
Talent, Social and Changing Work Dynamic Briefing

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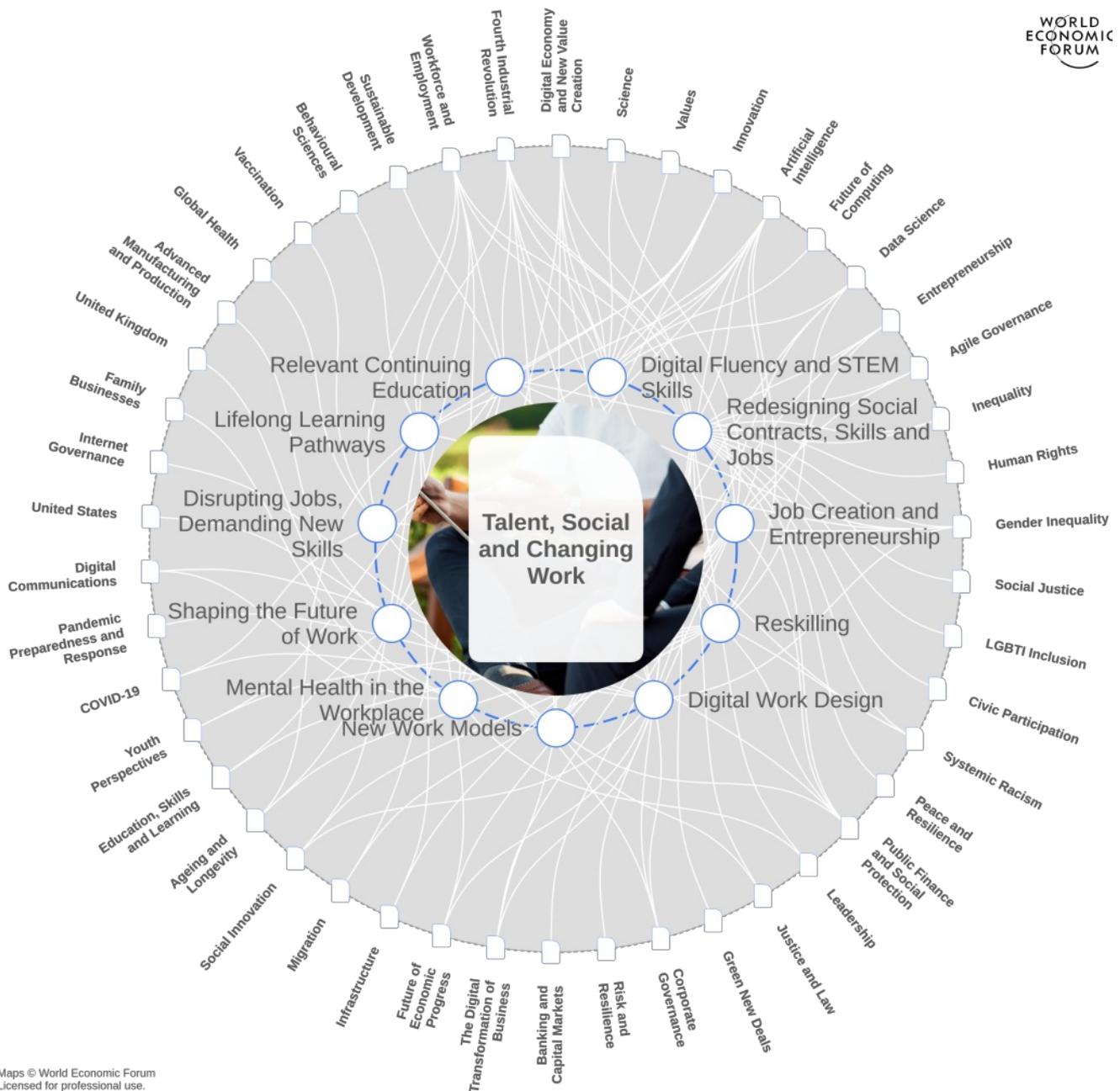


Talent, Social and Changing Work

Last review on Sun 02 January 2022

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum’s benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



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Executive summary

Talent, Social and Changing Work Intelligence Map - insights and perspectives curated by Digoshen via World Economic Forum Strategic insights and contextual intelligence.

1. Digital Fluency and STEM Skills

Digital skills are essential, but real digital fluency means applying ethical considerations to technical achievement.

2. Redesigning Social Contracts, Skills and Jobs

The pandemic has laid bare the inequalities that create unnecessary suffering and hardship.

3. Job Creation and Entrepreneurship

The changing global economy can quickly create value but is slow to generate sustainable jobs, calling for new approaches.

4. Reskilling

The Fourth Industrial Revolution and demographic shifts require short-term reskilling to meet labour market demands.

5. Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work.

6. New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment.

7. Mental Health in the Workplace

Employees who are more susceptible to mental health problems are more likely to see their work suffer.

8. Shaping the Future of Work

Companies are taking new approaches to shaping the workforce and workplaces.

9. Disrupting Jobs, Demanding New Skills

People losing jobs due to technology- or pandemic-related disruption must be helped to gain new skills.

10. Lifelong Learning Pathways

Education typically ends at an early stage of life, to the detriment of workers and employers.

11. Relevant Continuing Education

Technical and vocational training is often unjustly neglected by education systems.

Digital Fluency and STEM Skills

Digital skills are essential, but real digital fluency means applying ethical considerations to technical achievement

Technology has provided a crucial lifeline during COVID-19 by linking people to loved ones and work - in ways that make it clearer just how digitized the near future will be. The hybrid forms of collaboration that have emerged as we move towards a new normal bring their own challenges, and may aggravate existing inequalities. To thrive in a contemporary workplace, young people need to develop digital fluency and science, technology, engineering and mathematics (STEM) skills from an early age. Real fluency starts with basic digital literacy - and adds an ability to apply critical thought and ethical considerations to using and developing technology, or dealing with data. While learners need help to attain an ability to apply innovation in ways that take into account ethical considerations, education systems need to ensure technology curricula are up-to-date on related issues - and teachers need opportunities to refresh their own skills and knowledge to keep up with real-world developments. The ethical use of technology should be embedded throughout an education and lifelong learning, to prepare people of all ages to deal with the thorniest related issues.

Properly matching STEM skills with a solid ethical grounding requires investment, though the benefits in terms of increased digital fluency can clearly exceed related costs. That is certainly true for businesses hiring young people equipped with fluency who are less likely to build artificial intelligence and other systems that result in litigation or scandal. Many of the most desirable jobs require a healthy understanding of math and science; according to projections made by the US Department of Labor, many of the 20 fastest-growing occupations for the period between 2016 and 2026 will require related backgrounds and skills. In addition, the European Centre for the Development of Vocational Training (Cedefop) has estimated there will be 11% employment growth within the European Union for occupations tied to science, engineering, and information and communications technology between 2020 and 2030. Given the importance of high-value-added STEM in future workplaces, it is imperative to ensure access to related education for people from all socio-economic groups. Girls and women are particularly underrepresented within STEM disciplines, and it is crucial to find ways to proactively increase their engagement during secondary and tertiary education.

Related insight areas: [Workforce and Employment](#), [Fourth Industrial Revolution](#), [Digital Economy and New Value Creation](#), [Science, Values, Innovation](#), [Artificial Intelligence](#), [Future of Computing](#), [Data Science](#)



VoxEU

Addressing the roots of educational inequities by shifting parental beliefs

12 December 2021

Rising educational and income inequalities have been documented in nearly every corner of the earth, with associated disparities in parental investments in children. This column reports the results of two field experiments that reveal how shifting parents' beliefs about the role of parental inputs in child development can lead to higher parental investments and be a pathway to reducing socioeconomic gaps in children's skills.



