This workbook will give you an opportunity to think more deeply about how to go about crafting your working future. There are three steps and ten questions to go through:

Step 1: Assemble the key pieces that impact on your future. From this, create a pattern of how the five forces will shape your future working life.

Step 2: Understand these more deeply by crafting vignettes of how your future could play out with regard to both the dark and bright side.

Step 3: Think about how best to craft a future-proofed working life with a particular emphasis on the development of your intellectual, social and emotional capital.

Step 1: Assembling the key pieces that will impact on your future

Take a closer look at the pieces making up the five forces shaping the future of your work life. The task is to work with these pieces in order to craft your own story of the future and begin to create a deeper understanding of your options and choices. As you look at these pieces, the challenge is to craft your own story. These are the actions you will need to take:

**Discard**: one of the most important aspects of understanding your working future is the ability to know what to leave out. As you look back on each of the pieces about the future, there will be some that you can immediately discard. It may be that you don’t agree with the data, or that you know it’s not going to be important to you, or that it’s something that you cannot imagine resonating with your picture of the future. Feel free to discard as many of these pieces as you wish.

**Embroider**: as you look through the pieces, there will be some that intrigue you and encourage you to learn more. I have provided more detail for each of the pieces and have also highlighted references and resources that you may find interesting.

**Discover and Collect**: as you begin to put these ideas together and look at them in a more holistic way, you may decide that there are bits completely missing that you will want to devote energy finding.

**Sort**: I have presented the pieces to you in the simplest of categories, by the impact they have on the five forces. However, as you look closer, you may find that there are other ways of categorizing these pieces. For example, you may want to sort them in terms of how much you find them personally intriguing, or the extent to which they will impact on your own future or on your region of the world.
Look for Patterns; In a sense, this is the most creative aspect of understanding and crafting your future. You have discarded the fragments that don’t fit, embroidered those that you value highly and sorted them into categories beyond the most obvious. Now is the time to stand back and see if you can find an emerging pattern. The challenge with these pieces is to find a pattern that makes sense to you; one that resonates with how you believe your future will unfold.

**Question 1: What are the crucial aspects of the five forces that will shape your own working future?**

Step 2. **Creating 2025 Vignettes for the Dark and the Bright Side of the Future**

It is the subtle and unique combination of the many aspects of the five forces that will create the context of your future working life. For some, it could be that technology is the crucial driver; for others, demography or globalisation. For most of us, however, our context will not be created in light of a single force, but rather in the combination of multiple forces.

**Understanding the Dark Side of the Future**

The potential dark side of the future is characterised by frantic and fragmented lives, where the forces of technology and globalisation have created a 24/7, joined up world that leaves little time to concentrate, observe, think or play. It’s a future devoid of easy companionship; a future in which the world is becoming more urban, where energy costs have moved relationships to the virtual, and where family ties and ebbing...
trust have left many people isolated and lonely. It’s a future where the poor can be found in every city around the world; where continuous economic bubbles and crashes continue alongside the relentless replacement of semi-skilled jobs by technology; where austerity has gripped the west, and the rise of the underclass has trapped many in ageing cities.

Question 2: What are your fears for the future? How could the forces that most impact on your working life create a dark side to your future?
Understanding the Bright Side of the Future

In every situation, there are challenges and opportunities. Within the five forces, it is possible to construct a more positive, energising and uplifting view of the future.

Yes, technology could lead to fragmentation and isolation, but imagine a world where five billion people can connect to solve the future’s growing challenges. Imagine a world where technology is not a force for fragmentation, but the bearer of the world’s insights and knowledge, accessible to every child on the planet.

Yes, globalisation is in danger of creating an underclass of terrifying proportions and of outsourcing much of the manufacturing capacity of the world to India and China. But imagine if the whole world engaged in the continual process of innovation, and if the developing countries began to teach the West how to be frugal in their innovations. Imagine if the austerity of the West could become the beginnings of a less consumerist society, focused on the production of meaningful experiences rather than voracious consumption.

