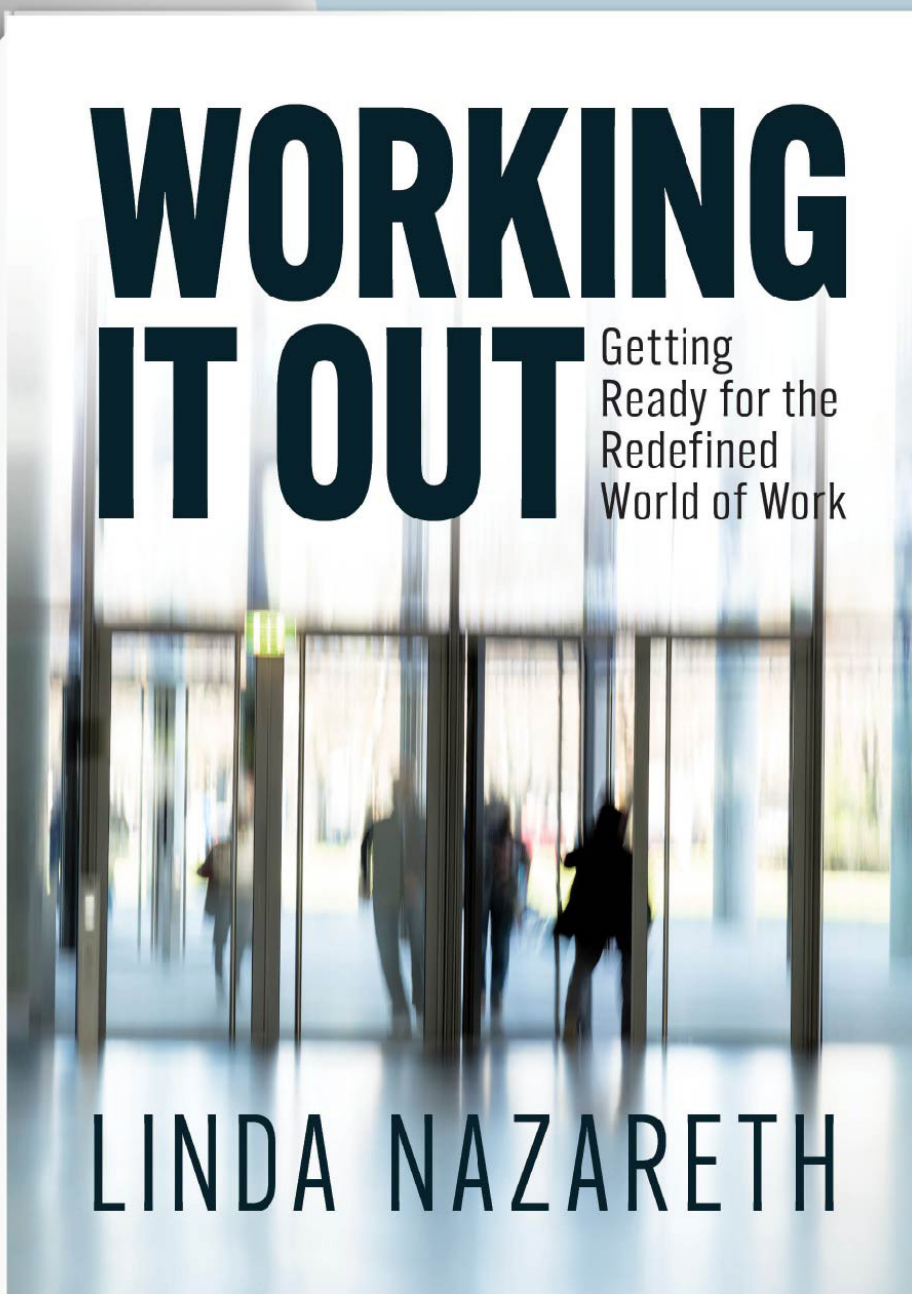




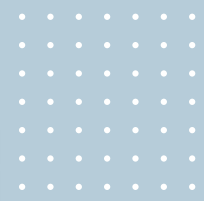
*Linda*  
**NAZARETH**



**WORKING  
IT OUT** Getting  
Ready for the  
Redefined  
World of Work



**LINDA NAZARETH**



# WE ARE AT A PIVOTAL MOMENT IN THE HISTORY OF WORK AND THE DECISIONS MADE NOW WILL SHAPE THE FUTURE FOR A LONG TIME TO COME

## **Working it Out: How to Be Ready for the Redefined Future of Work by Linda Nazareth Details the Forces that are Changing the Economy and Lays Out the Ways that Organizations and Individuals Need to be Ready for What Comes Next**

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It is a watershed moment, a time when everything is on the table and we can choose our own destiny. In the wake of a pandemic that showed us that work can be done a lot more places than in an office, individuals and organizations are making decisions that will shape the future of work for decades to come. It is not just about where we work, however. On a planet that is experiencing a climate emergency with an aging population and robots that are getting smarter by the minute, everything is in flux. Everything needs to be reimaged to accommodate the changes, and that includes work.

**In Working it Out: How to Be Ready for the Redefined Future of Work,** economist Linda Nazareth draws on her decades of analyzing the labour market to articulate the issues changing how we work and then sketch out the future that lies ahead of us. From sketching out how offices might change to noting that workers already have shifted their values, she looks at the issues that will shape work and with an eye to helping her readers stay ahead of the changes.

