Health and Life Sciences 2. Technology: IT Hardware, Software, IT Services and Solutions and IT Enabled Services 3. Retail and Consumer 4. Technology enabled Platform Company / E Commerce 5. Financial Services: Banks 6. Financial Services: Non-Banking Financial Services and Insurance 7. Consulting and other professional services 8. Automotive manufacturing and automotive ancillary 9. Infrastructure 10. Government (Direct or Government enablement) 11. Energy and Utilities: Oil & Gas, Renewables. 12. Telecom, Media and other Data Services 13. Other Manufacturing 14. Education 15. Others
2. What's the total headcount of your organization?	<ul style="list-style-type: none"> 1. Less than 250 2. 251 to 500 3. 501 to 1000 4. 1001 to 5000 5. 5001 to 25000 6. 25001 to 50000 7. More than 50,000
3. What's your level of leadership in the organization?	<ul style="list-style-type: none"> 1. Board, Chairman and CEO 2. CEO - 1 3. CEO - 2 and 3 4. CEO - 4 and 5 5. Others

4. What's your age bracket?	i. 20 and below ii. 21 to 30 years iii. 31 to 40 years iv. 41 to 50 years v. 51 to 64 years vi. 65 and above
5. What is your current location of job? Which are the other regions that you have lived and worked in, in the past for more than 24 months?	1. Asia: India 2. Asia: South Asia - Other 3. Asia: Australia and NZ 4. Asia: SE Asia - SG 5. Asia: SE Asia - Other 6. North America: USA 7. North America: Canada 8. UK 9. Europe 10. Africa 11. Middle East

Main Interview Questions:

1. Think about the time from 2012 to today, which is roughly 10 years. What are some biggest shifts that you have seen in your industry?
2. If you had to rank in order of priority, the factors that you think will impact the future of work - how work will get done, what kind of workforces will come to play as well as where work will get done - over the next 12 to 15 years (i.e. 2035 or 2040), what would the rank order be? The vectors are:
 - technology lead disruption
 - environment and climate-lead changes
 - multi-dimensional workforce shifts, which is multi-generational, multi-location, hybrid, etc.
 - extreme data analytics and its role on business ethics
 - any other, besides these four.

3. If you think of the next 12 to 15 years, and if you have to think of the biggest shifts that you believe are going to shape the future of your industry, what could those be? How will that industry look different?
4. In that context, what are the capabilities, that you feel will become more critical in that future of work?
5. All organizations today have to be dynamic in nature, in terms of how they are able to change and rapidly adapt. How will that definition of organization agility change in the future? How will success get measured? How will organization agility get measured in the future?
6. What are some of the leadership capabilities that would be required in that future?
7. When you think of the best-case and the worst-case scenario of the world in the future, what's your imagination? How will that world be or look in 2035?

A.2: Focused Group Discussions

Research Consent:

- ☐ The responses from the FGDs will be used for the purpose of research analysis only.
- ☐ I am required by ISB's IRB to maintain ethics and strict confidentiality. None of your identities will be revealed, and your responses will not be marked against your name in the research results.
- ☐ Please note that the discussion would be audio/video recorded for the purpose of analysis. However, these are for my personal reference and for coding for themes after the discussion and would not be shared with others.
- ☐ Your participation is completely voluntary. If at any point in the discussion you are uncomfortable, you can choose not to respond. You are also allowed to leave the FGD at any point, should you decide to do so.
- ☐ If you choose to continue in the discussion, we take it as an automatic consent to participate in the FGD.

Guidelines for the FGD:

- We shall maintain mutual respect during the course of the discussion.
- Share your independent views without fear or inhibition. Please know that there are no right or wrong answers, only differing points of view.
- You don't need to agree with others, but you must listen respectfully as others share their views
- In case there is a difference of opinion, we can put forth our views respectfully.
- Since we would not want to miss any of your points, it is necessary that one person speaks at a time.
- I would request you to minimize distractions/enable silent mode on your phone, so that the discussion is fruitful.
- In case you have any questions/doubts/queries, you are free to put them forth.
- Keep your responses precise. You would be given around two minutes for each of the questions.

Introductions:

- Name/Educational Background/Work Experience
- What you associate with the research topic?
- One word that comes to your mind when you think of the following:
 1. Work
 2. Workplace
 3. Future of Work
 4. Agility
 5. Leadership

FGD Focus Area	List of Questions
❖ Environment and Climate	<ol style="list-style-type: none"> 1. What are some of the environmental challenges that you foresee in the near and far future that can impact the future of work and workplaces significantly? 2. How could these foreseeable problems be solved? 3. How has the approach of companies towards the environment today, changed from the past? 4. What more needs to be done to make workplaces environment and climate focused and ESG responsible? 5. What role do you think the government/policy makers need to play towards this change? 6. What would be the best case for the environment, at a national and global level in the next 15 to 20 years from a workplace context? 7. What would be the worst case for the environment, at a national and global level in the next 15 to 20 years from a workplace context?
❖ Gig Workforce	<ol style="list-style-type: none"> i. What is your background and motivation for being a part of the gig workforce? ii. How do you see the definition of gig evolving? iii. How do you see the enabling platforms changing the gig workforce experience in the Future of Work?

	<p>iv. What are some of your expectations that are not getting addressed today, which need to be considered in the Future of Work?</p> <p>v. If you had to think, what would be the best case and the worst case for the gig workforce in the future?</p>
❖ Worker of the Future (Students)	<p>i. What does work mean for you? What are some of your expectations that work should be able to cater to?</p> <p>ii. What does ‘workplace’ and a ‘worker’ mean for you? How do you see these definitions evolving?</p> <p>iii. What should the ‘work’ and ‘workplace’ look like, if you had the choice to shape it, in another 15 to 20 years? Name any two or three expectations that you have.</p> <p>iv. According to you, what could be the barriers, to achieve this picture of ‘work’ and ‘workplace’?</p> <p>v. What do you think an employee / worker would seek from the workplace? What are going to be some of the non-negotiables as workers would think of the workplace?</p>

Concluding Message:

Thank you for your participation towards my research journey.

I would love to hear any thoughts or comments that you have, further on this.

Please write to me at: chaitali_mukherjee_efpm2020@isb.edu

Appendix 16 - Survey Questionnaire



Q1: Consent **Research Background and Participation Consent:**

Research Topic: Thanks for your time. I am a Doctoral Scholar at the Indian School of Business. As part of my doctoral dissertation, I am conducting research on the topic: “(Multidimensional) Leadership capabilities and its role in **driving organizational** agility in the evolving Future of **Work** (FoW) context”. My research is being conducted under the guidance of Prof. Raj Srivastava, Prof. S. Ramnarayan, Prof. Ric Roi and Prof. Kiran Pedada. Your responses to this survey will help us in gathering rich insights into the research question and help organizations and leaders better prepare themselves for the Future of Work.

Objective of the Survey: As part of my overall research, before the survey, as Step 1 and Step 2 of Data collection, I have conducted detailed long interviews (- 45 leaders) and focused group discussions (FGDs) (-50 participants) with industry leaders, academics, Subject Matter Experts and Futurists to capture perspectives on the **three primary constructs of my research viz.: 1. Future of Work (FoW), 2. Shift in organizational agility in the FoW and 3. The leadership capability needs in the FoW.** This is over and above the Literature Review done on these three constructs.

This survey captures the perspectives from those interactions. As a next step (Step 3) of my research data gathering, I seek your **support in prioritizing the critical few 'non-negotiable' future of work characteristics, newer dimensions for organizational agility in the future of work and leadership characteristics for the FoW as possibilities in another 20 years (circa 2043).**

Confidentiality, Voluntary and Risks of Participation: Your participation in the survey is completely voluntary and all of your responses will be kept confidential. No personally identifiable information will be associated with your responses to

any reports of the data. The ISB Institutional Review Board has approved this survey. All answers will be kept confidential by separating the information you provide from your personal information. Nobody other than the researcher (me) will know what you answered. We request you to share your independent views as part of the conversation with no fear or inhibition. There are no known risks associated with your participation in this research beyond those of everyday life. Your participation will help the research since your views are important.

Compensation for Participation: Your participation in the survey will be not compensated. However, at the end of this research, as a token of gratitude of your time and towards contributing your valuable thoughts in my research, I will be happy to share an initial finding report after the Steps 1-3 of my research are completed, and my research thesis is finalized post my presentation to the committee. Additionally, I will be happy to present the findings and discuss the research output, after the final submission with you, should you be interested.

More Details and Contact: If there is anything about the study or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: Kiran Pedada at phone [9878024239] or email kiran_pedada@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500032, India. For questions about your rights as a research participant, you may contact the Chair of the Institutional Review Board (IRB) at ISB: Professor Ashwini Chhatre at 040-2318-7134 or email ashwini_chhatre@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500111, India.

At this time, do you choose to continue with the survey and thereby provide a consent to participate?

- ☐ Yes, I agree to participate and support the research
- ☐ No, I would not like to participate and support the research

End of Block: Consent to participate in the survey

Start of Block: Default Question Block

Q2: FoW Workplace The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

	Least Possibl e	Moderatel y Possible	Highly Possibl e
1. Increasingly complex problems will have organizations, competitors and larger ecosystem coming together to solve the problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Vertical organizational structures would be replaced with gigs + partners in comparable proportions as full-time employees, thereby organizations operating more as platforms rather than pyramids	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Partners and alliances will become a key part of the talent and execution strategy, so much that	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

organizations will look at them as an extension of their benefits and engagement processes

4. Talent and Skills Guilds will drive deeper research and association with the talent, thereby exercising greater powers on talent management than organizations



5. Organizations would have moved to open employment contracts for most roles, thereby employees can choose to work with multiple employers.



