

Trends in the world of work

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Cultural
Hacking



TRENDS IN THE WORLD OF WORK

By Cultural Hacking



Change
is the only constant



People
at the center



Dynamics
of work



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SIMPLICITY



PURPOSE



NEW WAYS OF WORKING



METaverse



EXPONENTIAL LEADERSHIP



LIQUID STRUCTURES



UNCERTAINTY



SINGULARITY



GLOBAL LABOR MARKET



EXTRAORDINARY EXPERIENCES



WELLBEING



ARTIFICIAL INTELLIGENCE



LIFELONG LEARNING



DATA DRIVEN CULTURE

Change
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Keep it SIMPLE!

Complexity kills organizations, and the antidote is **simplicity**. As an organization gets bigger, bureaucracy and the decision making process becomes too slow.

"Keep it simple" must be a statement throughout all the organization from the top to the bottom, and there must be clear examples of this simplicity in all processes.

KEY IDEAS

Easy And Flexible
Smart Processes
Clean Design
People-Oriented
Less Is More
Design Thinking

*"With the right planning, technology can **streamline HR processes**, making lives easier for employees and HR professionals.."*

[HR Tech](#)

*"Design thinking is the methodology that seeks to understand in depth the needs of customers to **address problems** from a **human perspective**."*

[Forbes](#)

HACKS

- Rethink processes
- Intuitive, agile and flexible processes.
- Self-managing tools.
- Time optimization.
- Process automation.



Uncertainty opens the door for experimentation

Change is a **constant** in all areas of business. The ability of people and organizations to be **flexible and adapt** to new contexts will be a competitive advantage.

*"In this new digital context, the **required transformation speed in individuals and organizations** increases exponentially."*
[lproud](#)

*"We are moving towards **total flexibility**, towards efficiency measurement methods and towards much more **collaborative technologies**"*
[El País](#)

KEY IDEAS

Innovation
Collaborative Work
Autonomy
Agile Decisions
Experimentation
Entrepreneur Model
Resilience

HACKS

- Data for decision making.
- Collaborative tools.
- Work for objectives.
- Learn to fail.



Metaverse. Magic is possible!

Metaverse: Economic, social and technological revolution. It enables new spaces where companies can **extend reality**, their presence, their offer, creativity and maximize their engagement with people by reinventing their businesses.

KEY IDEAS

Digital + Physical World = Phygital
Incremental And Complementary
Persistent
Live
Enables Massive Simultaneity
Avatars - Digital Twins

"Growth in the demand for digital professions during the next 5 years; profiles related to the context of virtual reality (VR), cryptocurrencies and blockchain, gaming, 3D design, sales, etc."

[Work around the world](#)

*"Metaverse has become the main **large-scale target** for many of the world's tech giants."*

Matthew Ball. EppyllionCo

*"**Magic is possible** in the metaverse. It is a fictional world made of codes that computers understand. You can call the metaverse a vast individual Nam-Shub operating on L.Bob Rife's fiber optic network"*

Neal Stephenson

HACKS

- Collaboration between co-workers (meta horizon workrooms).
- Virtual events
- Games
- Learning Experiences.



Extraordinary talents need WOW experiences

The **extraordinary experiences** that allow generating an attractive value proposition for digital talent require short, focused and powerful journeys.

Enable **tailor-made** employee journeys within the organization. Leverage technology to empower **collaboration**, keep people **connected**, and make better decisions in real time.

KEY IDEAS

Powerful, Focused Journeys
Attractive Challenges
Fast Learning
Job Crafting
Peer Rewards
Gaming
Tribe
Wow Factor

“60% of survey respondents believe that companies fail to set milestones or goals that are interesting for them.”
[Globant](#)

“74% are willing to **learn** new skills or retrain if given the opportunity”.
[Globant](#)

“69% maintains that a great **onboarding** will make them stay longer”
[Globant](#)

HACKS

- Amazing communications
- Connect with interesting others.
- Consistency.
- Positive leadership.
- Continuous feedback.
- Co-construction of the experience (employee and organization)



Lifelong Learning

Information multiplies very quickly. The challenge is to generate **knowledge in organizations**.

The challenges of the context require the development of new **capacities (upskilling)**.

It is about generating **learning ecosystems**, which enable **experiences** and **learning by doing**, for the development of organizational **capacities** and the achievement of its strategic objectives..

"Upskilling is a priority; is among the top five areas in which executives plan to invest in the next 3 years."
[Harvard](#)

"54%
*of the workforce will need to acquire **new critical skills** in the next five years"*
[Harvard](#)

"70%
*of digital transformation initiatives fail to achieve their goals due to a lack of change **mindset**."*
[Harvard](#)

KEY IDEAS

Learning Culture
Upskilling
Self-Learning
Network Learning
Metacognition
Mindset
Lifelong Learning
I Grow, We Grow
Knowledge Management

HACKS

- Connect business objectives with required capabilities.
- Identify the 80/20 to prioritize
- Tools to learn and test
- Add individual capabilities to organizational capabilities.
- Create an AI Knowledge Management.

