Future of the Workplace

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Changing Workforce – driven by value, moulded by technology and climate

Digitally Native

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 Communanholics

the Minecraft vs. Tetris story as a starting point to sketch out a 'before' and 'after' mindset towards power, collaboration and hierarchy. 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 (IPPC) have become ever starker and extreme weather events more common and campaigners ever more vocal.

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Changing role families – Organising to create value

We know that what we need to deliver as a sector to our clients is changing.

individual skill sets that will be in demand over the medium term across 3 broad groupings are:

- **Core technical skills**

- **Roles**

- **Capabilities**

Role family: Structure A	Role family: Structure B
Solution finder: Adapt at developing a clear view of their client's business and understanding what they need, as well as what they want and their objectives and challenges.	**Technical expert:** Able to stand back and explain a process and challenge preconception of how things are done.
Solution developer: Highly competent in a technical discipline, skilled systems thinkers and able to work with technology to generate innovative and deliverable options to meet the client's brief.	**Analyst:** A bridge between experts and developers. Analysts have enough knowledge of both camps to translate an engineering process into a form that can be automated.
Solution builder: Traditionally highly competent in design development, increasingly coders and platform or model builder.	
Attitude to digital transformation: Access to is their data the priority. Any time that is freed up by automation dedicated to meeting client needs via advisory services, improved conceptual design etc.	**Attitude to digital transformation:** Automation is their priority. Time freed up dedicated to meeting client needs via further automation and development of new products. Human interaction with clients is focused on teasing out questions.

Changing Workplace – eight characteristics for business to thrive

To create a workplace culture that is fit for purpose in five years-time, change needs to start now

We have identified eight characteristics from our research that we believe creates a workplace culture for both Emerging Professionals and other employees to thrive in.

- 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.

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The Workplace Promise

Recommendations

Workforce

- ACE will work with business leaders to facilitate the establishment of a sector wide baseline, setting out what every entrant to the sector may expect to be 'promised' from their employer.

  This may also outline in turn what is expected of employees if they are to progress to leadership roles, be that business or technical.

Role families

- **Developing and promoting consultancy sector capabilities:** ACE will work with member firms to further develop the concept of Role Families described in this report and to build out the capabilities required.

  ACE will empower emerging professionals to set out clearly how different career pathways can support development, providing an understanding of how to develop these pathways and what capabilities are needed in certain roles, beyond the technical experience.

  ACE will engage with universities, professional bodies and other relevant organisations to improve the sector's ability to develop and demonstrate to the market that it has the capability and skills needed to deliver against a much wider definition of value.

Workplace

- **Workplace culture:** ACE will empower and support emerging professionals to develop and deliver a roadmap for cultural change to implement the eight principles of a thriving workplace as set out in this report.

- **Diversity and inclusion:** As part of the existing annual benchmarking report, ACE have committed to setting stringent diversity and inclusion targets into place for member companies and will work with business leaders to improve these.

- ACE will also have a key role in providing support and information on diversity and inclusion, particularly to SME members.

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