Raconteur

How CIOs can guard against a tech skills exodus

11 November 2021

CIOs have long grappled with tech skills shortages. As economies recover around the world, the recruitment challenge is reaching new heights. The pandemic resulted in a lot of projects being put on hold, notes John Nash, founder and chairman of tech recruitment agency Nicholson. As budgets are released again, it's creating a raft of new jobs and vacancies. That's not the only challenge.



SpringerOpen

Research on college English teaching based on data mining technology

27 November 2021

To improve the efficiency and quality of college English teaching, we analyzed the feasibility and application process of data mining technology in college English teaching. The entire process of data classification mining was fully realized. A new teaching program was proposed. The object and target of data mining were determined. Online surveys were used to collect data. Data integration, data cleaning, data conversion, data reduction and other pre-processing technologies were adopted. The decision tree was generated by using the C4.5 algorithm, and the pruning was carried out. The result analysis decision tree model was completed. A detailed survey of the students' English learning in University was made in detail. The results showed that the qualified rate of students' English performance was increased from 20–30% to 50–60%.



London School of Economics and Political Science

Time, Finances, Confidence, Knowledge – Research communicators should be attentive to the resource inequalities inherent to academia

02 November 2021

Funding for research communication is a growing feature of grant applications and whilst digital scholarship may have started as an individual undertaking, it is now a mainstream and, in some instances, commercial activity. Commenting on how research communication represents a potentially widening field of inequality in academia, Andy Tattersall, suggests that research communicators should consider ... Continued.



International Labour Organization

Governance and financing of skills development and lifelong learning

25 November 2021

The call to Member States in the ILO Centenary Declaration for the Future of Work is to invest in human capacities and the institutions of work to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. At its 340th Session, the ILO's Governing Body called on the ILO to take the lead role on skills and lifelong learning, with a strong emphasis on social dialogue and tripartism, human-centred recovery, promoting opportunities for decent work and increasing productivity as a vehicle for inclusive recovery and resilience.



Chatham House

Tackling the skills challenge and regional rebalancing - highlights

02 November 2021

At the same time as the climate crisis threatens, the rapid acceleration of technology means 30 per cent of jobs are due to disappear by the mid 2030s. The role of governments has been reset over the last 20 months. People and society have accepted a high level of government intervention because of the threat from COVID-19.



IREX

Checklist for Overcoming Digital Barriers to Inclusion in Online Learning

01 November 2021

During the pandemic, online learning replaced in-person learning in many development programs. This created new learning opportunities but also posed challenges for inclusion. How can programs that use online learning be more inclusive? We've created this checklist to help teams reflect on digital barriers to inclusion in online learning and embrace more inclusive practices. We've found that this checklist is a helpful starting point for more intentional planning.

Redesigning Social Contracts, Skills and Jobs

The pandemic has laid bare the inequalities that create unnecessary suffering and hardship

The spread of COVID-19 magnified the tenuous existence of many workers, and the inequality that plagues many societies. Unemployment claims in the US topped 40 million between mid-March and late May 2020, analysts speculate that China's unemployment rate will hit double digits, and many workers able to keep their jobs were often kept on the frontlines in healthcare, manufacturing, and service industry roles in ways that put their health at serious risk. In the US, for example, more than 10,000 (largely Latino) meatpacking workers have been infected, according to the country's biggest meatpacking union, and COVID-19 has been killing African-Americans at a disproportionate rate. Gig-economy workers have also been hit hard; as demand for services like ride-sharing evaporated, many drivers were unable to access traditional unemployment benefits. While the threat of COVID-19 may appear to be receding in many places, the size of this gig-economy workforce will likely continue to expand. By 2019, there were nearly 5 million gig-economy workers in Britain alone - including many people who had to take on the extra work in addition to more traditional jobs.

There are ways that economies can begin to forge a healthier relationship with their workforces as COVID-19 recedes. In terms of gender equity, for example, companies and policy-makers can apply a "gender lens" to addressing the jobs lost, the quality of work available, and the inordinate impact on the most vulnerable workers. Experts recommend such an approach in light of the fact that women have been more vulnerable to the pandemic than men - due in part to the fact that women make up 57% of those working on a part-time basis globally, a group that has suffered the heaviest job losses, according to the International Labor Organization. Many women will not have access to social safety nets due to the informal nature of their participation in the workforce, according to the ILO, including access to unemployment benefits. Unfortunately, much of the job losses related to COVID-19 may be permanent. According to a working paper published by the Becker Friedman Institute at the University of Chicago in May 2020, an estimated 42% of related layoffs in the US will result in permanent job loss.

Related insight areas: [Entrepreneurship](#), [Agile Governance](#), [Inequality](#), [Human Rights](#), [Gender Inequality](#), [Digital Economy and New Value Creation](#), [Social Justice](#), [LGBTI Inclusion](#), [Artificial Intelligence](#), [Civic Participation](#), [Workforce and Employment](#), [Systemic Racism](#), [Peace and Resilience](#), [Public Finance and Social Protection](#), [Leadership](#), [Justice and Law](#), [Fourth Industrial Revolution](#), [Green New Deals](#), [Corporate Governance](#)

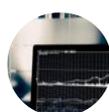


Asian Development Bank

COVID-19, Digital Transactions, and Economic Activities: Puzzling Nexus of Wealth Enhancement, Trade, and Financial Technology

29 December 2021

ADB Working Paper Series COVID-19, DIGITAL TRANSACTIONS, AND ECONOMIC ACTIVITIES: PUZZLING NEXUS OF WEALTH ENHANCEMENT, TRADE, AND FINANCIAL TECHNOLOGY Muhammad Ayub Khan Mehar 1294 December 2021 Asian Development Bank Institute Muhammad Ayub Khan Mehar is an economic advisor at the Employers' Federation of Pakistan in Karachi. The views expressed in this paper are the views of the author and do not necessarily reflect the views or policies of ADBI, ADB, its Board of Directors, or the governments they represent. ADBI does not guarantee the accuracy of the data included in this paper and accepts no responsibility for any consequences of their use. Terminology used may not necessarily be consistent with ADB official terms. Working papers are subject to formal revision and correction before they are finalized and considered published.



World Economic Forum

Why measuring the value of data really matters

15 December 2021

How data is monetized, measured and managed presents an opportunity, as well as a risk. So far, there is very little agreement on how to quantify the value of data. If the definition of value was transformed beyond revenue to include positive socioeconomic impacts in society, businesses will enjoy an array of collective social, commercial, and environmental benefits that will come with it. As George Bernard Shaw once noted, "Paradoxes are the only truths." When it comes to data, it truly is a paradox. Data is both a key driver for value creation and business performance, but also one of the most underleveraged and misunderstood assets corporations possess.



World Economic Forum

Why sharing data is crucial for progress in bioeconomy

09 December 2021

This piece was authored by The Global Commons Working Group of the World Economic Forum Global Future Council on Synthetic Biology . Biotechnology is making it possible to combat global challenges such as COVID-19. To progress further, biological data and its benefits have to be shared globally, too. If the biotechnology revolution is to benefit everyone, we must embrace new forms of collaboration. Thoughtful ethical guardrails, data sharing restrictions and privacy safeguards are needed to ensure proper use, while overly complicated barriers to sharing biological data or unclear benefit sharing mechanisms could risk limiting scientific progress.



World Economic Forum

Tackling Inequality in the Decade of Action | Sustainable Development Summit 2021

04 December 2021

With climate change projected to damage the global economy by \$30 trillion annually by 2075, a majority of economists agree that it will deepen existing inequalities between richer and poorer countries. What partnerships and policies are needed to ensure that equity and inclusion are integrated into economic growth and climate solutions in the coming decade? .



