



Future of Consultancy

one industry | one voice | one future

Future of the workplace



Craig Huntbatch
ACE vice chair (Future of Consultancy)
Royal HaskoningDHV

Agenda

- What the current crisis means for the future of work – the environment, working patterns, career progression and paths to leadership, with **Georgia Hughes, Arcadis**
- **Q&As** with special guest **Dave Beddell, AECOM**

Before we start...

This is best experienced through headphones which will cut out the background noise.

To ask questions please go to “**questions**” in your control panel (the sidebar with the controls to the right of your screen). Select the **send privately** option. We’ll try and answer as many as possible, but don’t worry we’ll also answer any others we haven’t had time to cover after the webinar.

Don’t worry if you miss anything we will be uploading this to our website in the next few days, so you can listen to us again if you want to!



Georgia Hughes
Chair of ACE Emerging Professionals
Arcadis

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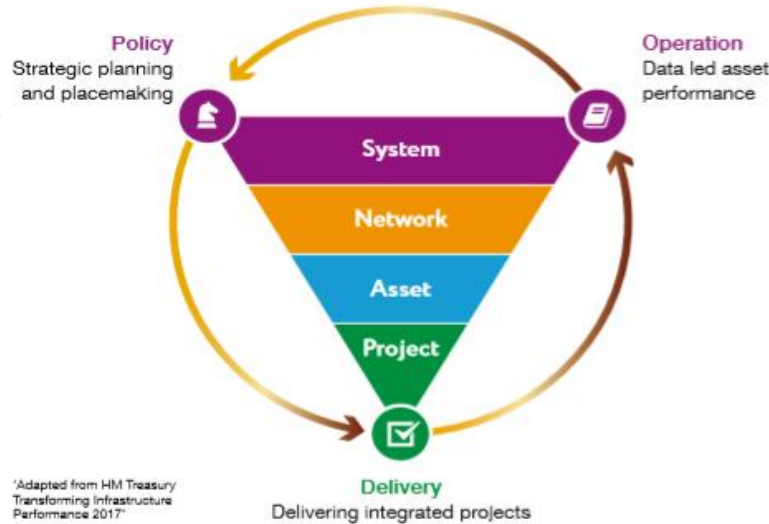
The Future of the Workplace

Future of Consultancy Overview

Background

ACE's Future of Consultancy campaign is built around a vision for a new role for engineering consultancy – a technical client partner who can unlock value from physical infrastructure and its digital twin.

The campaign looks to a future where consultancy businesses deliver this role not just at the project level but for whole networks; supporting project delivery, strategic planning and operations.



But what does the Future of Consultancy mean for the Future of the Workplace?

ACE's Emerging Professionals Group has been tasked with exploring these issues and identifying action to be taken forward as part of the FoC campaign.

Future of the Workplace

Background

The word 'workplace means something different to almost every person we've spoken to.

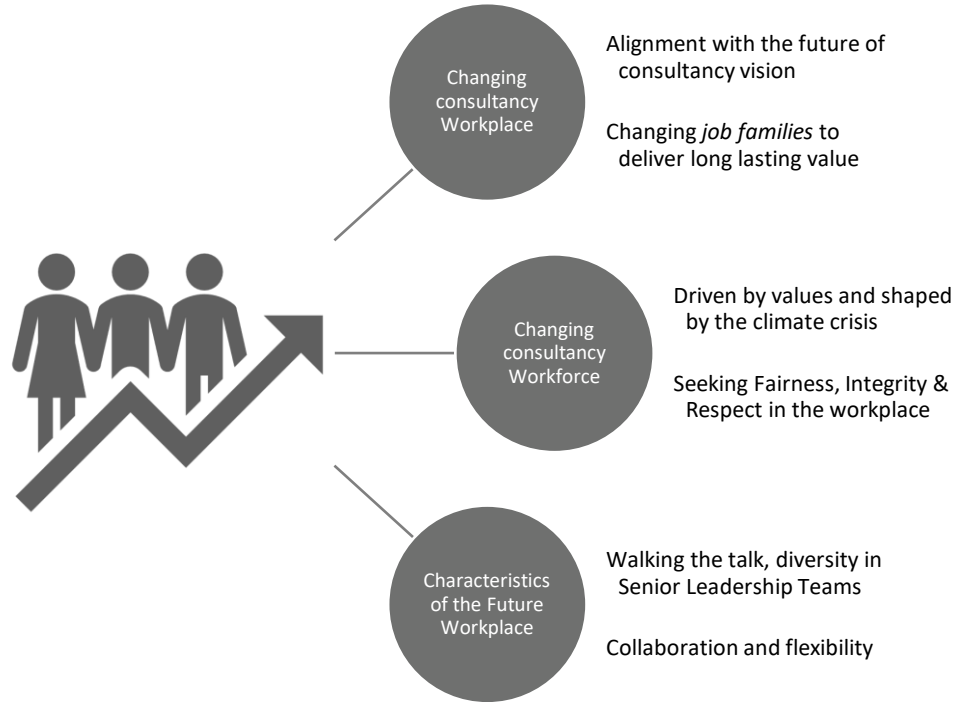
When asked what the future of the workplace should look and be like, there is the physical workplace but also the cultural, behavioural and roles that would be required in the Future.