6. Talent focused organizations would be partnering with each other to create joint employment proposition, thereby talent becoming a shared resource.



7. Working hours and workplace changes will vary in the world to cater to environment / climate requirements



8. Career growth, exposure to newer skills and learning for the future will become an integral part of the talent attraction and retention strategy, beyond competitive compensation.



Metaverse will be used as a mainstay in organizations not just for consumers and learning but also as a parallel operating model construct to deliver multi-



stakeholder experience and connectedness.

Super-specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology and decision making by humans thereby delivering the technology and human partnership, with Digital Twin as a process being the norm in organizations.



11 Increased governance and control on use of data will result in depleted organizational and government trust



12 As a result of the push of the bigger countries, there will be a continuous clash of policies between tech giants and local governance, which will seem increasingly difficult to overcome.



13 There will be an increased push towards establishing trustworthy digital technology, to ensure that AI and automation are working for consumers and not the owners of the technology.



14 There will be established ethics and risks management practices at the government and organizational level in light of extreme data analytics to safeguard multi stakeholder interest.



15 Workplaces will value skills specialization over degrees thereby generic degrees that don't focus on skill building and only focus on knowledge will get less relevant for jobs.



16 Environment-focused, circular-economy led innovation will become core to business and operating model choices.



17 The impact of not responding to climate and environment issues would have resulted in massive mobility issues, refugee issues, food shortages, and significant weather events.



18. Multi-dimensional workforce would be continuously pushing the boundaries of conventional thinking about organizational structure, compensation, structure of roles and structure of micro economies.



19. Self-Sustaining Hyper Local Communities that would be driven by environment, social and /or other larger purposes and catering to multi-generational workforce will need to be understood and included by corporations, giving rise to organizations as 'Corporate Activists.'



20 Organizations would have created a separate leadership function that meets the multi-disciplinary leadership capability requirements at the leadership level as a core expertise and not an additional capability that leaders today need to practice



Q3: Org Agility Rate the criticality of the following characteristics for Organizational Agility in the Future of Work (FoW):

Least	Moderately	Highly
Critical for	Critical for	Critical for
Agility in	Agility in the	Agility in
the FoW	FoW Context	the FoW
Context		Context

For organizations to be agile in the future it will be critical "to constantly envision multiple models for the future and pivot the model real time as the requirements change"



For organizations to be agile in the future it will be critical "to be flexible to reorganize strategy, systems and



processes and
resources, manage
/reorganize/reprioritize
internal resources,
operations and
processes"

For organizations to
be agile in the future it
will be critical "to
'Sense-make' across
discrete and multi-
dimensional data
points from the past,
present and future
along with their
impact on each other
to evaluate options /
take actions"

For organizations to
be agile in the future it
will be critical "to be
quick to implement
repeated iterations of
business models to
align with constantly
changing internal and
external environment"

For organizations to
be agile in the future it
will be critical "to
orchestrate multiple
discrete stakeholders
who don't respond to



hierarchy or power,
but rather are
influenced through
inspiration and
expertise to deliver the
dynamic end-state"

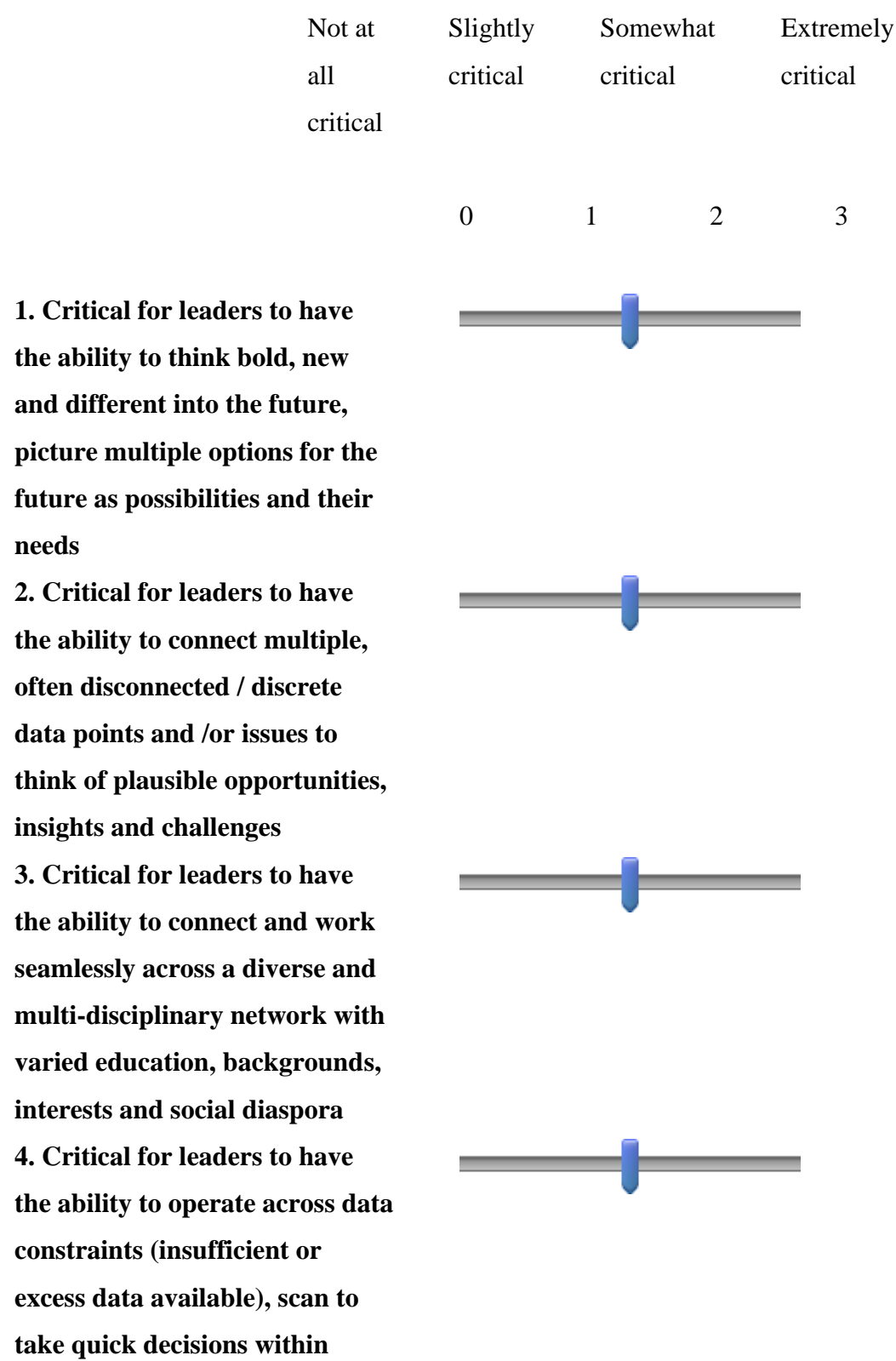
For organizations to
be agile in the future it
will be critical "to
create quick cycles of
experiments to
continuously innovate
and adapt the
experiment cycles to
changes in the external
environment and / or
feedback from the
process"

For organizations to
be agile in the future it
will be critical "to
institutionalize the
loop of continuous
learning by cascading
reflection and learning
real time in the
organization /
ecosystem"



Q4: Org Agility: What other characteristics will be critical for organizational agility in the 'Future of Work'? Why?

Q5 Rate the following Leadership Capabilities from a criticality perspective to drive organizational agility in the FoW context in the next 20 years...



**limited time and amidst lack of
absolute clarity**

**5. Critical for leaders to have
the mindset to focus on the long-
term, perpetuity of the brand
and purpose in decisions**



**6. Critical for leaders to have
the ability to attract diverse
talent across the ecosystem,
beyond the organizational
constraints and build a team
and network through personal
brand, without overt
hierarchical influence**



**7. Critical for leaders to have
the ability to remain curious
and practice discovery and
learning beyond just core
expertise, practice and adopt
ways to learn that suit your
learning needs and learning
style and find avenues to learn
on a continuous basis**



**8. Critical for leaders to have
the ability to deal with
disruptions, personal and
professional failures and bounce
back to advance ahead, staying
focused on the future, with a
particular focus on practicing it
every day and not just around
specific events / incidents**



9.Critical for leaders to have the ability to take charge of self holistically (mental, emotional, physical, spiritual) and managing individual energy



10.Critical for leaders to have the ability to adopt novel ways to deliver results by adopting ingenuity and not waiting for the perfect solution and platform and constantly improving with limited resources



Q6 What according to you are the additional leadership capabilities that are critical to driving organizational agility in the future of work beyond the ones listed above? Why?

End of Block: Default Question Block

Start of Block: Demographic Details

Q7 Which industry / sector best describes your background?

- ☐ 1. Health and Life Sciences
- ☐ 2. Technology: IT Hardware, Software, IT Services and Solutions and IT Enabled Services
- ☐ 3. Retail and Consumer

- ☐ 4. Technology enabled Platform Company / E-Commerce
- ☐ 5. Financial Services: Banks
- ☐ 6. Financial Services: Non-Banking Financial Services and Insurance
- ☐ 7. Consulting and other professional services
- ☐ 8. Automotive manufacturing and automotive ancillary
- ☐ 9. Infrastructure
- ☐ 10. Government (Direct or Government enablement)
- ☐ 11. Energy and Utilities: Oil & Gas, Renewables, etc.
- ☐ 12. Telecom, Media and other Data Services
- ☐ 13. Other Manufacturing
- ☐ 14. Education
- ☐ 15. Others



Q8 Which statement best describes your current employment status?

