
Talent, Social and Changing Work

Dynamic Briefing

Generated 27 January 2022 for Exploring Leaders @ Digoshen

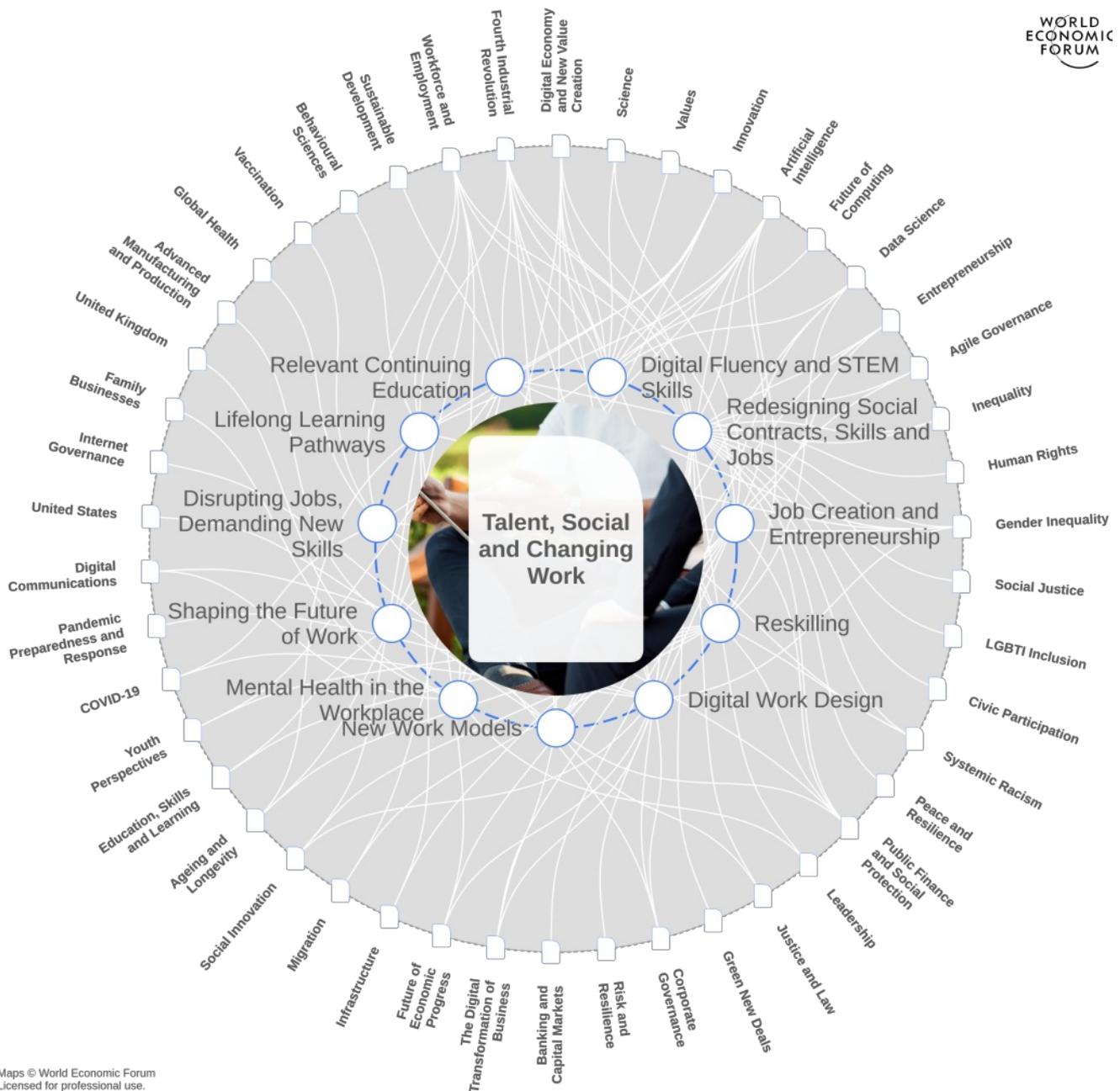


Talent, Social and Changing Work

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.



Maps © World Economic Forum
Licensed for professional use.

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.

