**THE WAY WE’LL WORK**

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Steven Gottlieb / Getty

Ten years ago, Facebook didn't exist. Ten years before that, we didn't have the Web. So who knows what jobs will be born a decade from now? Though unemployment is at a 25‑year high, work will eventually return. But it won't look the same. No one is going to pay you just to show up. We will see a more flexible, more freelance, more collaborative and far less secure work world. It will be run by a generation with new values — and women will increasingly be at the controls. **Here are some ways your job will change. In fact, it already has.**

**High Tech, High Touch, High Growth** By Alex Altman Thursday, May 14, 2009

On a gloomy afternoon earlier this month, a group of Harvard students took a break from crafting final papers to peer into the future. Surveying a shattered employment landscape, they summoned the optimism to regard looming obstacles as opportunities for scenic detours. "There are definitely downsides to it being harder to get a job," says Alex Lavoie, a 21-year-old junior from Avon, Conn. "But it's forced people to look harder at what they really want to do instead of following a standardized path."

During the fat years, that path led many of America's élites to Wall Street. These days, Ryan Mcvay / Getty that's a less appealing destination. In 2008 the financial sector, which had ballooned over the past three decades, contracted for the first time in 16 years. "The glamour is gone," says Bridget Beckeman, 20, a junior from Westford, Mass., who will intern at an investment bank this summer. But it hasn't disappeared. Financial centers like Charlotte, N.C., will flourish anew; driven largely by a banking boom, the city's workforce has grown 50% over the past decade, according to John Connaughton, a professor of economics at the University of North Carolina at Charlotte. ([See which businesses are bucking the recession.](http://www.time.com/time/specials/packages/article/0%2C28804%2C1879548_1879547%2C00.html))

The fall of finance has its upside. Top grads will tack toward a variety of potentially lucrative positions that prize technological savvy and analytical aptitude. According to consulting giant McKinsey & Co., nearly 85% of new jobs created between 1998 and 2006 involved complex "knowledge work" like problem-solving and concocting corporate strategy. Job opportunities in mathematics and across the sciences are also expected to expand. The U.S. Department of Labor spotlights network systems and data communications as well as computer-software engineering among the occupations projected to grow most explosively by 2016. Over the next seven years, the number of jobs in the information-technology sector is expected to swell 24% — a figure more than twice the overall job-growth rate.

There will be some limits to that growth. "This place is going to get more and more high-end talent and less and less commodity-type folks," says Mark Dinan, a Silicon Valley recruiter. "The real question is, What's the next big thing, and what's going to be the big moneymaker?" Cloud computing? Nanotechnology? Genomics? The answer will come from the companies that entrepreneurs can create — and destroy — more easily than ever before, because the cost of start-ups is dropping rapidly. Richard Freeman, director of the labor studies program at the National Bureau of Economic Research, says that "these really sharp, aggressive, Harvard-type students doing entrepreneurship, forming new businesses ... would be the best thing that could happen to this economy."

Where else could your next job come from? Health care and education, the labor market's traditional bulwarks in lean times, show no signs of abating. An aging population will open up opportunities too. "Construction of senior communities, assisted-living facilities, nursing homes ... these things are all going to have to expand tremendously," says Connaughton. The key to finding the jobs of the future will be knowing where to look. *— With reporting by Steve Goldberg / Charlotte and Matt Villano / San Francisco*

**Women Will Rule Business** By Claire Shipman and Katty Kay, Thursday, May 14, 2009

*Work-life balance.* In most corporate circles, it's the sort of phrase that gives hard-charging managers the hives, bringing to mind yoga-infused, candlelit meditation sessions and — more frustratingly — rows of empty office cubicles.

So, what if we renamed work-life balance? Let's call it something more masculine and appealing, something like ... um ... Make More Money. That might lift heads off desks. A few people might show up at a meeting to discuss that new phenomenon driving the bottom line: Women, and the way we want to work, are extremely good for business. Let's start with the female management style. It turns out it's not soft; it's lucrative. The workplace-research group Catalyst studied 353 *Fortune* 500 companies and found that those with the most women in senior management had a higher return on equities — by Corbis more than a third.

Are the women themselves making the difference? Or are these smart firms that make smart moves, like promoting women? There is growing evidence that in today's marketplace the female management style is not only distinctly different but also essential. Studies from Cambridge University and the University of Pittsburgh suggest that women manage more cautiously than men do. They focus on the long term. Men thrive on risk, especially when surrounded by other men. Wouldn't the economic crisis have unfolded a bit differently if Lehman Brothers had had a few more women on board?

Women are also less competitive, in a good way. They're consensus builders, conciliators and collaborators, and they employ what is called a transformational leadership style — heavily engaged, motivational, extremely well suited for the emerging, less hierarchical workplace. Indeed, when the Chartered Management Institute in the U.K. looked ahead to 2018, it saw a work world that will be more fluid and more virtual, where the demand for female management skills will be stronger than ever. Women, CMI predicts, will move rapidly up the chain of command, and their emotional-intelligence skills may become ever more essential.