World Economic Forum

Diversity in the newsroom can build better media. Here's why

01 December 2021

Maintaining diversity in the newsroom and providing inclusive content is imperative for the longevity of any media platform. More diverse and inclusive newsrooms and coverage can provide better representation of societies, build audience trust and even make news organizations more profitable. News outlets that do not actively make diversity in the newsroom and inclusion a priority could face a decline in both readership and profits. The Black Lives Matter protests and the #MeToo movement have shed light on the lack of racial and gender diversity in the workplace. The state of diversity in the newsroom is no exception: according to a 2016 Pew Research Center analysis, just 23% of newsroom employees were people of colour, while 61% of newsroom employees were men.

Job Creation and Entrepreneurship

The changing global economy can quickly create value but is slow to generate sustainable jobs, calling for new approaches

Recent decades have witnessed significant change in the ranks of the most predominant companies. In some places, up to 90% of the firms considered the strongest and most successful as of the 1980s no longer enjoy that status. The past 15 years in particular have seen the rapid and successful rise of firms equipped with new, digital business models that have departed from the more traditional methods of former market leaders. For many older and established firms, this period has not just been a referendum on their success, but on their survival - and their ability to preserve jobs and offer the employment opportunities that they have traditionally provided. Many of the new, digital, and platform-based firms have been able to win both significant market valuations and large (often dominant) market shares both quickly - and with relatively few employees, and scant job opportunities. For example, Kodak, the one-time market leader in analogue photography, once employed close to 150,000 people - whereas Instagram, a leader in digital imagery and sharing, had roughly a dozen employees when it was sold to Facebook in 2012 for about \$1 billion.

As economies become increasingly automated and machine-driven, their general ability to create new jobs will likely become more limited. According to the US Bureau of Economic Analysis, returns to capital and to labour in the US have diverged in the past - and the current prognosis is that both wages and the numbers of jobs available in classic industrial sectors will continue to decline, as automation and machines increasingly take over (and low-paying jobs are at particular risk). In order to address these challenges, creative entrepreneurship will no doubt be necessary. However, global entrepreneurship surveys suggest that actual entrepreneurial intention, stability, and feasibility differ greatly between and even within countries. Social-, infrastructure-, human- and financial-capital need to be directed at increasing overall entrepreneurial activity. And, the private and public sectors, including the scientific community, need to work together much more closely, in order to enable the fundamental research at universities to either be commercialized by existing firms, or by new firms created for that specific purpose. Meanwhile efficient startup ecosystems need to embrace all stakeholders, create regional networks, and provide necessary support and infrastructure.

Related insight areas: [Public Finance and Social Protection](#), [Entrepreneurship](#), [Risk and Resilience](#), [Banking and Capital Markets](#), [The Digital Transformation of Business](#), [Fourth Industrial Revolution](#), [Science](#), [Artificial Intelligence](#), [Future of Economic Progress](#), [Infrastructure](#)



Asian Development Bank
Intrahousehold Responses to Imbalanced Human Capital Subsidies: Evidence from the Philippine Conditional Cash Transfer Program
 27 December 2021

This paper looks at investments in children's health and education among participants of the Philippine conditional cash transfer program. It suggests reforms to incentivize more balanced investments in all the children of each family.



World Economic Forum
Stakeholder Capitalism | Ep 2 - How Trade Unions Lift Worker Wages | World Economic Forum
 23 December 2021

The decline of incomes for the bottom 50% of Americans has coincided with a fall in union membership. This episode looks at how those two facts might be linked and looks to Denmark where union representation is welcomed by employers.



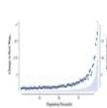
Raconteur
Widening jobs access for neurodiverse workers
 13 December 2021

What does 'neurodiverse' mean? While many of us might think of autistic savants like 'Rain Man', the reality is far removed from a Hollywood film. To be diagnosed with autism, a person must display "difficulties with social interaction and communication, in addition to restricted interests and repetitive behaviours", according to the Autism Research Centre at the University of Cambridge. They're at a very high risk of mental health problems, particularly depression and anxiety, the centre notes. Data from the UK's National Autistic Society shows that about 0.6% of the world's population is on the autism spectrum.



The Vienna Institute for International Economic Studies
Empirical Productivity Distributions and International Trade
 05 December 2021

We develop a novel theory-consistent methodology that allows us to recover nonparametric firm-level productivity distributions for 15 countries and 18 sectors using data on aggregated firm-level sales. We use these distributions against the backdrop of a multi-sector version of a standard Melitz (2003) trade model to quantify the role of technology in shaping international trade flows. We find that, on average, absolute advantage measured as productivity differences across countries within sectors explains 14% of the total variation in bilateral trade shares. In contrast, on average, comparative advantage measured as productivity differences across sectors within countries explains 43% of the variation in trade flows in the workhorse model.



VoxEU
Propagation and amplification of local productivity spillovers
 01 December 2021

It is widely believed that the productivity gains from place-based policies are geographically highly localised. This column argues instead that productivity spillovers from local place-based policies may propagate far beyond the initial target region to the entire economy, through the plant-level networks of multi-region firms. But while these productivity spillovers amplify the aggregate welfare gains from local place-based policies, they widen economic disparities between individual workers and regions in the economy.



Mercer
New shape of work podcast series
 30 November 2021

Kate Bravery is a Partner and the Global Advisory Solutions & Insight Leader for Mercer's business. She has more than 20 years of experience in human capital consulting and helping organizations achieve a talent advantage through people. She has expertise in people strategy, talent management, assessment / leadership development and HR process design. She has held office and market leadership positions in multiple countries. Prior to her current role, she was the growth market regional practice leader for the talent strategy business.

The Fourth Industrial Revolution and demographic shifts require short-term reskilling to meet labour market demands

Given the pace of the Fourth Industrial Revolution compared to those of the previous three, there is an uncomfortably short interval available to build the training systems and labour market institutions necessary to develop new skillsets. A report published by Gartner predicted net job creation through the use of artificial intelligence by 2020, and two million net-new jobs as a result of the technology by 2025. However, related public spending has fallen steadily for years in most Organisation for Economic Co-operation and Development countries, according to the McKinsey Global Institute. The AI & Machine Learning Imperative, a guide published by MIT SMR in 2020, predicts a growing gap between the sophisticated tools companies can produce with technology, and the parts of these companies that can actually use the tools in production - due to a lack of skills. Enabling the three billion members of the global workforce to navigate this industrial revolution requires a greater variety of adult training and learning opportunities. Only about 11% of adults in the European Union aged between 25 and 64 were participating in education and training programs as of 2019, according to a European Association for the Education of Adults report.

Gaining formal qualifications alone will not equate to successful re-skilling, however; lifelong learning opportunities such as modular short-cycle courses, experience on the job, and exposure to new projects are necessary to help more people gain the skills that match labour market demand (certifications do enable workers to validate their skills wherever they may apply them, it should be noted). Businesses need to recognize and invest in their “human capital” as an asset, rather than see it as a liability, according to a World Economic Forum report. Global demographic shifts are impacting economic growth tremendously, and drawing distinctions between established, rapidly ageing economies, and developing regions with large, burgeoning populations of young people. Strategies for bridging this emerging division include automation (used extensively, for example, in Japan) and encouraging immigration flows (as has been the case in Germany and Italy) in older countries, and working to ensure that school systems are well funded in younger countries (such as in the Middle East and sub-Saharan Africa). According to the OECD, closing the skills gap will require a solid understanding of the current skill base, proactive talent management strategies, and sustained dialogue among companies, governments and education providers.