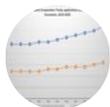
Digital Fluency and STEM Skills

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: [Artificial Intelligence](#), [Science](#), [Fourth Industrial Revolution](#), [Values](#), [Data Science](#), [Workforce and Employment](#), [The Digital Economy](#), [Future of Computing](#), [Innovation](#)



World Economic Forum

How female inventors can fix STEM's gender gap

19 January 2022

Just as a gender gap exists in the STEM workforce, a gender gap also exists in patenting activity. Increasing women's participation in patenting will yield higher job satisfaction and headcount retention among women, giving more opportunities to rise to STEM leadership positions. Several patent offices are working to address the patent gender gap, and starting the discussion is the most important next step. While not specifically addressed by studies on the impact of the COVID-19 pandemic on women, its impact on women in the Science, Technology, Engineering and Mathematics (STEM) workforce is likely to manifest in a greater gender gap than was documented pre-pandemic. Just as a gender gap exists in the STEM workforce, a gender gap also exists in patenting activity.



United Nations

Online Global Dialogue on Digital Inclusion for All

14 January 2022

Digital divide still persists between more and less connected countries, communities, and people. Enabling all the world's people to access and use digital technologies (the Internet including mobile technologies) – and closing digital divides – remains a challenge that needs to be addressed if the world community is to achieve the United Nations Sustainable Development Goals (SDGs) by 2030. Building on the outcome of the meeting UNDESA's Division for Inclusive Social Development, in partnership with ITU, is organizing an online global dialogue on "Digital Inclusion for All". The event gathers high-level technical experts, as well as representatives of Governments, civil society, academic institutions, and the private sector to discuss the urgency of addressing digital inclusion for all.



Frontiers

Emory-Tibet Science Initiative: Changes in Monastic Science Learning Motivation and Engagement During a Six-Year Curriculum

10 January 2022

Led by His Holiness the Dalai Lama, the initiative taken by the Tibetan Buddhist monastic community to connect with western science and scientists presents a unique opportunity to understand the motivations and engagement behaviors that contribute to monastic science learning. In this study, we draw on quantitative data from two distinct surveys that track motivations and engagement behaviors related to science education among monastic students. The first survey was administered at one monastic university in 2018, and the second follow-up survey was completed by students at two monastic universities in 2019. These surveys assessed the reception of science education related to motivations among monastics and their demonstration of engagement-with-science behaviors.



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.



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.

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



London School of Economics and Political Science

How the ‘paranoid style’ of American politics is causing problems for the Biden agenda

26 January 2022

As US politics becomes increasingly polarized, many Republicans are basing their opposition to Democratic policies not on evidence, but on paranoia-fuelled concerns about changes to their way of life, writes Will Ranger. He comments that many conservatives are embracing a ‘paranoid style’ of politics which sees a desire by international institutions for a coordinated response to global challenges, such as [...].



World Economic Forum

An attack on inequality misses its target

20 January 2022

In his book Davos Man , American journalist Peter Goodman investigates one of the defining global issues of our time: the steep and still rising economic inequality that characterizes global societies. With more interest in polemic than profound economic analysis, he misses a chance to make a more meaningful contribution. As a longtime participant to the World Economic Forum, Peter Goodman is well placed to weigh in on the causes of and solutions to economic inequality. In his new book, he shines more as reporter, relaying the testimonies of workers and small scale entrepreneurs anywhere from the american midwest to tuscan italy. He highlights the link that exists all around the world, between rising economic hardship and political anger.



World Economic Forum

Real 'Davos Men and Women' support stakeholder capitalism

20 January 2022

In his book Davos Man , American journalist Peter Goodman investigates one of the defining global issues of our time: the steep and still rising economic inequality that characterizes global societies. With more interest in polemic than profound economic analysis, he misses a chance to make a more meaningful contribution. As a longtime participant to the World Economic Forum, Peter Goodman is well placed to weigh in on the causes of and solutions to economic inequality. In his new book, he shines more as reporter, relaying the testimonies of workers and small scale entrepreneurs anywhere from the american midwest to tuscan italy. He highlights the link that exists all around the world, between rising economic hardship and political anger.



London School of Economics and Political Science

Migration and the ‘dark side’ of globalisation

19 January 2022

Globalisation has had a profound impact on migration, with improving connections between states resulting in more people than ever before choosing to live and work in other countries. Yet as Leila Simona Talani explains, this process has been contradictory, with many of the migration crises the world has witnessed in recent decades having their roots ... Continued.



World Economic Forum

Renewing a Global Social Contract | Davos Agenda 2022

18 January 2022

While governments have rolled out some of the largest social spending programmes ever seen, the pandemic’s aftermath, technological change and the green transition risk further eroding skills, jobs and social cohesion. What new policies and business actions are needed to create social mobility, good jobs and an equitable society for all? .