- ☐ Working (Full Time Employee)
- ☐ Working (Part Time Employee)
- ☐ Working (Full Time Contractor)

- ☐ Self Employed / Owner
- ☐ Gig / Self paced employment
- ☐ Not working (On break / retired)
- ☐ Prefer not to answer

Q9 Total number of employees in your company

- ☐ Less than 100
- ☐ More than 100 but less than 500
- ☐ More than 500 but less than 1500
- ☐ More than 1500 but less than 5000
- ☐ More than 5000
- ☐ I work by myself

End of Block: Demographic Details

Start of Block: Demographics (Base/Universal)

Q10 Which are the countries you have worked in, for most parts of your career?

- ☐ India and South Asia
- ☐ South East Asia including Japan

- ☐ United States of America
 - ☐ African continent
 - ☐ United Kingdom
 - ☐ Australia and New Zealand
 - ☐ China
 - ☐ Russia
 - ☐ South America
 - ☐ Rest of Europe
 - ☐ Middle East
 - ☐ Others - please specify
-

Q11 What is your level of leadership in your organization?

- ☐ Board, Chairman, CEO, Managing Director or equivalent
- ☐ Top / CXO Level in the organization reporting to the CEO /Managing Director or equivalent
- ☐ Senior Levels: President, Vice President and others reporting to the CXOs or equivalent

- ☐ Middle Level of Management: Managers of Managers and reporting to the Senior Levels or equivalent
- ☐ Junior Level of Management: Managing teams at an entry level or first line manager or equivalent
- ☐ Individual Contributors or equivalent
- ☐ Independent Practitioner / Independent Scholar / Gig or equivalent

Q12 You were born in which of the following year blocks?

- ☐ Between 1930 to 1950
- ☐ Between 1951 to 1970
- ☐ Between 1971 to 1980
- ☐ Between 1981 to 1990
- ☐ Between 1991 to 2000
- ☐ Between 2001 to 2010
- ☐ Between 2011 to 2022

Q13 What is your gender identify?

- ☐ Male

- ☐ Female
- ☐ Non-Binary
- ☐ Prefer not to share

End of Block: Demographics (Base/Universal)

Appendix 17 - Research Enablers

1. Microsoft Teams (<https://www.microsoft.com/en-in/microsoft-teams/group-chat-software>)

The interviews and focused group discussions (FGDs) were hosted over the videoconferencing platform, Microsoft Teams. The participants were invited to join the meeting at the requisite time and informed consent was obtained to record the meetings. The recordings were kept confidential and used for analysis purposes only. The video recordings were converted to audio files, for the transcription process, for ease of access.

2. Otter.ai (<https://otter.ai/>)

The transcription of all the individual long interviews and focused group discussions was carried out using artificial intelligence powered platform, Otter.ai. It is a speech-to-text transcription application that makes use of artificial intelligence and machine learning to generate transcripts from real-time speeches as well as recorded audio or video files. The application was connected to the meeting platform, Microsoft Teams, where it joined the meetings automatically and recorded the transcripts. The program was used to generate the first draft of the transcript, and was manually cleaned alongside the audio recording for errors and omissions, later. The cleaned version was used for the thematic analysis.

3. NVivo (<https://lumivero.com/products/nvivo/>)

NVivo is a software used to analyze qualitative data for qualitative or mixed methods research. It was used to organize, store and explore some of the interview transcripts and derive key themes that were emerging from the interviews. The clean transcripts were manually uploaded to the software, and colour-based coding was used to develop the hierarchical structure of broad themes and the underlying nodes/minor themes under it. However, only four interviews were coded using NVivo, due to difficulty in exporting the coded documents in the desired Microsoft Word format. The rest of the interviews were coded manually.

4. Qualtrics XM (<https://www.qualtrics.com/au/>)

Qualtrics is an experience management platform, offering a survey tool for quantitative research. Qualtrics' survey tool was employed for the purpose of collecting data around the leaders' perceptions about the future of work, the capabilities required and organizational agility. The data was collected via convenient and snowball sampling methods, as well as through professional networking platforms such as LinkedIn.

The first section of the survey form explained the objective of the research included an informed consent form, listing the confidentiality, voluntariness and the risks of participation. The second section included the future of work characteristics, followed by the third section around organizational agility. The leadership capabilities were enlisted next, followed by the last section around the demographic features of the respondents. The raw data from Qualtrics was exported to Microsoft Excel for further analysis.

5. CAT Scanner (<https://www.catscanner.net/>)

For the purpose of analysing secondary data from S&P 500 companies (The S&P 500 Top 50 Index consists of 50 largest companies from S&P 500 index, reflecting U.S. mega-cap @ performance. Index constituents are weighted by float-adjusted market capitalization.), the CAT Scanner software was utilized. The annual 10-K financial reports of the fifty companies were converted to .txt format, being the only format supported by the software. Several dictionaries for individual keywords were created, across the five vectors and the other phenomena, along with organizational agility and leader capabilities. The individual yearly files (2015-2022) were selected, along with the keywords to be considered, and the 'Analyze' command was given. The reports generated were provided in .csv format, which were converted to editable Microsoft Excel documents, for ease of access and editing.

6. ISB Databases

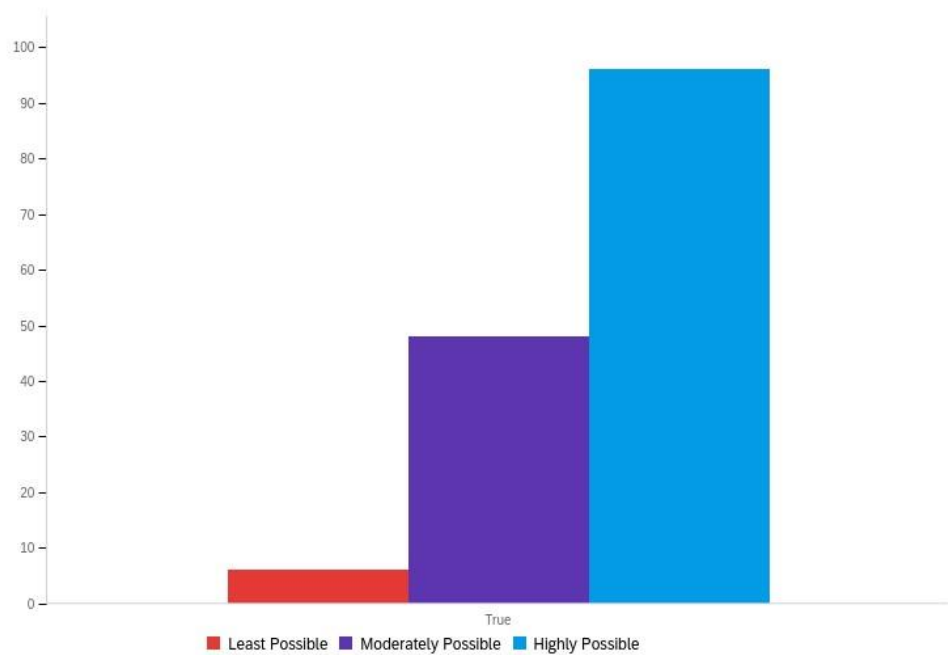
The databases available with the Indian School of Business proved to be immensely helpful in the research process. Research dissertations of past scholars were made available, which helped in the structure and framework of the research, as reference. Along with that, the annual 10-K reports of 25 companies listed under the S&P 500 for the duration of eight years (2015-2022) were made available. These reports were

utilized for the word analysis across the vectors and phenomena. Since 50 companies were covered, the remaining 25 were procured from the respective company websites.

Appendix 18 - Data from the Survey

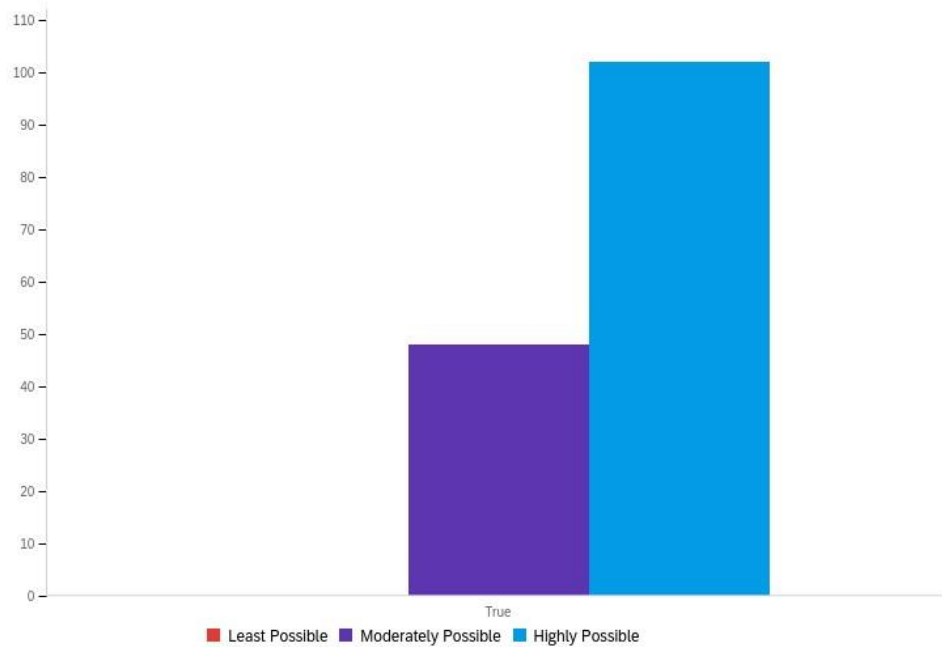
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Increasingly complex problems will have organizations, competitors and larger ecosystem coming together to solve the problems



