

IAP Study

«Human Factors and the Future of Work» – Part 2

Selected Results of the Qualitative Interviews

Digitalisation is shaping and changing our working world. In Spring 2017, the IAP Institute for Applied Psychology presented the IAP Study «Human Factors and the Future of Work». For this purpose, we interviewed specialists and executive staff in Switzerland on how they experience and evaluate the changes that accompany digitalisation.

The results of the IAP Study's first part have now been supplemented here by **qualitative interviews with specialists and executive staff**. 23 experts from the fields of HR, leadership, personnel development and technology were interviewed, and the main findings are presented below.

Work in Transition



- Respondents predict continued automation of standardised and monotonous work processes.
- The increasing rapidity and uncertainty future developments generate uncertainty in the workplace; the emotional needs of employees should also be considered during the transformation process.
- Digitalisation creates for new fields of activity and is seen as a driver for professional career development.
- Digital transformation is sustainable. Such a strategic assessment will gain further importance in future business models.

Opportunities and Challenges of Increasing Digitalisation



- Digitalisation facilitates intergenerational collaboration and thus creates learning and development opportunities for both younger and older employees.
- Automation of processes frees up resources for creative work and strengthens the individual work-life balance.
- Digitalisation requires a new attitude towards fault tolerance in corporate culture.
- Digital transformation must also be reflected in the definition of new qualification profiles.



Leadership and the Future of Work

- In the future of work leadership emphasizes individual responsibility instead of all-encompassing control.
- In the digital working world, leaders need to coach their employees with regards to where to focus their attention and how to prioritise certain tasks.
- The establishment of a corporate culture, in which mistakes are dealt with constructively, as well as transparent work processes, are essential components.
- A great leadership challenge is the merging of different generations and their diverse communication habits into one - for example, concerning the use of tools.



HR-Management and the Future of Work

- Active sourcing is playing an increasingly important role in the future of HR. Prospective employees increasingly judge companies on the basis of whether they are digitally advanced.
- Sustainable staff retention should be achieved by pointing out long-term learning and development opportunities.
- One of the challenges of digital transformation is defining new job descriptions and qualification profiles.
- As digitalisation progresses, the building of interpersonal relationships remains as important as ever.



Training/Learning/Personnel Development and the Future of Work

- With regards to organisational learning, there will be a substantial reduction of in-class courses. Instead, digital learning and the use of on-the-job training measures will become increasingly important. Learning and collaboration platforms should furthermore support interdisciplinary learning.
- Digital learning should not be an end in itself. Therefore, the future emphasis should be still be put on the corporate strategy and the relevant target group of personnel development measures.
- Encouraging employees to adapt and change is a crucial challenge for personnel development.



Technology and the Future of Work

- A corporate culture, in which mistakes are dealt with constructively, must be introduced when launching digital innovation projects.
- When dealing with digital diversity, it should be a requirement to hire employees from multiple generations and backgrounds. The diversity of each employee should be taken into account.
- Amongst others, the key employee qualities in the digital transformation age are: willingness to change, ability to structure and prioritising information content, and skill dealing with data.

Further information on the IAP Study can be found at zhaw.ch/iap/studie.

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