Department of Management
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Future of Work Dunedin Project

Sara Walton, Diane Ruwhiu, Paula O'Kane & Virginia Cathro
Department of Management, University of Otago

Presentation today

1. Motivation for the study
2. The research process
3. Findings
4. Insights & Implications
5. Conclusion

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1. Motivation for the study

+ Population profile
  – 124,249 (↑129,700, by 2031)
  – Not significantly culturally diverse (88% European)

+ Industry profile
  – University Town, tourism important, primary processing & production
  – Large numbers of SMEs – not large private organisations

+ Socio-economic considerations

http://www.dunedin.govt.nz/

+ Our own research – taking us into the business arena in Dunedin and hearing what people are saying ... reading about in the ODT.

+ Issues such as climate change, technology, communication, indigenous planning.

+ Lack of ability to think about the future.

+ Scenarios often predictable – want to open up the grey space in the middle.

Climate change focus of DCC adviser ODT, 07 June, 2011

Are older workers youth job threat? ODT, 07 July, 2011

Employers taking on young workers ODT, 27 May, 2014

University on list of top employers ODT, 24 April, 2014

Threat to 65 jobs at Invermay ODT 31 July, 2013

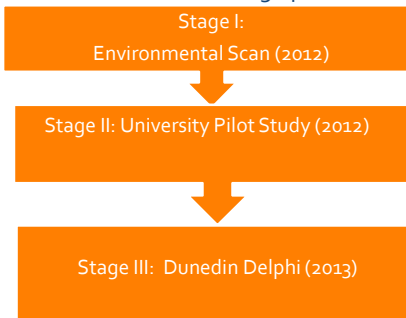Job dissatisfaction 'threat' to economic recovery ODT 23 July, 2012

Conceptualising this motivation

+ Wicked problems (environment / society)
  - Defy easy problem definition and solutions
  - Require whole systems thinking - interconnectedness

+ 'Work' (individual experience/meaning making)
  - Primacy at the individual level & often about meaningful work
  - Making 'work' as a central unit of analysis – but the relationship between the context of work and the work itself.

+ Future of 'work' as a wicked problem
  - Future issues are not easy defined nor solved and nor is work
  - Systems thinking – trying to take a broad perspective to examine the relationships between the wicked problem + work.
  - Also examines the interconnectedness between work+environment

2. The research process

+ The three guiding project objectives were to:

  1. identify the specific drivers likely to affect Dunedin business over the next 25, 50 years and beyond;

  2. develop future scenarios for business in Dunedin;

  3. ascertain the future implications for businesses in Dunedin.

+ Followed a three stage process

Stage I:
Environmental Scan (2012)

Stage II: University Pilot Study (2012)

Stage III: Dunedin Delphi (2013)

Stage I – Finding our drivers

Stage I:

Environmental Scan of **306** Futures Based organisation reports from New Zealand (public, private and third sector) (2012)

+ Education

+ Climate change

+ Demographics – ageing population

+ Demographics – diversity

+ Technology & innovation

+ Wellbeing

Stage II – Refining & Testing our drivers

Stage II: University Pilot Study (2012)

Part I: University **24** Experts Delphi

Part II: University Experts Focus Group (**20** people)

+ Survey to explore further the drivers indicated by the environmental scan

– Controversial quotes

+ New driver – resource scarcity

+ Three focus groups of between 5 – 8 people.

+ Some key themes

– Population imbalance (gap in the middle)

– Key industries susceptible to climate change

– Work/life balance...but will we have a choice?
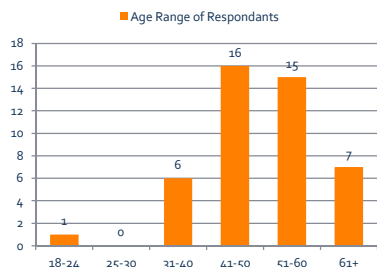
Stage III – Listening to the conversation
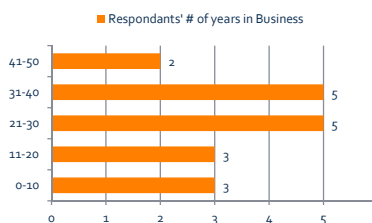
Stage III: Dunedin Delphi (2013)	
Round I: Delphi Survey	Round II: Scenario Planning