Related insight areas: [Fourth Industrial Revolution](#), [Artificial Intelligence](#), [Systemic Racism](#), [Migration](#), [Digital Economy and New Value Creation](#), [Social Innovation](#), [Ageing and Longevity](#), [Public Finance and Social Protection](#), [Education](#), [Skills and Learning](#), [Youth Perspectives](#), [Data Science](#)



Brookings

Staffing and compensation are at the heart of building a better early childhood system

01 December 2021

When COVID-19 hit, the work of being a child-care teacher—already challenging and low paying—became even more demanding, dangerous, and emotionally challenging. Prior to the pandemic, teachers left child-care sites at extremely high rates (more than twice as high as those of K-12 teachers), and the pandemic has exacerbated this issue.



Project Syndicate

Building a One-Earth Balance Sheet

30 November 2021

While all politics is local, it is shaped by a fast-changing global landscape. Only a one-Earth balance sheet – a bottom-up reset of how we measure global wealth – can ensure that countries work toward a better future for all.



Brookings Institution

The future of work and the workforce: A conversation with US Secretary of Labor Marty Walsh

16 November 2021

On November 17, the Center for Technology Innovation at Brookings will host the U.S. Secretary of Labor Marty Walsh for an in-depth conversation on the future of work and the American workforce. Secretary Walsh and Brookings Senior Fellow Nicol Turner Lee will discuss policies to help reorient the labor force to existing market demands and cultivate a 21st century workforce, ensure the economy produces good jobs for all workers, and address issues of equity and inclusion that are critical for historically marginalized populations like people of color, rural Americans, and workers with limited formal education.



Harvard Business Review

Don't Let Returning to the Office Burn Out Your Team

12 November 2021

Five strategies for managers.



VoxEU

Social insurance policies in turbulent times: Short-time work versus unemployment insurance

12 November 2021

While the US aggressively extended generosity of unemployment insurance in the face of the Covid-19 pandemic, Europe heavily subsidised reductions in hours worked and temporary layoffs through short-time work or similar schemes. This column presents a framework for determining the relative welfare costs and benefits of the two labour market policies during economic downturns. In countries with already generous unemployment insurance and/or strong employment protection, like those in Europe, strong cyclical short-time work programmes can be an extremely valuable complement to unemployment insurance to respond to recessions.



Brookings

Despite a strong October jobs report, Black unemployment remains too high to justify the Fed's recent decision to decrease bond purchases

08 November 2021

There is much to celebrate in October's job report. Employment increased, unemployment fell, and wages rose. These numbers provide further justification for the stimulus-heavy response to the pandemic. Yet we still have a long way to go to achieve full recovery.



Project Syndicate

Why All the Inflation Worries?

08 November 2021

Some respected economists are talking as if the US economy is in serious inflationary trouble. But the current uptick in price growth is highly likely to be a largely benign consequence of the post-pandemic recovery.

Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work

Finding new ways to organize work - both within firms and at their fringes - has become a central factor in economic success or failure. As the focal point of organizations shifts alongside the global economy from an emphasis on products to information, a shift is also occurring from linear to exponential organizations. Organizations now need to be ambidextrous, in the sense of providing structure, culture, and processes for older, established work and products, while at the same time they provide new and different work designs for the technology-product-market combinations of tomorrow. One related trend that has only been accelerated by the advent of the COVID-19 crisis is the importance of being able to work globally in virtual teams. As more companies (such as Twitter and Microsoft) announce that employees can now work from home at least part of the week indefinitely, a new work reality will take hold that is more bottom-up than top-down, and shifting from concentrated, large structures to distributed smaller structures, and from hierarchical organization to team-and-work-group-based structures across departments and even whole entities.

This calls for new ways to ensure entrepreneurship, and for the identification of ways colleagues can function even while having never met face to face. One key for organizing this new work paradigm will be setting the correct defaults - as they are the most effective and efficient way to influence behaviour. In some parts of an organization, control may be the best default, whereas in others it may be trust. Some parts of a company may flourish through bureaucracy and perfection, whereas others produce the most value possible through iteration and experimentation. Digital work design will be influenced by some developments that will continue indefinitely. Greater openness, for example, means companies will have more permeable boundaries, allowing permanent employees to work together with “free permanent” employees handling project based work on a temporary contract - in turn giving both companies and workers the benefits of “flexicurity” (flexibility and security). In addition, democratization and de-hierarchization will increase participation in decision-making at multiple levels, and will involve everything from choosing team members and leaders to direct ownership through equity stakes.

Related insight areas: [Artificial Intelligence](#), [Data Science](#), [Digital Economy and New Value Creation](#), [Social Innovation](#), [The Digital Transformation of Business](#), [Future of Economic Progress](#), [Corporate Governance](#), [Fourth Industrial Revolution](#), [COVID-19, Pandemic Preparedness and Response](#), [Gender Inequality](#), [Digital Communications](#)



Why 2021 Was the Biggest Year for the Labor Movement in Games

28 December 2021

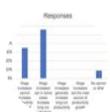
Marked by walkouts, strikes, petitions, and open letters, 2021 has been the biggest year yet for workers in the US video game industry taking a stand against labor conditions. Over the last year, a vocal contingent of video game workers has warned employers that they won't tolerate subpar labor conditions just to fulfill their childhood dream of making video games. "In my experience, it actually isn't suffering that drives people to take the risk and organize," says Tom Smith, senior director of organizing for the Communications Workers of America, the country's largest communications and media union. "It's hope.



ILO promotes productivity on Lebanon farms through modern greenhouse initiative

22 December 2021

The ILO is piloting an initiative to test the impact of modern greenhouses on productivity and working conditions on selected farms in Lebanon, which have been affected by the financial and economic crisis in the country.



Towards a high-wage, high-productivity economy

09 December 2021

Many commentators have understood the UK government's proposed 'high-wage, high-productivity' model as suggesting that wage increases will themselves lead to innovation and higher productivity. In the November 2021 CfM survey, the panel of UK experts is nearly unanimous that that wage increases generally do not increase productivity in the long run; the consensus is that productivity drives wage increases. A minority thinks that government intervention in wages could lead to higher productivity, but even this minority argues that such policies should be complemented with investments in skills and other productivity-enhancing measures.



The Great Labor Market Shakeup

06 December 2021

The COVID-19 pandemic has restructured entire industries and changed the way workers think about their jobs, especially in low-paid occupations and sectors. But a full recovery in employment is still possible: policymakers and employers need only offer workers the support they are demanding.



Evolution of the wage gender gap: Firm-level evidence from France

01 December 2021

What drives gender wage gaps – and how best to close them – remains a contested topic of economic research. Using data from matched employer-employee registers in France from 1995 to 2015, this column finds that discrepancies in pay are driven largely by men and women working in different firms rather than similar men and women being paid differently at the same firm. Understanding why the share of the gender gap ascribed to firms persists over time and across cohorts remains an essential policy puzzle for further reducing wage disparities.



Coronavirus Information for Employers: Managing Novel COVID-19 | Mercer

30 November 2021

The shifting landscape shaped by COVID-19 presents daily challenges. But new challenges also offer opportunities for growth. Explore how organizations are responding, revitalizing and reinventing for the new future of work.



Why Inequality is in the Spotlight at the International Labour Conference

23 November 2021

Inequality is on the agenda of the second segment of the 109th International Labour Conference. It's an issue that's been at the heart of the ILO mandate since it was founded. So why is it being examined now? How can the world of work help reduce inequalities? And what's the aim of the discussion?.