World Economic Forum

Special Address by Kishida Fumio, Prime Minister of Japan | Davos Agenda 2022

18 January 2022

Special Address by Kishida Fumio, Prime Minister of Japan with Klaus Schwab. .



World Economic Forum

The 15-Minute City | Sustainable Development Summit 2021

15 January 2022

A new model for developing mixed-use, walkable communities, known as the 15-minute city, is gathering momentum in the wake of the COVID-19 pandemic. How does this model work for businesses, workers, communities and our planet? Speakers: Carlo Ratti, Mike Haigh, Sally Capp, Arunabha Ghosh .

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



LSE Business Review
What is the optimal minimum wage?
 26 January 2022

The European Commission advocates an adequate minimum wage, which could be 60% of the median wage. A recent independent report published by the UK's HM Treasury recommends a similar level. Germany's Minister of Labour and Social Affairs has committed to a minimum wage of €12 per hour and the Raise the Wage Act would increase the U.S. federal minimum wage from \$7.25 to \$15 per ... Continued.



World Economic Forum
Stakeholder Capitalism - EP.5 | Stakeholder Capitalism at Work | World Economic Forum
 13 January 2022

In this concluding episode we ask how can the idea of 'stakeholder capitalism' work in the real world. Joining hosts Peter Vanham and Natalie Pearce are: Emily Bayley, project lead of the World Economic Forum's ESG Initiative Jonas Prising, CEO of Manpower Group Geraldine Matchett, CFO and co-CEO of Royal DSM .



Social Europe
Learning accounts—filling the training gaps
 10 January 2022

David Kunst is a policy officer in the Directorate-General for Employment, Social Affairs and Inclusion of the European Commission. His work focuses on policies to support skills and employment. All views expressed are personal.



World Economic Forum
Preparing for the 'New' Future of Work | Sustainable Development Summit 2021
 02 January 2022

The live session is available for eligible participants on TopLink; the first part will be webcast to all shortly after the session ends. Industry-led and country collaboration could reduce reskilling costs and times by 30%, enabling nearly half of the disrupted workforce to be reskilled by employers, with a positive cost-benefit balance. Speakers: Sally Bundock, Gog Soon Joo, Dan Rosensweig, Mona Mourshed, Jeff Maggioncalda, Gabriel Dalporto, Robert E. Moritz, Andrew Baird.



POLITICO
A work's guide to the French EU presidency policy agenda
 30 December 2021

Press play to listen to this article Voiced by Amazon Polly As the French presidency of the Council of the EU kicked off on January 1, Brussels is looking to Paris with a mix of excitement and mild apprehension. Emmanuel Macron has unveiled a highly ambitious agenda for the country's six-month stint at the helm of the Council spanning digital policy, climate, taxation and industrial policy. Raising the stakes for the French president is his widely expected run for a second term in April's election.



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.



Social Europe
EU strategic autonomy must mean fairer trade
 16 December 2021

Claes-Mikael Ståhl has been deputy general secretary at the European Trade Union Confederation since September 2021. He deals with trade, mobility, employment, cohesion funds and occupational health and safety.

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



Asian Development Bank (ADB)
Азийн Хөгжлийн Банк болон Монгол Улсын түншлэлийн шинэ үе эхэлж байна
 25 January 2022

2021-2024 онд АХБ-наас Монгол Улстай хамтран хэрэгжүүлэх түншлэлийн шинэ стратегийн хүрээнд КОВИД-19 цар тахлын хямралыг даван туулах, цаашлаад урт хугацаандаа хүртээмжтэй, тогтвортой хөгжлийн суурийг бэхжүүлэхэд дэмжлэг үзүүлнэ. Ирэх дөрвөн жилийн хугацаанд Монгол Улсад хэрэгжих АХБ-ны үйл ажиллагаа нь (i) хүртээмжтэй нийгмийн хөгжил ба эдийн засгийн боломж, (ii) уур амьсгалд тэсвэртэй дэд бүтэц, (iii) ногоон бөгөөд уур амьсгалд зохицсон тогтвортой хөгжил хэмээх стратегийн гурван тэргүүлэх чиглэлийг баримтлах юм.