+ Panel of experts (Rnd 1 = 45/96 respondents)

Age Range of Respondants

■ Age Range of Respondants

Respondants' # of years in Business

■ Respondants' # of years in Business

3. Findings

Round I – Delphi - The role of work
+ Work is 'the same, but different'!

|	2030	2060
1. Type of work	*Weightless Industries: Our business exports "weightless" products, associated with our knowledge and products we can build around that knowledge and how we can use that knowledge to add to our food export products (D1, Q13, 0091).*	*Sustainable Industry: There will have to be a significant shift away from carbon and protein based economies to sustainable ones with local produced food and goods. I think that work will continue to be information and technology based for many people(D1, Q16, 0074).*

	2030	2060
2. Organisation of work: Location & flexibility	*Location of work: Notion of "head office" will be redundant with specialist staff spread around company network. Location of staff more likely to be their "home town" than the company's (D1, Q6, 0096).*	*Flexible work: Hopefully in a manner that allows flexibility for workers **to incorporate all aspects of their lives adequately,** rather than working excessive hours to make ends meet (D1, Q15, 0061).*

	2030 & 2060
3. Characteristics of work: Technology, diversity and transport	*Human interaction: I believe we will get to a point of saturation with technology and go back to **'old fashioned' ways of doing some things as there is great value in face to face, human relations** (D1, Q16, 0079).* *Age and Gender: There will be a lot more older and younger people in the workforce ... Gender mix and race mix will be much greater in NZ in the future than it is now (D1, Q11, 0046).*
4. Work for future generations	*Future generations will have to **be flexible in their thinking and their training**, what they learn at university, may bear very little relation to what they do 10 years later (D1, Q16, 0091).* *ICT/but with a focus on being able to communicate with people of many cultures and a knowledge of tikanga Māori, as well as an **awareness of all global cultures** (D1, Q19 0035).*

Outside of 'Work': what keeps 'you' awake at night?

+ Social issues – inequality, social upheaval

+ Work/life balances

+ Financial & retirement issues

+ Lack of employment opportunities in the city

+ Environmental/climate change/resource scarcity
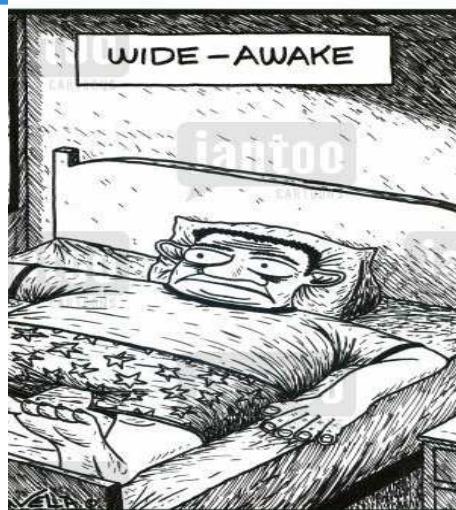
Round II Scenarios – 2030 (and looking out)

Little change & verge of downward spiral

+ Dunedin loses business & the world has gone global

+ Day-to-day activities much the same as now

+ World shrunk & consolidated

+ 'weightless industries'

+ Key industries: caring, IT & hospitality

More change & verge of transformative change

+ The localised world & Dunedin is a village

+ Diversity

+ De-centralisation & supply chain retrenchment

+ Local

+ Key industries: caring, food/ agri-business, IT, niche oriented, food technology

Scenario 1

Plausibility of Scenario 1.	Absolutely, without a clear vision and solid leadership combined with a collaborative approach from business/community Dunedin will continue to lose its relevance (S1, 0074).	
What is implausible about this scenario? Why?	• Nothing to suggest that the nature of work will change • In the economic realities of this scenario lifestyles will suffer negatively • Climate change and resource scarcity	
What might happen instead?	People abandon Dunedin so population decreases more rapidly & economic situation worsens quicker than as portrayed (S1, Q4. 0046).	
Is the scenario an ideal vision for Dunedin?	No	
What can we do to future proof for/against this scenario?	Find ways to support small/medium businesses. Closer relationship between city and university/polytech, with the aim to keep as many graduates here as possible (or to have many return). Industry/employment needs to be sustainable- not via extractive industries such as oil or mining(S1, Q6, 0061).	