New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment

Global labour statistics tend to overlook temporary, part-time, and independent contracting work, and focus solely on full-time and permanent employment. Yet, research suggests that a significant portion of net employment growth since 2005 has occurred in the independent and self-employed categories - meaning that what was once deemed “non-standard” work is becoming the new norm. Managers are now more likely to oversee diverse, geographically-dispersed teams, to assess worker performance with new types of analytics, and to expand their searches for new recruits to non-traditional environments. The rise of “platform” economies (based on broad, far-reaching digital entities like Amazon or Uber) has created more flexible work opportunities and a “gig” economy. However, this flexibility is only rarely an advantage for workers, and mostly only a benefit for contracting entities. Workers must rely on their prioritization skills to maintain a work-life balance, and on their ability to cope with demands for near-immediate availability and instant comparisons (in the form of ratings) with their gig worker competition - which is constantly expanding. Customers are meanwhile exerting their own power via ratings and related algorithm tweaks, which creates more risk for individual workers than for the companies hiring them on a contract basis.

Concerns related to the lack of governance and legal protections for contractual work have increased, not least because its prevalence is poorly captured in current statistics. Most related studies have relied on data shared by relatively few digital talent platforms, and few countries have completed comprehensive labour market analyses that include these new forms of work. Data published by the US Bureau of Labor Statistics in 2017, for example, showed a surprising decline in American workers with “alternative work arrangements” compared with 2005, according to a report published by the Brookings Institution. However, it is estimated that by the year 2027 more than half of the roughly 145 million working Americans will fall within the “independent worker” category. Current legal standards in many countries for what constitutes an actual employee, rather than a contractual worker, are vague at best. Worker classification and related labour model regulation require updating, in order to formally recognize the needs of growing segments of the global workforce. It is crucial that more related data, research, and information be made available, and that relevant terminology and measurement standards are harmonized within and across countries.

Related insight areas: [The Digital Transformation of Business](#), [Digital Economy and New Value Creation](#), [Fourth Industrial Revolution](#), [Entrepreneurship](#), [United States](#), [Agile Governance](#), [Public Finance and Social Protection](#), [Internet Governance](#), [Data Science](#), [Justice and Law](#)



RAND Corporation
COVID-19 in the California Workers' Compensation System

29 December 2021

The authors evaluate the overall effects of COVID-19 claims on the workers' compensation system and on the payment of workers' compensation benefits. They also analyze the effects of the different presumptions established by Senate Bill 1159.



International Labour Organization
The benefits of lifelong learning

25 November 2021

This series of videos highlight the key points addressed in the report *Shaping skills and lifelong learning for the future of work*, which advances the emphasis of the Centenary Declaration and the ILO's Governing Body Call on skills and lifelong learning. Like the report, the videos are divided into six chapters that examine the role of the ILO and its constituents to enable decent work through skills development and lifelong learning. The report seeks to contribute to the discussion of how skills development systems can respond to the crisis and the challenges of today and tomorrow while creating decent employment, productivity and sustained growth for all.



Social Europe
The feminist building-blocks of a just, sustainable economy

15 November 2021

Feminist economists have long argued that the purpose of an economy is to support the survival and flourishing of life, in all its forms. This may seem obvious but it turns on its head the prevailing view, which implicitly assumes the opposite causation: the economy runs according to its own laws, which must be respected by mere human actors. In this market-fundamentalist perspective, it is a potential angry god which can deliver prosperity or devastation and must be placated through all sorts of measures—including sacrifices made in its name. .



Harvard Business Review
Sanofi CEO Paul Hudson on Company Culture in a Distributed Office

12 November 2021

Paul Hudson, head of one of the world's largest pharmaceutical companies, says leaders need to sit back and listen more often. HBR editor in chief Adi Ignatius sat down with the Sanofi CEO in the third episode of our new video series "The New World of Work," to talk about: How to drive a strong corporate culture in a dispersed, hybrid era What the office of the future might look like Why companies have a duty to help employees achieve their best selves. Talented employees, Hudson says, "expect to tell you exactly what they think on any given day," and that's great. .



London School of Economics and Political Science (LSE)
Technological Change, Cities and Spatial Inequality

09 November 2021

As technological change reshapes economic geography, how can we ensure low-wage workers benefit from the innovation economy?.



Harvard Business Review
Automation Doesn't Just Create or Destroy Jobs — It Transforms Them

02 November 2021

The Covid-19 pandemic has accelerated the adoption of cutting-edge technologies. From contactless cashiers to welding drones to "chow bots" — machines that serve up salads on demand — automation is fundamentally transforming, rather than merely touching, every aspect of daily life. This prospect may well please consumers. Forsaking human folly for algorithmic (and mechanistic) perfection means better, cheaper, and faster service.



Raconteur
Would you work in the 'metaverse'?

29 October 2021

Not satisfied with dominating our online lives, Facebook – now rebranded as Meta – plans to merge the physical and digital worlds into what it is calling the metaverse.

Mental Health in the Workplace

Employees who are more susceptible to mental health problems are more likely to see their work suffer

At any point, nearly one in five members of the working-age population in the UK has a mental health problem, according to a report prepared for the UK government by the RAND Corporation in 2014, and more than 40% of sickness benefit claims in the country cite a mental or behavioural disorder as a primary condition. However, a subsequent RAND Corporation report published in 2018 identified a number of potential wellbeing interventions related to mental health in the workplace, based on standards developed by the innovation and social-policy-intervention foundation Nesta (ranging from a “1” for articulating a clear logic, to a “5” for showing evidence of consistent, reliable results). For example, Be Mindful, a four-week online course that involves mindfulness meditation audio and video-led sessions aimed at reducing stress, depression and anxiety (and received a rating of “3”), had been implemented in 17 organizations for about 11,000 people annually, and showed statistically significant beneficial effects. In general, however, the tools and practices in place for occupational mental health, as well as the degree of access to mental health support in the workplace, remain insufficient.

In response, in 2017 the World Economic Forum’s Global Agenda Council on Mental Health published a set of seven steps that people can take to foster a healthier workplace. These include exploring ways to modify existing workplace practices in a way that could promote better mental health (keeping in mind that every workplace is unique), taking the time to learn from leaders and employees who have been successful in promoting better mental health in the past, borrowing successful models from other firms (the council provided case studies from companies including Bell Canada and British Telecom Group), making an effort to better understand the opportunities and mental health needs of your colleagues, building the internal and external partnerships needed to provide educational material and training necessary for successful mental health initiatives, and creating a culture where colleagues will not hesitate to ask for help (and will know exactly where to direct their questions).

Related insight areas: [Digital Communications](#), [Workforce and Employment](#), [Leadership](#), [Family Businesses](#), [Digital Economy and New Value Creation](#), [Innovation](#), [United Kingdom](#)



RAND Corporation

Cognitive Behavioral Intervention for Trauma in Schools (CBITS) for American Indian Youth

22 December 2021

The Cognitive Behavioral Intervention for Trauma in Schools (CBITS) program helps students exposed to traumatic events who are experiencing emotional or behavioral problems. This tool is an adaptation of the CBITS program for American Indian youth.



The Conversation

People feel lonelier in crowded cities – but green spaces can help

20 December 2021

All of us can probably remember a time when we felt lonely. In the UK, around 45% of people report experiencing loneliness – with 5% of people experiencing severe loneliness. With reports that loneliness has been on the rise since the start of the COVID-19 pandemic, there are concerns that it could reach epidemic proportions by 2030, unless action is taken. Loneliness is defined as the feeling of distress that results from a discrepancy between one’s desired and actual social contact. It can have a profound and detrimental effect on both our mental and physical health, and is even linked to many health conditions – including depression, alcoholism, cognitive decline and heart disease.



