

SUBMISSION TYPE: Alternative Session - Mashup (short presentations + facilitated discussion)

TITLE: Challenges for the Structure and Nature of Future Work

SHORTENED TITLE: Challenges for the Future of Work

ABSTRACT

The dawning of the so-called fourth industrial revolution brings a new set of challenges for organizations to contemplate. In this alternative session, six distinguished international scholars will present different perspectives of important aspects of work that have implications for preparing for future work. After, the presenters and audience will engage in a lively facilitated discussion.

PRESS PARAGRAPH

Preparing for the future of work receives a great deal of attention from the media and academia alike. However, the focus is typically restricted to issues related to artificial intelligence and automation without thinking about how other aspects, such as how work is structured or the nature of work itself, may also be affected. In this session, an international panel of prominent scholars will call attention to other important, yet often overlooked work factors that pose significant challenges for the future of work for organizations and scholars alike. Next, the presenters and audience will partake in what promises to be a spirited and engaging facilitated discussion lead by the eminent scholar Mark Griffin, Director of the Future of Work Institute at Curtin University.

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Alternative Session – MASHUP

Challenges for the Future of Work: Changes to the Structure and Nature of Work

We are entering an era that promises to radically alter the way we work. Dubbed the fourth industrial revolution by the World Economic Forum (Schwab, 2016), this new age is characterized by rapid and exponential transformation of management, production, and governance systems that will impact nearly every industry globally. As a result, the very nature and structure of individual jobs is metamorphosing, creating new sets of challenges – and opportunities – to consider.

This session features a panel of international and world-renowned experts highlighting important considerations for the future of work. In doing so, they shine a light on crucial, yet overlooked topics relevant to the implementation of new ways of working. These include adopting a holistic perspective of well-being, rethinking the way work is designed and redesigned, as well as the identifying the future workforce and what their roles and contributions to organizations will be. The structure of this session incorporates concise summaries of these key aspects, followed by a facilitated and interactive panel and audience discussion.

PRESENTATION SEGMENT

To begin the session, the panellists will each be given four minutes to introduce their respective topics and to make a case for why their topics are a fundamental concern for the future of work. These presentations will be structured in a modified IGNITE style, with 16 slides auto-advancing every 15 seconds, which will compel a well-rehearsed and focused delivery. Details of each presentations are as follows:

- **Tristan Casey: Integrating Health and Safety into Work**
 - Contemporary ideas about health and safety suggest that the key to improved performance lie in diversity, creativity, and adaptability. Yet, these ideas are couched within a heavy compliance mentality across most high-risk industries. A base level of compliance is a necessary, yet insufficient condition for continued safety progress. Instead of mandating blanket compliance and top-down control mechanisms, high-risk organizations should instead seek to jointly optimize competing demands between stability and flexibility, and promotion and prevention. Further, safety should be integrated within work, rather than treated as an additional layer of activity that should be demonstrated or proven to others through compliance processes. In this presentation, I will outline the current landscape of work health and safety, briefly explore some of the critical innovations in safety thinking, and explain the paradigm shift that is needed in today’s working environment.
- **Caroline Knight: Future Trends in Work Design Interventions**
 - Work design interventions aim to change work characteristics for the better, thereby improving work conditions for employees so that they can maximize their potential and reap the positive benefits. However, as the nature of work changes it is imperative that intervention strategies progress as well. Work design refers to the tasks, roles and responsibilities that comprise work. Jobs with high levels of work characteristics such as autonomy, social support,

feedback and task significance, coupled with moderate job demands, typically lead to good outcomes, such as increased wellbeing and job performance. Conversely, jobs deficient in such characteristics, combined with high job demands, tend to result in higher levels of stress, burnout and ill-health. However, as the way we work evolves, the current practices of work design interventions must transform as well. Work is increasingly becoming more automated, geographically dispersed, removed from primary and secondary industries, and uncertain. Individuals no longer have a job for life, or necessarily work for one employer at a time – or for any employer for that matter. Consequently, work characteristics are changing as well, meaning researchers and practitioners alike need to rethink effective work design interventions strategies. In this presentation, I will propose some key trends in work design interventions that are likely to emerge in tandem with changes in work.

