

# IDEAS MADE TO MATTER

# Welcome to IM2M Talks

**OPEN** Inclusive Collaborative Collegial  
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# Stephanie Tan, SM '98

Chair, MIT Sloan Alumni Board

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# Barry Stein, EMBA '17

Member, MIT Sloan Alumni Board

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# IDEAS MATTER MATTER

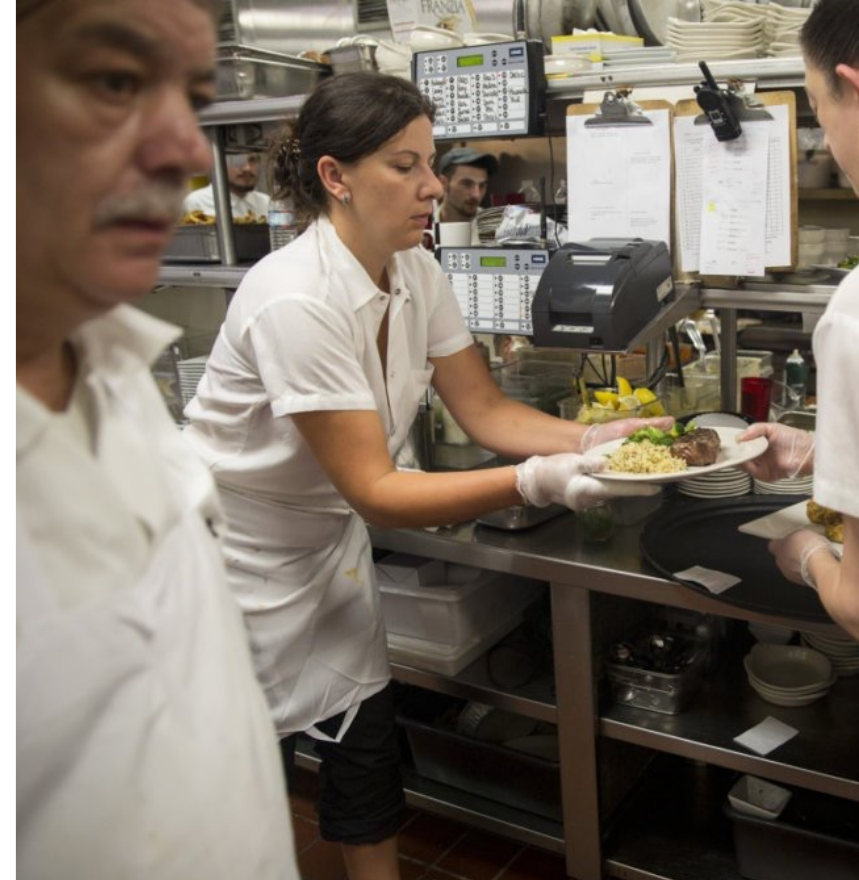
# Juan Higueros, EMBA '17

Co-Founder and Chief Operating Officer,  
Bear Robotics

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**Welcome to Our  
Food Service  
Robot Future**



# Restaurant Battlefield



# Headlines

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OPERATIONS > WORKFORCE

**More restaurant employees are quitting than in any other industry, recent data shows**

People are leaving the restaurant industry in record numbers.

