

DENIS PENNEL

Travailler pour soi

Quel avenir pour le travail
à l'heure de la révolution
individualiste ?

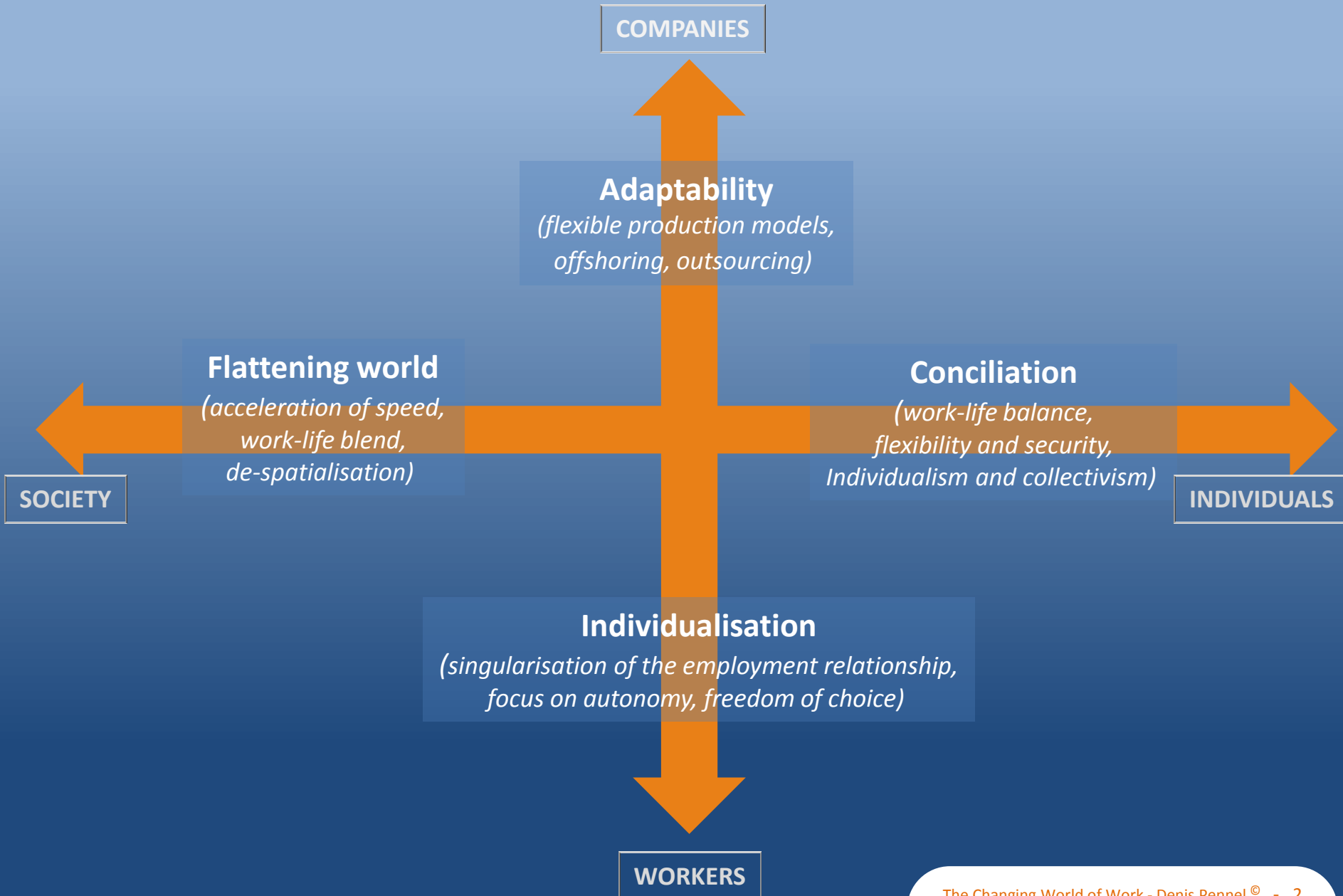
SEUIL

The Changing World of Work: Concerns & Opportunities

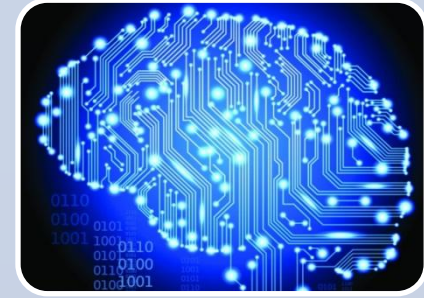
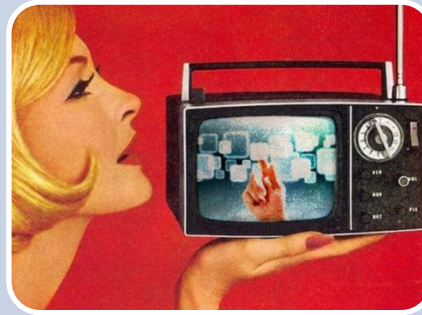


Denis Pennel
Managing Director

Trends behind the new changing world of work



We face a 3rd industrial revolution



1800 - 1920

Steam,
railroads

Taylorism and
Fordism,
urbanisation

End of
independent
status

Linked to work
premises
(paternalism)

1920 - 1970

TV, radio,
electricity,
combustion
engine

Office work,
consumerism
(mass
production)

Wage earners,
services
oriented

Linked to a
status
(permanent
employee)

1970 – 20..

Computers,
the Web,
IT networks

Outsourcing,
individualisation
(mass
customization)

Dispersion but
recontrol of
production
tools

Linked to the
individual
(to be invented)