London School of Economics and Political Science

Britain’s social care system remains far from ‘fixed’

14 December 2021

The UK government released a new White Paper on the reform of adult social care at the beginning of December. The paper outlines the government’s strategy for ‘fixing social care’, but as Bernard Casey explains, the strategy fails to overcome the problem of means-testing. He also makes comparisons with Germany, where, despite a Long-Term Care ... Continued.

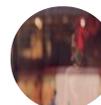


London School of Economics and Political Science

Neurodiversity in Academia: The Autistic advantage in qualitative research

13 December 2021

Across society, higher education and research, neurodivergent people face barriers to working and achieving their aims. In this post, Helen Kara and Aimee Grant, draw on their experience to discuss how being Autistic has enhanced their approaches to qualitative social science and suggest how research environments can be improved to make them more inclusive of ... Continued.



LSE Business Review

Vertical development: cultivating mindsets, emotions, and habits to lead effectively

06 December 2021

The lesser-known field of adult development psychology, often called vertical development, is at least as important as neuroscience for truly understanding how we and others tick, how to get the best out of people, and how to navigate difficult situations. Vanessa Dietzel and Laura Watkins suggest some exercises that will help us build “muscles” for ... Continued.



Wharton School of the University of Pennsylvania - Knowledge@Wharton

High-performing and Resilient Teams: Preventing Burnout

30 November 2021

Nano Tools for Leaders® — a collaboration between Wharton Executive Education and Wharton’s Center for Leadership and Change Management — are fast, effective leadership tools that you can learn and start using in less than 15 minutes, with the potential to significantly impact your success as a leader and the engagement and productivity of the people you lead. Contributor: Paula Davis, JD, MAPP, founder and CEO of the Stress & Resilience Institute, and author of the book *Beating Burnout at Work: Why Teams Hold the Secret to Well-Being and Resilience* from Wharton School Press. Improve team resilience and performance and reduce burnout by relying on less obvious sources of support. Much has been said (and written) about the importance of individual resilience as critical to success.

Shaping the Future of Work

Companies are taking new approaches to shaping the workforce and workplaces

New technologies, demographic shifts, and the impact of COVID-19 on the labour market have been radically transforming the ways organizations conduct business - and the skills needed to help them thrive. Nearly 50% of companies expected that by 2020 automation would lead to some reduction in their full-time workforce, and more than half of all employees will require significant re- and upskilling, according to the World Economic Forum Future of Jobs 2020 report. The pandemic has exacerbated these trends, and increased the need for large-scale, informed, and collaborative action.

The Forum's initiative on the future of work argues for the development of more innovative, large-scale upskilling, reskilling, and redeployment initiatives. Companies have both an opportunity and a mandate to be in the driver's seat of this transformation, given that upskilling and reskilling at scale can enhance the economic dynamism of their businesses. At the same time, it can create an ecosystem that ensures all workers are employable and productive.

KEY INSIGHTS FROM THE DISCUSSIONS

According to a survey by Manpower Group, digitization appeared as the greatest indicator of job creation. Of those companies digitizing 86% intend to hire, while among those choosing not to digitize only 11% intend to hire. COVID-19 has fostered "super-employers" - in the US, the top 10% of companies represent 13% of all jobs, and 30% of all blue-collar jobs.

Companies need to focus on the reskilling pathways between jobs that are disappearing, and the new ones that are being created. Most people have more skills than they give themselves credit for, based on self-evaluation - and it is not that hard to retrain people for adjacent jobs. People also are more easily trained in areas they are passionate about.

Reskilling internally is good for profitability, as recruiting externally is 63% more expensive. Half the costs related to severance can be saved by reskilling instead of firing.

Employee well-being has to be a top priority. Microsoft surveyed 30,000 people in 31 countries and observed that 70% prefer hybrid models of work. 1 in 5 said their employers does not care about their work/life balance, while 54% feel overworked, and 39% feel exhausted.

A key challenge is to address the differentiated effects of remote/hybrid

working on people of different genders and ages. For example, young people said they are struggling the most in a virtual environment, due to the loss of networking opportunities.

Defining what the best use of the office is will be key. Will this be the place for networking, meetings, and ideation? Managers working in a hybrid workplace require different skillsets. How do you ensure productivity? There is no one-size-fits-all solution for hybrid work, as it depends on culture, size of the organization, and type of work.

95% of the global population is not going to be part of this reskilling revolution - how do we address non-white collar jobs?

Related insight areas: [Workforce and Employment](#), [Education, Skills and Learning](#), [Advanced Manufacturing and Production](#), [Artificial Intelligence](#)



MIT Sloan Management Review
Management Articles for Starting the New Year

27 December 2021

As we head into a new year, leaders at all levels in the organization can benefit from reflecting on areas for improvement in the months to come. From handling leadership transitions to taking the time to learn new skills, the following five articles from MIT SMR 's library offer numerous insights from leadership experts across the globe. Get Updates on Transformative Leadership Evidence-based resources that can help you lead your team more effectively, delivered to your inbox monthly. Please enter a valid email address.



VoxEU
Inflation narratives

23 December 2021

Inflation has recently surged in both the US and the EU. This column uses responses from surveys of a representative sample of the US population as well as academic economists and US firm managers to show that households and managers are more likely than experts to think that the current surge in inflation will be persistent. Since the narratives individuals use to explain movements in inflation appear central to whether inflation expectations remain anchored, communication strategies by policymakers could put emphasis on specific narratives that highlight that inflationary pressures are unlikely to persist.



World Economic Forum
How digital tracing can reduce industrial carbon emissions

15 December 2021

Decarbonizing indirect greenhouse gas emissions from industry is a big challenge. Digital tracking and tracing of materials and goods effectively, reliably and responsibly could help reduce emissions. Carbon emissions information must be detailed and easy to disclose if companies are benefit from the competitive advantage that better end-to-end traceability can offer. Despite the multiple calls for action from climate scientists and civil society, evidence reported daily suggests current pledges are not enough to stop the climate crisis. The industrial sector is failing and companies must act now if we want to limit the temperature rise to 1.5° C and meet the most recent goals set at COP26 .



Asian Development Bank
The World's Struggling Supply Chains Need Greater Transparency to Speed Recovery

14 December 2021

Current blockages in some supply chains are raising questions about the complexity and importance of these networks. Is a given supply chain robust enough to keep operating through a crisis, or even through a minor strain in the chain? Are workers throughout the chain treated fairly? Do all companies in a chain maintain proper environmental standards? In too many cases, answers to these and similar questions are often unobtainable at the moment.



Asian Development Bank (ADB)
ADB Insight: Global Value Chains (Full Episode)

03 December 2021

Global value chains played a big role in lifting millions out of poverty in Asia. For the past few decades, Asia and the Pacific's robust production of goods and services boosted the region's growth. However, global value chains also face unprecedented challenges. The coronavirus disease (COVID-19) pandemic severely strained global value chains.



Project Syndicate
Omicron and What Comes Next

01 December 2021

Many governments' initial reaction to the appearance of the new COVID-19 variant – attempting to ban travel from South Africa and neighboring countries, even though it had already spread far and wide – seems a bit desperate. In fact, governments may be better prepared than they think for whatever comes next.



London School of Economics and Political Science
The US may be stuck with higher inflation in 2022, and potentially beyond

25 November 2021

As the world economy begins its recovery from the COVID-19 pandemic, year-on-year inflation rates have reached their highest levels in over three decades. Will this increased inflation be temporary or is it here to stay? To address these questions, Patricia Sanchez Juanino, Corrado Macchiarelli and Barry Naisbitt discuss US inflation scenarios for the next 18 months. They find it likely [...].