TAKE THIS JOB AND SHOVE IT

**US restaurant workers are quitting in record numbers**

# BIG Industry

**SALES \$898B**

**WORKFORCE 14.9M**

Restaurant employees are **exhausted**

## EMPLOYEE CONCERNS

**43%**

Restaurant understaffed

**55%**

Considering leaving their job

**56%**

Difficult to take time off

**65%**

High stress

Restaurant  
owners are  
**struggling**

## OWNER CONCERNS

**82%**

Labor costs

**86%**

Recruitment

**89%**

Retention



**PERFECT  
STORM  
AHEAD**

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# Bias to Action

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# Up Ahead

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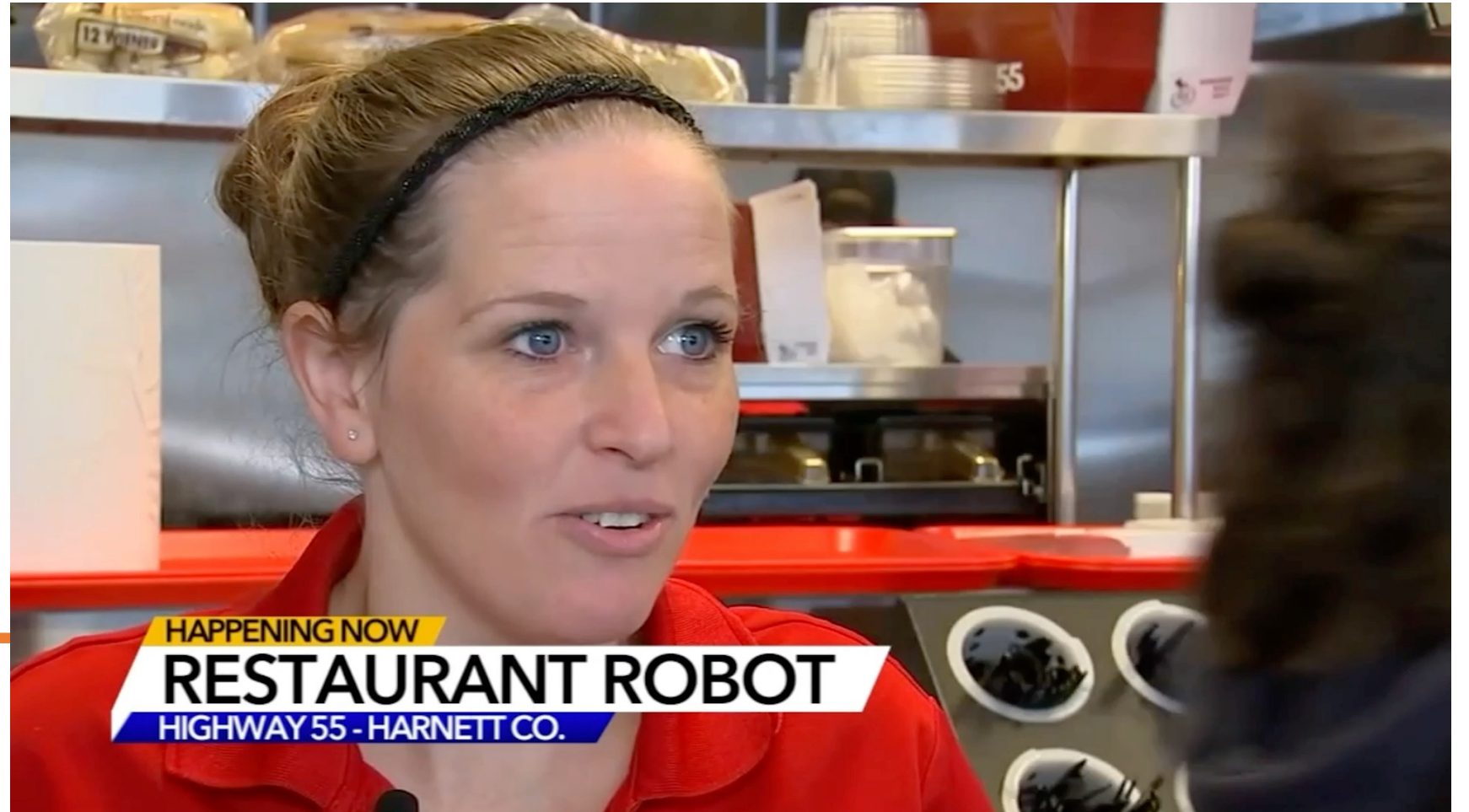
“A life is not important except in the **impact** it has on other lives.”

*Jackie Robinson*



# Impact

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HAPPENING NOW

**RESTAURANT ROBOT**

HIGHWAY 55 - HARNETT CO.

The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who **improve the world** and to generate ideas that advance management practice.

# Thank you.

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# Elizabeth Altman, LGO

'92

Assistant Professor, Manning School of  
Business, UMass Lowell

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# WORKFORCE ECOSYSTEMS

## A STRATEGIC APPROACH TO THE FUTURE OF WORK

---

### **DR. ELIZABETH J. ALTMAN**

Manning School of Business, University of Massachusetts Lowell  
Guest Editor, *Future of the Workforce*, *MIT Sloan Management Review*

### **MAY 2022**

MIT Sloan Reunion

### **CO-AUTHORS**

David Kiron (*MIT Sloan Management Review*)  
Jeff Schwartz (Deloitte retired; Gloat)  
Robin Jones (Deloitte)

BIG IDEA

# Future of the Workforce

IN COLLABORATION WITH:

**Deloitte.**

MIT SMR and Deloitte continue their research on the future of workforce for a third consecutive year in 2022.

In 2020, the research team focused on *opportunity marketplaces*: internal platforms that help organizations develop, engage, and retain talent. In 2021, the team published on *workforce ecosystems*: structures that consist of interdependent actors, from within the organization and beyond, working to pursue both individual and collective goals.



GUEST EDITOR

**Elizabeth J. Altman**

Assistant professor, Manning  
School of Business, UMass  
Lowell

[Learn more](#) →

**When we say *workforce*,  
what do we mean?**



# EMPLOYEES ...



# CONTRACTORS, FREELANCERS, AND GIG WORKERS...

☰ **Toptal** Top 3% Why Clients Industries ▾ Community Blog About Us Apply as a Freelancer Hire Top Talent Log

## Hire the Top 3% of Freelance Talent<sup>®</sup>

Toptal is an exclusive network of the top freelance software developers, designers, finance experts, product managers, and project managers in the world. Top companies hire Toptal freelancers for their most important projects.

Hire Top Talent

**Danielle Thompson**  
◆ Product Designer  
Previously at Blackboard

TRUSTED BY LEADING BRANDS AND STARTUPS



WATCH THE CASE STUDY

WATCH THE CASE STUDY

WATCH THE CASE STUDY

**Danielle Thompson**  
◆ Product Designer

**Vladimir Peric**  
<> JavaScript Developer

**Saim Korlu**  
||| M&A Expert

**Emily Dubow**  
◆ UX/UI Designer

**Vladimir Mitrovic**  
<> C# Developer

**Matthew Warkentin**  
<> Python Developer

# SUBCONTRACTORS ...



# Owning an Amazon delivery business: The risks, rewards and economic realities of the tech giant's new program for entrepreneurs

