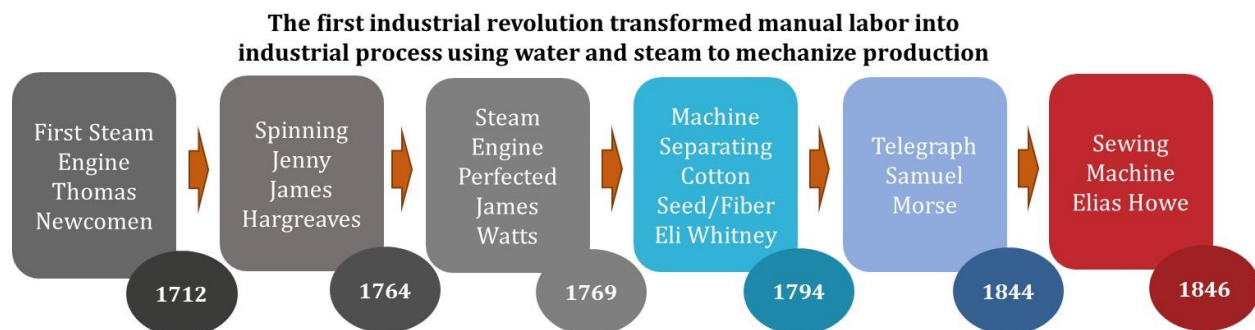# The Job Revolution
from Full-Time to Job Sharing

Ruach™ Business Management Consulting can help you navigate the changing workplace and assess your organizational identity. Before we do that, let us step back and review how technology has impacted the way we view or do our jobs.

Disruption in the workplace from the Industrial Age to the Digital Age

The 18th and 19th centuries were full of great inventions that helped Europe and the United States leave the agrarian world to become industrial giants.

The first industrial revolution transformed manual labor into industrial process using water and steam to mechanize production

First Steam Engine Thomas Newcomen	Spinning Jenny James Hargreaves	Steam Engine Perfected James Watts	Machine Separating Cotton Seed/Fiber Eli Whitney	Telegraph Samuel Morse	Sewing Machine Elias Howe
1712	1764	1769	1794	1844	1846

The era of big production with a new organization of labor known as the factory system was born.

> With the Second Industrial Revolution from 1870 to 1914, more inventions made the use of science to industry possible. Thus, technological advances, such as the discovery of electricity allowed the world to quickly witness an explosion of improved mass production of manufactured goods.

During the 1950s, 1970s came the Third Revolution: the use of electronics and information technology to automate production. Electric typewriters replaced manual typewriters. In the 1980s, computers started replacing typewriters and allowed more efficient and faster access to and production of information. In the 1990s, the World Wide Web became popular and every business started using the Internet. In the 2000s, television transitioned from analog to digital signals and mobile devices invaded all the continents.

Today, we may talk about a Fourth Revolution that is producing breakthroughs in all fields at a speed of light and described as *Innovation*. Artificial Intelligence, cloud computing, robotics, data science, etc. are everywhere and they help us explore self-driving cars and drones to fit our curiosity and desire to get everything instantaneously.

Why do you need to know this?

It is important to understand the social impact of technological advances on society as it affects your organization. Let us examine closely the opportunities and threats that they may create to you.

Opportunities and Threats

Opportunities:

The First, Second, Third, and Fourth Industrial Revolutions enabled people to leverage their income as well as their quality of life. As the basic necessities (food, housing, and health) are fulfilled, one can spend on other things such as gadgets or luxury items. Those who have more can even buy stocks and invest in your organization. Most people, rich or poor, own a mobile device that can be used to communicate with someone in a different country in a matter of a few seconds. Remote communication and online ordering are the norm today. Almost everything can be ordered or searched online. Consumers are receiving more efficient services and requiring faster services. The availability of products on the market has reduced their cost and made them affordable to the average population. The industrial revolutions created a class of new rich people. The new class did not inherit their wealth but worked hard to attain it. Some savvy investors went from rich to wealthy, creating more jobs which produced economic growth. Thanks to the Internet, geographical distance can be eliminated in a few clicks and learning can be done online. For those living in remote areas, this is a major plus as transportation is no longer an issue.

Threats:

However, the preponderance of technology has created a tremendous problem: Alienation. Whether the alienation is psychological or economical, it can no longer be ignored.

How many times did we hear or read about a "nice" co-worker who suddenly went on a shooting spree?

How about the disgruntled and former employee who was arrested for threatening his or her employer?

What should be done to help those who are displaced by technology or feel that they cannot cope or worse, those who have lost the ability to communicate with human beings?

The reality is that the more automation takes over the labor market, the wider the gap between the rich and the poor and the greater the violence and mental health issues we may face.

Acknowledging those negative as well as positive facts is important to be sustainable in the Digital Age. **The question is where do you stand?**

Do you Know your Organizational Structure or Identity?

The sooner organizations embrace the different groups in their workplace, the better they will be able to survive in this competitive and global market. Most organizations are comprised of four to five main groups:

- *Silent Generation*: born between 1925 and 1945.
- *Baby Boomers*: born between 1946 and 1963.
- *Generation X*: born between 1964 and 1979.
- *Millennials or Generation Y*: born between 1980 and 1995.
- *Gen Z*: born between 1996 and 2010.