Disrupting Jobs, Demanding New Skills

People losing jobs due to technology- or pandemic-related disruption must be helped to gain new skills

The Fourth Industrial Revolution is impacting livelihoods and generating demand for new skills. In the United Kingdom, for example, artificial intelligence and related technologies are poised to eliminate seven million jobs by 2038, though they are also expected to create about 7.2 million new jobs in the country over the same period - in healthcare, science, and education, according to a report published by PwC. Business model disruptions will have a profound impact on the employment landscape in many sectors, leading to similarly significant and simultaneous job creation and elimination, potentially heightened productivity, and wider gaps between existing skills and those most desired. Given the likely depth of this technological disruption, there is a pressing need to come up with more effective ways to help people develop new skills and stem job losses. During previous industrial revolutions, it has frequently taken decades to build the training systems and labour market institutions necessary to foster required new skillsets on a large scale. Given the pace of this industrial revolution, however, such a relatively comfortable interval may not be possible this time.

In order to successfully meet this challenge, businesses will have to recognize and invest in their people as a valuable asset, rather than see them as a potential liability. Many parts of the world are struggling with both seismic change related to the Fourth Industrial Revolution and the COVID-19 pandemic, creating sizable knock-on effects. Skills gaps had already made labour markets less agile prior to the advent of the pandemic, and rates of job disruption are now only likely to become worse. Meanwhile related regulatory and managerial challenges will only be exacerbated by gaps in knowledge. Real solutions will require that proactive talent management strategies be deployed by companies, alongside deep and sustained dialogue and collaboration with governments and education providers. Workers in fields that are facing significant job reductions must be re-skilled, and provided with viable job transitions. And, any effort aimed at closing the skills gap will need to be grounded in a solid understanding of a particular country's or industry's current skills base - and of its changing requirements. Anticipating and preparing for future skills requirements will be critical for everyone.

Related insight areas: [Workforce and Employment](#), [Global Health](#), [Corporate Governance](#), [Artificial Intelligence](#), [Public Finance and Social Protection](#), [Gender Inequality](#), [COVID-19](#), [Vaccination](#)



Brookings
Digital health tools for pandemic preparedness

28 December 2021

Steve Davis and Pardis Sabeti discuss the uptake of participatory digital health tools for pandemic preparedness and response. Davis and Sabeti moderated Room 3 focused on Sustainable Development Goal number 3—on good health and well-being—during the 2021 17 Rooms process.



Frontiers
Editorial: Intelligence and Safety for Humanoid Robots: Design, Control, and Applications

20 December 2021

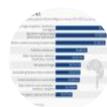
Humanoid robots attract growing research interests from different communities, both as tools for artificial intelligence research and neurocognitive interaction assessment and as enabling technology with high societal impacts as personal robots for health, education, and entertainment. These robots, modelled on the basis of the embodiment of neural systems in software and hardware devices, are characterized by a high number of degrees of freedom, complex end effectors and locomotion mechanisms on the hardware side.



Frontiers
Toward a Computational Neuroethology of Vocal Communication: From Bioacoustics to Neurophysiology, Emerging Tools and Future Directions

20 December 2021

Recently developed methods in computational neuroethology have enabled increasingly detailed and comprehensive quantification of animal movements and behavioral kinematics. Vocal communication behavior is well poised for application of similar large-scale quantification methods in the service of physiological and ethological studies. This review describes emerging techniques that can be applied to acoustic and vocal communication signals with the goal of enabling study beyond a small number of model species. We review a range of modern computational methods for bioacoustics, signal processing, and brain-behavior mapping. Along with a discussion of recent advances and techniques, we include challenges and broader goals in establishing a framework for the computational neuroethology of vocal communication.



World Economic Forum
How a complete AI architecture can transform business

03 December 2021

Artificial Intelligence (AI) can enrich customer experiences and enhance conversations with customers – both crucial to the success of a business. The next phase for businesses is to build a multi-layered AI architecture that integrates industry knowledge with cutting-edge technologies. A strong AI architecture that integrates all functions of a business will be a strategic differentiator that can help innovate and reshape entire industries. The use of Artificial Intelligence (AI) in modern enterprises now involves much more than gathering data to better program computers for various tasks. It is changing the playing field, making AI a crucial component to help businesses grow and innovate.



World Economic Forum
Why failing can help build business - Lessons from 9 entrepreneurs

30 November 2021

It is widely known that the default state of a startup is failure. 90% of startups and 75% of venture-backed startups fail . Failing doesn't mean losing: here are the lessons from 9 entrepreneurs on why failure can help build business. The reasons vary from wrong product market fit, depletion of capital, bad partnership, regulatory hurdles to bad hiring and many more. These factors often function as multipliers in the startup world.



World Economic Forum
6 positive AI visions for the future of work

24 November 2021

Many AI experts predict that machines may outperform humans at every task within 45 years. There is currently no consensus on how to shape these technologies to support a changing workforce and economy. We asked over 150 experts to discuss these challenges and share their positive AI futures. Current trends in AI are nothing if not remarkable. Day after day, we hear stories about systems and machines taking on tasks that, until very recently, we saw as the exclusive and permanent preserve of humankind: making medical diagnoses , drafting legal documents , designing buildings , and even composing music .

Lifelong Learning Pathways

Education typically ends at an early stage of life, to the detriment of workers and employers

In Europe and the US, demand for physical and manual skills in repeatable tasks is expected to decline by 30% in the coming decade, according to McKinsey & Company, while demand for technological skills like coding is expected to increase by more than 50%. As career paths are increasingly altered by fundamental labour market disruptions, there is a growing need for lifelong learning - at all ages, both inside and outside of traditional schools, including after the completion of formal education. Adult training is vital; helping employees gain new skills will be a key way to alleviate unemployment, address unequal access to resources, and engage older people in the workforce. While nearly 84% of the world's talent under the age of 25 is being "optimized" through education, that figure falls to 45% for those over 25, according to the World Economic Forum's Global Human Capital Report. In order to better engage people over 25 in gaining new skills, the UNESCO Institute for Lifelong Learning has recommended the development of national qualifications frameworks, and providing lifelong learning through community centres.

Better integrating literacy and basic skills programs into national education agendas can lead to an improved quality of life. Many developing countries have made significant progress in terms of increasing investment in education for young people, though education systems around the world continue to emphasize the front-loading of learning at an early stage of life - leaving older generations with educational attainment only as an increasingly faint memory. Skills decline when they are not used, as noted in the Organisation for Economic Co-operation and Development's Survey of Adult Skills; accurately mapping the typical skills lifecycle is key for estimating the points at which people will likely have a need to refresh their competencies - whether with the aim of simply changing careers, re-entering the workforce after caring for a family member, or following an extended illness. Ideally, education systems can thrive thanks to a fundamentally strong public sector. However, by working together with the private sector, governments and educators could potentially develop more necessary infrastructure for providing learning and training opportunities to workers at all stages of their careers.

Related insight areas: [Artificial Intelligence](#), [Social Innovation](#), [Innovation](#), [Infrastructure](#), [Behavioural Sciences](#), [Ageing and Longevity](#), [Future of Economic Progress](#), [Gender Inequality](#), [Workforce and Employment](#), [Fourth Industrial Revolution](#)



TED
Chris Bennett: A close-to-home solution for accessible childcare | TED
 27 December 2021

Childcare needs a transformation -- but rather than investing billions in new buildings and schools, what if we could unlock the potential of people already nearby? Entrepreneur Chris Bennett offers an innovative way to tackle the shortage of childcare worldwide and connect families to safe, affordable and high-quality options in their own communities. .



