

The Uberization of Work & the Future of Leadership

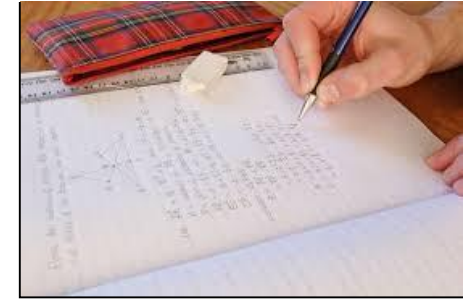
David Creelman
CEO Creelman Research



How do you get work done?



Why did these firms not use employees?



- “ Why use freelance field technicians?
- “ Why use a competition for the best algorithm?
- “ Why use Disney’s marketing team?
- “ Why use an independent financial analyst?

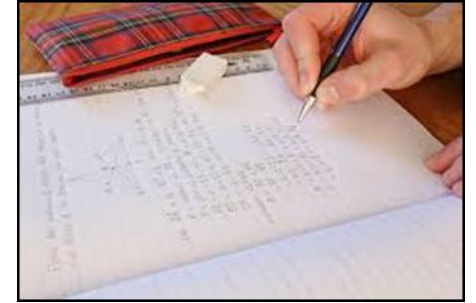
Takeaway

Sometimes it's better not to use employees to get work done.

The big question

Is this true for *just a few* cases of work or for *many* cases of work? Is it a tweak or a revolution?

Deconstructing a job posting



1. On your own underline each of the skills, responsibilities and traits this person needs to have.
2. As a group discuss how easy or difficult it would be to hire someone for this role.

The Nature of a Job



A job is a 40 hour / week container.

What are the advantages & disadvantages of 5 on-demand workers rather than 1 full time employee?



A job with 1 full time employee



The blue trapezoidal graphic contains three images: a close-up of a green and gold pen on a document, a project management diagram with 'Project Management' at the top and arrows pointing to 'Scope', 'Time', and 'Cost', and a screenshot of the Graipedia website showing a '14 days full trial' offer and three colored buttons (Yellow, Green, Orange).

5 on-demand free agents



What's different now?

The Talent Platforms





CrowdFlower

Upwork

eTeki
Smarter Interview

twago
teamwork across global offices



freelancer.co.id

HourlyNerd
BRAIN POWER BY THE HOUR

peopleperhour



FIELD NATION

99 designs



TaskRabbit



amazon
mechanical turk
Artificial Artificial Intelligence

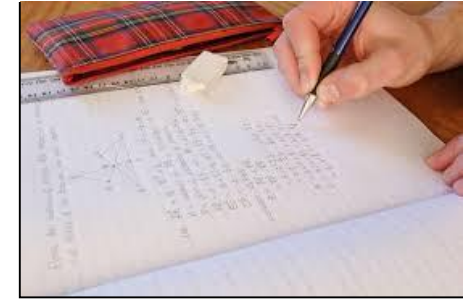
LiquidTalent

VenturePact

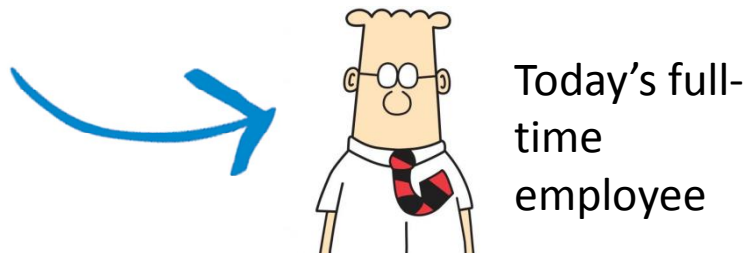
[topcoder]™

shift gig

What's different?



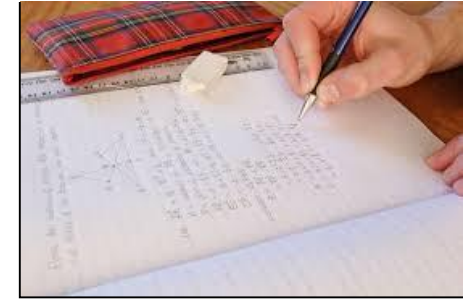
- “ How will the following factors increase or decrease the use of freelancers and other non-employees?
- . Many types of work can now be done on-line
 - . The continuing evolution of talent platforms
 - . Evolution of new business models (i.e. taking outsourcing to a whole new level)
 - . Social changes



Will this phenomenon scale?

- “ MBO Partners forecasts that half of the workforce in the United States will consist of freelancers by 2020.
- “ That number is far too low, according to John Ruffolo, CEO of OMERS Ventures. Ruffolo predicted the rising popularity of entrepreneurship and the increasing desire of young workers for control over their careers will result in a revolution in the way companies operate. “In one generation, there will be no employees,” he said. “Everyone is going to be a subcontractor.”