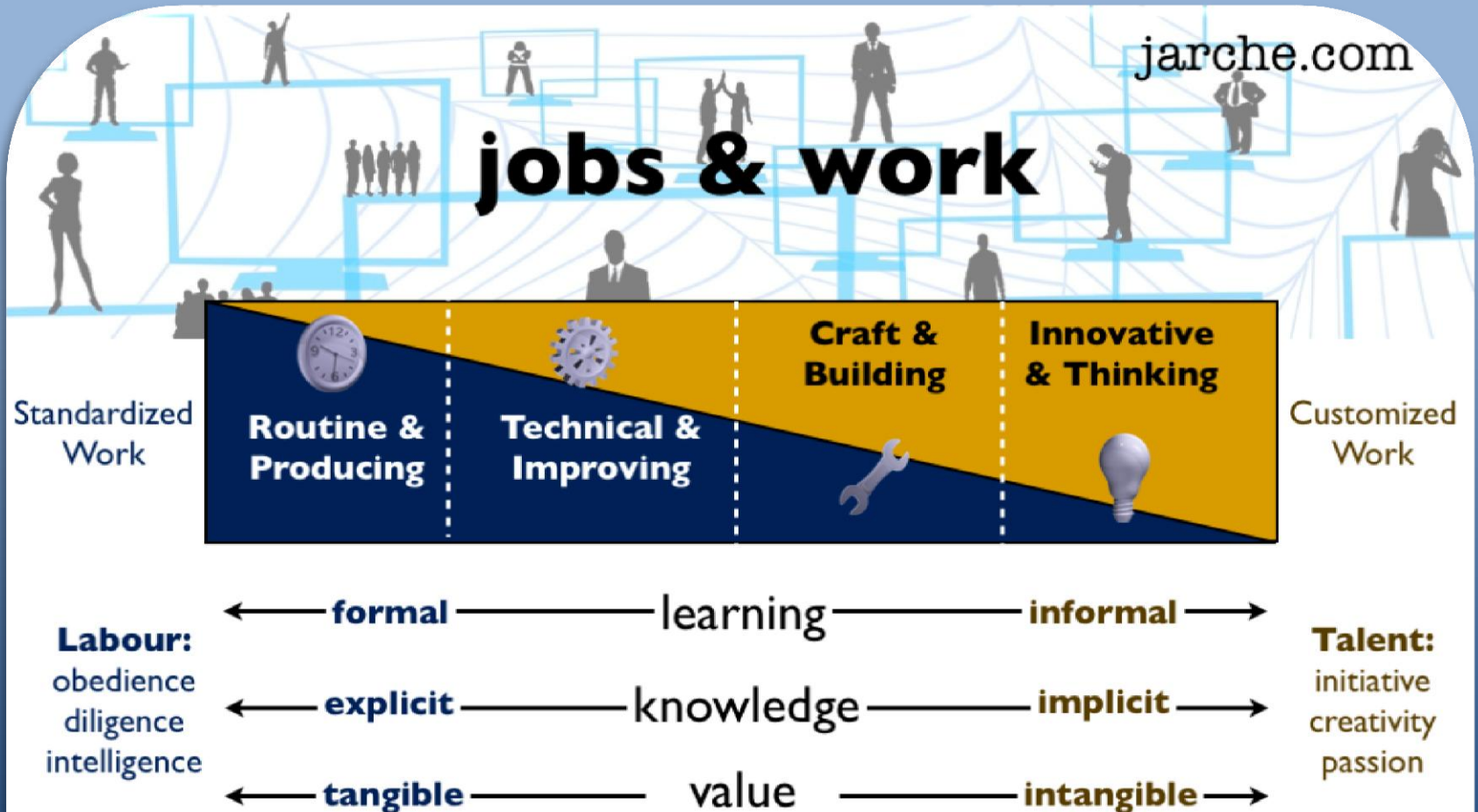
Technological
innovations

Production
models

Impact on
workers

Protection
schemes

The very nature of work is changing

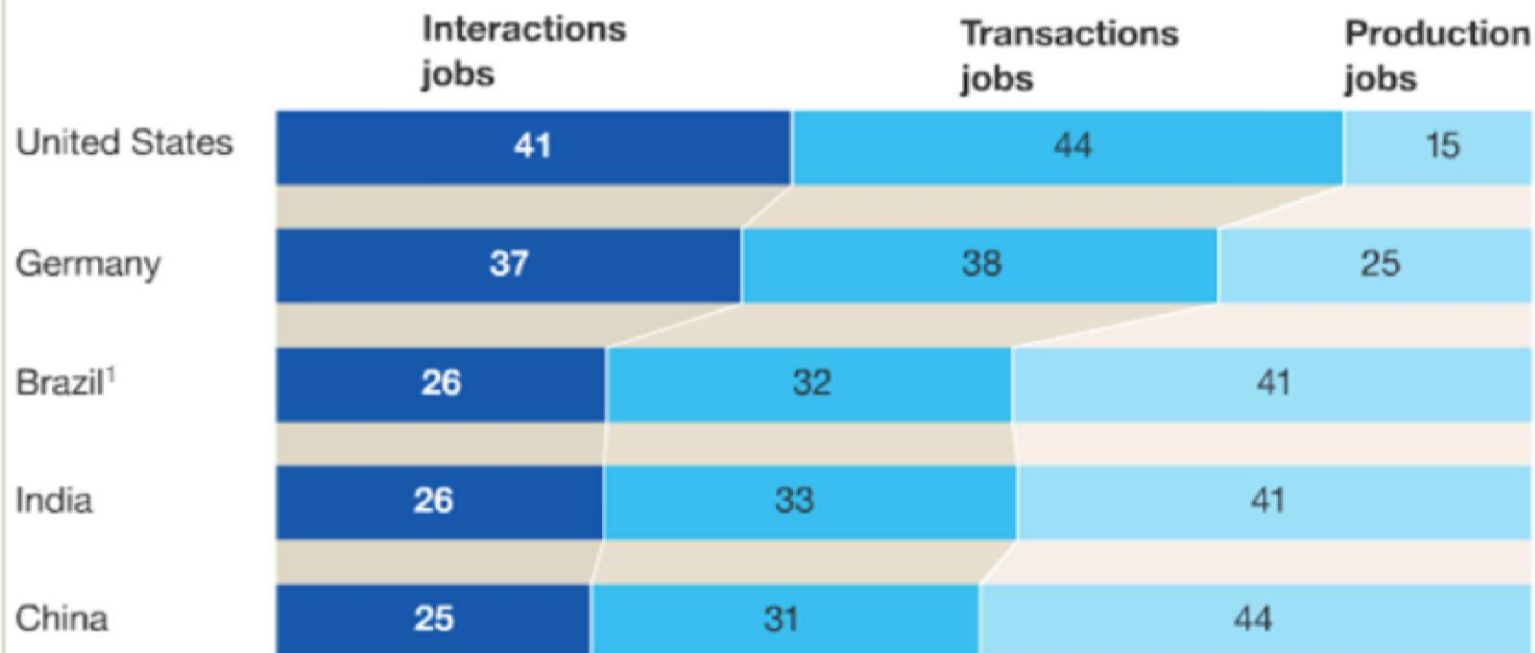


Sources: Tom Gram, Lou Adler, Gary Hamel

Most of new jobs involves complex interactions

Interaction-based work accounts for over a third of all jobs in developed economies and about a quarter of all jobs in developing ones.