BY **TODD BISHOP** on July 15, 2018 at 12:26 pm



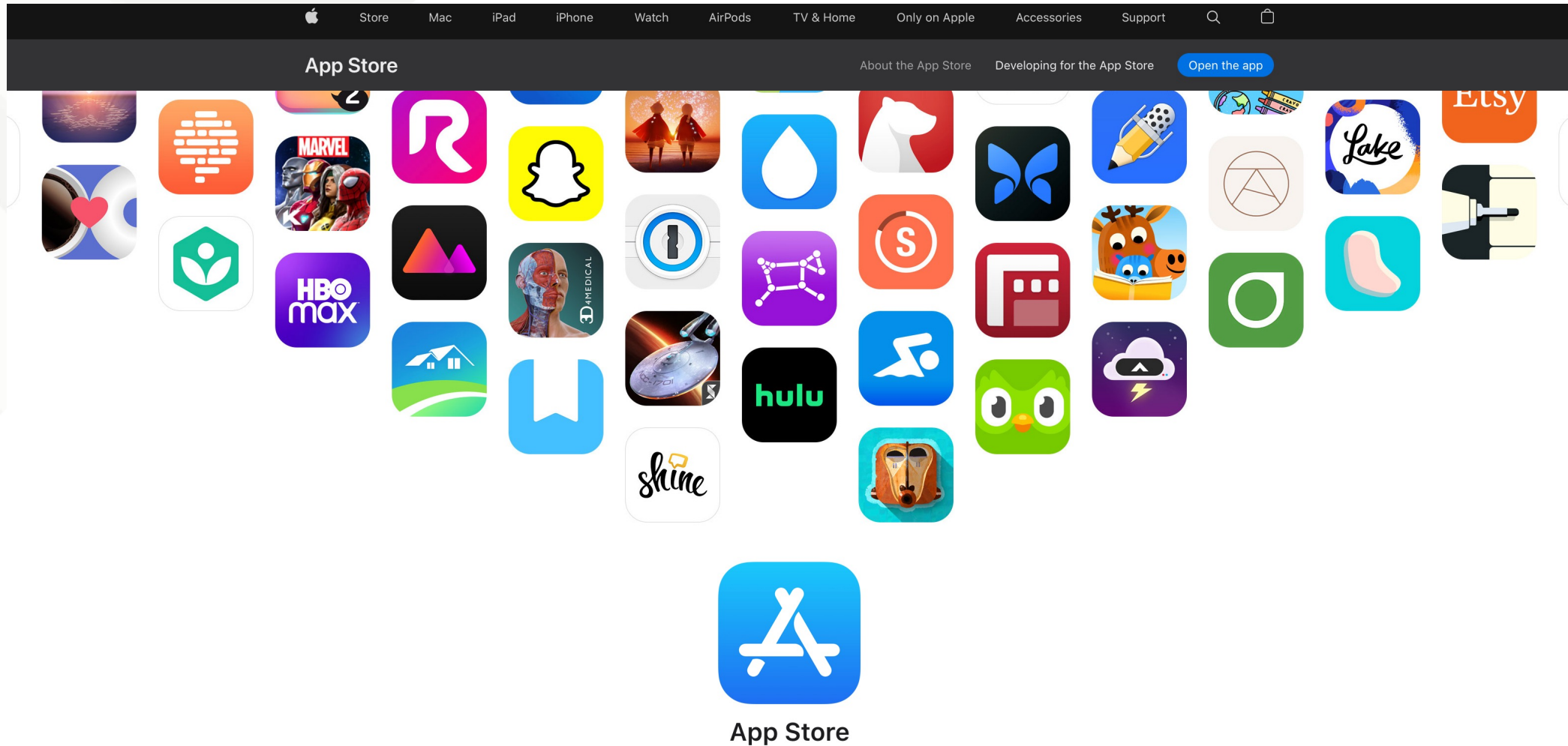
Amazon has a new idea for anyone who has ever dreamed of owning and running a small business, but was daunted by the hurdles, or didn't know where to start: Launch and run an independent company of your own to deliver its packages.

Intrigued? As with any new business, it won't be easy. That's why Amazon promises to help you get started, and provide a steady source of revenue once your company is up and running. It's a rare opportunity to hitch your entrepreneurial fortunes to one of the fastest-moving companies in the world.

Source: <https://www.geekwire.com/2018/owning-amazon-delivery-business-risks-rewards-economic-realities-tech-giants-new-program-entrepreneurs/>



# COMPLEMENTARY BUSINESSES (LIKE APP DEVELOPERS) ...



# MARKETPLACE SELLERS...

 seller central

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# Become an Amazon seller

More than half the units sold in our stores are from independent sellers.