Social Europe
First agreement for platform workers in Spain
 13 January 2022

Luz Rodríguez is professor of labour law at the University of Castilla-La Mancha. Her latest books are Plataformas Digitales y Mercado de Trabajo (2019) and Tecnología y Trabajo: el impacto de la revolución digital en los derechos laborales y la protección social (2021).



RAND Corporation
The Role of Education Benefits in Supporting Veterans as They Transition to Civilian Life
 10 January 2022

There is evidence that military education benefits have a positive impact on veterans' transitions to civilian life and educational attainment, but few studies have looked at who uses them, their transition experiences, or their long-term outcomes.



Social Europe
Germany's reliance on its healthcare 'brown angels'
 05 January 2022

The recruitment of nurses to meet shortages in the global north has side-effects—not all good—on their countries of origin. Unlike most of their professional peers, these Kerala nurses were able to find work at a clinic in Kerala (EstrellaBuena/shutterstock.com) There's a line in Mira Nair's film Monsoon Wedding : 'Computer engineers are India's biggest export!' Maybe it should say nurses instead. To address the severe shortage of nursing staff in Germany, in December the federal employment agency, die Bundesagentur für Arbeit (BA), signed an agreement with the state of Kerala on their recruitment. The agreement, based on the 2020 Skilled Immigration Act, is the second of its kind Germany has signed with a partner beyond the European Union.



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.



Social Europe
Digitalisation and telework—the 'new normal'?
 23 December 2021

New working arrangements could hold out more self-determination for workers. Too often they have meant more stress. Homeoffice—except that it is not what it was designed to be (Rusky/shutterstock.com) The pandemic, which has been going on for almost two years, has brought about many changes in the world of work. These include the undoing of limits on working hours, increased control and interference in the private sphere and more stress for what have become fragmented workforces.



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.

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



VoxEU

Gender differences in the labour market returns to child behaviour

21 January 2022

The persistence of the gender wage gap suggests it may have roots extending back into childhood. Using data from a US longitudinal survey, this column examines how gender differences in adult earnings correspond to various childhood behaviours. Results indicate that women (but not men) who exhibited headstrong behaviour as children incurred significant earnings penalties as adults, while men (but not women) who exhibited more dependent behaviour as children were penalised. Whether these patterns are the result of nonconformity to gender norms and stereotypes warrants further attention and study.



VoxEU

For services firms, small can be beautiful

12 January 2022

Conventional wisdom is pessimistic about the prospects for services-led development, leading to worries about premature deindustrialisation. This column argues that the services sector deserves more credit for helping drive economic transformation than it generally receives. Using firm-level data from 20 developing economies, the authors find that while services establishments are smaller than manufacturing establishments, this matters less for their productivity. Services firms can scale up without sizing up through investments in human and other more intangible forms of capital can leverage the diffusion of digital technologies.



RAND Corporation

COVID-19 and Workers' Compensation

11 January 2022

The authors examine how and why policymakers have extended workers' compensation benefits to employees who are required to work outside the home during the COVID-19 pandemic and pose questions to help policymakers meet future public health crises.



Australian Strategic Policy Institute

The Covid-powered challenges to come in 2022

07 January 2022

After a year in which people longed to get back to 'normal', it's now clear that Covid-19 will not make this possible. The pandemic, now in its third year, has profoundly affected individuals, communities, countries and international cooperation, creating four tough challenges for 2022. Rebuilding trust will be critical to confronting all of them.



Wired

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."



International Labour Organization

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.



Social Europe

A better deal for the world's workers

14 December 2021

Dani Rodrik, professor of international political economy at Harvard University's John F Kennedy School of Government, is president of the International Economic Association and author of Straight Talk on Trade: Ideas for a Sane World Economy (Princeton University Press).

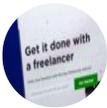
New Work Models

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



VoxEU

The value of online gig economy platforms

14 January 2022

The gig economy and online labour platforms often trade off increased flexibility for lower employment security. This column uses a structural model and data from an online platform to study the effects of counterfactual policies on worker and employer surplus. It finds evidence of significant bid tailoring by workers depending on their application order and shows that employers are highly sensitive to wage bids received on past job postings. Ultimately, it shows that traditional labour market regulations, such as minimum wages or payroll taxes, are likely to harm both the demand and supply side in the online gig economy.