Are there core employees?

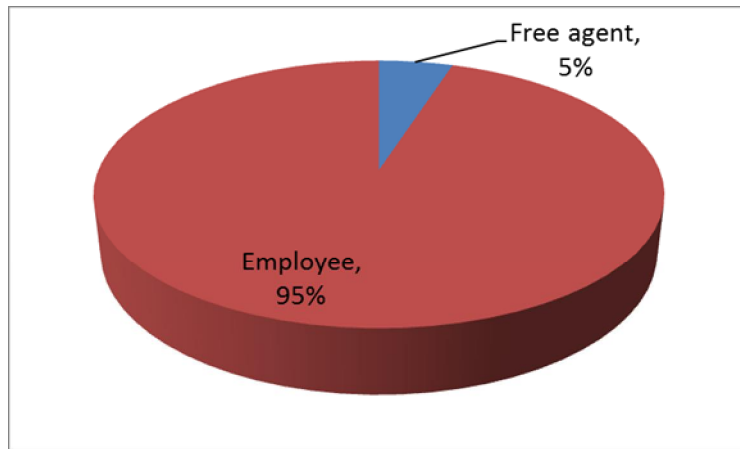


- ” What are the characteristics of work that should be done by employees?
- . Constant day-to-day work (e.g. grocery store cashier)
 - . Core leadership who provide direction (e.g. C-suite)
 - . “Messy” work with hard to define outcomes (e.g. HR business partner)
 - . Work that requires org specific know-how (e.g. warehouse manager)

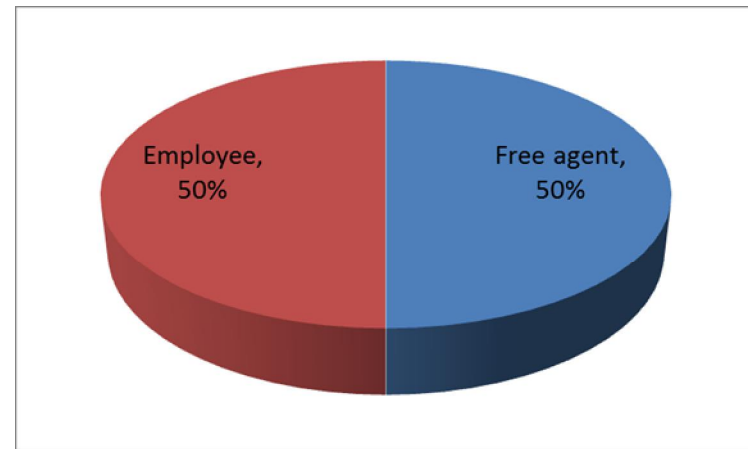
Points to Ponder

Need	Analysis	Winner
Continuity over many years	Employees leave; free agents want you as a client forever.	Free agents
Motivation	Free agents are more engaged than employees, they are even more engaged than high potential employees.	Free agents
Cost	Usually free agents are, all things considered, much cheaper.	Free agents
Agility	A small number of core employees will be more agile than a large number	Free agents (+ a few core employees)
Learning	Free agents are extremely highly motivated to stay on top of their game	Free agents
Quality	It is easier to engage the best free agent than to hire the best employees	Free agents

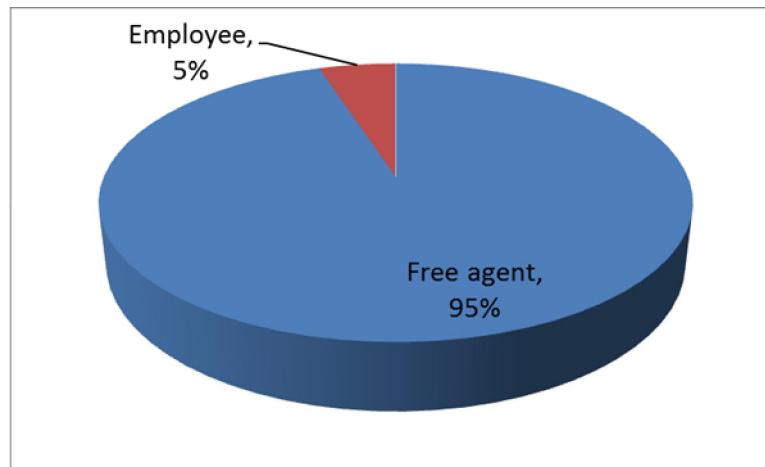
A Leader's Role is to determine how best to match work and talent



Traditional firm



Agile firm



New age firm

Is our model of leadership wrong?

We tell leader to lead employees.

Perhaps we should be asking leaders to lead the work.