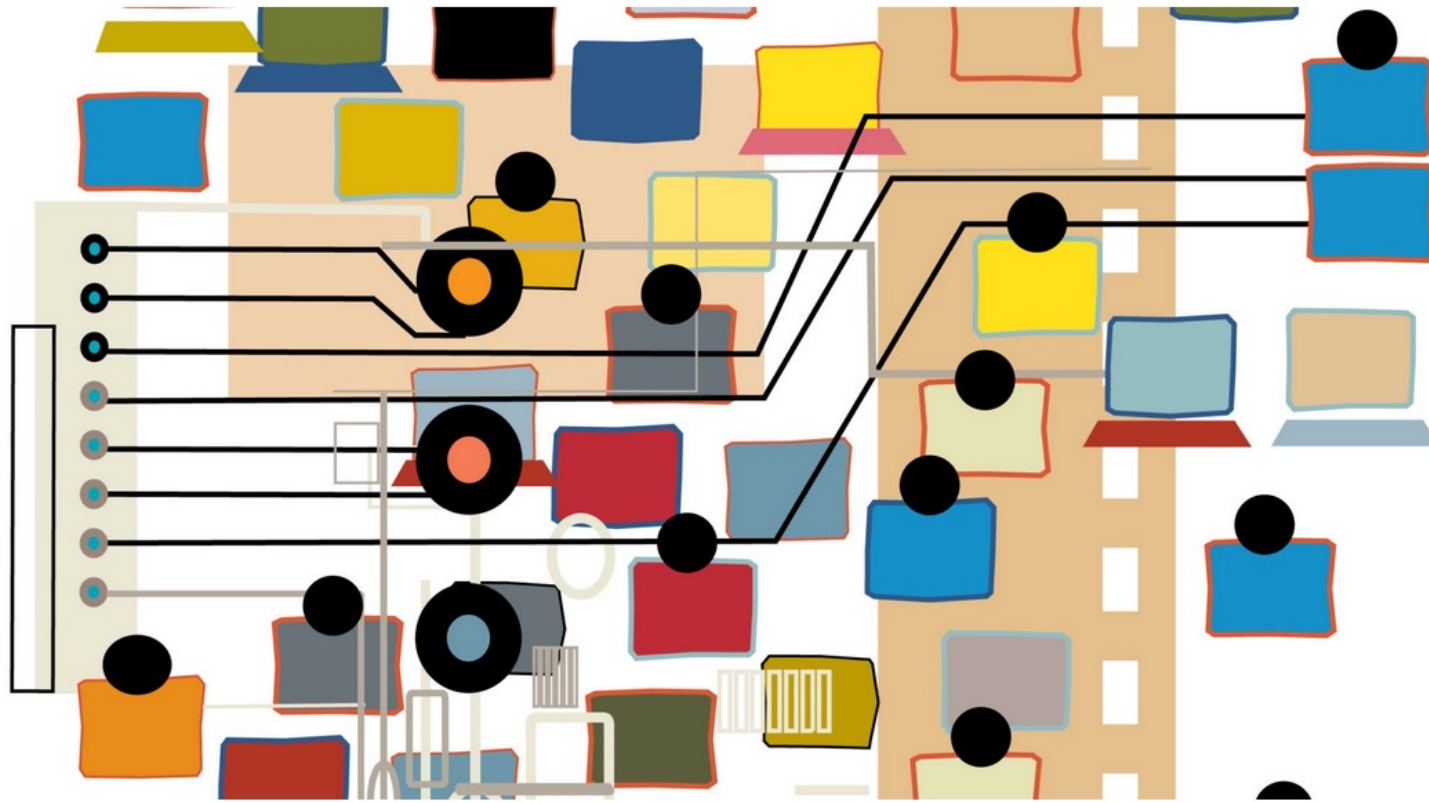
[Sign up](#)

[Learn more](#)

\$39.99 a month + selling fees

# ... AND CHATBOTS, ROBOTS, AND OTHER TECHNOLOGY.





PLATFORMS & ECOSYSTEMS

# The Future of Work Is Through Workforce Ecosystems

Workforce ecosystems can help leaders better manage changes driven by technological, social, and economic forces.

Elizabeth J. Altman, David Kiron, Jeff Schwartz, and Robin Jones • 8 hours ago



# THE 2021 RESEARCH REPORT: INTRODUCING WORKFORCE ECOSYSTEMS



PLATFORMS & ECOSYSTEMS

## Workforce Ecosystems

Elizabeth J. Altman et al.

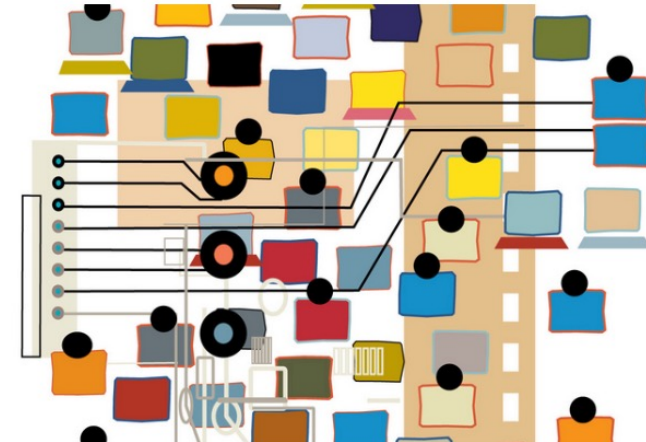
April 13, 2021



PLATFORMS & ECOSYSTEMS

## Interactive: The Workforce Ecosystem Perspective

May 18, 2021



PLATFORMS & ECOSYSTEMS

## The Future of Work Is Through Workforce Ecosystems

Elizabeth J. Altman et al.

January 14, 2021

# THE 2022 RESEARCH REPORT: ORCHESTRATING WORKFORCE ECOSYSTEMS



## WE DEFINE...

# work·force ec·o·sys·tem

noun /'wɜrkfɔːrs/ /'ēkō,sistəm/



A structure focused on value creation for an organization that consists of complementarities and interdependencies.\* This structure encompasses actors, from within the organization and beyond, working to pursue both individual and collective goals.