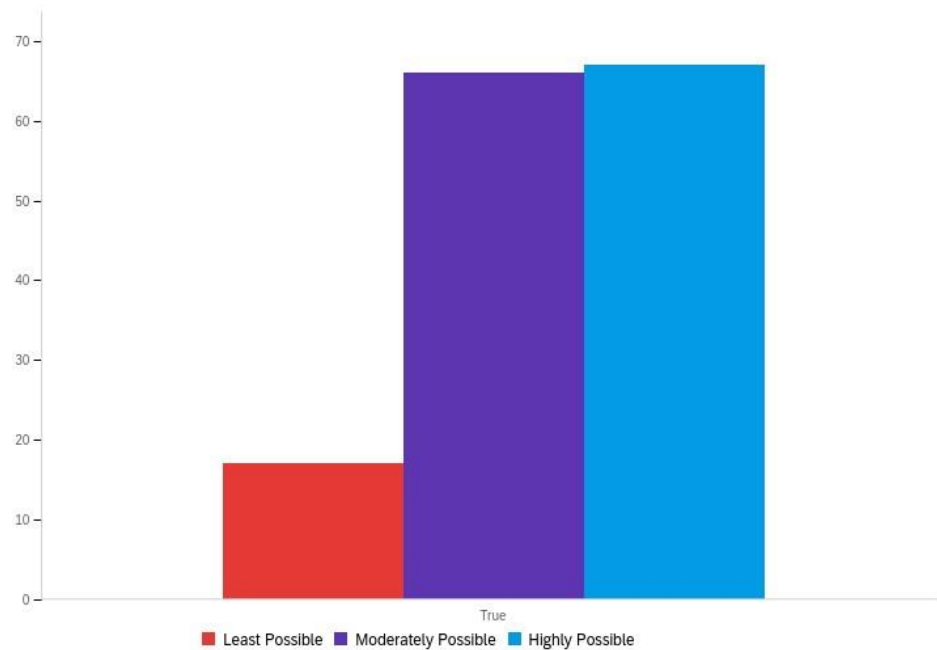
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Partners and alliances will become a key part of the talent and execution strategy, so much that organizations will look at them as an extension of their benefits and engagement processes



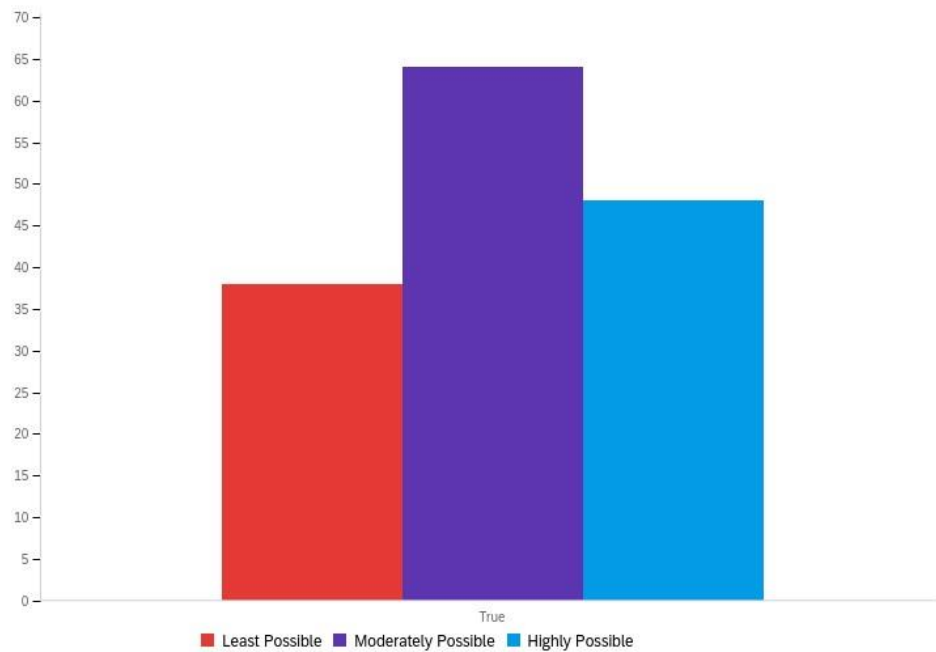
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Talent and Skills Guilds will drive deeper research and association with the talent, thereby exercising greater powers on talent management than organizations



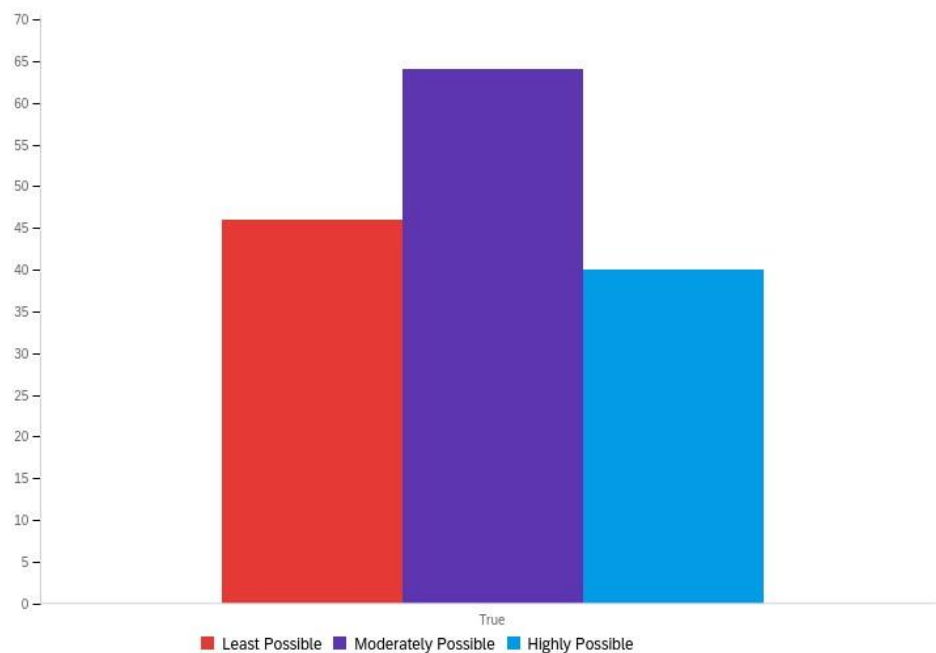
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Organizations would have moved to open employment contracts for most roles, thereby employees can choose to work with multiple employers.



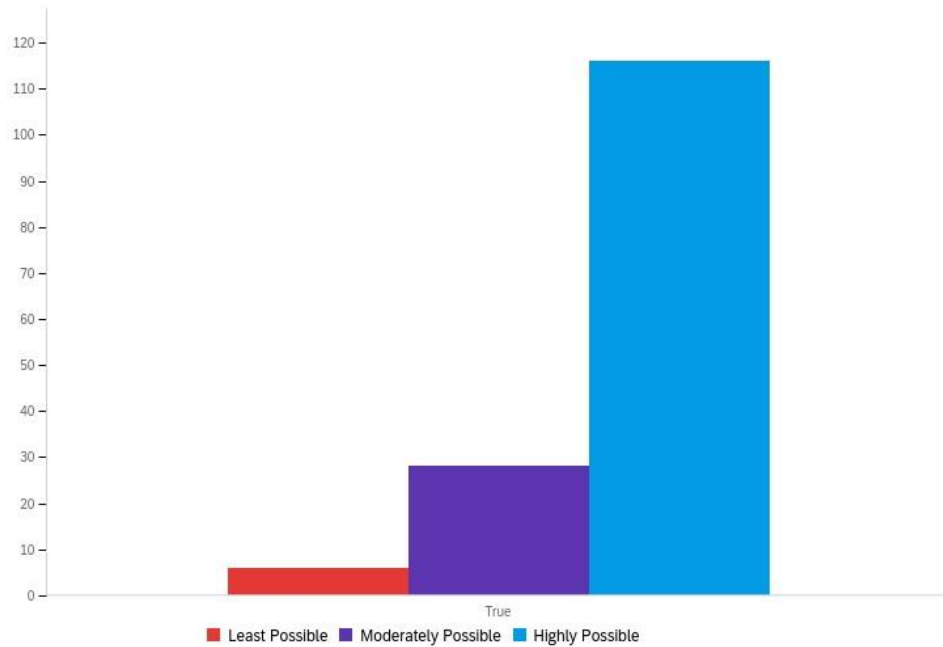
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Talent focused organizations would be partnering with each other to create joint employment proposition, thereby talent becoming a shared resource.



