The future of work:
Adapting to technological change

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Robert Half Management Resources
In-demand skills and credentials:

- Soft skills
- Technical skills
- Professional certifications
World Economic Forum
“Future of Jobs Report:”
2022 Skills Outlook

Growing

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Creativity, originality and initiative
4. Technology design and programming
5. Critical thinking and analysis
6. Complex problem-solving
7. Leadership and social influence
8. Emotional intelligence
9. Reasoning, problem-solving and ideation
10. Systems analysis and evaluation

Declining

1. Manual dexterity, endurance and precision
2. Memory, verbal, auditory and spatial abilities
3. Management of financial, material resources
4. Technology installation and maintenance
5. Reading, writing, math and active listening
6. Management of personnel
7. Quality control and safety awareness
8. Coordination and time management
9. Visual, auditory and speech abilities
10. Technology use, monitoring and control
WHAT’S GOING ON IN ACCOUNTING AND FINANCE?

• Skills in demand
  – Upskilling is crucial

• 45% of Canadian job applicants don’t meet skills requirements, but companies are willing to train up
WHY UPSKILL?

- Nature of jobs is shifting
- Changing employee expectations
- Staff morale and succession planning
- Boost the bottom line
BUILDING A TEAM THAT CAN GET THE MOST OUT OF TECHNOLOGY

How companies help staff keep pace with changing technology

- Offering training and professional development opportunities: 55%
- Providing continuing education reimbursement: 41%
- Bringing in external consultants for support: 41%
- Assigning technology-related projects to expand skills: 40%
- Fostering greater collaboration with IT colleagues: 40%

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Question:
Have you ever hired someone who’s skills did not match the exact qualifications of the job? Or been hired for a role you weren’t a perfect skills match for?

Yes  No
58% of Canadian job applicants have been offered a job when they didn’t meet all the requirements.
“Work in the future won’t be defined – or confined – by a role or job title. It will be based largely on people’s increased ability to apply their own unique set of skills, knowledge and talents to their work.”

- Colin Mooney, Chief Digital Officer, Robert Half
EXECUTIVE WANTS AND NEEDS: CHANGE MANAGEMENT

“My profession has probably been transformed again just since we started this session.”

“Treat Culture as an Asset and a Change Agent!”
Everyone in an organization has a role to play in shaping and monitoring corporate culture, but leaders set the example for everyone else.

They are also the ones who can drive change and improvement in the corporate culture.
Do you feel like your team is prepared for weathering these changes well?
NEW DEMANDS FOR FINANCE LEADERS

- Skills for the digital age
- The need for team flexibility
- The ability to scale quickly

All require a flexible workforce
“People and their relationship with technology, or — more specifically — how they work with and apply technology in new and imaginative ways, will help define the new world of work.”

— Paul McDonald, Senior Executive Director, Robert Half
### Areas in which CFOs collaborate with their CIO: *

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<tr>
<th>Area</th>
<th>National</th>
<th>20-49</th>
<th>50-99</th>
<th>100-249</th>
<th>250-499</th>
<th>500-999</th>
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<tbody>
<tr>
<td>Technology investments</td>
<td>49%</td>
<td>50%</td>
<td>52%</td>
<td>42%</td>
<td>36%</td>
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<td>Business systems changes</td>
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<td>49%</td>
<td>40%</td>
<td>47%</td>
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<tr>
<td>Digital transformation</td>
<td>42%</td>
<td>31%</td>
<td>41%</td>
<td>43%</td>
<td>43%</td>
<td>51%</td>
<td>41%</td>
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<tr>
<td>Cybersecurity</td>
<td>39%</td>
<td>48%</td>
<td>29%</td>
<td>32%</td>
<td>48%</td>
<td>38%</td>
<td>43%</td>
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</tbody>
</table>

*Multiple responses were allowed.*
5 TRANSFORMATIVE TECHNOLOGIES

- The Internet of Things (IoT)
- Business process automation
- Cloud services
- Artificial intelligence and machine learning
- Immersive tech (extended reality)
WHAT ALL OF THESE TECHNOLOGIES HAVE IN COMMON

They are already in use in some sectors today but that is just the **tip of the iceberg** as to how far they’ll go in changing the nature of work.

They all result in a better use of talent because they **free up people** for more important, strategic and interesting work.
BUSINESS PROCESS AUTOMATION

30% Don’t expect to use within 5 years

49% Expect to use in 3–5 years

20% Currently using

Source: Robert Half surveys of more than 300 managers in Canada. Responses do not total 100 per cent due to rounding.
AUTOMATION IN THE OFFICE

- Software bots for data entry and records reconciliation
- Travel and expense management
- Employee onboarding
- IT user provisioning
“By using automation to both free up and increase workforce capacity and capability, [business leaders] can tackle their long to-do lists and start building their business of the future.”

— Jonathan Wyatt, managing director and global head of Protiviti Digital
ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

20% Currently using

57% Expect to use in 3–5 years

23% Don’t expect to use within 5 years

Source: Robert Half surveys of more than 300 managers in Canada.
ARTIFICIAL INTELLIGENCE REDUCES COST AND HUMAN ERROR IN FINANCE

Which area of accounting and finance do you expect to be most transformed by artificial intelligence?

A. Tax
B. Credit and collections
C. Budget and analysis
D. Accounts payable
E. Accounts receivable
F. Payroll
G. Accounting
H. Other
ARTIFICIAL INTELLIGENCE REDUCES COST AND HUMAN ERROR IN FINANCE

AI expected to transform accounting and finance functions:

1. Payroll (52%)
2. Accounting (38%) and accounts payable (38%)
AI + Humans = Symbiotic Computing
MORE AI USES

- Robo-advisors offer digital financial expertise
- AI agents manage appointments and respond to simple email requests
- Execs use AI to select the right business cases
- AI-powered tools unlock data to reach consumers
- HR professionals tap AI for recruitment and retention
MACHINE LEARNING (ML)

The ability for computers to act without being explicitly programmed. **ML uses information from:**

- Real-world interactions
- Social media activity
- Browsing history
- Purchasing history

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“Top talent doesn’t want to work for a company that isn’t **modern and focused on innovation**. Talented people, even if they aren’t in a tech-focused job, want access to leading-edge tools.”

— Jonathan Wyatt, managing director and global head of Protiviti Digital
CLOUD SERVICES

6%
Don’t expect to use within 5 years

26%
Expect to use in 3–5 years

69%
Currently using

Source: Robert Half surveys of more than 300 managers in Canada. Responses do not total 100 per cent due to rounding.
WHAT WILL TECHNOLOGY DO TO JOBS?
TECHNOLOGY AND THE FUTURE OF WORK

Tech innovations will do two things:

- Create more jobs
- Create jobs that are more satisfying
TECHNOLOGY AND THE FUTURE OF WORK

The conundrum: Companies are facing talent shortages as they search for people prepared to help them pursue digital transformation.

We’ll need workers who combine:

Business skills

Specialized industry knowledge

The latest tech skills
QUESTIONS?
JOBS AND AI ANXIETY

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