\*By complementarities, we mean that some members of the system (workers or organizations) work independently yet together offer value for their mutual customers. By interdependencies, we mean that some members rely upon one another for their shared success (or failure); they win or lose together.

# THE ENTIRE WORKFORCE ECOSYSTEM REFLECTS THE BRAND

“Our customers don’t perceive the contingent workforce to be hired help. They perceive them to be a reflection of our brand.”

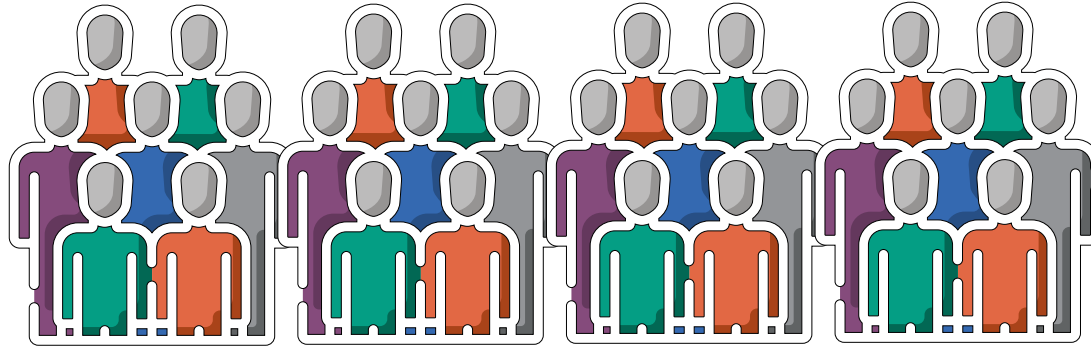
**Michael Smith**  
**CEO, Randstad Sourceright**

# ABOUT THE 2021 RESEARCH

## 5,118

SURVEY RESPONDENTS

Survey of business executives, managers, and analysts from global organizations to understand how the relationship between the organization and the workforce is evolving



## 27

 EXECUTIVE INTERVIEWS

C-suite and other executives, academic leaders, and other subject matter specialists



## 138



COUNTRIES



respondents from UNITED STATES

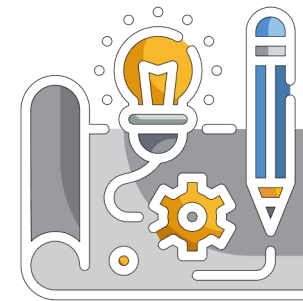
More than

## 2/3



of respondents from outside the UNITED STATES

## 29



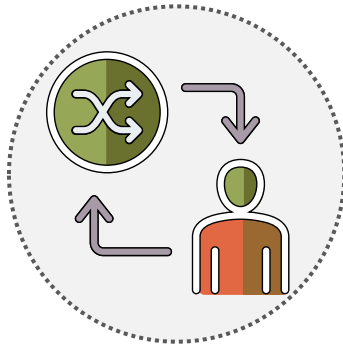
INDUSTRIES

## 26%

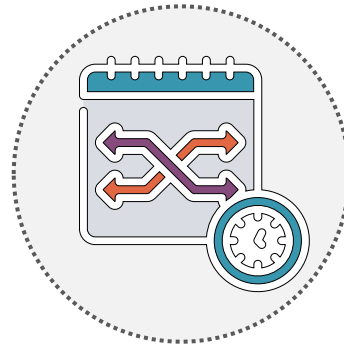


REVENUE @>\$1B

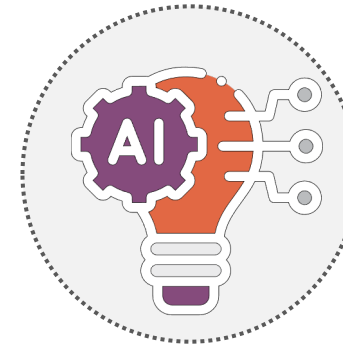
# DRIVERS OF WORKFORCE CHANGE



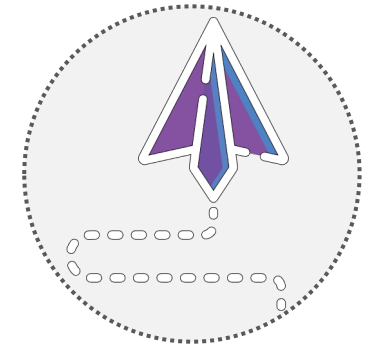
Nature of  
work is  
changing



Workers'  
preferences  
are shifting



Technology is  
transforming  
how we  
engage &  
manage the  
workforce



Many workers  
consider  
themselves  
“free agents”  
vs. loyal  
employees

# More than eight out of 10 respondents consider external contributors to part of their workforce.

**87%**  
consider their workforce  
to encompass more than  
their employees



**13%**  
consider their workforce to  
encompass only full-time  
and part-time employees

*Percentages are based on 4,761 total responses and exclude those who responded don't know or not applicable*

# TAKING A MORE EXPANSIVE VIEW OF THE WORKFORCE WITH A FOCUS ON SKILLS

“We will manage the external workforce even more actively, not only to attract labor, but also for **access to skills** that we may not have enough of internally.