That trend will accelerate with the looming talent shortage. The Employment Policy Foundation estimated that within the next decade there would be a 6 million – person gap between the number of college graduates and the number of college-educated workers needed to cover job growth. And who receives the majority of college and advanced degrees? Women. They also control 83% of all consumer purchases, including consumer electronics, health care and cars. Forward-looking companies understand they need women to figure out how to market to women.

All that — the female management style, education levels, purchasing clout — is already being used, by pioneering women and insightful companies, to create a female-friendly working environment, in which the focus is on results, not on time spent in the office chair. On efficiency, not schmoozing. On getting the job done, however that happens best — in a three-day week, at night after the kids go to bed, from Starbucks.

And here's the real kicker. When a company gives employees freedom, it doesn't just feel good or get shiny, happy workers — productivity goes up. Ask firms like Capitol One, which runs a company without walls or mandatory office time. Or Best Buy, which implemented a system called ROWE — results-only work environment — and found that productivity, in some cases, shot up 40%. Flexibility is no longer a favor to be handed out like candy at a children's birthday party; it's a compelling business strategy.

So we need to get rid of the nutty-crunchy moral component of the work-life balance and make a business case for it. It's easy to do. In fact, a decade from now, companies will understand that hiring lots of women, and letting them work the way they want, will help them Make More Money.

**It Will Pay to Save the Planet** By Bryan Walsh, Thursday, May 14, 2009

Greg Smith / Corbis

It's no secret that U.S. workers are in trouble, with the unemployment rate at 8.9% and rising. At the same time, the world faces a long-term climate crisis. But what if there is a way to solve both problems with one policy? A number of environmentalists and economists believe that by implementing a comprehensive energy program, we can not only avert the worst consequences of climate change but also create millions of new jobs — green jobs — in the U.S. "We can allow climate change to wreak unnatural havoc, or we can create jobs preventing its worst effects," President Barack Obama said recently. "We know the right choice."

What's a green job? It depends on whom you ask. Some categories are obvious: if you're churning out solar panels, you're getting a green paycheck. But by some counts, so are steelworkers whose product goes into wind turbines or contractors who weatherize homes. According to a report by the U.S. Conference of Mayors, there are already more than 750,000 green jobs in the U.S. ([See the top green companies.](http://www.time.com/time/specials/packages/article/0%2C28804%2C1892751_1892729%2C00.html))

Environmental advocates say that with the right policies, those job figures could swell. The Mayors' report predicts that for the next three decades, green employment could provide up to 10% of all job growth. As part of its stimulus package, the White House directed more than $60 billion to clean-energy projects, including $600 million for green-job-training programs. The hope is that capping carbon emissions, even if it raises energy prices in the short term, will create a demand for green jobs, which could provide meaningful work for America's blue collar unemployed.

To some critics, that sounds too good to be true. In a recent report, University of Illinois law professor Andrew Morriss argued that estimates of the potential for green employment vary wildly and that government subsidies would be less efficient — and produce lower job growth — than the free market. "This is all smoke and mirrors," says Morriss. "I don't see how you can replace the existing jobs that may be lost."

The reality is somewhere between the skeptics and the starry-eyed greens. We won't be able to create a solar job for every unemployed autoworker. But with climate change a real threat, shifting jobs from industries that harm the earth to ones that sustain it will become an economic imperative.

**When Gen X Runs the Show** By Anne Fisher, Thursday, May 14, 2009

By 2019, Generation X — that relatively small cohort born from 1965 to 1978 — will have spent nearly two decades bumping up against a gray ceiling of boomers in senior decision-making jobs. But that will end. Janet Reid, managing partner at Global Lead, a consulting firm that advises companies like PepsiCo and Procter & Gamble, says, "In 2019, Gen X will finally be in charge. And they will make some big changes."

They'll have to, because the workforce Gen Xers will be leading will have altered almost beyond recognition. For one thing, Generation Y — the tattooed, techno-raised bunch born from 1979 to 2000 — is unlikely to follow in their parents' footsteps. They think putting in Photo-Illustration for TIME by C.J. Burton long years of effort at any one company in exchange for a series of raises and promotions is pointless — not that they'll get the chance. "Paying your dues, moving up slowly and getting the corner office — that's going away. In 10 years, it will be gone," says Bruce Tulgan, head of the consulting firm Rainmaker Thinking, based in New Haven, Conn., and author of a new book about managing Gen Y called *Not Everyone Gets a Trophy.* "Instead, *success* will be defined not by rank or seniority but by getting what matters to you personally," whether that's the chance to lead a new-product launch or being able to take winters off for snowboarding. Tulgan adds, "Companies already want more short-term independent contractors and consultants and fewer traditional employees because contractors are cheaper. And seniority matters less and less as time goes on, because it's about the past, not the future."

