

work as interaction between interdependent people?
the third way to work?

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just as the industrial society developed into a society of corporations, it developed into a society of employers and employees

two different ways to look at the same phenomenon, jobs

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almost all economic theories have made, and still make, the same assumption, the employer - employee relationship is necessary to create jobs

traditional thinking sets employee goals and business goals against each other

the manager is free to choose the goals, but the employee is only free to follow or not to follow the given goals

the taken for granted assumption is that it is the *independent* employer/manager that exercises freedom of choice in choosing the goals

the employees are not seen as being autonomous, with a choice of their own, but
are seen as rule-following, *dependent*, entities

people are not really people, but resources

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we are as used to the employer choosing the work objectives as we are used to
the teacher choosing the learning objectives

the image of work is easy to grasp because it has been taught at school where the model is the same

is the current social construct of jobs inevitable, or is it a social artefact that is over 100 years old and should be redesigned?

industrial workers used to do as they were told. this now creates a systemic
inefficiency

knowledge workers should negotiate solutions in active interaction with their peers.
the context matters

we used to think that corporations outlived workers. the organisation came first,
end people served the organisation

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today workers' careers outlive organisations, profoundly challenging our thinking

do we need a new agenda connecting people and businesses?

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should we leave behind the industrial era generalisations and abstractions about what skills people should have?

and instead start from the context of the person?
who are you and what kind of relations are the building blocks of your life?

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companies are not managing their employees' long-term careers any more.
workers must be their own HRD professionals

it is more and more often up to the worker to construct the narrative of working life
to know what to contribute, when to change course

and, how to keep engaged for much longer than we have been used to

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it may be a life that is not quite like being an employee, but not quite like being a contractor either

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to make the right decisions, you have to develop a new kind of understanding of yourself and what you are actually up to in life

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this not not the same as having some free time and wanting to earn some extra money driving for Uber

we are accustomed to taking work home, but what would the opposite be?

instead of thinking about what employers want, you may be better off conceiving a match between what you want and what customers want

we understand work as interaction between interdependent people

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in the network economy, interdependent individuals, interacting voluntarily with each other by utilising the new platforms, apps and relatively cheap mobile devices they own themselves, can create value together in totally new ways

are companies themselves challenged in the new low transaction cost environment?

in an economy, people essentially produce goods and services for people

companies are theoretically intermediary organisational forms that arrange then development, production and delivery processes

our economic theories are derived from the era of the production of tangible goods
and high-cost communications

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these mind-sets are not only unhelpful but wrong in a world of information products
and ubiquitous connectivity

the digital world we live in, the Internet and the new intelligent technologies that are now affordably available allow us to imagine and experiment with totally new value creation architectures

the Internet is the first communication environment that decentralises the financial capital requirements of production

much of the capital is not only distributed but also owned by the workers, who themselves own the smart devices, the new machines of work

when computers were expensive, then economics of mass industrialisation and its centralised management structures ruled them. not any more!

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should we look at work differently from the ideas that governed the industrial enterprise and the industrial era?

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could we create a post-industrial narrative for work?

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thank you!

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@EskoKilpi

