

D&I Masterclass – crafting the narrative of the future

Context:

The future of the workforce is under constant flux, with ubiquitous, affordable and exponential technologies such as telepresence, robotics, machine learning and chatbots.

This is contributing to stresses in and on the workforce with;

- Significant headcount reductions for industrial and traditional business occupations (including legal, accounting and clerical);
- Flexi work arrangements and the “gig” economy;
- Location-agnostic roles dependent on remote workers.

Massive displacement of the workforce can exacerbate societal challenges such as rising income inequality (and a diminishing middle-class), social dissatisfaction, unrest and increased xenophobia, to name but a few.

In a world where Fatima, a telecommuting CPA in Islamabad has replaced Dave, a white, middle-class accountant in Ohio, what does D&I actually mean?
Does this “levelling” of the world demand inclusion for all?
Is the traditional role of D&I outdated?

Executing D&I strategies under these fundamentally altered conditions calls for a significant broadening of our strategic frame.

The following case study (page 2) provides a rich scenario in which to consider and explore the role of D&I within the Future of Work

Case Study:

You are the Global Diversity and Inclusion Officer for a large Multinational Corporation operating within a disrupted industry – to survive and thrive the organization must fundamentally change the way it operates.

The organization has historically enjoyed a positive reputation around D&I and represents an ethnically diverse workforce, largely driven by local market employment and significant mobility programs and opportunities

The organization has strong female representation with women comprising over 60% of its total workforce and while it has made significant progress advancing women, globally only 24% of executive leadership roles are currently held by women, although this varies from 68% to 18% within different markets across the globe.

To survive and thrive the organization needs to radically change the composition of its workforce:

Experience and knowledge, the organization requires different skills with a shift from traditional business graduates (where women account for ~57% of all graduates globally) to STEM grads and “digital”, technology based experienced hires where globally women are significantly under represented

Total headcount

Rapid advances in technology and artificial intelligence mean a reduction of ~20% over the next 3 years due to automation in both in core and back office business unit

Changing employment arrangements - of the remaining workforce, 30% are expected to be contingent

Location – of the remaining workforce ~ 25% of roles are expected to be centralized in lower wage jurisdictions and/or provide services remotely

The CEO has asked YOU to lead a team to determine the implementation and transition strategy and to provide the official narrative to guide

Consider:

- How do you determine the desired future workforce composition and what goals, if any, are to be set of the future workforce?
- What specific leadership skills and capabilities are required optimize engagement and productivity of future workforce?
- How do you balance short term business imperatives with long term [social license to operate](#) and what are some practical examples of how you may manage this?
- What is the narrative around D&I? *The masterclass will focus here.*

Developed by Katrina North, December 2016