Scenario 2

Plausibility?	For the most part ... yes. But,.... I think this is an idealistic vision for Dunedin, but not realistic. Fundamentally there is still no push to export in here. I do agree with the diversity comments (S2, Q11, 0091).	
What is implausible about this scenario? Why?	While it is plausible. Globalisation will see more economies of scale. Small Dunedin firms will struggle to compete price wise with imported goods. Unless times are very good, consumers will selfishly purchase the lower price or better value goods (S2, Q8, 0030).	
What might happen instead?	I like the idea of Dunedin remaining or becoming more community-oriented, more aware of local sustainability and discernment with regard to local resources etc. I still maintain that Dunedin developing further as a 'Sports, Arts and/or Education hub' is missing (as is eco-/cultural-tourism) and needs greater emphasis. What are the industries/things, otherwise, that would attract skilled migrants into the city? (S2, Q10, 0079).	
Is the scenario an ideal vision for Dunedin?	I think it addresses the range of pressures which it will face and derives growth from such things as global population re-distribution and the change in global market dynamics caused by rising transport costs (S2, Q11, 0096).	
What can we do to future proof for/against this scenario?	Start to develop the village hubs, encourage development around them, improve transport options, protect arable land against residential development, encourage diversification within the city. We need to create the "village" now & proof its viability (S2, Q12, 0074).	

4. Insights & implications

Insights

+ It's simple, but not easy!

There will be events we can't predict – some of them will have a positive impact. Could we have predicted cruise ship visits 17 years ago? (S1, Q4, 0063)

+ The best of times, the worst of times ...

I believe we will have both very local & very global forces at work but we just don't know what industries will be affected in what ways yet" (S2, Q13, 0046)

+ Integrating multiple voices
   – Economic development vs Socio-ecological voices

Economic reality has a greater say than politically correct & green orientated communities – (S2, Q13, 0030)

Degradation of the environment to the point that it is quite possible that we leave catastrophic problems for our children and grandchildren to deal with, including the consequent social upheaval that may result - (D1, Q20, 0061).

   – Balanced voices – the space
   in-between where innovative and inclusive approaches can be achieved.

We need a comprehensive social and technical strategy matrix which incorporates response options for a range of possible community and economy threatening changes (S1, Q6, 0096).

Local focus & global focus will both happen so we need to be prepared for both scenarios (S2, Q10, 0046).

Implications … for the Dunedin business community

+ Change is inevitable
  - What type of change? What consequences? Seemed to be very little thought – until we asked what kept them awake at night.

+ Leadership
  - What type of leadership?

Without a clear vision and solid leadership combined with a collaborative approach from business/community Dunedin will continue to lose its relevance (S1, Q1, 0074).

+ Celebrate & motivate success
  - Hang on we have loads of success stories? Are we sharing knowledge, practices, mentoring?
  - Strengthening existing industry & businesses to encourage new and innovative industries and business.

+ Preparation for constrained resources
  - *Location, location, location …*

5. Concluding thoughts

+ Key findings

Given there are so many variables it is not worth going into. Good luck with all of this! (S2, Q14, 0030).

+ Planning for the future: NOW!

1. Changing needs of people

2. Open up discussion

3. Blinded by Horizons

Where to next?

+ Potential research avenues
    - Organisational resilience
    - Pilot study – to develop a method, extend the study to a larger region, nation?
    - Focused studies
    - Another project on 'alternative voices' underway
+ Conferences
    - IABS Sydney 2014, BAM Belfast 2014, ANZAM Sydney 2014
+ Publications
    - Report – at graphic designers now!
    - Resilience, Future Proofing and Community: the Power of the Narrative (ANZAM & targeting Organization)
    - An Evaluation of the Delphi Technique in Futures based Management Research
    - Gazing into the future of work and organisations: Implications for management education (targeting Journal of Management Education)
+ Seeking further collaborations