

Five key findings

- 1. Flexibility becomes the key requirement
- 2. Dynamic teams; guns for hire
- 3. Office location and the human condition
- 4. Electronic team mates
- 5. Intelligent agents: the second wave of consumerization



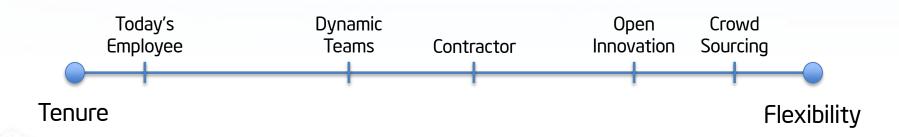
Changing Expectations of the Workforce

- Flexibility is the key desire
 - Where, when, how, and how long
 - Young and mature workers
 - Split time: traditional roles, cultivation of entrepreneurial opportunities, volunteering, and leisure
 - Flexibility and remote access trump salary
- Social responsibility expected
- Personalized engagement expected



New Employment Models

- Dynamic employee staffing
 - Resource pool
 - Skills, interests and availability
- Talent marketplaces
- Open innovation and crowd sourcing





Office location and the human condition

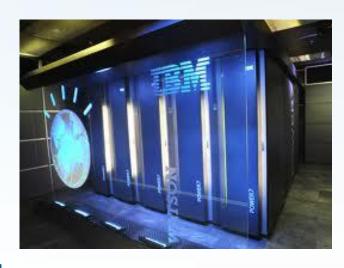
- Permanent office space gives way to more flexible options
 - Real estate costs represent significant overhead
 - Dispersed workforce in a myriad of locations
 - Workers increasingly desire mobile options
- Office location is dynamic and changing
 - Office becomes a temporary anchor point for human interaction instead of a daily destination
 - Location that best enables productivity becomes the norm (type of task, role of job, needed tools)
- Office as a Service (OaaS) becomes a strategic tool
 - Land employees in the right place, at the right time
 - Leasing, rental, multi-company shared spaces, temporary formats
- "Virtually being there" is a long term goal
 - Ambient sociability to hang out
 - Homing from Work

4. Electronic team mates: Smart systems become the colleagues of tomorrow



Smart systems as new team mates

- Smart systems
 - Ingest historical information and current trends
 - Collaborate to recommend best approaches
 - Game changing across a broad set of domains
 - Help humans focus on their unique value
- Knowledge workers freed from low level tasks – or increase their competence



5. Personal data agents make life easier, but present the next big IT challenge



Calendaring agent



Travel agent



Wellness agent



Shopping agent



Finance agent