Jobs by type, % of workforce



¹Figures do not sum to 100%, because of rounding.

The co-existence of different employment relationships

Does the employment relationship tend to shorten?

*Nature of
employment
relationship*

**Contractuali-
sation**

Length

**Place of the
relation**

Job for life

Open ended
contract

Decades

Intra
entreprises

Employability

Diversity of
labour
contracts

Years

Inter
entreprises

Freelance

Self employed

Months/Days

Projects

On demand
expertise

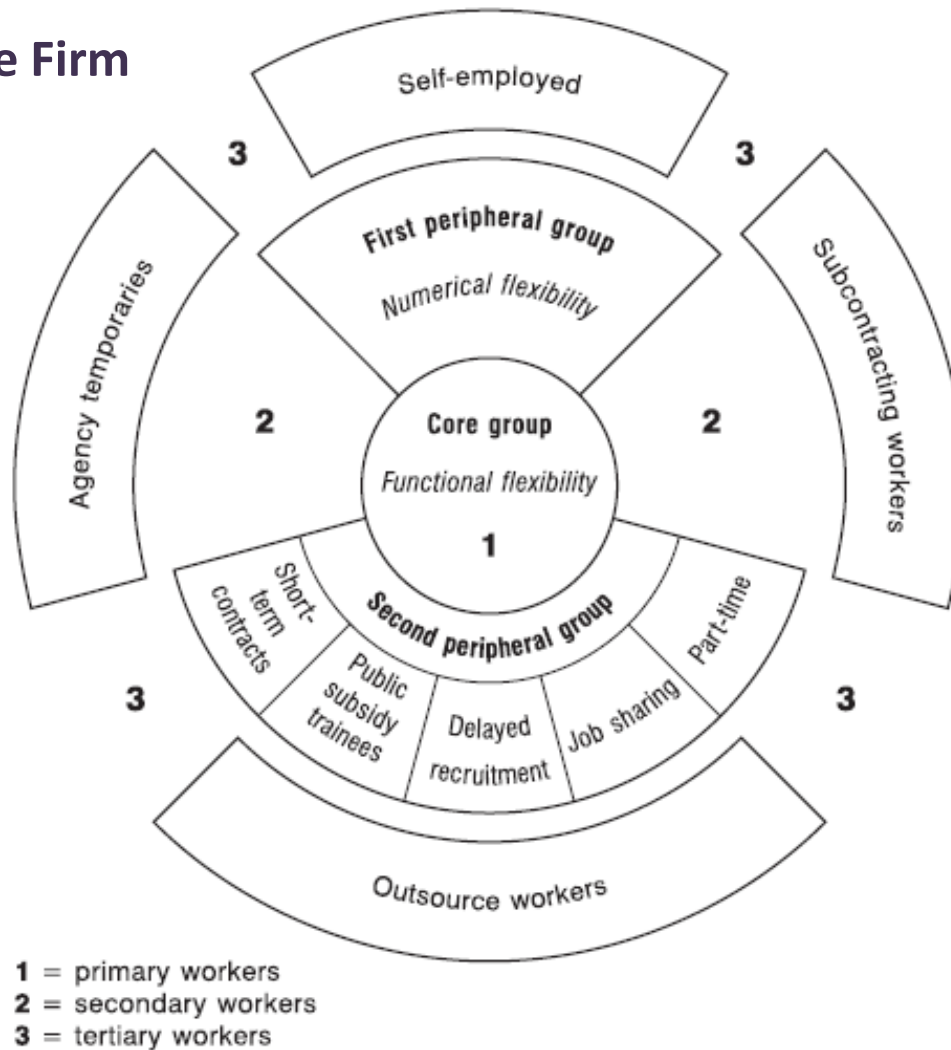
Contract for
services

Hours/
Minutes

Real time
market places

The rise of a dispersed, remote workforce

The Flexible Firm

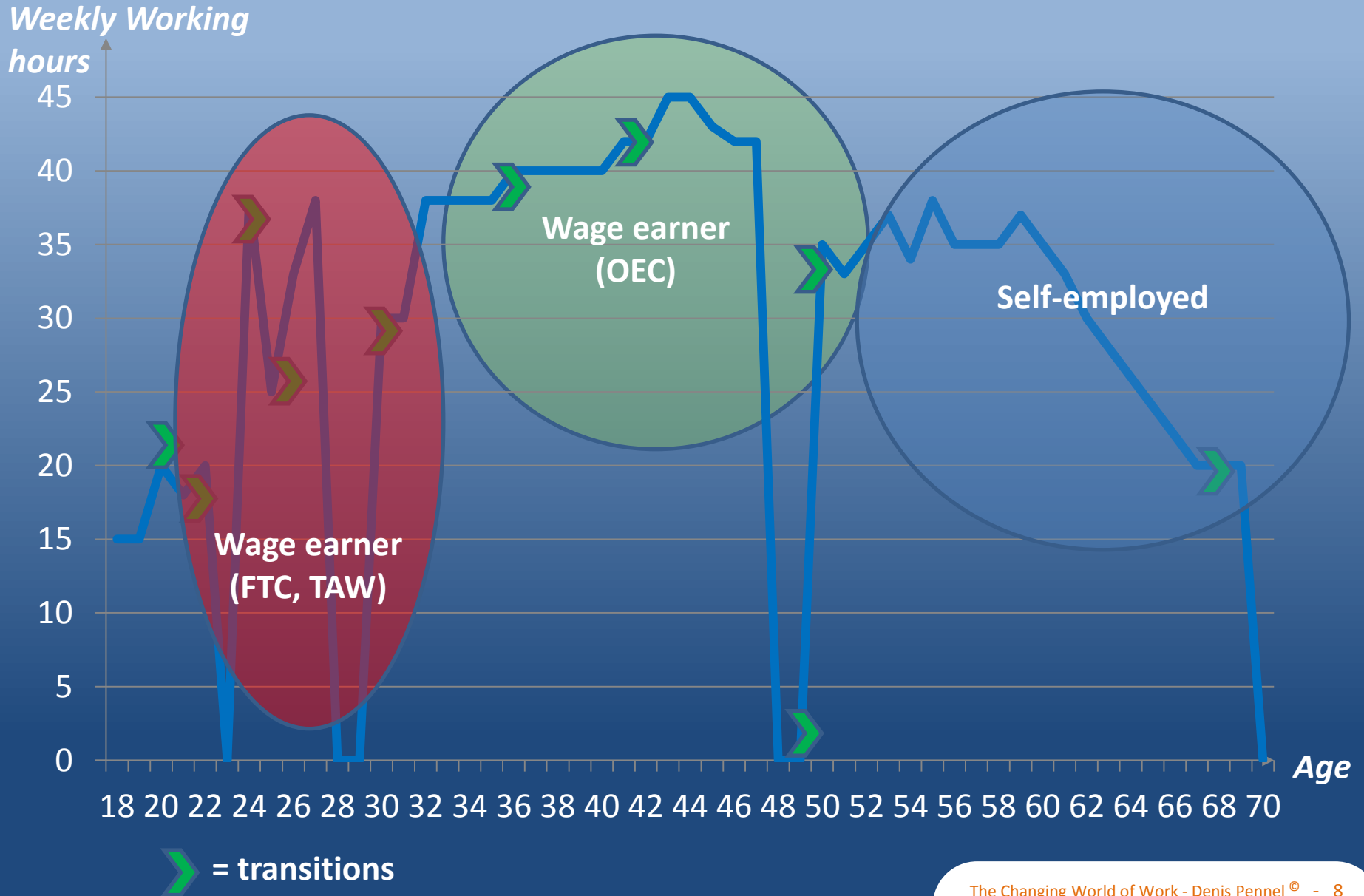


« Cultivating communities of workers will become one of the key disciplines of 21st-century business »