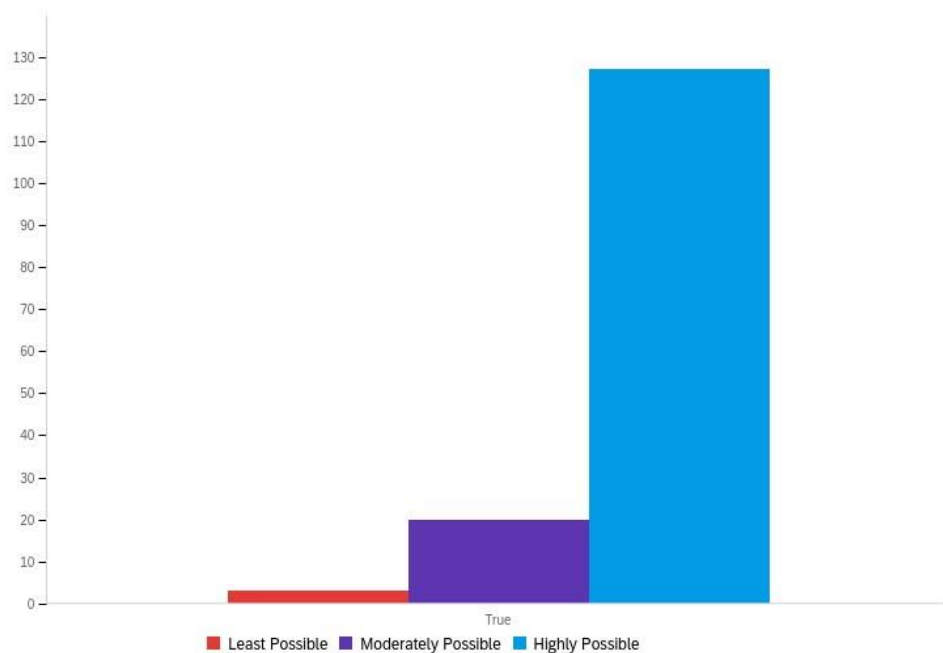
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Working hours and workplace changes will vary in the world to cater to environment / climate requirements



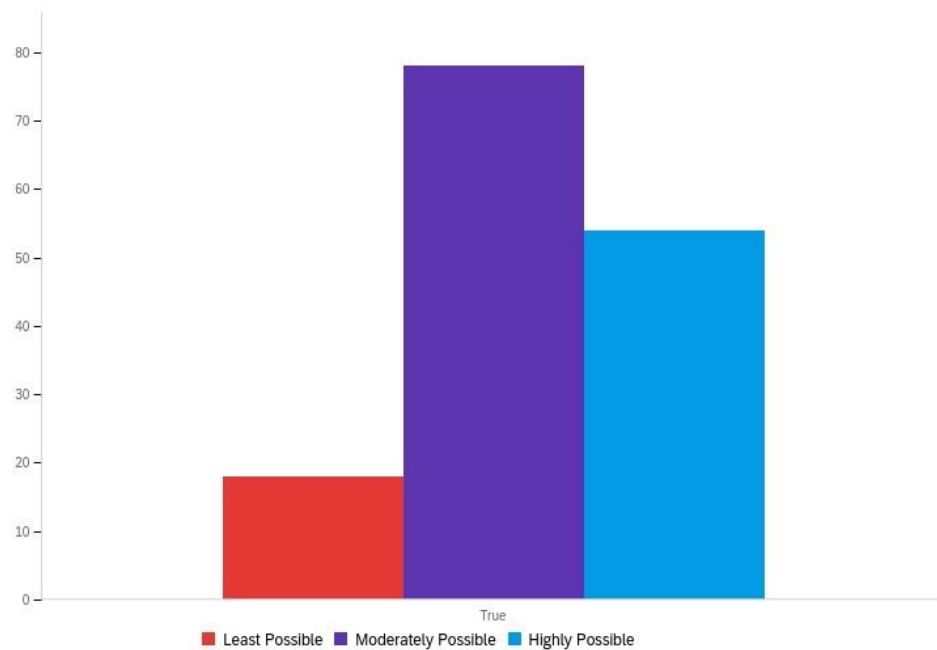
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Career growth, exposure to newer skills and learning for the future will become an integral part of the talent attraction and retention strategy, beyond competitive compensation.



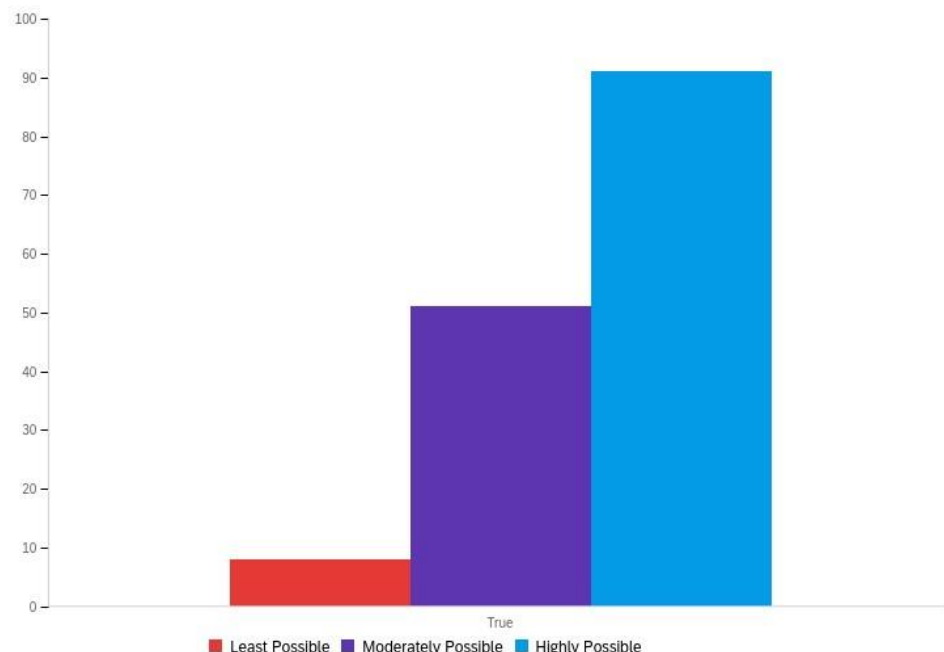
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Metaverse will be used as a mainstay in organizations not just for consumers and learning but also as a parallel operating model construct to deliver multi-stakeholder experience and connectedness.



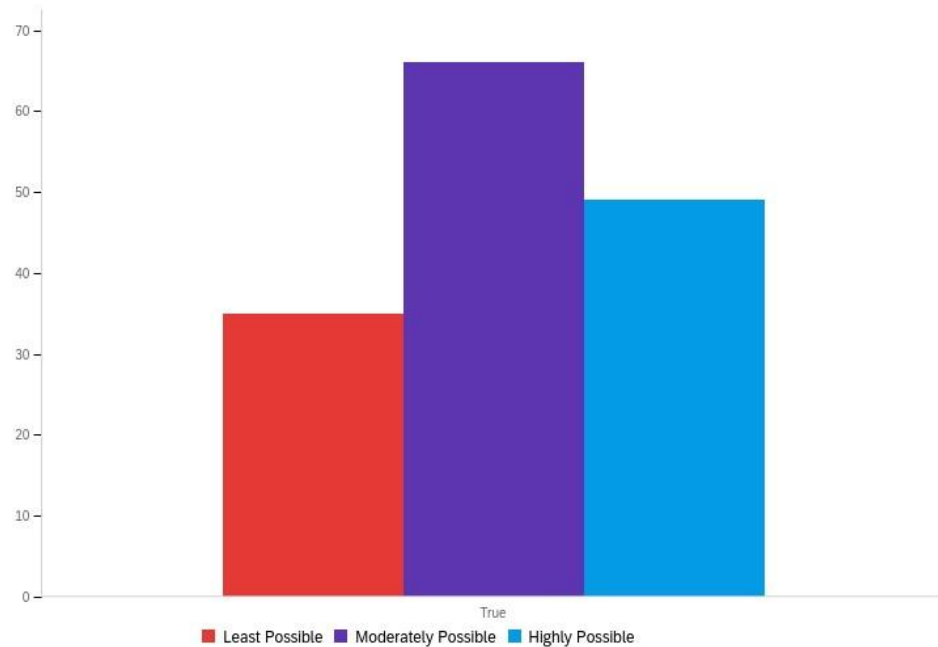
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Super-specialist jobs that require just in time decision making will be replaced by technology where the skilled part is carried out by technology and decision making by humans thereby delivering the technology and human partnership, with Digital Twin as a process being the norm in organizations.



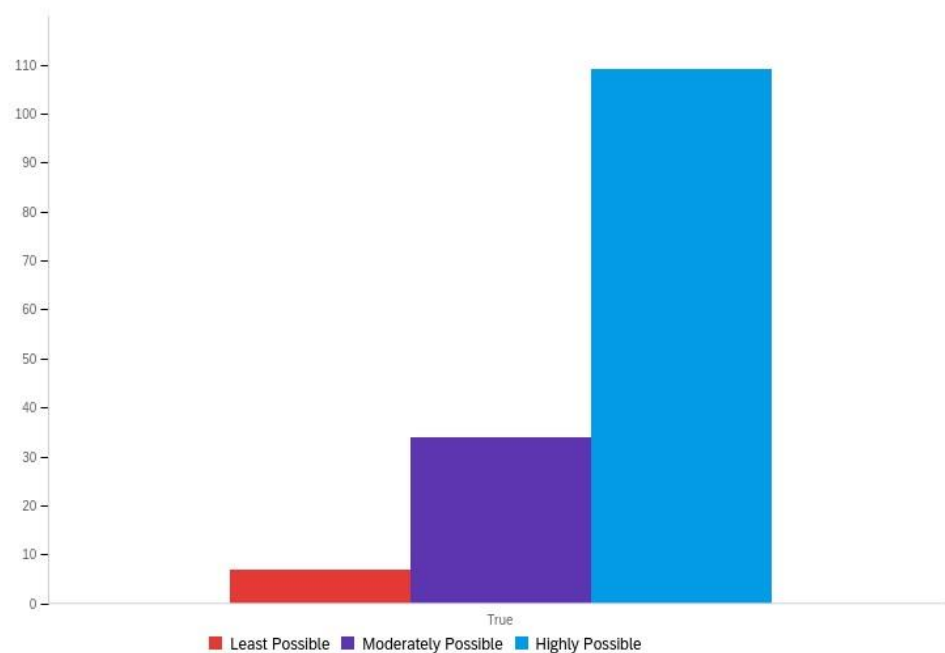
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Increased governance and control on use of data will result in depleted organizational and government trust



