



PAST PROJECTIONS OF FUTURE FORCES HAVE BEEN RIGHT ON TRACK

2012: Adjusting to a New Ecosystem: Human Age

Two years ago we identified the Human Age as the dynamic that would define the world of work. It has, and it will continue to do so. The only difference is that now more and more companies are realizing just how much human capital contributes to their ability to compete.

2011: Entering the Human Age

Three years ago we introduced the world to the notion that human potential—not technology or product development—would become the major agent of economic growth.

2010: Preparing for a New Normal in the World of Work

In 2010 we looked ahead to major shifts that would impact the supply of and demand for talent. We anticipated a deepening of the Talent Mismatch, alongside increased power among those with the most in-demand skills. At the same time, rising consumer sophistication would compel companies to deliver greater value with fewer human resources. Addressing these dynamics could be facilitated by technology, as long as businesses knew how to leverage it.

2009: Reconfiguring the World of Work

With the global economic recession well under way, our 2009 effort took a look at shifting market dynamics through the lens of turbulence. We anticipated, for example, the clash between different generations in the workplace and mounting frustration among young people who lack access to opportunity. This also marked the first time we formally acknowledged the evolving power of data mining and its implications for work—a topic which is widely discussed in our industry today.

2008: World of Work: Dynamics Forecast and Implications

Our earliest effort to formally build predictions into our business strategy identified a series of shifting dynamics that would ultimately inform our work for years to come. For example, we predicted that changing demographics would seriously alter the availability of talent in OECD countries. Six years later, we are seeing this play out in dramatic ways.

FIGURE 1