

## [Chais Conference 2017](#)

### **Keynote Lecture**

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# The Future of Work and the Workplace and Some Implications for Lifelong Learning

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### **Presentation Abstract**

I present the future of the workplace through a futurist's lens by using scenarios. The focus is on the workplace of the future: 10-20 years into the future. Deriving from my years of research on the globalization of technology work, I discuss four contradictory scenarios as narratives of the future workplace: 1) Will we become more virtual and dispersed, or actually more compressed and proximate?; 2) Will our work be atomized and our firms atomized? Or will we see more holistic work and ever-larger mega global firms?; 3) Will decisions be made by creative workers or will nearly all of the decisions be made by machine, fed by big data and increasingly powerful analytics?; And, finally, 4) once the robots take over, will we be self-actualized poets or will we all turn into Homer Simpsons?

### **Speaker Biography**

Erran Carmel is a Professor of Information Technology at Kogod School of Business, American University, Washington D.C. Carmel studies the globalization of technology work, including global sourcing (offshoring, crowdsourcing, impact sourcing), global teams, offshoring of information technology, and the emergence of technology industries around the world. His 1999 book *Global Software Teams* was the first on this topic and is considered a landmark in the field. He followed this with *Offshoring Information Technology* (2005) and *I'm Working While They're Sleeping* (2011). He has written over 100 articles, reports, and manuscripts. He consults and frequently speaks to industry and professional groups around the world .

In 2014-2016 Carmel was interim Dean of the Kogod School of Business. Carmel led the launching of online programs, improved the school's rankings, launched new research centers, and increased fundraising. He is currently building the new Business in the Capital center through research and other activities. In the 1990s Carmel co-founded and led the program in Management of Global Information Technology and later was department chair. He has been a Visiting Professor at University of Haifa (Israel) and University College Dublin (Ireland) and Universidad Adolfo Ibáñez (Chile).