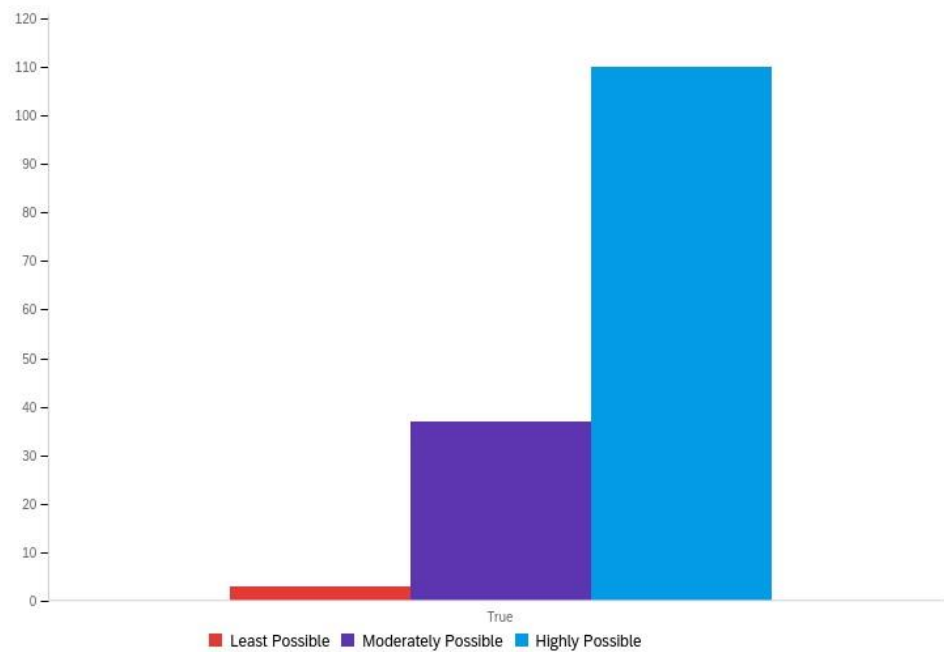
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

There will be an increased push towards establishing trustworthy digital technology, to ensure that AI and automation are working for consumers and not the owners of the technology.



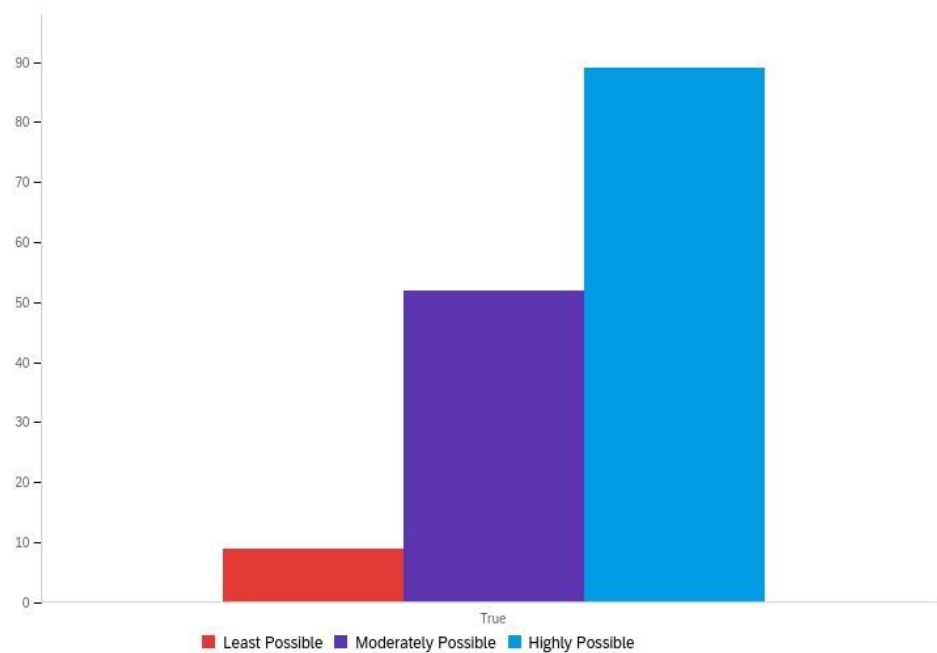
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

There will be established ethics and risks management practices at the government and organizational level in light of extreme data analytics to safeguard multi stakeholder interest.



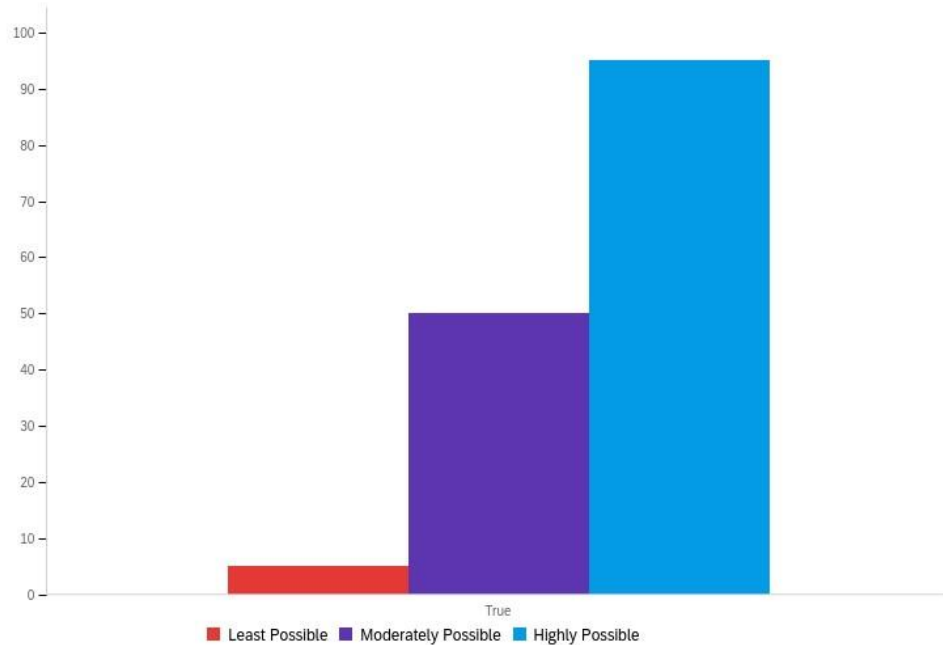
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Workplaces will value skills specialization over degrees thereby generic degrees that don't focus on skill building and only focus on knowledge will get less relevant for jobs.



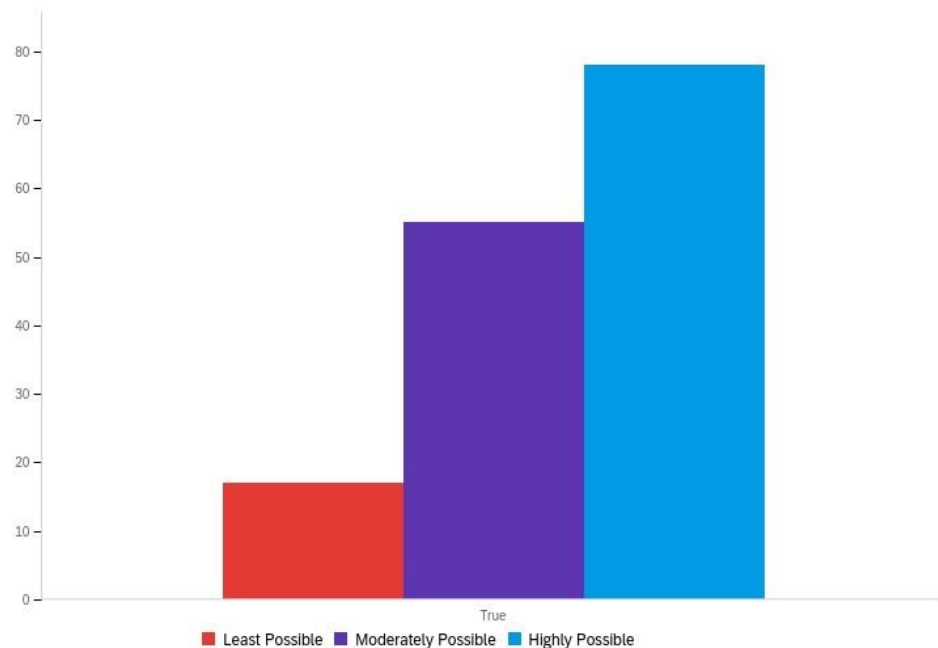
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Environment-focused, circular-economy led innovation will become core to business and operating model choices.



