Companies are concerned, for example, that their business model will not keep pace with technology and change. Employees may envision a fully automated world in which robots take their jobs or artificial intelligence (AI) renders their skills obsolete. It’s no wonder that many approach this imagined future with caution and fear.

At Willis Towers Watson, we see the future of work differently. We approach this challenge with a sense of opportunity and possibility that’s grounded in fact and reality.

It’s true that change has arrived. But we know — from our research, our work with clients and our deep knowledge of business and talent — that this particular change brings growth for organizations and people alike. The keys to this growth are vision and readiness; it’s essential to understand how to achieve both, and how we can help.

The future of work is already here: Where do you see yourself in it?

Willis Towers Watson helps businesses navigate the changing world of work through a combination of advice, data and software.

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The transformation of work — and the many implications for HR

Work is changing faster than ever before for two reasons: the democratization of work, and technological change and empowerment.

Specifically, jobs are evolving at a rapid pace with an array of options for deconstructing jobs, supporting new skill requirements, and engaging and rewarding a broader mix of workers. New employment relationships tend to be shorter in duration and more balanced between company and individual needs. They take a more agile, responsive view of work than relationships that preceded them and rely on purpose-built networks for sourcing.

At the same time, individuals are more deeply empowered through technology — the likes of which we’ve not seen before. Machine learning, algorithmic analytics, cloud-based computing, 3-D printing and sensors are all examples of how automation augments our own capability, often for the betterment of an organization and its customers.

*Source: CHREATE https://ceo.usc.edu/research/projects/chreate/
Finally, our research has shown that automation affects tasks, not jobs. As AI and robotics begin to proliferate within our organizations, companies need to deconstruct jobs into tasks, redeploy them to the most optimal means — whether that is robotic process automation, AI, social robotics, talent on an online marketplace or an alliance partner — and reconstruct the remaining tasks into new jobs.

All three of these factors have implications for how we design work; match talent to work; reskill, lead, engage and support talent; value and reward work; and model the risks in the organization.

How we help
Willis Towers Watson helps leaders create what the future of work looks like in their organizations. We solve for the business and human needs of the future of work in six key ways by posing and helping clients answer critical questions that help frame the issues and lead to solutions (Figure 1).

Once we’ve answered these questions, we help clients implement Willis Towers Watson solutions that provide a toolkit and methods to:

- Analyze work, deconstructing and reconstructing jobs and designing reskilling pathways for their talent
- Understand the alternatives to full-time employment
- Identify key next steps for defining work and the talent or reward strategies that support it
- Develop needed capabilities to sustain continuous change

Figure 2 illustrates a baseline process through which we engage clients using a customized strategy for creating their own future of work.
Figure 1. Solving for the business and human needs of the future of work

The critical challenges related to the future of work that are facing organizations:

- **Work scan**: How can we understand the work today and tomorrow, and translate into skill gaps?
- **Work strategy**: How do we define how the new work will be done (e.g., reconstruction of jobs, AI)?
- **Work architecture**: How do we map the demand for skills with alternative ways in which those skills will be supplied (e.g., jobs, projects, tasks)?
- **Talent marketplace**: How do we create the platforms to seamlessly match demand for new work/skills with insight into the skills and will of our workforce?
- **Reskilling pathways**: How do we ensure the continuous reskilling of talent based on changing demands for skills and insight into the skills and will of our talent?
- **Talent value proposition**: How do we configure rewards to ensure alignment with changing demand for skills (premiums/discounts) and the means through which that work is done?

Indicates Willis Towers Watson solution

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Figure 2. Places to get started

- **Do you have one to two jobs or a business process that needs to be redesigned for the future?**
- **Have you planned for the impact of automation on the supply/demand of talent and work?**
- **Have you defined the required skills and managed the change to get the new work done?**
- **Does your organization deliver on its promises for all workers?**

**Analyze**
- **Work scan**: Job deconstruction/reconstruction
- **Align**
  - **Strategy**: Work strategy
  - **Visioning workshop**: Deconstruct, Evaluate, Reconstruct
  - **Plan**: Prepare

**Transform**
- **Work architecture**
- **Reskilling pathways**
- **Engage**
  - **Talent value proposition**: Create, Transform, Action, Sustain

**Engagement**
- **Differentiate**
- **Engage**
- **Sustain**
Getting started

Not sure where to begin? Many of our clients elect to start with a one-day visioning workshop that helps them to:

- Gain an understanding of how digitalization is transforming work, including the implications for HR and other business leaders, as well as the industries represented
- Learn to build leadership capability around the future of work, for example how to:
  - Upgrade an approach to getting work done with a strategy for leveraging technology and talent resources
  - Determine the right path and pace of change
  - Match talent and skills to emerging work
  - Develop the skills required for successful leadership in the digital world
- Experiment with deconstructing and reconstructing a job, and seeing for themselves the transformative implications for organizational cost, risk, capability and agility

Capturing the opportunity

In this time of unprecedented change, what feels like a challenge can quickly become an opportunity. Start thinking and planning now for an imminent future, full of possibility, around how your organization approaches the future of work — with Willis Towers Watson's consulting and software expertise to help guide the way.

About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has over 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas — the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.