People

At the center

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Purpose as a priority

People are increasingly aware of the need to **generate significant value** in their work, contribute to the environment and support to their peers.

An organization with a clear **purpose attracts top talent** and **generates pride** among current employees, increasing satisfaction and commitment to their work.

The COVID-19 pandemic proved to organizations that those who connected employees with their a shared purpose have the best results.

KEY IDEAS

Meaningful Work
Value Contribution
Impact
Sensemaking
Consistency
Sustainability
Personal Purpose
Massive Transformative Purpose (Mtp)

“79%

of those surveyed consider the vision of the company to be important before applying”

[Globant](#)

“90%

of employees would be willing to give up 23% of their salary for the rest of their lives if they were part of an organization where their work has a purpose.” [Harvard](#)

HACKS

- Awareness of the impact of the company.
- Investigate and generate openness to make personal purposes visible.
- Events and celebration of achievements.
- Recognition.
- Be Kind of Purpose Program



Exponential leadership

The new technologies are enabling a new way to lead people, vertical structures are being challenged and the **role of the leader needs to be redefined** to enhance the development of teams by providing opportunities for experimentation, learning, innovation and specialization.

Decentralization and scale also means that we have to take care of **individual and personalized needs** to keep exponential leadership a human experience.

*"Organizations need to completely rethink what it is all about and what it means to **lead**. It is no longer about one person or those with higher positions. In today's world, everyone has to adopt a leadership mindset. We need to think of ourselves as members of a **leadership community**".*

[Patty Mc Cord, Netflix](#)

*"The new skills will be: empathy, **mindful work**, **healthy priorities**, **flexibility**, **generous collaboration**."*

[Talent Management](#)

*"In turn, the mindset of leaders will be challenged towards the following achievements: **global citizen**, **helpful**, chef to achieve the best of the ingredients that are technology and people, **explorer**, **coach**, **futurist**."*

[Forbes](#)

KEY IDEAS

Enable Diversity
Invested Leadership
Empowering Leaders
The Power Of Vulnerability
Psychological Safety
Learning From Error
Open Minded Leadership
Empathy

HACKS

- Community of leaders.
- Generate custom agreements.
- Personalized benefits.
- Generate security environments.
- Share learnings.
- Knowledge about wellbeing at work.



Singularity. What makes you unique is worth it

Specific **capacities** and the value of the multiplier effect of **singularities** begin to take on relevance in the world of work.

It's about choosing, enabling and fostering **diversity and inclusion** in teams.

Complementarity enables innovation and enhancement of the value proposition.

KEY IDEAS

Uniqueness
Innovation
Individual Capabilities
Dei
Safe Environments
Complementarity
Value The Differences
Collective Intelligence

*"Companies on the **Best Places to Work**™ list are characterized by long histories and strong **cultures of employee support, trust, and innovation**"*
[Great Place to Work](#)

*"**Vulnerability** is the birthplace of **innovation, creativity and change**".*
[Brene Brown](#)

*"If we want **people to show themselves fully** (...) so that we can innovate, solve problems and serve people, we must be attentive to **creating a culture in which people feel safe, seen, heard and respected**."*
[Brene Brown](#)

HACK

Organizations and their leaders must create **psychologically safe environments** where employees are allowed to show themselves as they are, express their ideas without fear and make mistakes as part of the challenge.



Wellbeing as a value

The dimensions of **well-being** are: **physical, mental, emotional, social and economic**. Well-being practices become relevant when choosing a place to work.

It is important to create **ecosystems that promote well-being**, ensuring the foundations of healthy work environments. Without losing sight of the fact that well-being drives **performance**.

This enhances the development of **ad hoc responses** to the needs of talent.

"76%

of employees experience burnout at work at least sometimes, with 28% saying they are burnt out 'very often' or 'always' at work"

[Linkedin](#)

"4/10 respondents

reported more mental health problems in their organizations since the coronavirus."

[Forbes](#)

*"Employees who feel cared for at work are **3.2 times more likely** to say they are happy to work at their current company and **3.7 times more likely to recommend it**".*

[Linkedin](#)

KEY IDEAS

Digital Wellbeing
Legitimate Rest
Leisure As A Value
Personal Care
Be Kind
Breaks In Daily Routines
Consistency
Energy Management
Cognitive Desaturation

HACKS

- Policies and practices that promote wellness.
- Awareness tools.
- Leadership skills to recognize indicators of work stress.
- Promote self-care.



Data-Driven Culture

A company that lives a **data-driven culture** is one that uses all the data at its disposal to make decisions in all areas and at **all levels**.

The **4D of a data driven** culture are determined by: Mature data, Socialized data, Data that guides leadership and Data for decision making.

KEY IDEAS

Insights In Numbers
Data-Driven Culture
Privacy
Security
New Business Model
Mindset Data
People Analytics
Web 3.0

"Information is the fuel of the 21st century, and analytics is the engine's combustion."

[Gartner](#)

"The goal is to turn data into information and information into insight."