SpringerOpen
Designing gamification for geometry in elementary schools: insights from the designers
 17 December 2021

Popularly used in marketing and business, gamification has been gaining interest in educational contexts for its potential to invigorate otherwise mundane or difficult processes. A gamified environment transfers motivational elements of games to learning activities thereby engaging learners in the learning task thus transforming dull classroom environments to smart ones. This paper presents the design process of a gamification intervention in geometry at elementary level, based upon Huang and Soman (Gamification of education. Research report series: behavioural economics in action, 29. Rothman School of Management, University of Toronto, Toronto, 2013) model. We describe how insights from various sources helped us to refine an intervention previously used in one school.



International Labour Organization
Future-ready skills and lifelong learning systems
 25 November 2021

The call to Member States in the ILO Centenary Declaration for the Future of Work is to invest in human capacities and the institutions of work to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. At its 340th Session, the ILO's Governing Body called on the ILO to take the lead role on skills and lifelong learning, with a strong emphasis on social dialogue and tripartism, human-centred recovery, promoting opportunities for decent work and increasing productivity as a vehicle for inclusive recovery and resilience.



UN Women
“There’s a long way to go”: Three women share their stories of overcoming political violence in Colombia
 12 November 2021

To raise awareness of the need to increase women’s participation as candidates in the upcoming presidential elections and reject the various forms of violence they face, UN Women, along with the Colombian Government, international partners, media and civil society, are promoting the campaign, “More women, more democracy: towards parity”.



RAND Corporation
Summer for All
 10 November 2021

In this eighth report in RAND's Summer Learning Series, the authors chronicle early efforts in four communities to create coordinated approaches to summer programming, noting their challenges, enablers, and early outcomes.



The Brookings Institutions – Center for Universal Education
High-quality early child care and education: The gift that lasts a lifetime
 04 November 2021

Debate continues on Biden’s “Build Back Better” social spending bill offering a historic expansion of child care and universal preschool. Early childhood education is a socially popular endeavor with strong bipartisan support and impressive evidence for meaningful impacts in the short and long term. Economic research examining the return on investment for early education suggests....



London School of Economics and Political Science
Watching The Chair: A walk through the half-dim corridors of ‘The Academia’?
 30 October 2021

Netflix’s The Chair, provides a rare mainstream representation of life in contemporary (US) academia. In this cross-post, Oya Zincir, reflects on the show and discusses how far it reflects the reality of life in academia more widely. Shows that accurately represent academia are rare. The Chair’s co-creator Annie Julia Wyman received her Ph.D. in English from Harvard. ... Continued.

Relevant Continuing Education

Technical and vocational training is often unjustly neglected by education systems

Employers have long been warning of widening gaps between the skills in demand and those that workers actually have - while governments have touted a need to foster more technical talent if countries want to be globally competitive. One report published by Deloitte estimated that 2.4 million positions in the manufacturing sector alone could remain unfilled between 2018 and 2028, with a potential economic impact of \$2.5 trillion. Without adequate modifications to education and training systems, this gap will only worsen. Closing it promises to only become more complex, as skills requirements change at an accelerating pace - particularly in emerging technology fields. This calls for greater collaboration between the public and private sectors - in particular, more needs to be done to better balance the goals and desires of policy-makers, politicians, and educational institutions with those of entrepreneurs and investors. There is a need to better understand the linkages between these sometimes disparate interests, and ways they can be combined to serve people, the environment, and broader economies in healthier and more complementary ways.

In 2019, Germany introduced a national continuing-education strategy based on a more holistic culture that takes into account the interests of the government, industry, and trade unions - and employs algorithmic matching, financing, and the visualization of competencies. Accurate, timely career guidance can help successfully transition young people from their school years to employment, by ensuring that they understand their true options based on real labour market data and demand. Proactive career guidance can also help circumvent the gender stereotyping and socio-economic opportunity gaps that often hold young people back from choosing certain occupations. In general, technical and vocational training is underutilized - and often unjustly neglected by education systems as a second-best option. Such training and education can be a key driver of economic growth, by providing many of the skills required for jobs that will have genuine staying power in future labour markets. Technical qualifications may be best designed through collaboration between employers and industry groups, and particular attention should be paid to fostering their evolution based on sets of mutually agreed-upon standards.

Related insight areas: [Workforce and Employment](#), [Migration](#), [Fourth Industrial Revolution](#), [Youth Perspectives](#), [Ageing and Longevity](#), [Innovation](#), [Sustainable Development](#), [Inequality](#), [Systemic Racism](#), [Gender Inequality](#)



Frontiers

The Impact of National and School Contextual Factors on the Academic Performance of Immigrant Students

23 December 2021

The issue of immigration has become central to the politics of nations across the world, impacting many aspects of life over the last decade. Researches investigating educational achievement through a cross-national lens have found that immigrant children tend to exhibit lower academic achievement than their native born peers, and that these differences are exacerbated by both family level variables (e.g., socioeconomic status) as well as the school climate. The goal of the current study was to build on earlier work in this area by investigating the nature and degree to which national attitudes towards immigration have changed over time, and whether any such changes were associated with academic achievement for immigrant and native born students.



RAND Corporation

Social and Emotional Learning Is the Cornerstone

14 December 2021

This report provides an illustration of two Opportunity by Design high schools in which practices for supporting students' social and emotional learning were implemented schoolwide and integrated into teachers' academic instruction.



LSE Business Review

How 21st century skills in secondary school can bridge the gender gap

19 November 2021

Critical thinking can support women professionally, and it should be taught in secondary school. Jukka Tulivuori and Talal Rafi argue that higher-level thinking skills such as problem solving, communication, critical thinking, collaboration, and creativity — all considered 21st century skills—can be developed through the study of STEM subjects (science, technology, engineering, and mathematics). The 21st century skills ... Continued.



Harvard Business School Working Knowledge

5 Principles for Scaling Change from IBM's High School Innovation

18 November 2021

P-TECH has bolstered graduation rates for students of color while creating a new tech hiring pipeline. Rosabeth Moss Kanter and program architect Stanley Litow discuss the social impact lessons for other organizations.



The Brookings Institutions – Center for Universal Education

Adapting education innovations and their 'knock-on effects' in the time of COVID

08 November 2021

Through learning alongside education implementers and researchers in our current Research on Scaling the Impact of Innovations in Education (or ROSIE) , we've been investigating not only how COVID-19 prompted adaptations in scaling education innovations that set new practices in motion but how these new practices themselves have initiated new effects and other practices . If a scaling environment is a complex adaptive system , then any one change will set in motion other, second- and third-order changes that ripple out to cause still more changes... and so on.



The Conversation

Too many neurodiverse children don't have a full diagnosis – here's why

03 November 2021

Neurodiversity is an elaborate word for all the different atypical ways in which individual brains can function. It covers both learning difficulties, such as dyslexia, and developmental conditions, including attention deficit hyperactivity disorder (ADHD). These conditions are more likely to be diagnosed in school-aged children than in later life It is at school that the differences in how certain children function can become more apparent: the way one child might find it harder than others to grasp new concepts or another might have trouble regulating their emotions. Over recent years, through research, TV, film, books and government strategies, there has been a greater awareness and understanding of autism.

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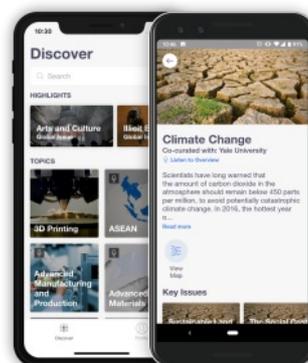
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