

# ISG Predicts: 10 Key Trends that will radically Reshape the Future of Work



Shafqat Azim  
Partner, ISG Digital



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# Investment in Digitalization of the Workplace has No End in Sight

COVID-19 forced companies and their workforces to transform in a matter of weeks rather than months or years – and that change momentum will continue at breakneck pace over the next three years.

- 80% of Fortune 2000 Organizations more than **doubled their investments** in the digitalization of their **workforce interaction and collaboration** capabilities.
- >60% of the Fortune 2000 Organizations have **accelerated** their investments in **Automation and Artificial intelligence** to enable their workforce.
- Executives realized that the Hybrid work environment drove their **worker productivity to increase by double digits** during this time despite the huge metamorphosis taking place, and that these gains are being **maintained over long periods of time**.



# The Metaverse enters our Hybrid Workplace Planning

Banking firm Jeffries predicts that the metaverse will “cause the biggest disruption to human life ever seen”.

- The metaverse allows for an **avatar-based** hybrid of virtual reality and **mixed reality environments** enabling meaningful and productive experiences for virtual training, offices, events, trade shows, and conferences.
- Incumbents like Meta and Microsoft – are rapidly launching **platforms** (Horizon Workrooms & Mesh for Teams and others) to enable **metaverse-like, VR environments**.
- Meta budgeted to **spend \$10B** last year alone in metaverse.
- Hyundai, Siemens, BMW, Chevron, Tyson, Adidas, Johns Hopkins, Mayo Clinic and 20+ other HC Delivery firms have **contracted with startups** like Zepeto and Osso VR to **build VR worlds**.

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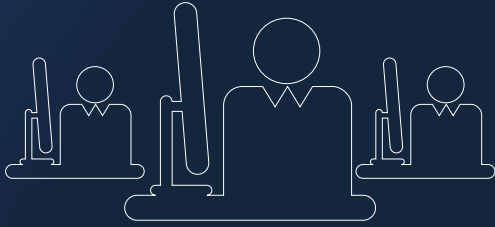


# Focus on Cybersecurity and Risk Management will Rule the Day

Organizations will be forced to re-think their Cybersecurity & Risk management Strategies for a virtual world using a Cybersecurity Mesh.

- Enterprises move from massive centralized cybersecurity solutions that build a wall around the office to **flexible, distributed solutions** that protect information assets **anywhere, anytime**.
- Business focus moves from revenue generation to Managing **Reputation, Data Security, Currency and Payment Systems** in 2022.
- Telemetry-based solutions that provide **real-time analysis of workplace technology usage** will grow to monitor application and device security and performance to **predict and prevent** failures at the edge.

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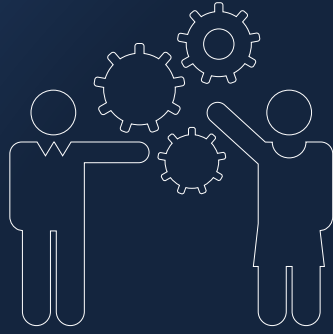


## The “Gig Workforce” will play a Big Role in New Workplace Strategies

The rising individualism underlined by a “me over we” mentality presents new challenges and opportunities for employers.

- Supplementing or **replacing primary income** is easier for people, thanks to tech platforms with channels and tools for turning their **hobbies and talents into businesses.**
- Attracting and retaining the right talent while acknowledging that employees are **future-proofing** against a long-term relationship with the business will be key.
- Employers will need to assess their suitability for a flexible and remote workforce by giving a **booster shot of “we,”** to ensure that employees understand their responsibility to—and the benefits of—the collective.

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# The Enterprise Job Architecture and Career Pathing Reshaped

To succeed in the new Paradigm, People development and engagement will need to take place before, during and after employment.

- CEOs who see **talent as the greatest risk** to their business growth, increased from 2% in 2019 to > 40% in 2022.
- HR becomes the most important support function in an enterprise from a CEO perspective
  - ~50% of F2000 CEOs expect **HR** to become more **strategic** and more **data-driven**.
  - ~80% expect **soft skills** to become more important than functional skills.
- Companies will need to attract, train and retain a diverse, loose network of highly skilled, highly **adaptable employees**, contractors and alumni with strong interpersonal and analytical skills.



# Dealing with “Information Trust Bankruptcy” in the Workforce

As our desire for information leans on sources like social media, prolific disinformation leaves us doubting the answers we find as consumers **and** employees.

- Mass “Information Trust Bankruptcy” – record-low level of **trust** in all information, augmented by soaring fears around job security, personal safety and societal issues is clouding worker productivity.
- Since the founding of google ~24 years ago, getting our questions answered at the touch of a button is an **expectation** we barely think about – at home or at work.
- To rebuild trust, enterprises will need to deploy **deeper and broader** information layers across the entire workforce.
- Sophisticated and ambitious **conversational AI** tools influencing the consumer world will enter the workplace.



# Return to Office will not be the Same

Use of no-touch solutions will become the foundation of Post-Pandemic Office Design and Architecture.

- Let's not kid ourselves – Returning to the office will be only for the **select cases** in which work cannot be undertaken remotely.
- No-touch solutions, such as digital way finders, hot desking and even no-touch coffee machines will become the **design norm** for office buildings.
- Return to work will be influenced by social distancing norms, regulations and health monitoring policies – and **enabling technologies** will need to ensure that this experience is not very different from virtual or remote working.





# Tech Democratization will require Smarter Workplace Support and Management

Organizations will need workplace technologists who can think more strategically about device/app provisioning and security policies with changing technology democratization needs.

- Enterprises are considering “**low-code/no-code**” solutions as tools to help tech-savvy line-of-business (LoB) workers design and automate their processes.
- Enterprise IT will need to enable such an environment by ensuring **proper governance and standardization**, thus supporting self-help capabilities for new citizen developers.
- Workplace support personnel will require higher skills than those needed to manage traditional EUC technologies. With IT itself using such platforms to **automate routine tasks**, such as patch management and file operations.



# The Sourcing of Workplace Services will change Dramatically

Workplace Services being provisioned by enterprises will be highly business centric with each requirement linked to a clear business imperative.

- Providers will be required to deliver **end-to-end digital employee experience** as enterprises begin to associate business outcomes with workplace technology usage.
- Experience level agreements (**XLAs**) beyond app/device performance will see a substantial uptake in Provider performance management.
- All MSPs will need to move away from transactional-SLA-focused-workplace-service projects that do not involve any **transformative elements** for their clients.



# The Re-shaping of Partner Ecosystems to account for Local Globalization

The pandemic has recentered companies on their local market, driving them more towards partnerships and collaborations Rather than traditional expansion.

- Over the next few years, we will see a focus on **local over global** continue, driving each industry, ecosystem and community to determine the best path forward into a new way of working.
- Given the shift to **smaller, leaner, and more agile** employee groups working with large amounts of data, companies will find value in partnering closely with competitors to deliver a unique, yet superior product or service.
- Industry **Alliances** are becoming a natural business model (e.g., PHrMA – A Pharma companies alliance for COVID-19 vaccine development, and similar alliances within Utilities, O&G and Healthcare).

# 3 Things you need to do Tomorrow



1 Leadership, Leadership, Leadership – Strengthen your leadership team’s transformation skills and intellectual capacity.



2 Foster a culture of agility (being agile, **not** doing agile) across the organization to support future shifts.



3 Have a plan – Develop a roadmap to shift your enterprise capabilities i.e., platforms, processes and management systems, to support the future of work.



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