MIT Sloan Management Review

Toxic Culture Is Driving the Great Resignation

11 January 2022

More than 40% of all employees were thinking about leaving their jobs at the beginning of 2021, and as the year went on, workers quit in unprecedented numbers. 1 Between April and September 2021, more than 24 million American employees left their jobs, an all-time record. 2 As the Great Resignation rolls on, business leaders are struggling to make sense of the factors driving the mass exodus. More importantly, they are looking for ways to hold on to valued employees. To better understand the sources of the Great Resignation and help leaders respond effectively, we analyzed 34 million online employee profiles to identify U.S. workers who left their employer for any reason (including quitting, retiring, or being laid off) between April and September 2021.



The Aspen Institute

Predictions for Business & Society in 2022

04 January 2022

What will we find at the crossroads of business and society in 2022? That's the question we at the Aspen Institute Business & Society Program posed to business executives, activists, scholars and journalists, from Billie Jean King to Joe Nocera.



The Conversation

Six Big Digital Trends to Watch in 2022

01 January 2022

According to recent McKinsey research, 2021 was a year of transformation: people, corporations and society began to look ahead to influencing their futures rather than just surviving the present. It was the year that premature hopes for herd immunity, an end to pandemic lockdowns, and a return to normalcy were dashed at least for now. Aside from the great social media resignation, during which burnt-out gen z workers quit their jobs on tiktok and instagram, the rise of non fungible tokens (nfts), and the introduction of the metaverse, the world's space-going billionaires were as wealthy and productive in business and technology as ever. While it's hard to make accurate predictions in the unpredictable environment we've been experiencing over the last two years, the year ahead will bring many surprises.



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.



Raconteur

Is it time to hire a head of remote work?

20 December 2021

Talent management is totally different from how it looked only two years ago, with some level of remote working becoming essential in many industries, rather than the nice-to-have option it was before.

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: [Workforce and Employment](#), [Innovation, The Digital Economy](#), [Leadership, United Kingdom](#), [Digital Communications](#), [Family Businesses](#)



[Harvard Business School Working Knowledge](#)
More Proof That Money Can Buy Happiness (or a Life with Less Stress)

25 January 2022

When we wonder whether money can buy happiness, we may consider the luxuries it provides, like expensive dinners and lavish vacations. Cash is key in another important way: it helps people avoid many of the day-to-day hassles that cause stress, new research shows. Money can provide calm and control, allowing us to buy our way out of unforeseen bumps in the road, whether it's a small nuisance, like dodging a rainstorm by ordering up an Uber, or a bigger worry, like handling an unexpected hospital bill, says Harvard Business School professor Jon Jachimowicz. "If we only focus on the happiness that money can bring, I think we are missing something," says Jachimowicz, an assistant professor of business administration in the Organizational Behavior Unit at HBS. "We also need to think about all of the worries that it can free us from."



[London School of Economics and Political Science](#)
Eight components for 'open social science' – An agenda for cultural change

11 January 2022

The open science movement has been gathering force in STEM disciplines for many years, and some of its procedural elements have been adopted also by quantitative social scientists. However, little work has yet been done on exploring how more ambitious open science principles might be deployed across both the qualitative and quantitative social science disciplines. ... Continued.



[World Economic Forum](#)
For a better future for children and young people, we need to innovate

11 January 2022

Years of progress towards Sustainable Development goals has been dramatically interrupted by COVID-19. We need to work with children and young people to improve mental health and the causes of mental ill-health. This will mean partnerships between non-profits and business, new funding streams, and an innovative approach. We are living in a world in which growing inequities are acute and problem-solving outside pre-existing structures is a must. A world that moves toward a digital future at the speed of light, leaving billions in the dark.



[LSE Business Review](#)
Why some people grow from setbacks and others don't

07 January 2022

Two people can face similar difficult situations at work, but one may be enlightened by it, while the other just shrugs and moves on. Why? Todd J. Maurer writes that experience alone cannot help people develop along their careers. What can make a difference are the insights that they draw from those situations. He identifies two underlying ... Continued.



[Palladium Magazine](#)
Quit Your Job

06 January 2022

You can't affect the world in the most important ways from within established patterns of action. You need to spend some time in the wilderness.



[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.

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



Wharton School of the University of Pennsylvania
- Knowledge@Wharton

Giving Feedback That Works: Plant the Seeds of Confidence

24 January 2022

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: Wharton professor of operations, information and decisions Katy Milkman is co-director of Penn’s Behavior Change for Good Initiative and author of *How to Change: The Science of Getting from Where You Are to Where You Want to Be* (Portfolio, 2021). Become a confidence builder to get the results you need from your team. “Whether you think you can, or you think you can’t — you’re right.” — Henry Ford Most managers dread giving feedback.