It’s becoming even more important in tech-related work, where **skilled talent is less inclined to join a traditional workforce.**”

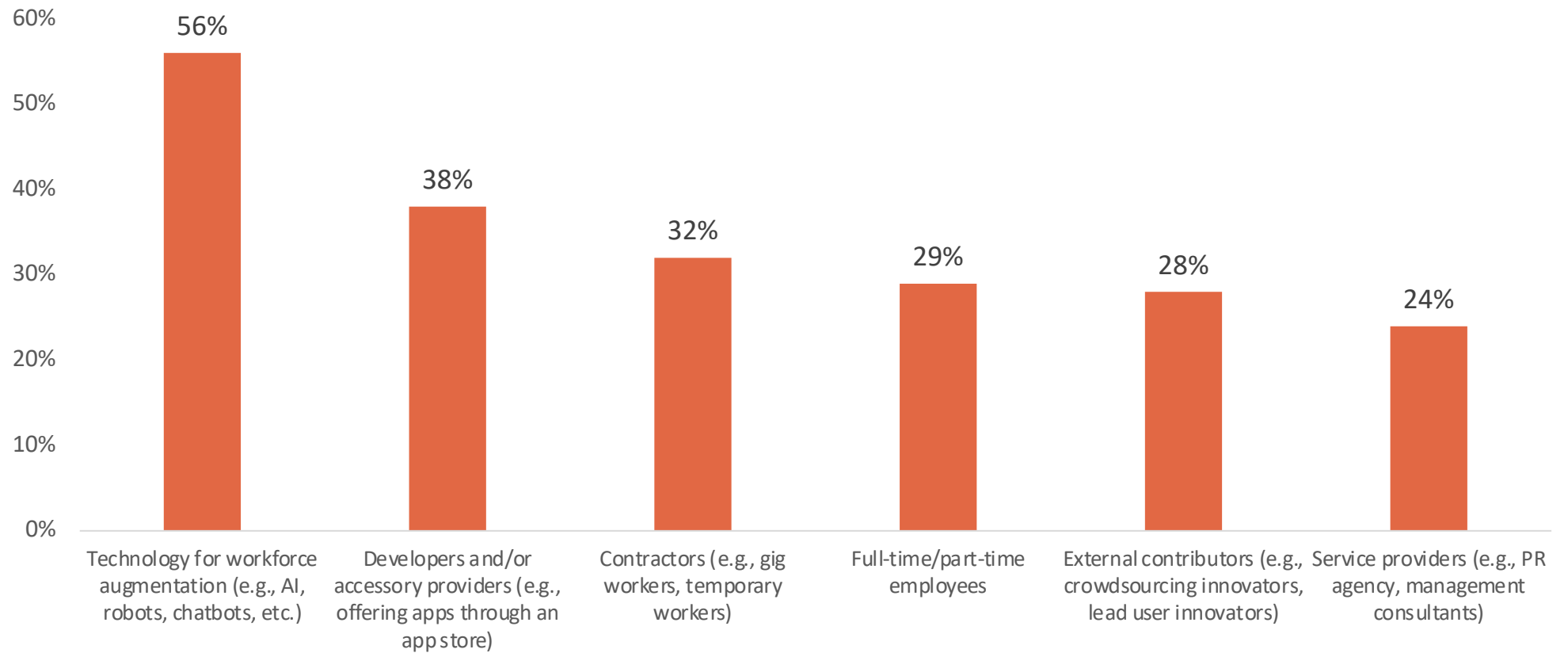
**Markus Graf**  
**VP of HR and Global Head of Talent, Novartis**



**In 2021, every category expected to grow over 18-24 months. Tech for workforce augmentation and developers and/or accessory providers expected to grow most.**

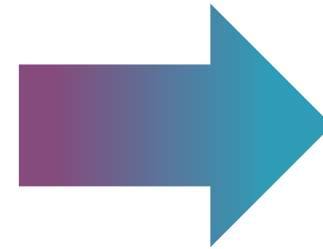
### **Workforce Participation Growth by Category**

Respondents expect the following categories of workforce participants to increase over the next 18-24 months:



# RETHINKING WORKFORCE MANAGEMENT PRACTICES

Traditional  
Employee Life Cycle



Workforce Ecosystem  
Approach



**Workforce  
planning**



**Talent  
acquisition**



**Performance  
management**



**Compensation  
& rewards**



**Learning &  
development**



**Career  
paths**



**Organization  
design**

# Workforce Ecosystems describe how leaders can foster an equitable and inclusive working environment

You have to think about it holistically, and you have to really **harness the power that is your entire workforce to be successful**. I've got to make sure that we're building an entire team and that it's inclusive. You have to find a way to build trust within the ecosystem at all levels.”

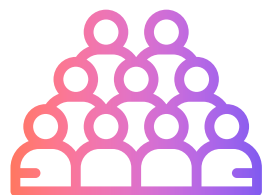
“It's about pulling everybody in. We can't have people who are not inside the family being treated differently: They're here. Somebody brought them to the family reunion.”

