



akp



*-Skaper framtid*

# The human side of digitalization

Regional response  
Knut Åsebø - Project manager

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# What is going on and who is participating?

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- The technologists
- The futurists and consultants
- The key note speakers
- **The academics**
- **Leaders from industry, public sector and politicians**



# The future of work



# Implementing technology is not easy

Tor Olav Mørseth - Digital Norway

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- 84% fails with digitalization (*Forbes, 2018*)
- 3 av 4 IoT projects fails (*Cisco, 2018*)
- ONLY 23% increase revenue when investing in digitalization (*Simon-Kucher & Partners, 2018*)

# The organization of the future

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**88 %** of the respondents believe that building the organization of the future is an important or very important issue

**PS ! Only 11 %** of the respondents believe they understand how to build the organization of the future

Deloitte 2016; Human Global Capital trends

In an age where the focus is locked on technology, the true leaders will, in fact **place the people first**

Accenture 2017; People first in a digital world, 3000 companies worldwide

# The Future of Work

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Technology drivers



Values drivers



Demographic drivers



Agility



## Project mission

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- **Understanding** the fundamentals for organizational and leadership changes driven by technology and digitalization
- Build **regional knowledge base** working closely with academic institutions
- Support regional industries and public sector to **understand the implication of technology** as a driver for organizational changes

# The Knowledge Sharing Network

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# NTNU

## TEAM

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- Prof. **Hans Solli-Sæther**
- Prof. **Jon Ivar Håvold**
- Associate prof. **Ghulam Mustafa**
- Assistant prof. **Antoni Vike Danielsen**
- Research assistant **Anam Ilyas**



Norwegian University of  
Science and Technology

# The future of work

Regional data

Anam Ilyas - NTNU

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A word cloud featuring various business and organizational terms. The words are arranged in a dynamic, overlapping layout with different colors and orientations. The most prominent words are 'competencies', 'digital', and 'environment'. Other visible words include 'worklife', 'organizational', 'employee', 'leadership', 'work', 'structure', 'skills', 'balance', 'digitalization', 'work', 'relationships', and 'technology'. The colors used include shades of purple, green, blue, orange, and red.

worklife organizational  
employee  
leadership  
digital  
competencies  
work  
structure  
environment  
skills  
balance  
digitalization  
work  
relationships  
technology

# Theoretical background

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**We saw global trends**

**We now have regional data on  
young professionals**

**We are thankful for the nearby clusters  
and the NTNU for their contribution**



# Diversified group of young employees

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125 persons, Rock and Research



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Age between 20-35



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Gender distribution 50-50



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Qualitative and quantitative data

# Findings: Technology will affect

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1. Reskilling



2. Structure



3. Leadership



4. Employee competencies



5. People Strategy



6. Work / life - balance



# **1. The speed of technology will affect reskilling and Re-learning,**

**Both on leadership skills and employee competences**

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## **2. Digitalization** will challenge traditional structure.

### **Flat structure**

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**Employers need variety of tasks**

**Decide on technology platforms →  
Then invest in people**



# Digitalization will drive interdependence and integration.

Goodbye to the silos

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# 3. The big leadership component

When things get automated, the leader role changes

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# Change management (Endringsledelse)

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Leaders are expected to increase their focus on coordination, collaboration, motivation and ability to inspire.

# 4. Technology will drive the need to build trust in organizations

Decision needs to be close to the expertise

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# Females tend to be more open to digital change and more open to life-long learning

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# Combine new experience with tacit knowledge

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# 5. Technology will drive the needs to develop social skills

People first-strategy

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## 6. Work / Life- Balance

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- **Young regional professionals have spoken: "Individual responsibility to organize your life"**
- **Education will affect work/life balance**

- **Schedule time**
- **Email account can be closed when on vacations**
- **Employees must set their own limit**
- **Requirements for minimum inspection in private life**
- **Clear boundaries between work and leisure**

# What are we doing next:

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More data - **You are next!**



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Establish project with  
industry and public sector



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Invite to workshops and  
knowledge sharing

# This region:

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The challenging demographics



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Unclear regional attractiveness



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The need of reskilling

# What have we learned?

Summary - Knut Åsebø - Project manager

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1. The reverse mentoring
2. Regional employees seeks safety
3. Technology drives the need for reskilling

# Freelance-trend is NOT coming (yet)

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Your brand is not what **you say it is**. It is what **Google say it is**.

Fortolkning: Knut Åsebø

Develop and retain talents.

Re-skill to jobs they have, but also to the jobs that is coming.

**Don't leave the digitalization to the technologists and external experts alone.**



By 2022 everyone will need  
an extra

**101**  
days of  
learning





*Takk for oppmerksomheten*