VoxEU

Employment effects of restricting fixed-term contracts

20 January 2022

In 2009, Portugal restricted the use of fixed-term contracts by firms with over 750 employees. This column finds that while the reform was successful in reducing the number of fixed-term jobs, it did not increase the number of permanent contracts and it decreased employment in large firms. Despite positive spillovers on small firms, the reform reduced total employment and had negative effects on the welfare of employees and unemployed workers.



World Economic Forum

Here's how we can resolve the global supply chain crisis

17 January 2022

The supply chain crisis has impacted global trade, but particularly developing countries distant from production hubs. The recent crisis gives us a glimpse of the potential impact of climate change on supply chains. Regional pacts and more localized production could increase resilience, but this requires investment in digital and production infrastructure. Our livelihoods – food, jobs, energy – depend on functioning and resilient global supply chains. Unfortunately, the uncertainty caused by the progress of the COVID-19 pandemic from region to region has made it difficult to resume business on a global scale.



World Economic Forum

5 ways the COVID-19 pandemic has changed the supply chain

14 January 2022

The worldwide supply chain continues to be affected by challenges relating to the COVID-19 pandemic, including delays and disruption. Many chief executives now identify supply chain turmoil as the greatest threat to their companies' growth and their countries' economies. Organizations need to reimagine and manage their supply chain differently to ensure business continuity and growth for the future. Two years into the pandemic, the global supply chain continues to sputter and break down. Each day comes news of choked ports, out-of-place shipping containers, record freight rates, and other problems that cause disruption and defy easy answer.



MIT Sloan Management Review

Prepare for the Bullwhip’s Sting

13 January 2022

Nearly two years into the disruption caused by the COVID-19 pandemic, signs are pointing to the growing risk of a global economic recession. High consumer demand, product shortages, and transportation disruptions in the second half of 2021 triggered inflation and changes to manufacturers’ order patterns, setting up the bullwhip effect — a supply chain phenomenon that can have far-reaching consequences. The ups and downs of money flows, labor patterns, inventory management, and product demand are setting the stage for what happens next — and business leaders, particularly in supply chain roles, should prepare now for the greater challenges that may lie ahead. Roots of an Upcoming Crisis In early 2020, COVID-19 slapped down large swaths of the global economy.



LSE Business Review

How to unshackle innovation from bureaucracy

10 January 2022

We often associate innovation with freedom and creativity, but too often it is managed through heavy structures, rigid steps, bureaucratic control, and lack of empowerment. This approach dates back from the 1980s, when the product innovation cycle was much longer and more linear than today Gabriele Rosani and Alessandro Toia advocate for a new approach ... Continued.

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



Asian Development Bank (ADB)
Asian Impact 39: ADB Distinguished Speakers Program - Daron Acemoglu
 25 January 2022

Is the world today afflicted with excessive automation? In this lecture, Professor Daron Acemoglu will discuss automation and its consequences, including the potential economic, political, and social costs of the current path of artificial intelligence (AI) and digital technologies. By displacing the developing countries' most valuable resource—labor—with capital and algorithms, the current trajectory of technology adoption may be inappropriate for the needs of the emerging world.



World Economic Forum
Special Address by Naftali Bennett, Prime Minister of Israel | Davos Agenda 2022
 18 January 2022

Special Address by Naftali Bennett, Prime Minister of Israel with Børge Brende President of the World Economic Forum.



World Economic Forum
In a divided world, music can help to bring us back together
 18 January 2022

Marin Alsop has created the opening concert for the Forum's Annual Meetings for the past three years. Music, she believes, can transform young lives. It can also help to bridge the divides that make today's world such an uncertain place. In these tumultuous and uncertain times, it is critically important that we find ways to navigate division and find our connecting points. As human beings it is essential we remember that our similarities far outweigh our differences.



World Economic Forum
Special Address by António Guterres, Secretary-General, United Nations | Davos Agenda 2022
 17 January 2022

Special Address by António Guterres, Secretary-General of the United Nations with Børge Brende, President of the World Economic Forum #DavosAgenda. Simultaneous interpretation in English, Arabic, French, Mandarin Chinese, Russian and Spanish.



World Economic Forum
Special Address by Narendra Modi, Prime Minister of India | Davos Agenda 2022
 17 January 2022

Special Address by Narendra Modi, Prime Minister of India at the World Economic Forum's Davos Agenda 2022.