Yes, demography can potentially pit young against old, but imagine what a working life extended to 70 could mean if work was positive and fulfilling. And while changes in society and family structures create more re-arranged families, imagine the impact of more women filling decision-making roles in companies while fathers take a more active role with their children. There is no question that anxiety about carbon and energy are casting a shadow over the future growth of the industrialised world, but image if we actively embraced a low carbon future, deciding live closer to our work, commute less and only get on planes as a last resort?

The point is this: while the future is essentially unknowable, we forces that are likely to be shaping the future of work and we know some of the consequences of how these forces will play out. As the Shell scenario planners discovered many years ago, these can enable us to paint various pictures of how the future could be and to describe the actions that are likely to lead to them.

**Question 3: What are your hopes and dreams for the future? How could the forces that will most impact on your working life create a bright side to your future?**
Step 3. Crafting a Future Proofed Working Life

You have now developed an understanding of how the five forces will shape your working life over the coming decades. You have also thought about the most positive outcomes, and some of the darker aspects of the future. Together, these give you an idea of your possibilities. The working life you craft needs to build on the three sources of human capital available to you.

Creating Intellectual Capital

This is a combination of what you know and your capacity to think deeply and intelligently about issues and challenges. It is to intellectual capital that most schooling and education is directed, with the aim of increasing cognitive capability and depth of learning. Intellectual capital plays a key role in the development of your career: it defines the areas of knowledge that you develop, and the capability of being able to work in these areas. It is clear that in the future, intellectual capital will become more important in creating valuable jobs and careers. The following questions relate to your intellectual capital:

Question 4. What will be the body of knowledge and mastery that differentiates you from others and how will you go about developing this mastery? What are the career choices and competencies that are likely to be of value in the next two decades?

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Question 5. However, focusing on simply one area of mastery is hazardous. Your long working life will provide an opportunity to start deep and then slide or morph into another related area, or even jump into something completely different. What could these other areas of mastery look like – and how will you develop them?

Crafting Social Capital

This is the sum of all the relationships you have and the extent and depth of your networks. Some of these relationships will be strong and real sources of personal joy, while many others will be weaker and enable you to connect to diverse groups of people. The depth and breadth of these relationships and networks will become increasingly important, and they will need to be crafted and nurtured in conscious ways. In a world where isolation is just around the corner, finding and keeping regenerative relationships will be key. But in a world where innovation and creativity are at a premium, the diversity of networks will also play a crucial role. Success will come from the balance between the different types of relationships and networks that define your work.

Assembling a Posse. This is a relatively small group of people you can assemble quickly who have some of the same expertise in common – with sufficient overlap to really understand each other and add value quickly. The Posse members trust you; they have ridden out with you before. These are people you have known for some time and who like and support you. To really attract a posse will take honing of some
important cooperative skills: becoming skilled at mentoring, learning how to make the best of diversity and communicating well with people, even if they are virtual.

Question 6. Where will your Posse come from – and how will you assemble them?

Building a Big Ideas Crowd. These are people in the outer reaches of your network, often friends of friends. They are completely different from you, yet are prepared to make a connection. There are lots of them: your Posse could be as few as three people; your Big Ideas Crowd could be hundreds, perhaps thousands. They will be crucial to the way you innovate and find ideas and insights beyond the obvious.

Question 7: How can you find and attract people who are different to you and bring them into your network?
Finding a Regenerative Community. The challenge with our increasingly global and technical world is that, before you know where you are, all your communities are online, as the virtual world becomes more seductive and emotionally easy. This could leave you isolated and lonely, with very little of the stuff we humans need: kind words, warm hugs and good spirits. In the past, our close communities and families were our Regenerative Community. They may still be in the future, but the forces of globalisation and the break-up of traditional families means that we will have to be a lot more purposeful about creating and maintaining these warm human bonds. That’s where the Regenerative Community comes in. Unlike your Big Ideas Crowd, this is not located in cyberspace; and unlike your Posse – these are not people who have the same skill sets as you. Your Regenerative Community is made up of real people who you meet frequently, who you laugh with, share a meal with, share stories with and relax with. They are going to be crucial in maintaining your quality of life and emotional wellbeing.