Each generation brings a different set of expectations, values, goals, behaviors, and motivations. For instance, members of the *Silent Generation* are accustomed to the top-down approach. They respect authority, are loyal, and have great willpower. They believe that promotion can be achieved in the long run after years of hard work and are thrifty as

they grew up during the Great Depression. They are known for their reliability, conformism and strong work ethic.

Baby boomers also are loyal to their organization and mostly stay with the same organization until retirement age or until they are laid off. They mix work and personal life. As they grew up during the economic boom, baby boomers define themselves by their professional achievements, they are independent, goal-centric, resourceful, mentally focused, and competitive. They are workaholic and associate work and position with self-worth. Although they have strong work ethics, they are not afraid to challenge the status quo.

Generations X are ethnically diverse and better educated than baby boomers. They are independent, resourceful, and self-sufficient. They value freedom and responsibility in the workplace. Many in this generation do not like to work structured work hours, they adapt easily, and highly regard flexibility. They do not like to be micromanaged and are comfortable with technology.

Millennials and Generation Z have some common traits. They are both technically savvy. However, *Millennials* love being praised constantly as they grew up with *Baby Boomers*

parents who were overprotective. They like movements and are prone to stay with the same organization no longer than 2-4 years. They are passionate about their work but place more emphasis on family than work and on purpose rather than growth or profit. They prefer to work with an organization that has the same values as them, such as learning, personal and professional development.

> By 2020, *Generation Z* will represent **$3 trillion** in purchasing power and one third of the labor market. They are always wired, use a mobile device to communicate, and want to make the world a better place. They will not hesitate to take a salary cut to work for an organization that has a social mission.

Generation Z differ from *Millennials* as they are the most multiracial of the five groups. According to the US Census Bureau, 50% of children under 5 in the United States belong to an ethnic minority. They lived through the Great Recession and saw their parents lose jobs. Thus, they are entrepreneurial but realistic. Although they are financially focused, they will accept a position that offers a steady good income because they value financial security more than any generation.

What is the purpose of all the above demographical data?

You cannot lead in this competitive age if you ignore the demographic data that are shifting the labor market.

Do you have the Attributes of Top Performing Employers?

Now that you are aware of the common and different traits that make up the five generations in the workplace. **What are you offering to appeal to them?** One managerial style will not suffice in helping you navigate between the multi-generational teams that make up your organization. In her article, *Leading a Multigenerational Workforce: Build a culture of mutual respect to create a meaningful workplace for all generations,* posted in Healthcare Executive of January/February 2017, Kimberly McNally states that "Leading a multigenerational team can be challenging. Leaders must be flexible and responsive both to develop the potential of each team member and to build teams that work collaboratively."

> The era of only looking at the shareholders' profits and neglecting any social implications is over. After the crash of the stock market and the big scandals that led to the recession, today's workers have learned to look out for themselves, even if it means to take a salary cut to work for an organization that has a social mission that resonates with them.

Once teams are able to work collaboratively, they perform at the highest level, have high morale, and productivity increases. In order to remain at the top, employers need to learn to be flexible and adapt to the ever-changing needs of their employees. What worked 5 to 10 years ago no longer applies today as technology and demographics are constantly evolving. Loyalty is inexistent and has been replaced by a desire to make the world a better place or Corporate Social Responsibility.

Orson Wells was partially right: Big Brother is watching. However, workers all over the world are also watching Big Brother and corporations. They are demanding to be heard and refuse to be just a number; they are a visible force not to be ignored. They can dictate change in a few clicks.

The birth of gig economy as one response

Employers who are transforming to embrace the impact of generations on the workplace, are turning to gig economy as one way to engage their workforce. They realize that there is a market to be tapped in for temporary engagements. Even though this trend has emerged mostly in the technology industry, it will also grow in others. While technology

advancements have made this modus vivendi possible, it does require a certain level of flexibility on the part of the employers. As this construct grows, employees will demand more and more flexibility.

Are you ready for your next steps in the battle for talents?

Ruach™ Business Management Consulting's **Job-Share Management** may very well be what you need to navigate the transforming workforce. By extending your reach to the "non-typical" workforce, you will remain competitive.

To Retain or Not to Retain: What are your HR Recruitment and Retention Strategies?

Note that top-performing organizations invest in their most valuable resources--**their employees**--by doing the following:

- They capture data about their workplace not to satisfy their HR needs but to understand the work dynamics and improve it
- They respect the fact that most employees today work to live but not live to work. Thus, they strive to instill a culture of work-life balance
- They tap into the diversity of age, culture, and skills to boost performance
- They offer training and mentorship to their employees instead of looking for an outsider with an ideal package
- They promote alternative workplace benefits such as remote work, contract work, part-time work, and job-sharing work to fit the needs of their diverse and multigenerational staff
- They offer perks such as discount to gyms, wellness programs, etc. for healthier and more productive workers.

Do you want to be among the top performers? Let Ruach™ Business Management Consulting review your organization's identity and demonstrate how job-sharing can be beneficial to your bottom line and to your employees. **Call us!**