World Economic Forum
Special Address by Xi Jinping, President of the People's Republic of China | Davos Agenda 2022
 17 January 2022

Special Address by Xi Jinping, President of the People's Republic of China with Klaus Schwab at the World Economic Forum's Davos Agenda 2022.



MIT Sloan Management Review
Human Diversity Will Save Your Job From the Robot Takeover | Ayanna Howard
 12 January 2022

Our expert columnists offer opinion and analysis on important issues facing modern businesses and managers. More in this series Robots have long been celebrated as ideally situated to take over society's most dirty, dull, and dangerous jobs, from robot vacuum cleaners (dirty) to manufacturing robots (dull) to military robots (dangerous). All those roles, of course, were at one point held by people, and people in those functions will continue to be replaced by robots. They won't be alone: jobs that classically don't fit into the "three d's" work category — dirty, dull, and dangerous — are also being eyed as opportunities for robot workers.

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



London School of Economics and Political Science

Which speakers will benefit from the rise in remote seminar presentations?

13 January 2022

The pandemic has led to a surge in working from home and a fall in business travel. More meetings have taken place remotely. Marcus Biermann looks at how the changes have played out in academic seminars in economics, and asks whether women in academia may benefit from a decreasing need to travel.



Harvard Business Review

The Secret Ingredient of Thriving Companies? Human Magic.

10 January 2022

There is no longer much debate that companies must be about more than maximizing profits. Yet while many companies are articulating their purpose, much remains to be learned about how to create environments that can help turn intentions into reality. Nothing grows in bad soil, no matter how good the seeds and water are. Similarly, no company purpose, regardless of how well it is defined, can materialize unless the company environment is fertile. A fertile environment is one where employees have a spring in their steps in pursuit of a noble purpose, and where everyone can become the best, biggest, most beautiful version of themselves.



Frontiers

Analysing the Relationship Between Mental Load or Mental Effort and Metacomprehension Under Different Conditions of Multimedia Design

10 January 2022

Cognitive load theory assumes effort may only lead to comprehension if the material-induced load leaves enough resources for learning processes. Therefore, multimedia materials should induce as little non-relevant load as possible. Metacognition research assumes that learners tap into their memory processes to generate a mental representation of their comprehension to regulate learning. However, when judging their comprehension, learners need to make inferences about actual understanding using cues such as their experienced mental load and effort during learning. Theoretical assumptions would assume both to affect understanding and its metacognitive representation (metacomprehension). However, the question remains how perceived effort and load are related to metacomprehension judgments while learning with multimedia learning material.



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.



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%.

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



Frontiers

How Older Adults Learn ICT—Guided and Self-Regulated Learning in Individuals With and Without Disabilities

10 January 2022

Learning to use information and communication technologies (ICT) may be more difficult for older people due to decreases in fluid intelligence, generational effects, and other age-related effects. Especially older people with intellectual disabilities (ID) are at a high risk of digital exclusion. To enable all older adults to use ICT, individualized technology training may be provided. However, little is known about the ICT learning preferences among older people with ID. Based on semi-structured interviews with older adults (n = 7, mean age = 76.6 years) and older adults with ID (n = 14, mean age = 62.4 years), this paper analyzes learning strategies, preferences, and learning settings.



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. .



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.



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.



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.

References

1. Digital Fluency and STEM Skills

- How female inventors can fix STEM's gender gap, World Economic Forum, www.weforum.org
- Online Global Dialogue on Digital Inclusion for All, United Nations, www.un.org
- Emory-Tibet Science Initiative: Changes in Monastic Science Learning Motivation and Engagement During a Six-Year Curriculum, *Frontiers*, www.frontiersin.org
- Addressing the roots of educational inequities by shifting parental beliefs, VoxEU, voxeu.org
- Staffing and compensation are at the heart of building a better early childhood system, Brookings, www.brookings.edu

2. Redesigning Social Contracts, Skills and Jobs

- How the 'paranoid style' of American politics is causing problems for the Biden agenda, London School of Economics and Political Science, blogs.lse.ac.uk
- An attack on inequality misses its target, World Economic Forum, www.weforum.org
- Real 'Davos Men and Women' support stakeholder capitalism, World Economic Forum, www.weforum.org
- Migration and the 'dark side' of globalisation, London School of Economics and Political Science, blogs.lse.ac.uk
- Renewing a Global Social Contract | Davos Agenda 2022, World Economic Forum, www.youtube.com
- Special Address by Kishida Fumio, Prime Minister of Japan | Davos Agenda 2022, World Economic Forum, www.youtube.com
- The 15-Minute City | Sustainable Development Summit 2021, World Economic Forum, www.youtube.com