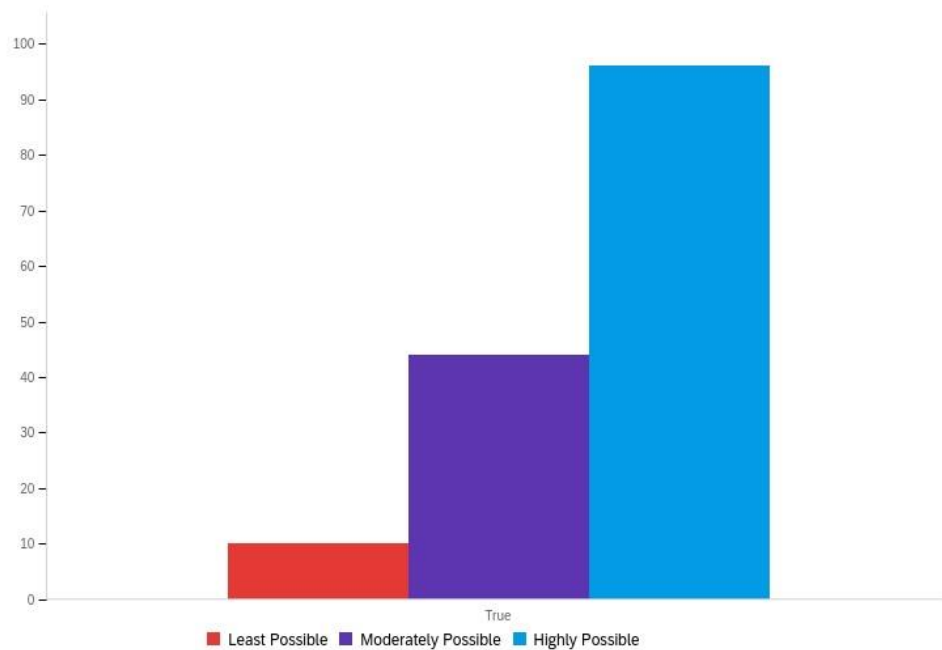
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

As a result of the push of the bigger countries, there will be a continuous clash of policies between tech giants and local governance, which will seem increasingly difficult to overcome.



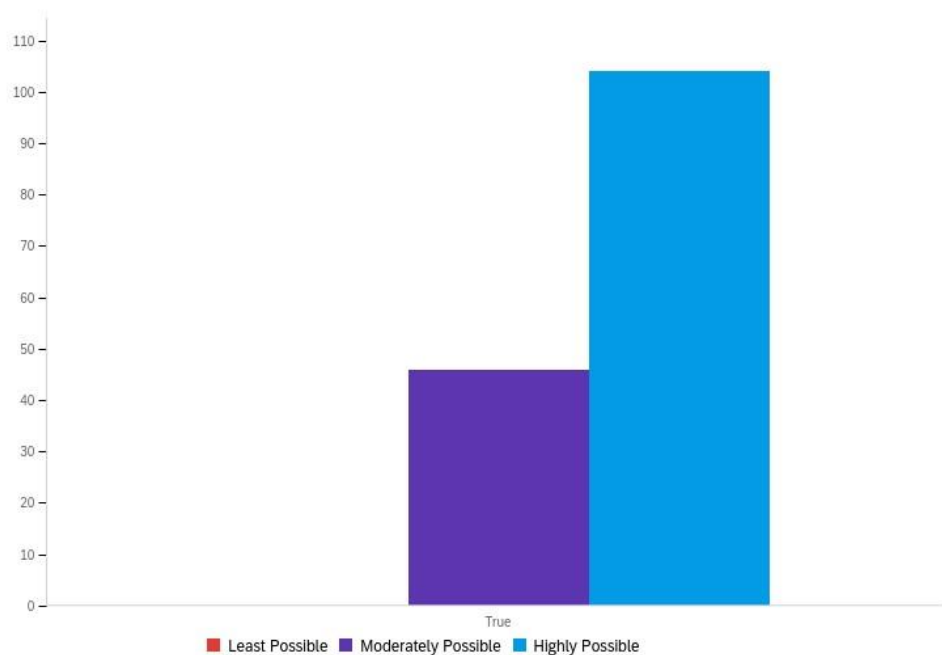
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

The impact of not responding to climate and environment issues would have resulted in massive mobility issues, refugee issues, food shortages, and significant weather events.



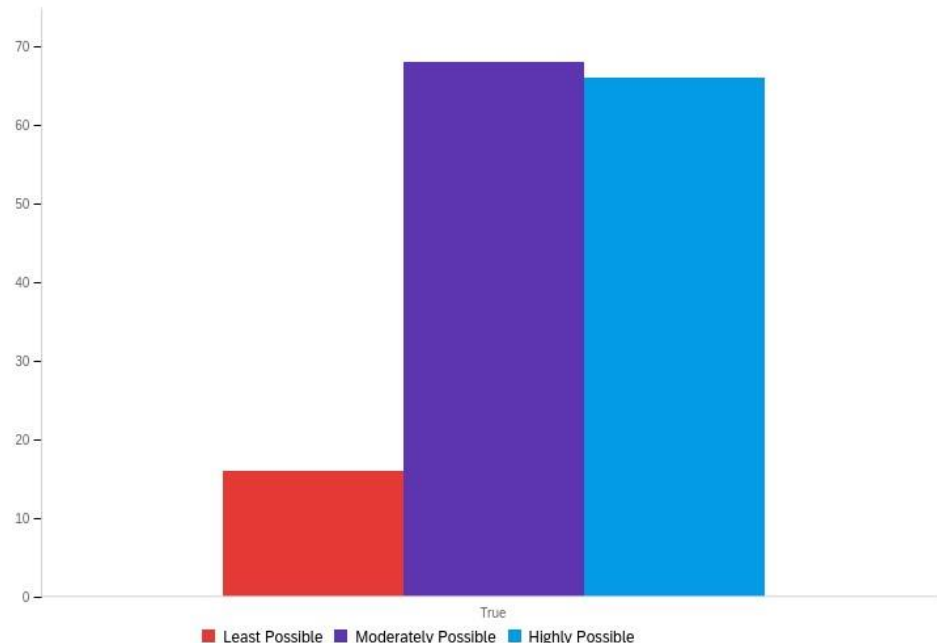
Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Multi-dimensional workforce would be continuously pushing the boundaries of conventional thinking about organizational structure, compensation, structure of roles and structure of micro economies.

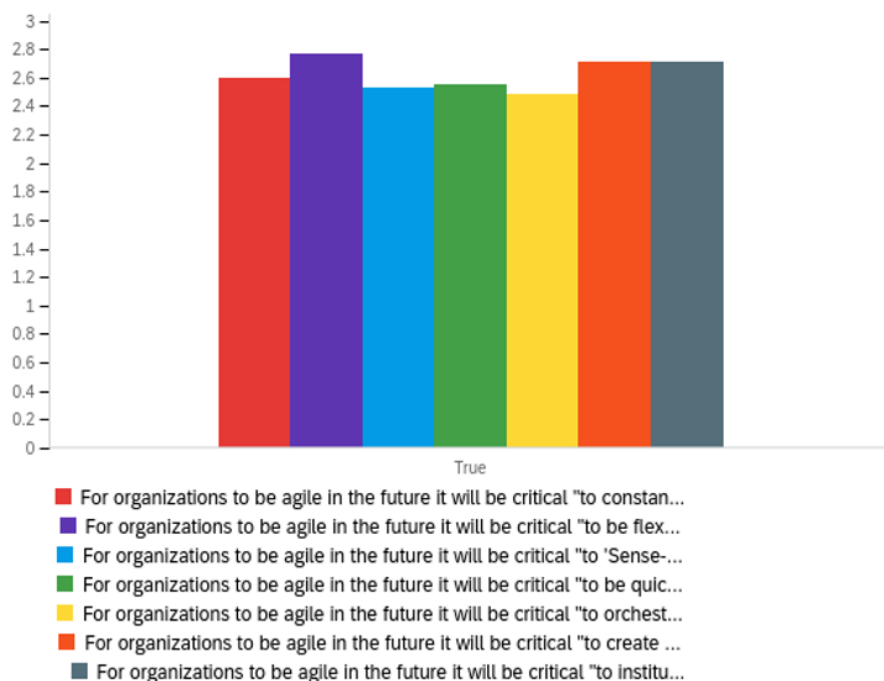


Q2: FoW Workplace - The characteristics that may best describe the workplace, in the future of work in 20 years, by 2043, according to you:

Self-Sustaining Hyper Local Communities that would be driven by environment, social and /or other larger purposes and catering to multi-generational workforce will need to be understood and included by corporations, giving rise to organizations as 'Corporate Activists.'