- Emily M. David (co-authors Sara J. Perry and Lars U. Johnson): Examining the Role of Helping in Coworking Spaces on Identity Formation
 - In the absence of a permanent workplace, steady paycheck, coworkers, assigned tasks, or job titles, how will the increasing numbers of freelancers shape their professional identity? We explore how coworking spaces may help to solve this dilemma by providing a fertile ground for workers to demonstrate their expertise and connect with other professionals. Coworking spaces, defined as membership-based office spaces, where independent workers can work autonomously, yet in the presence of others (Petriglieri, Ashford, & Wrzesniewski, 2019), have grown exponentially from only a handful a decade ago to nearly 15,000 by 2017 (GCUC, 2017). Using Berger and Luckmann's (1967) theory of externalization, objectivation, and internalization, which predicts that individual identity is shaped based on social interactions, language, and relationships, we focus on how identities are continuously molded and negotiated over time in coworking spaces (e.g., DeRue & Ashford, 2010). Using daily sampling methodology, we examined how experiences with giving and receiving help in coworking spaces may lead to increased identity salience, which in turn may result in longer term implications for the employee's well-being and goal achievement. By demonstrating the crucial role of helping within the context of coworking spaces, we build on the sparse literature that has qualitatively demonstrated that coworking spaces impart a sense of community among its members, leading to a collective identity (Garrett, Spreitzer, & Bacevice, 2017).
- Jose Peiro: The Transformation of Professions in the Digital Era – Implications for I-O Psychologists
 - Digitalization processes have a strong impact on jobs and labor markets in many ways, such as job substitution processes through mechanization and the transformation of jobs, including professional ones. Artificial intelligence, cloud computing, big data and learning machines are transforming a large array of professions (Peiró & Gómez 2019). In fact, some have predicted the end of professions in their current forms (Susskind & Susskind, 2015) and question if in the digital era it makes sense for professionals to remain the primary channel through which individuals and organizations gain access to certain kinds of knowledge and experience. Going forward, increasingly capable machines will take on many of the tasks that have been the historic preserve of professionals, leading eventually to a dismantling of traditional

professions. Professionals may still have a role; however, their added value will rely on other grounds and often will imply the cooperation with digital machines. Professional services will require new competencies that encompass not just technical and transferrable skills, but also "digital competencies" (Vuorikari, Punie, Gomez, & Van den Brande, 2016), such as those included in the competency framework developed by the European Union's Joint Research Centre (Kluzer & Priego, 2018). I-O psychologists' professional services are already being transformed by digitalization, not just in their tasks but also in the design, marketing, implementation and evaluation of their services. Moreover, cooperation with digital machines and interdisciplinary work will have stronger implication for the future I-O psychologists and their education, training and development.

- Mahima Saxena: What is Work in the Informal Economy?
 - Over two-thirds of the world's working population lives and works in the informal economic sector. Yet, there is limited research in industrial and organizational psychology that examines the experiences of work in the informal economy. This presentation will discuss key characteristics of work in the informal economy, fundamentally distinguishing them through economic and psychological lenses. More specifically, this presentation discusses the notions of "skills" with respect to the informal economy, the role of culture, and notions of "decency" as a core mandate for work and the labor markets per the United Nations. As we progress into the future of work, we run the risk of exhibiting a lack of consideration for the informal workforce, which could lead to a warped and myopic vision for labor, employment, and the science of I-O psychology. In doing so, in the next generation of policies and research surrounding work will severely limited and will disregard a large segment of the global labor force and economy.
- Mark Griffin: Discussant
 - Digital transformation is disrupting the workplace and changing the meaning of work. All industries are striving to understand and anticipate the future employee skillsets, work designs, workforce demographics, and organizational strategies that will be instrumental in flourishing in the new industrial age. Economic management requires long-term planning, yet technology is evolving in ever shorter time cycles. The complex array of possibilities for future work generates both anxiety and anticipation for workers, managers, and I/O psychology.