Question 8. How will you find a Regenerative Community? This will have implications on where you choose to live, the type of social community you build, the links to your extended family and your capacity to create deep friendships.
In many ways, this is potentially the most perplexing and interesting aspect of networks and communities in the future. Because, while the virtual will evolve at an increasing pace, the physical will also have to evolve—and this time, we cannot expect technology to take the lead.

Developing Emotional Capital

The third source of capital available to you is your emotional capital. That’s the extent to which you are able to understand yourself and be reflexive about the choices you make. It’s also about your capacity to build the emotional resilience and fortitude that will be so important for taking courageous actions. Perhaps most importantly, emotional capital is the extent to which you are able to understand and then to make choices that create happiness in your life and allow you to create harmony between your values and your work.

The deal at work. In the past, the traditional deal at work looked something like this: I work … to be paid money … which I use … to consume stuff … which makes me happy.

At the heart of the traditional deal is the pursuit of high pay, and of patterns of consumption. As you think about building a working life that creates pleasure and happiness for you, you may want to consider your career anchors and the working situations that bring excitement to you.

Question 9. What are the aspects of my work that are likely to bring me most pleasure and fulfillment in the future?
Choices and Consequences. Making the shift is about being prepared to take action. It is about, for example, choosing to trade off pay for a gap year; about choosing to become a micro-entrepreneur and all the risk that this entails; about choosing flexible working or a job share in order to spend time with family and friends. What is clear is that in the future, we will be confronted with more choices than in the past. Traditionally, it has been corporations that have made choices for employees about the deal. Increasingly, the deal will be fashioned by autonomous, self-directed workers. Achieving this requires an altogether more reflective attitude to making choices and to facing up to their consequences. However, what is important is that we become more aware that we are indeed making a choice, and that by doing so we are prepared to enter into debate and to reflect on the paradoxes that greater choice brings. Rather than denying choice and anxiety, it is the very experience of these emotions that bring meaning, character and texture to our working lives. If we avoid facing our choices, instead repressing our anxiety and guilt, and failing to talk about the paradoxes, we lose much of the richness of our working life. The old traditional deal was about having these choices made for us. The deal for the future is being prepared to make these choices for ourselves.

Question 10. What are the tough challenges that you will have to confront and choices you will have to make in order to craft a purposeful and engaging working life?
For each one of us, the challenge is to lead a more purposeful working life, where we can create a stronger sense of who we are and what we care about, and can understand the choices we face and their possible consequences. What this means in reality is to have the courage to say no; it means that you will have to actively search for a place to work that allows you to lead the purposeful working life that is important to you. It means that you will see yourself less as ‘normal’ and more as yourself, as an individual making a commitment to your own lifestyle and self-definition.
Learning more about the Shift

I am absolutely committed to supporting people and organisations to understand and plan for their working future. I hope that this workbook has given you a point of departure. To continue on the journey, we have developed a number of resources to support you...

Do take a look at www.theshiftbylyndagratton.com where you can download this Future of Work Workbook and also a number of short Shift videos that you can take a look at and download. You will find these also on the website.

To receive tips about the future of work directly to your phone, download The Shift from the App Store now. This app combines text, images and video to show you what the future of work will look like, and how best to prepare yourself for it. You can also submit your own tips for others to read and share your favourite tips with friends and colleagues.

Download now from http://itunes.apple.com/gb/app/the-shift/id431839569?mt=8

Why not also go to our Hot Spots Movement website, www.hotspotsmovement.com, and do sign up for our monthly Hot Spots Newsletter to keep updated on progress. It’s a great resource and comes to your inbox free every month.

If your company needs more support, I have Future of Work team members in the USA, Europe and Asia who are actively working with companies across the world to help them become future proofed and develop their own future signature. We run workshops, research and write reports and prepare business profiles. If you’d like to know more about our approach and capability just drop an email to tina@hotspotsmovement.com and she will arrange a time to talk with you.

We would love to hear your ideas and insights about your own or your company’s working future. You can follow me on Twitter, join the Shifts group on Facebook and LinkedIn, or simply drop me a note — lyndagratton@theshift.com

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