### **The Uneasy Present**

The beginning of the pandemic in 2020 caused a forced trial of remote work and despite the best efforts of organizations, many workers do not want to return to the status quo. Forcing them would seem to be a bad idea, given that quitting, whether quiet or with a great deal of noise, seems to be a route that many are willing to take. What will be the next step out of this uneasy present? Have we learned anything for the great experiment of the last few years? 'The pandemic has set off a bomb in terms of the evolution of work' writes Nazareth. 'It has changed management structures, organizational behaviours and even physical office spaces. It's also set off huge debates over what the future should look like – debates that might take years to settle'.

### **The Work Megatrends**

As we make decisions about what the future of work will look like, we are operating within the parameters of the megatrends that are redefining the economy and the world. 'Demographics are causing shifts in the composition of our population and are also changing who is making the decisions' writes Nazareth. She also notes that climate change will impact work, saying 'Our planet is getting warmer and with the rise in temperatures will come natural disasters that have an impact on all organizations and their decisions about work and workers'. The most radical changes around work may well come from technology and the on-coming Fourth Industrial Revolution. 'Robots may not be coming for everyone's job' says Nazareth, 'but almost everyone will have their work affected by what artificial intelligence and the technologies of 'Industry 4.0' can do.

### **The Redefined World**

What do we want in a redefined world of work? 'Everything is on the table, from a move to Hollywood-style project work to choosing offices that look like airport lounges' says Nazareth, noting that as much as redefining workspaces, we also need to redefine leadership. 'We need to equip our leaders with the right skills to take us into this brave new future in which nothing will look like it did in the past'.



# About the AUTHOR



**Linda Nazareth is an economist, futurist and expert on the future of work. The author of five books previous books including the National Business Book Award nominee *Work is Not a Place: Our Lives and Organizations in the Post-Jobs Economy*, she is also a regular columnist for the *Globe and Mail* and *CBC Metro Morning* and the Host of podcast ‘*Work and the Future*’. As a sought-after keynote speaker, Linda’s audiences have spanned a range of audiences and have included clients such as *The Economist Magazine*, *American Express*, *E & Y* and the *Bank of Montreal* all of whom have benefitted from the way that she can take huge ideas and distill them into information that organizations can use for their own strategic planning purposes.**



# Questions and Answers TO LINDA NAZARETH ON WORKING IT OUT

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**Q. You have an interesting background as an economist and an expert on the labour market. Tell us about that, and about what kind of perspective that gives you when you look at the future of work.**

I have looked at the workforce from so many angles. I started my career with government doing labour market forecasts, then I spent years as an economist with a major financial institution and applied my knowledge of demographics and labour to things like interest rates. After that I spent years on television as an economist on cable business channel BNN, so it was all about communicating well. During that time, I also started writing books about trends and work, and doing keynote presentations to groups trying to understand the bigger picture. More recently I have added hosting a podcast on work. This is my fifth book and I feel like I am applying things I have observed for years to what is a revolutionary time in the evolution of work.

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**Q. What made you want to write this book**

I wrote a book on work a few years ago called *Work is Not a Place* and got a lot of things right about how work is evolving, but none of us counted on the pandemic coming along and changing things so radically so I felt I had to explore the big trends in light of what was happening.

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**Q. So is this book about remote work?**

Remote work is an important part of what is going on, but it is not the only thing. For sure we need to talk about the future of remote work but we also need to understand why the idea of it is creating such strong feelings. All things being equal, bosses hate remote work. All things being equal, workers love it. Why the discrepancy? There are so many other things going on in the workplace now though – new ways of working, new generations coming to the fore – and I wanted to explore all of those.

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**Q. You mention the ‘big trends’ around the future of work. What would you say that those are?**

Well, my list comes partly from my perspective as an economist. I put demographic change at the top of that list, partly in terms of the what it means in terms of the numbers of workers and their ages, but also in terms of what it means in terms of attitude change. I'm concerned about the economic impact of climate change. I'm also fascinated and maybe a little bit terrified of 'Industry 4.0' or the fact that tech is changing everything so fast.

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**Q. How did your podcast figure into the book?**

The podcast has been an incredible learning experience for me and the book is a reflection of what I learned. I have talked to so many amazing guests who have expertise in such a diverse range of things related to work – senior executives, management consultants, academics. One guest was an expert on how astronauts can teach us about remote work, another was an artist who passionately believes that encouraging creative skills will create better workers. I quoted a lot from the podcast so that I could share all of their insights.

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**Q. Looking forward, how different do you think work will look in five years, or ten?**

I think this is really a pivotal moment in terms of work and we are going to see huge changes. Right now, I see a lot of band-aid kind of solutions to change – things like telling people to come in to work two days a week, like that will solve the hybrid issue. We are going to see a lot of back and forth as organizations deal with talent shortages, with technological change, with a changing economy. We are going to see different values in terms of management, different training around that and that will change the workplace. And that's before even mentioning the new generations coming in, and what they will demand.

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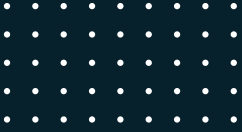
**Q. Do you see Generation Z changing things up?**

Absolutely. They are so different from earlier generations, partly because they are tech savvy – they grew up using VR Headsets, so may well be happy working in the metaverse rather than in an office. And they also went through part of their young lives during a lockdown, getting educated online. They are definitely going to bring new perspectives into the workplace.

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**Q. Are you optimistic about the future of work?**

Absolutely! There will be some challenges along the way, but I absolutely think we will change work, and the workplace for the better.



# *Contacts*

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