At first, we set off trying to define the perfect company, but this isn't possible for every ACE member.

Instead, we focused on job families and characteristics that would enable Emerging Professionals to thrive.



Three Key Themes From Phase 1



Changing Consultancy Workplace

Job families for delivering value

The Future of Consultancy vision is the idea that data and technology is making it easier for consultancies to develop a deep understanding of what is of value to their clients – and then designing and delivering solutions to realise that value.

The research re-confirms the data, value-based business models and greater diversity of teams beyond the traditional consultancy set up.

This has identified 3 job families.



Solution Finders – adept at getting under the hood of a client's business and understanding their objectives and challenges.



Solution Developers – highly competent in their technical discipline, skilled systems-thinkers and with enough understanding of technological change to generate innovative and deliverable options to meet the clients brief.



Solution Builders – traditionally people highly competent in detailed design development, increasingly coders and platform builders, adept at automating processes, building platforms and creating and manipulating data sets.

Changing Consultancy Workforce

Driven by Values shaped by the web and the climate crisis

Arguably the most tested generation, it's important to understand what is different between the wider workforce & Millennials/Gen Z.

Digitally Native

This generation is unquestionably better informed which fosters an expectation of transparency.

In the workplace this transparency means that employees can quickly find out much more about what their companies are really doing than their predecessors and are less willing to put up with foot-dragging responses from leaders.

Collaborative Communalholics

Emerging professionals and their employers all talked about impatience with hierarchy, an expectation that their voice would be heard and short-term attachment to employers.

A Diverse Generation

Emerging Professionals are the most diverse generation to enter the workplace. We heard repeatedly that as a result they simply take the idea that workplaces will be diverse as a given – with monocultures a major negative when encountered.

The Climate Generation

Over the last 2 decades the warnings of the Intergovernmental Panel on Climate Change (IPCC) have become ever starker and extreme weather events more common and campaigners ever more vocal.

Characteristic of the Future Workplace

The characteristics of the future workplace will help consultancy businesses thrive

Against this backdrop of changing job families and changing expectations of emerging professionals we can return to the challenge of asking what characteristics of the future workplace will help consultancy businesses thrive.

Our research identified 8 clear themes:

- Purposeful and meaningful work;
- Commitment to development opportunities;
- Walking the talk;
- Flexibility and work life balance;
- Diversity;
- Transparency, openness and fairness;
- Collaboration; and
- Embracing apprenticeships.

Successful firms will need to focus on providing both linear career progression and horizontal professional development & growth. Lack of stretch and boredom can be as significant a driver for leaving the firm as salary & status.

HR Director, Multi-Disciplinary Consultant

Ideally, I'd work for government, NGO, or employee owned. I hate that what I do makes money for some fat cat shareholder who doesn't give a **** what projects I'm working on or how I'm trying to make the world a better place. But my clients are local authorities and that is good enough for now.

Senior Engineer

More job sharing would be a big step forward as young employees value the opportunity to gain experience – and avoid job roles that can be dead ends. I think there's an assumption if you don't stick to one path you look unsure.

Graduate Engineer

Next Steps

Future of the Workplace – Phase 2

Work to understand the skills required and the job families is underway with the Future Skills group which is a part of the Future of Consultancy campaign.

This can create a platform for supporting Emerging Professionals choose the roles and companies that are right for their career aspirations. Similarly, ACE member companies will have a sounder basis for developing the consultancy workplace in a way that helps them deliver value to clients and get the best out of their teams.

Phase 2 builds on the behaviours and cultures that should be a part of the workplace. Using the scenarios below, we are building the research to provide a roadmap for the industry to lead the Infrastructure revolution.



The logo features a stylized white graphic on the left consisting of a vertical line on the left, a horizontal line at the top, and three rounded, arch-like shapes below.

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Questions

Upcoming webinar in this series



Register and replay previous webinars on our website:
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