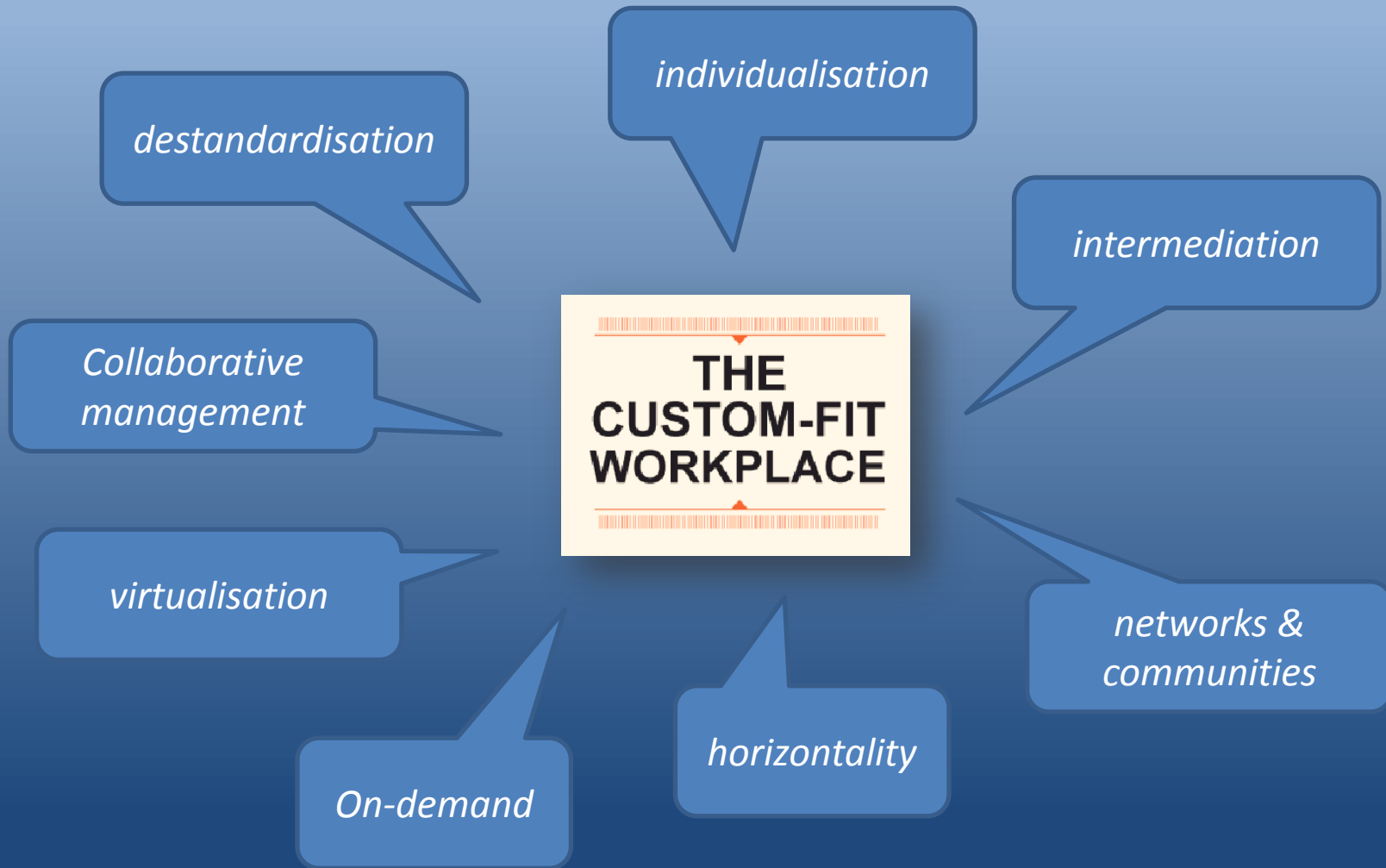
Thomas Malone in
*The Age of
Hyperspecialisation*
(Harvard Business
Review – July 2011)

2. The flexible firm. Source: Adapted from Peck (1996: Fig. 3.1).

The rise of protean career



Work in the 21st century no longer has one model



Thank you!

Questions?



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