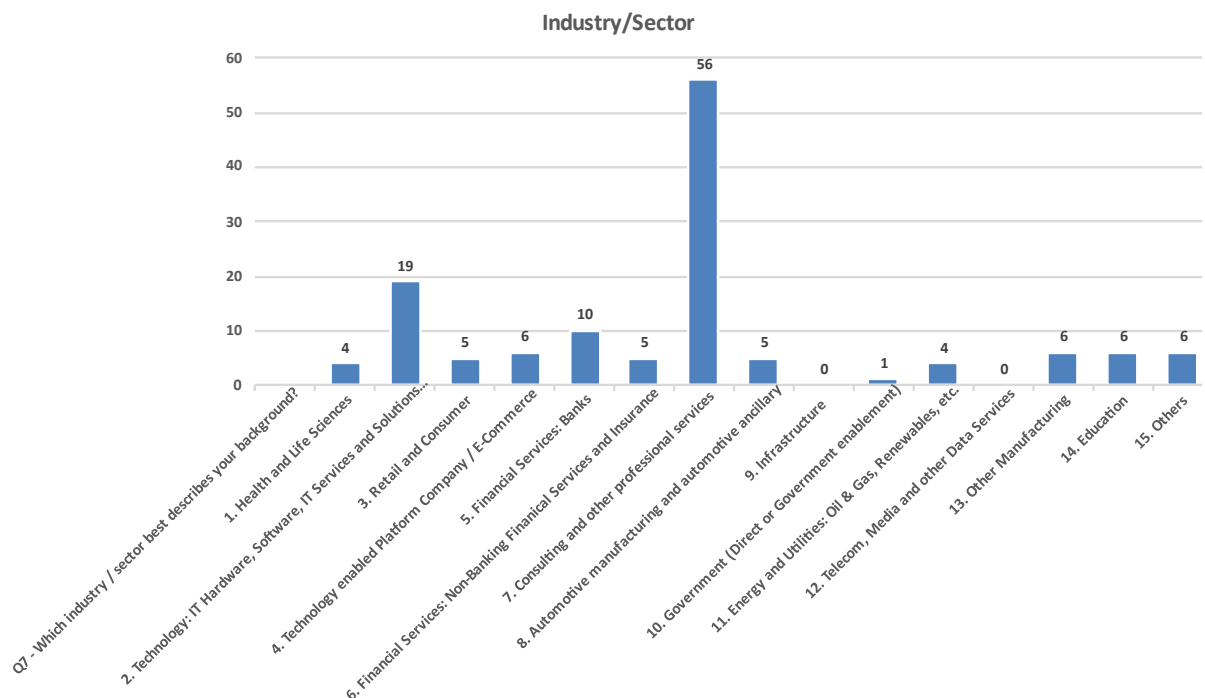
Q3: Org Agility - Rate the criticality of the following characteristics for Organizational Agility in the Future of Work (FoW):



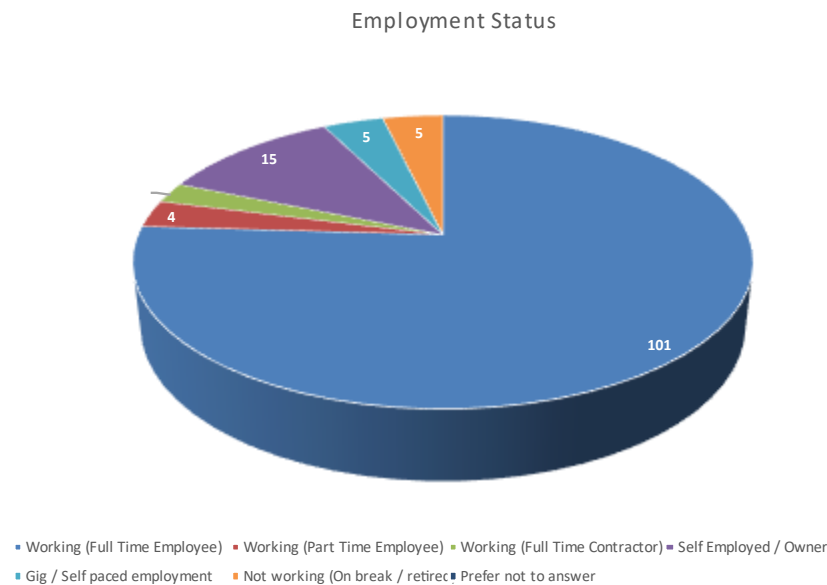
Q6 - What according to you are the additional leadership capabilities that are critical to driving organizational agility in the future of work beyond the ones listed above? Why?



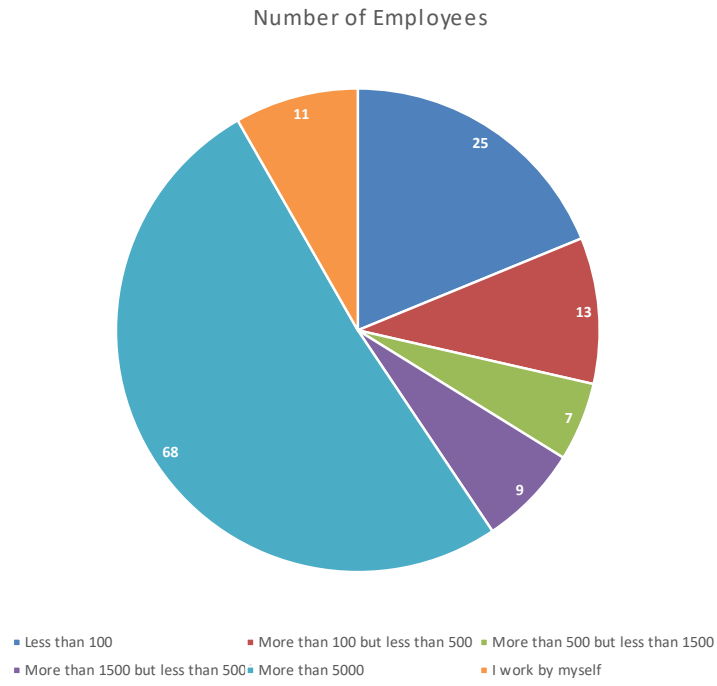
Q7 - Which industry / sector best describes your background?



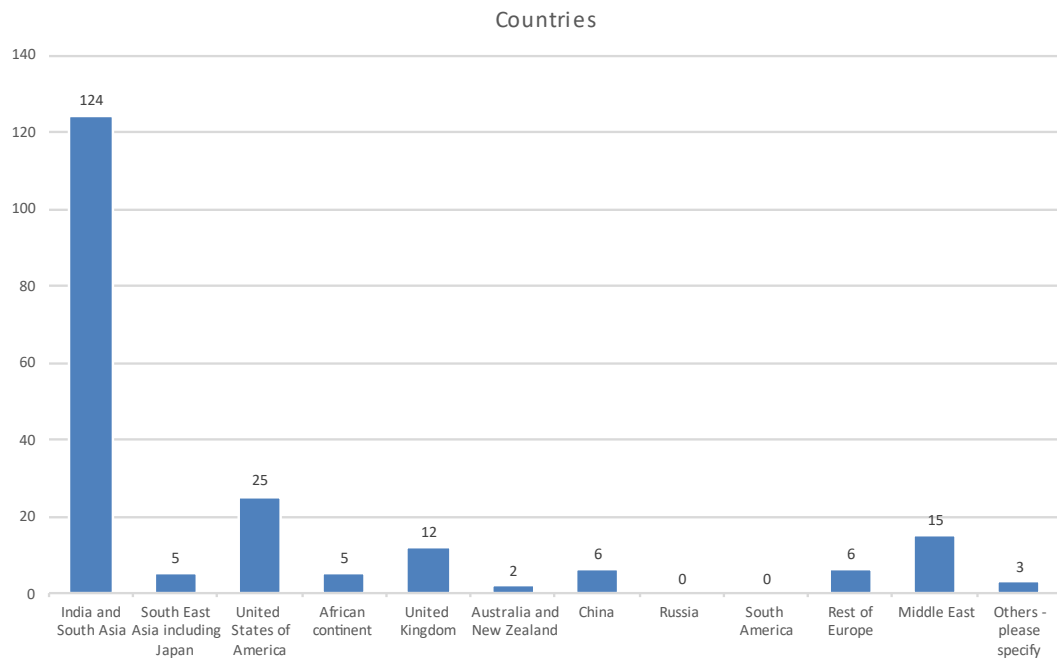
Q8 - Which statement best describes your current employment status?



Q9 - Total number of employees in your company



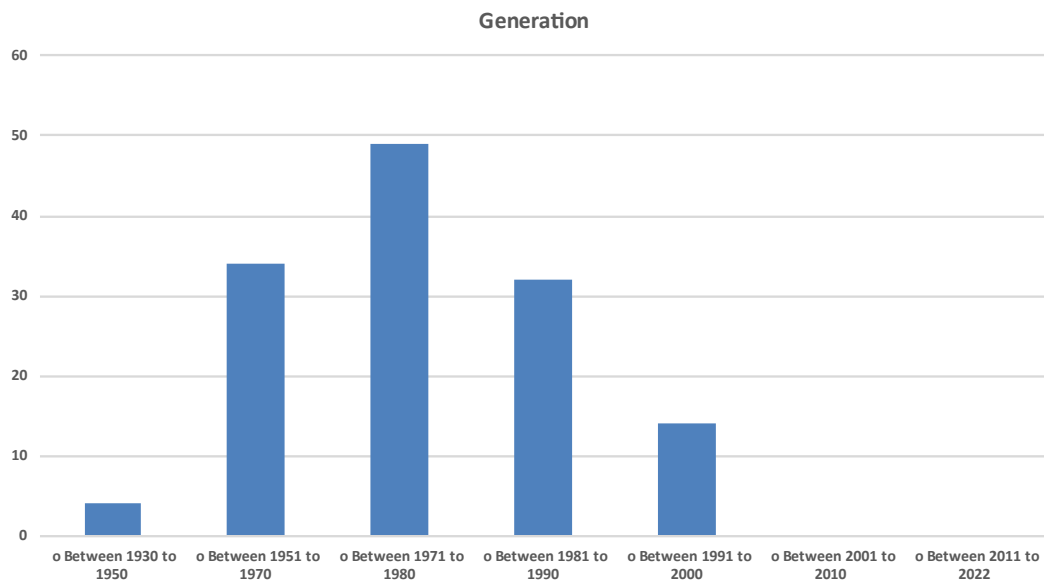
Q10 - Which are the countries you have worked in, for most parts of your career?



Q11 - What is your level of leadership in your organization?



Q12 - You were born in which of the following year blocks?



Q13 - What is your gender identity?