**Major General Ronald Clark**  
**U.S. Army**

# ABOUT THE 2022 RESEARCH

Research findings based on a global survey and interviews with industry and academic thought leaders

IN THE FALL OF 2021, WE SURVEYED

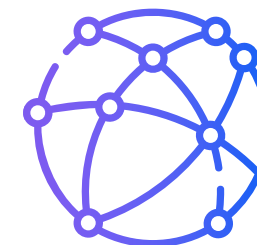


**4,078**

MANAGERS

**129**

COUNTRIES



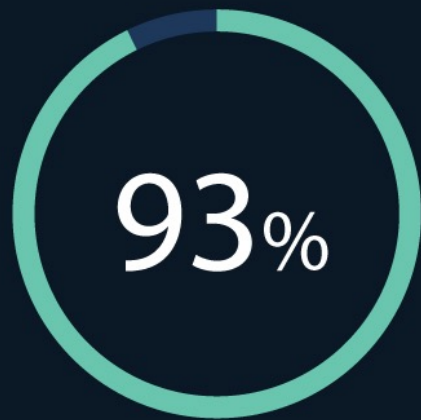
**29**

UNIQUE  
INDUSTRIES

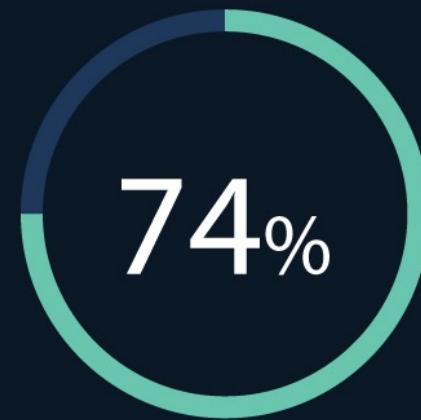
**19**

THOUGHT  
LEADERS





**93%** of managers view some external workers as part of their organization's workforce.



**74%** of managers agree that effective management of external contributors is critical to their organization's success.



**58%**

of managers agree their organizations take an integrated approach to managing employees and external contributors.



**30%**

of managers agree their organization is sufficiently preparing to manage a workforce that will rely more on external contributors.

# Our research shows companies that are most intentionally orchestrating workforce ecosystems have five common characteristics.

They are far more likely than other organizations to:



Closely coordinate cross-functional management of internal and external workers



Hire and engage the internal and external talent they need



Support managers seeking to hire external workers



Have leadership that understands how to allocate work for internal and external contributors



Align their workforce approach with their business strategy



49%

of Intentional Orchestrators agree leadership in their organization understands which types of work are suitable for internal or external workers.

10%

of Non-Orchestrators agree leadership in their organization understands which types of work are suitable for internal or external workers.

5x

**Intentional Orchestrators** are roughly five times as likely as Non-Orchestrators to report that their leaders understand how to distribute work among internal and external workers.