PANEL DISCUSSION SEGMENT

Following the presentations, distinguished scholar Mark Griffin will briefly comment on each of the challenges raised and their significance for the future of work before posing questions to the panel. The chair will facilitate the discussion between the panel and will invite audience members to contribute questions or answers to further the dialogue, thereby creating a lively and enlightened discourse. The prepared questions include:

- How are skills required at work changing? What are the most significant and urgent changes that are needed?
- Who will experience better health and safety in the future? Everyone? No-one?
- How could work be structured differently to prepare for future disruption?
- Will automation and artificial intelligence replace, augment, or enhance human intelligence?

The chair will use the last few minutes of the session to ask each panellist to state one or two action items academics or industry should do to prepare for changes to the structure and nature of work.

Presenters/Facilitators (Alphabetical Order)

Tristan Casey is a Lecturer at Griffith University's Safety Science Innovation Lab. He is the developer of the LEAD Safety Culture toolkit through his prior role at Workplace Health & Safety Queensland. Tristan holds a Professional Doctorate in Organizational Psychology and a Graduate Diploma in WHS, and is currently studying a PhD. Tristan has developed skills in measurement and intervention design, centred around leadership and culture.

Emily M. David is an Assistant Professor of Management at China Europe International Business School (CEIBS). In 2019, she was awarded the prestigious designation of Poets & Quants "Best 40 Under 40" Management Professors worldwide. Prior to joining CEIBS, she was an Associate Professor of Management in the College of Business at Zayed University in Dubai, U.A.E. where she served as the Discipline Leader for the HR and Management faculty. Dr. David earned her PhD in Industrial/Organizational Psychology from the University of Houston. Her current research primarily focuses on discovering how to make workplaces more welcoming for people of all backgrounds and personality profiles in order to achieve better person-organization fit, maximize performance, and avoid employee burnout. Dr. David's work has been published in a number of scholarly journals such as the *Journal of Organizational Behavior*, *Leadership Quarterly*, and *Human Resource Management Review*. Prof. David is an active member of the Academy of Management, the Society for Industrial and Organizational Psychology, and the Southern Management Association. She has also worked as an in-house researcher at both NASA (Wyle Laboratories) and the M.D. Anderson Cancer Center in addition to consulting for a myriad of organizations including the City of Houston, Kuraray, Saudi ARAMCO, and Exxon Mobil.

Mark Griffin is the Director of the Future of Work Institute at Curtin University in Perth, Western Australia. The mission of the institute is to support thriving people and organization in the digital age, with a focus on how people contribute to and benefit from new knowledge and practices. Mark's research examines the way people contribute to organizational performance, and has been published in top-tier journals such as *Academy of Management* and *Journal of Applied Psychology*. He has managed large-scale organizational projects in areas such as safety, leadership, well-being, innovation, and productivity, and has collaborated with a range of industries across the US, Europe, UK, Australia, and Asia. He also has extensive expertise in statistical methodology, including multi-level modelling and longitudinal data analysis. He is currently Associate Editor for the *Journal of Applied Psychology*, and previously served as Associate Editor of the *Journal of Management*, as well as founding Associate Editor of *Organizational Psychology Review*. He is a Fellow of SIOP and received their presidential recognition as a leading scientist-practitioner in the field in 2019. Mark earned his PhD from Pennsylvania State University.

