CAREER GUIDANCE AND THE CHANGING WORLD OF WORK

TRISTRAM HOOLEY
ECONOMIC POSSIBILITIES FOR OUR GRANDCHILDREN (1930)

Thus for the first time since his creation man will be faced with his real, his permanent problem how to use his freedom from pressing economic cares, how to occupy the leisure, which science and compound interest will have won for him, to live wisely and agreeably and well... The course of affairs will simply be that there will be ever larger and larger classes and groups of people from whom problems of economic necessity have been practically removed. The critical difference will be realised when this condition has become so general that the nature of one’s duty to one’s neighbour is changed. For it will remain reasonable to be economically purposive for others after it has ceased to be reasonable for oneself.

JOHN MAYNARD KEYNES (1930/1963)
WORKPLACE EVOLUTION
• WHY WE NEED TO PROTECT OUR INCOME FROM ROBOT AUTOMATION (INDEPENDENT, 12/05/2018)
• TEN MILLION BRITISH JOBS COULD BE GONE IN 15 YEARS. NO ONE KNOWS WHAT HAPPENS NEXT (THE GUARDIAN, 30/04/2018)
• ROBOTS INTERVIEWING GRADUATES FOR JOBS AT TOP CITY FIRMS AS STUDENTS PRACTICE HOW TO IMPRESS AI (THE TELEGRAPH, 21/04/2018)
• ARTIFICIAL INTELLIGENCE: HERO OR VILLAIN FOR HIGHER EDUCATION? (FORBES, 18/05/2018)
• HOW YOU CAN RAISE ROBOT-PROOF CHILDREN (WALL STREET JOURNAL, 26/04/2018)
• IBM ASKS REMAINING STAFF TO TAKE CAREER ADVICE FROM HR-BOT (THE REGISTER, 14/11/2017)
BUT THIS IS NOT JUST ABOUT ROBOTS…

https://www.youtube.com/watch?v=HYPxrzHJhF8
‘CHANGING WORLD OF WORK’
ANALYSING 30 REPORTS 2015-2018
# ORGANISATION TYPES

<table>
<thead>
<tr>
<th>Organisational type</th>
<th>Example organisations</th>
<th>Number of papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy</td>
<td>McKinsey &amp; Company, Deloitte</td>
<td>8</td>
</tr>
<tr>
<td>Think Tank</td>
<td>Institute of Economic Affairs, Centre for International Governance Innovation</td>
<td>7</td>
</tr>
<tr>
<td>Supra-national organisation</td>
<td>OECD, International Labour Organisation</td>
<td>4</td>
</tr>
<tr>
<td>Professional/employers association</td>
<td>Design Council, National Employment Services Association (NESA)</td>
<td>4</td>
</tr>
<tr>
<td>Tech company</td>
<td>Atos, Fuse</td>
<td>2</td>
</tr>
<tr>
<td>Recruitment company</td>
<td>Adecco, ManpowerGroup</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>
KEY CHANGES

TECHNOLOGY

• Technological change (29)
• Automation (26)
• Digital connectivity (10)
• Big data (10)
• 3D printing (6)
• Augmented reality (3)

OTHER

• Demographic change (12)
• Globalisation (11)
• The ‘great recession’ (5)
• Environmental change (4)
• Urbanisation (3)
OPTIMISM ABOUT CHANGE

The future of work is innovative, flexible, lean. Its employees challenge hierarchies, self-organise, and readily share ideas with their small teams. Its managers re-think everything from office furniture to wellness, enabling and empowering rather than ordering and controlling. Its smart offices sense employee mood and automatically take measures to reduce stress. And its hiring practices are shaped by the new realities of skill obsolescence and a global market of talent that can easily look elsewhere for work. (van Hooijdonk & Hewlett, 2017, p.6)
CONCERNS

• Labour market restructuring (19)
• Increased unemployment (17)
• Growth of the gig economy (15)
• Inequality (13)
• Shifts in job content (13)
SO WHAT CAN WE DO?

Responsibilisation
- Individuals must become more flexible

Restructuring
- Organisations need to change

Competition state
- The state needs to underpin this by investment in human capital
CAREER GUIDANCE CONFERENCES

A SIMILAR ANALYSIS ON 30 WEBSITES ADVERTISING CAREER GUIDANCE CONFERENCES.
WHAT DO CAREERS CONFERENCES COVER?

• The world of work is changing (16)

• It will be challenging (14)

• Change is driven by technology (13) or globalisation (7)

• The individual needs to become more agile and adaptable (13).
How is work changing?
And who benefits?
RISE OF THE ROBOTS

Robots are gradually taking over more and more work.

We only need things to carry on going in the present direction for a fundamental change to society.

This will result in a dramatic shift of the economy in favour of capital.
THE ‘CHANGING WORLD OF WORK’ IS NOT INEVITABLE

• Technological (and other) changes are nothing new. There is no reason to believe that we are in a unique period of history.

• Just because something can be done doesn’t mean it will become the new paradigm. E.g. home working

• Short termism within businesses and a lack of capacity to innovate and implement technological change (Dundon and Howcroft, 2018).

• This is further undermined by the availability of cheap labour and the costs of automation.

• Legal, ethical and societal hurdles to implementation e.g. driverless cars (OECD, 2017).

• Adaptability of workers and the labour market (OECD, 2017).
Technological activities cannot be isolated from other human activities. Securely enclosed by them it is driven by their action, individual and collective... technology undergoes the influence of general history: and, at the same time, acts on history.

ULTIMATELY THIS IS POLITICAL AND BOUND UP WITH EXISTING POWER RELATIONS

Machinery comes into the world not as the servant of ‘humanity’, but as the instrument of those to whom the accumulation of capital gives the ownership of the machines.

Harry Braverman
THEY ARE NEOLIBERAL ROBOTS

Robots won’t replace ‘us’. They can be used in a variety of ways.

It all depends who is in control.

We need to make sure that robots make life better for workers rather than for capital.

Embrace change — but make it work for us.
THE LEISURE SOCIETY

• If we did have more leisure – how would we use it?
• Taking away the element of compulsion from work should increase the chance for people to use it to self-actualise.
• This increases the need for guidance rather than diminishes it.
THE CHANGING WORLD OF WORK

• The ‘changing world of work’ is not an absolute truth.

• It is an ideological construction that serves the ends of certain actors in society.

• Technological determinism ignores the fact that there are many ways to use technologies.
SO WHAT IS THE ROLE FOR CAREER GUIDANCE?

• Should it act as a handmaiden to responsibilisation?

• Asking people ‘how can you adapt to the robots?’

• When this is really asking asking ‘how can you adapt to the needs of the powerful?’
FIVE SIGNPOSTS TOWARDS EMANCIPATORY CAREER GUIDANCE

1. conscientisation
2. the naming of oppression
3. problematising norms, assumptions and power relations
4. building solidarity and collective action
5. working at a range of levels and scales from the individual to the global.

Hooley, Sultana & Thomsen, 2019
IN CONCLUSION

• The world of work is changing the world.
• But, this is not a neutral process. There are winners and losers.
• Nor is it inevitable. Humanity shape technology and history.
• There is a lot to fight for and argue about.
• Career guidance will inevitable pick a side. The question is which one?
REFERENCES


MY CONTACTS

• Email t.hooley@derby.ac.uk

• Twitter @pigironjoe

• Blog
  https://adventuresincareerdevelopment.wordpress.com/