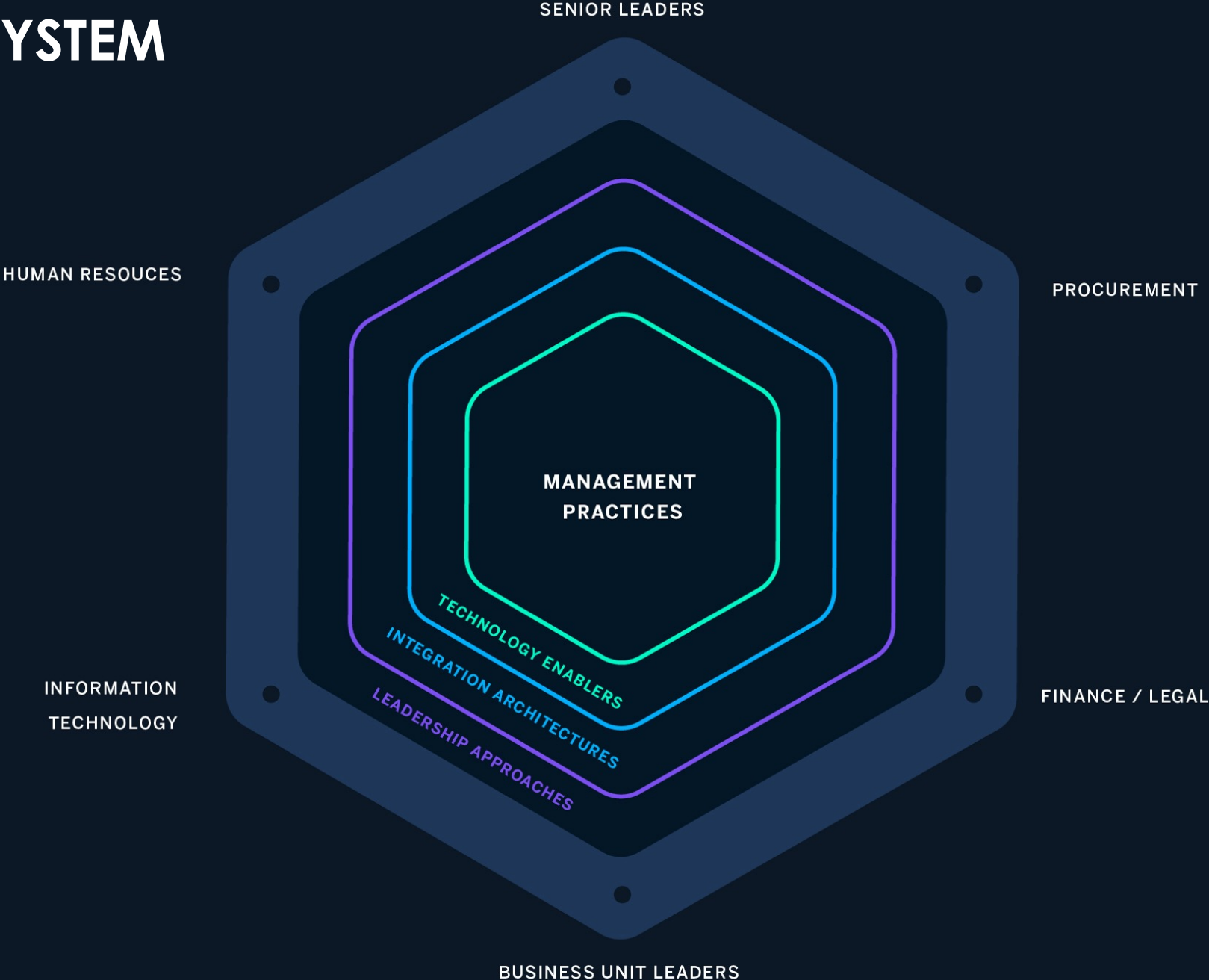


## WHO IS RESPONSIBLE FOR THE WORKFORCE?

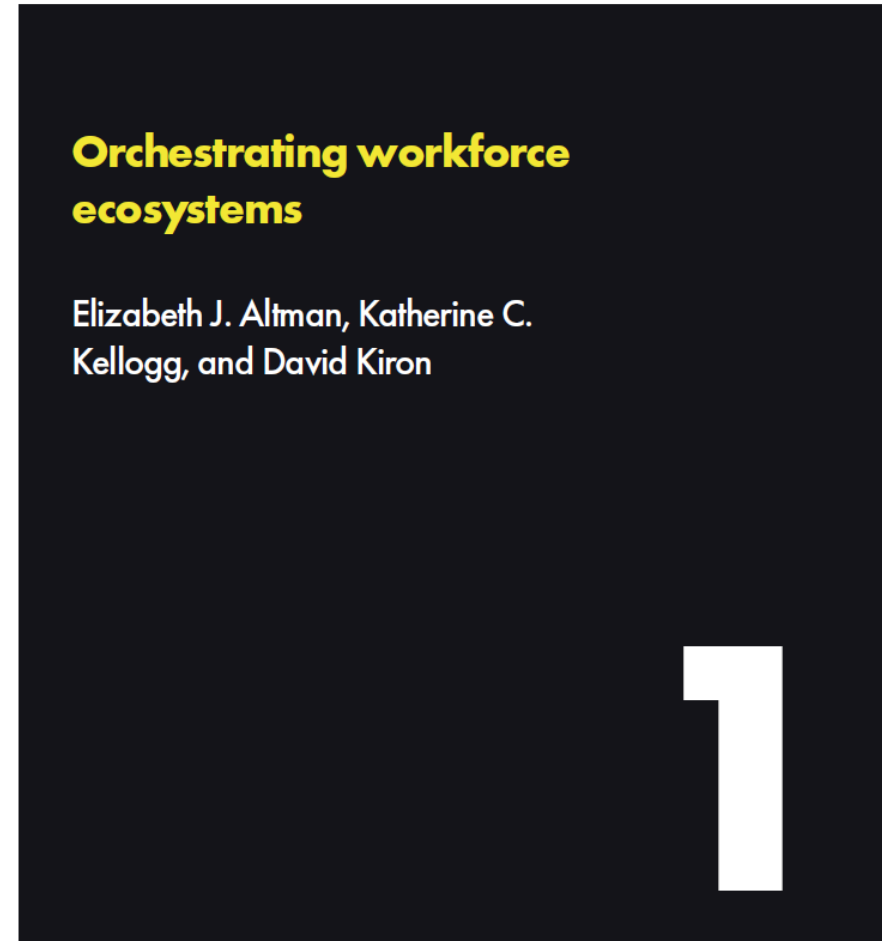
“A business unit leader’s job is to get the work done. It’s not their job to figure out how they develop all the skills needed for all of the players sustainably over time. Nobody owns that. The project guy doesn’t own it. HR doesn’t own it. Accounts payable doesn’t own it. **Who owns it?”**

**Cathy Benko**  
**Board Member, Nike**

# WORKFORCE ECOSYSTEM ORCHESTRATION FRAMEWORK



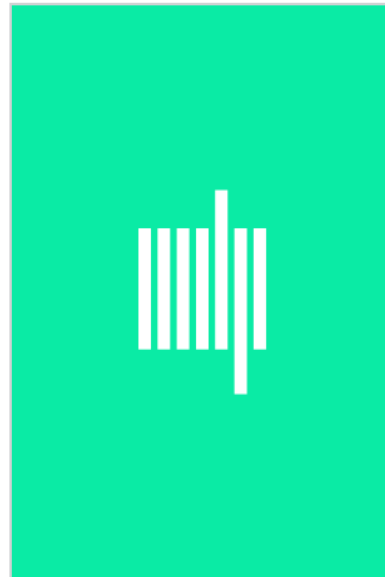
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A pioneering guide to understanding and leading workforce ecosystems, which include not only traditional employees, contractors, and gig workers, but also partner and complementor organizations that work with companies to accomplish enterprise and individual goals.

### Overview Author(s)

#### Summary

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