[Carly Fiorina,](#)
[Hewlett Packard](#)

"We should be teaching students, as well as executives, to run experiments, examine data, and use these tools to make better decisions."

[Dan Ariely, Duke University](#)

HACKS

- The obstacles that organizations face to become data-driven are not technical but cultural. Must start at the top of organizations
- It is important to incorporate the roles of data scientist to the core of the business

Dynamics of work

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Time to agree on new ways of working

Traditional ways of working are in checkmate. If you don't have flexibility with your employees or you aren't open to adapt to new ways of working, forget about attracting or retaining top talent.

The popularity of **freelance** in the global market is growing in popularity. It allows for the diversification of work, plus the ultimate flexibility for individuals to define their work structure and get paid by project in hard currency or cryptocurrency.

KEY IDEAS

Easy In, Easy Out.
Access To Work With Impact And A Sense Of Belonging.
Legal Voids.
Staff On Demand
Freelancing

"69%

of freelancers do not experience existential fears"

[Freelancer Survey for 2021](#)

"In 2021 remote positions grew

12%

compared to 2020."

[Make it](#)

"84%

of freelancers say their job allows them to live the kind of life they want".

[Forbes](#)

HACKS

- Flexibility of schedules, end of routines.
- Search for purpose in your work.
- Be your own boss
- Unlimited growth and positioning
- Generate an ecosystem of other professionals who generate their own way of working.



Liquid structures

Structures, teams, cells that work cross-functionally, based on multidisciplinary **groups** that are interconnected and strengthened.

The assembly and disassembly of teams is determined by projects. This creates teams focused on clear objectives and with marked flexibility and dynamics to adapt

KEY IDEAS

Flat Organizations
Innovation
Decentralized Autonomous Organization
Competitiveness In Fixed Costs
Freedom And Trust
Flexibility And Autonomy
Work By Project
Squads

Uber

What did they do differently?
Their success is related to his focus on the USER. He created a simple and effective experience.

This book this more Valid Than ever to think about the benefits of the redarchy.

[Leadership and innovation 2.0](#)



*"The way to apply netarchy is by establishing dual organizations capable of finding a new balance between hierarchy as a guarantor of predictability and netarchy as the **engine of purpose, innovation and growth**."*

[Netarchy](#)

HACKS

- Projects with mobile roles.
- Ensure multidisciplinary in teams.
- Define clear objectives.
- Ensure maturity, self-management and resilience.
- Develop people who anticipate change and adapt quickly.



The global digital workplace

Hybrid work is the future of work. We must consider how hybrid arrangements are a must to be competitive in the labor market, which is already global.

With employee flexibility comes challenges, such as the disparity in the way people interact, face-to-face or virtual. The employee experience must be consistent, regardless of the physical space they conduct their work in the digital workplace.

Working from the office is said to add value to trust and interpersonal relationships. A required frequency is not always necessary, however, as a sense of community is the most important part.

KEY IDEAS

High Level Of Expertise
Collaboration
Innovation
Blended/Hybrid Working
Flexibility
New Work Dynamics
Assertive Communication
Digital Team Bonding

"72%

Of the population could work remotely".

[Globant](#)

"87%

of leaders believe it is difficult to gain visibility into their teams".

[Globant](#)

"70%

of jobs will be remote by 2025".

[Globant](#)

HACKS

- Define eligible roles for hybrid work.
- Provide guidance on remote work. Prepare leaders to manage remote and hybrid teams.
- Enable human connection and sense of belonging.
- Set expectations and goals for face-to-face/remote work.



Artificial Intelligence is taking over

Artificial Intelligence allows operations to be carried out in a more **economical and efficient way**, but it also opens the door to rethinking the employee experience as we haven't imagined before.

The rise of Artificial Intelligence is in developing and replicating human cognitive functions through intelligent machines.

“75% of companies will go

from piloting to implementing their **artificial intelligence projects”**

Economía Sustentable

*“The use of **intelligent algorithms** for the prevention of **cyber attacks** has become one of the most important artificial intelligence innovations of recent years..”*

Economía Sustentable

KEY IDEAS

Chatbots
Robotics
Machine Learning
Innovation
Gaming And Entertainment
Augmented Reality
Cybersecurity
Decentralization

HACKS

- Process optimization and automation.
- data analysis
- Implementation of robotics and chatbots.

About Globant

At **Globant**, we help countless organizations on their digital and culture transformation journey.

Our **Cultural Hacking Studio** counts with a pool of professionals to help organizations be future-proof by evolving their cultures to be the best environment for talent.

We are a **digitally native company** that helps organizations reinvent themselves and unleash their potential. We are the place where innovation, design and engineering meet scale.

- We have more than 25,900 employees and we are present in 21 countries working for companies like Google, Electronic Arts and Santander, among others.
- We were named a Worldwide Leader in CX Improvement Services by IDC MarketScape report.
- We were also featured as a business case study at Harvard, MIT, and Stanford.
- We are a member of The Green Software Foundation (GSF) and the Cybersecurity Tech Accord.

For more information, visit **www.globant.com**

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Thank you!

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