Caroline Knight is a Research Fellow in the Centre for Transformative Work Design, Future of Work Institute, Curtin University, Australia. Her interests include work design, job crafting, well-being and performance, with a particular focus on intervention research. She

received her PhD from Sheffield University, UK, in 2016, where she investigated the role of interventions to improve work engagement in organizations. Currently, she is exploring mechanisms underlying work design interventions through conducting empirical interventions as well as using systematic review techniques. Caroline also enjoys using a wide variety of research methods in her work, including meta-analysis, latent profile analysis, and longitudinal growth curve modelling. Caroline is a member of several professional organizations including the Academy of Management (AOM), Society for Industrial and Organizational Psychology (SIOP), and the European Association of Work and Organizational Psychology (EAWOP). She has published in several peer reviewed journals, including *Human Relations*, the *Journal of Organizational Behaviour*, the *Journal of Occupational and Organizational Psychology* (JOOP) and the *European Journal of Work and Organizational Psychology* (EJWOP). She has also contributed to a number of book chapters.

José M. Peiró is Professor of Work and Organizational Psychology at the University of Valencia, Spain. He is senior researcher at the Valencian Institute of Economic Research (IVIE) and a member of the Spanish Academy of Psychology. He has published more than 200 articles in scientific journals and about 30 books and monographs. He was former Associate Editor of the *European Journal of Work and Organizational Psychology* (1995-2001) and currently sits on the editorial team of number of scientific journals (e.g., *Journal of Management*, *Work and Stress*, *Human Relations*, etc.). He previously served as president of the International Association of Applied Psychology and of the European Association of Work and Organizational Psychology, and is a member of SIOP and co-founder of the Alliance for Organizational Psychology. José contributed to the development of the Europsy certificate of Psychologists (Lunt, Peiró, Portinga, & Roe, 2015). He recently coauthored with a multidisciplinary team a monograph on *The Socioeconomic Impact of the Digital Economy* for the Spanish Socio-Economic Council. (Pérez et al., 2019).

Gretchen A. Petery (session chair) is a Post-Doctoral Research Fellow at the Future of Work Institute, Centre for Transformative Work Design at Curtin University in Perth, Western Australia. She is also a research fellow for the Centre of Excellence in Population Ageing Research, funded by the Australian Research Council. Her research focuses on the issues central to an ageing and age diverse workforce, including workplace age stereotypes and age bias, successful ageing at work, subjective ageing, and worker health and well-being. She has authored a number of journal articles, book chapters, and conference presentations, and is a reviewer for *Work, Aging and Retirement*. Gretchen earned her bachelor's degree in psychology from Washington State University Vancouver and her master's and PhD from the University of Connecticut, and holds university certificates in human resource management and occupational health psychology. Prior to her academic career, Gretchen spent more than 20 years in managerial and other industry roles, and owned her own business, giving her a unique perspective of work and working life.

Mahima Saxena is an Assistant Professor of Industrial and Organizational Psychology at the Illinois Institute of Technology in Chicago. Mahima's research broadly pertains to work and well-being. Her primary research focus is on humanitarian work psychology (HWP), which explores the application of I-O psychology towards the promotion of global well-being, social justice, enhanced occupational health, and social and economic development world-wide. Mahima's research actively contributes to the United Nation's Sustainable Development Goals and associated policy initiatives. Her work has been funded through SIOP in its' first grant to HWP, Bilsland Strategic Initiatives, Center for Interdisciplinary Scientific Computation, Illinois Tech, and Purdue Univeristy. Previous projects have

examined work-experiences of informal workers, occupational health and safety for agricultural workers in poverty, workplace incivility by women in STEM, and the development of job-burnout, particularly in the STEM industry. Mahima is an expert in using the mixed-method approach in her research, utilizing both qualitative and quantitative techniques, including most prominently the use of the experience sampling method in rural and remote locations. Mahima is an elected executive Board Member of the Global Organization for Humanitarian Work Psychology. Mahima earned her Ph.D. from Purdue University in Psychological Sciences and is a Commonwealth Scholar.

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