Superannuated boomers won't vanish from the workplace altogether: people in their 60s and 70s — because of either need or desire — will be among the 40% of the U.S. workforce that will rent out its skills. "Boomers will be working part-time as coaches, strategists and consultants," predicts Joanne Sujansky, a co-author of a book due out in June called *Keeping the Millennials.* "By 2019, there will be many more of those opportunities than there are now because boomers will need the income and companies will need their expertise." Says Reid: "We'll see an increase in job-sharing at very senior levels. You might have two boomers who share the job of chief financial officer, for instance, which lets them keep working and also have some leisure time."

The Gen X managers who will be holding all this together will need to be adept at a few things that earlier generations, with their more hierarchical management styles and relative geographical insularity, never really had to learn. One of those is collaborative decision-making that might involve team members scattered around the world, from Beijing to Barcelona to Boston, whom the nominal leader of a given project may never have met in person. "By 2019, every leader will have to be culturally dexterous on a global scale," says Reid. "A big part of that is knowing how to motivate and reward people who are very different from yourself."

They don't teach that in B school — at least not yet. In fact, Rob Carter, chief information officer at FedEx, thinks the best training for anyone who wants to succeed in 10 years is the online game *World of Warcraft.* Carter says *WoW,* as its 10 million devotees worldwide call it, offers a peek into the workplace of the future. Each team faces a fast-paced, complicated series of obstacles called quests, and each player, via his online avatar, must contribute to resolving them or else lose his place on the team. The player who contributes most gets to lead the team — until someone else contributes more. The game, which many Gen Yers learned as teens, is intensely collaborative, constantly demanding and often surprising. "It takes exactly the same skill set people will need more of in the future to collaborate on work projects," says Carter. "The kids are already doing it."

**Yes, We'll Still Make Stuff** By David Von Drehle, Thursday, May 14, 2009

The death of American manufacturing has been greatly exaggerated. According to U.N. statistics, the U.S. remains by far the world's largest manufacturer, producing nearly twice as much value as No. 2 China. Since 1990, U.S. manufacturing output has grown by nearly $800 billion — an amount larger than the entire manufacturing economy of Germany, a global powerhouse.

But growth does not mean jobs. While sales soared (at least until the recession), manufacturing employment sank. Using constantly improving technology to make more-valuable goods, American workers doubled their productivity in less than a generation — Getty which, paradoxically, rendered millions of them obsolete. [(See pictures of retailers which have gone out of business.)](http://www.time.com/time/photogallery/0%2C29307%2C1884100%2C00.html)

This new manufacturing workforce can be seen in the gleaming and antiseptic room in Southern California where Edwards Lifesciences produces artificial-heart valves. You could say the small group of workers at the Edwards plant, most of them Asian women, are seamstresses. Unlike the thousands of U.S. textile workers whose jobs have migrated to low-wage countries, however, these highly skilled women occupy a niche in which U.S. firms are dominant and growing. Each replacement valve requires eight to 12 hours of meticulous hand-sewing — some 1,800 stitches so tiny that the work is done under a microscope. Up to a year of training goes into preparing a new hire to join the operation.

Highly skilled workers creating high-value products in high-stakes industries — that's the sweet spot for manufacturing workers in coming years. After an initial surge of enthusiasm for shipping jobs of all kinds to low-wage countries, many U.S. companies are making a distinction between exportable jobs and jobs that should stay home. Edwards, for example, has moved its rote assembly work — building electronic monitoring machines — to such lower-wage and -tax locales as Puerto Rico. But when quality is a matter of life or death and production processes involve trade secrets worth billions, the U.S. wins, says the company's head of global operations, Corinne Lyle. "We like to keep close tabs on our processes."

Recent corner-cutting scandals in China — lead-paint-tainted children's toys, melamine-laced milk — have underlined the advantages of manufacturing at home. A botched toy is one thing; a botched batch of heparin or a faulty aircraft component is quite another. According to Clemson University's Aleda Roth, who studies quality control in global supply chains, the successful companies of coming years will be the ones that make product safety — not just price — a "big factor in their decisions about where to locate jobs."

Innovative companies will also stay home thanks to America's superior network of universities and its relatively stringent intellectual-property laws. Consider, for instance, the secretive and successful South Carolina textilemaker Milliken & Co. While the rest of the region's low-tech, backward-looking textile industry was fading away, Milliken pushed ahead, investing heavily in research and becoming a hive of new patents.

U.S. manufacturing will also be buoyed by a third source of power: the American consumer. Even in our current battered condition, the U.S. is the world's most prosperous marketplace. As global economic activity rebounds, so will energy prices. The cost of shipping foreign-made goods to the U.S. market will begin to offset overseas wage advantages. We saw that last year when oil prices zoomed toward $200 per barrel.

Thus, even if fewer cars are built by America's wounded automakers, there will still be plenty of car factories in the U.S. They will be owned by Japanese and Chinese and Korean and German and Italian firms, but they will employ American workers. It just makes sense to build the cars near the people you expect to buy them.

Raised on images of Carnegie and Ford, we rue the loss of once smoky, now silent megaplants but are blind to the small and midsize companies replacing them. Ultimately, what's endangered is not U.S. manufacturing. It is our deeply ingrained cultural image of the factory and its workers.