3. Job Creation and Entrepreneurship

- What is the optimal minimum wage?, LSE Business Review, blogs.lse.ac.uk
- Stakeholder Capitalism - EP.5 | Stakeholder Capitalism at Work | World Economic Forum, World Economic Forum, www.youtube.com
- Learning accounts—filling the training gaps, Social Europe, socialeurope.eu
- Preparing for the 'New' Future of Work | Sustainable Development Summit 2021, World Economic Forum, www.youtube.com
- A work's guide to the French EU presidency policy agenda, POLITICO, www.politico.eu
- Stakeholder Capitalism | Ep 2 - How Trade Unions Lift Worker Wages | World Economic Forum, World Economic Forum, www.youtube.com
- EU strategic autonomy must mean fairer trade, Social Europe, socialeurope.eu

4. Reskilling

- Азийн Хөгжлийн Банк болон Монгол Улсын туншлэлийн шинэ үе эхэлж байна, Asian Development Bank (ADB), www.youtube.com
- First agreement for platform workers in Spain, Social Europe, socialeurope.eu
- The Role of Education Benefits in Supporting Veterans as They Transition to Civilian Life, RAND Corporation, www.rand.org
- Germany's reliance on its healthcare 'brown angels', Social Europe, socialeurope.eu
- Intrahousehold Responses to Imbalanced Human Capital Subsidies: Evidence from the Philippine Conditional Cash Transfer Program, Asian Development Bank, www.adb.org
- Digitalisation and telework—the 'new normal'? Social Europe

5. Digital Work Design

- Gender differences in the labour market returns to child behaviour, VoxEU, voxeu.org
- For services firms, small can be beautiful, VoxEU, voxeu.org
- COVID-19 and Workers' Compensation, RAND Corporation, www.rand.org
- The Covid-powered challenges to come in 2022, Australian Strategic Policy Institute, www.aspistrategist.org.au
- Why 2021 Was the Biggest Year for the Labor Movement in Games, Wired, www.wired.com
- ILO promotes productivity on Lebanon farms through modern greenhouse initiative, International Labour Organization, www.youtube.com
- A better deal for the world's workers, Social Europe, socialeurope.eu

6. New Work Models

- The value of online gig economy platforms, VoxEU, voxeu.org
- Toxic Culture Is Driving the Great Resignation, MIT Sloan Management Review, sloanreview.mit.edu
- Predictions for Business & Society in 2022, The Aspen Institute, www.aspeninstitute.org
- Six Big Digital Trends to Watch in 2022, The Conversation, theconversation.com
- COVID-19 in the California Workers' Compensation System, RAND Corporation, www.rand.org
- Is it time to hire a head of remote work?, Raconteur, www.raconteur.net

7. Mental Health in the Workplace

- More Proof That Money Can Buy Happiness (or a Life with Less Stress), Harvard Business School Working Knowledge, hbswk.hbs.edu
- Eight components for 'open social science' – An agenda for cultural change, London School of Economics and Political Science, blogs.lse.ac.uk
- For a better future for children and young people, we need to innovate, World Economic Forum, www.weforum.org
- Why some people grow from setbacks and others don't, LSE Business Review, blogs.lse.ac.uk
- Quit Your Job, Palladium Magazine, palladiummag.com
- Cognitive Behavioral Intervention for Trauma in Schools (CBITS) for American Indian Youth, RAND Corporation, www.rand.org
- People feel lonelier in crowded cities – but green spaces can help, The Conversation, theconversation.com

Acknowledgements

- Cover and selected images throughout supplied by Reuters.
- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

Continue the experience online

Explore the collective intelligence of the World Economic Forum

In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

Leaders require new tools to make better strategic decisions in an increasingly complex and uncertain environment. The World Economic Forum developed Strategic Intelligence to help you understand the global forces at play and make more informed decisions.

Connect to Strategic Intelligence

Visit [Strategic Intelligence](https://intelligence.weforum.org) on the web or download the [Strategic IQ](https://wef.ch/si) app on your mobile device to learn more.



intelligence.weforum.org



wef.ch/si





COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum
91-93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org