FUTURES OF MEXICAN ORGANIZATIONS AND WORKLIFE

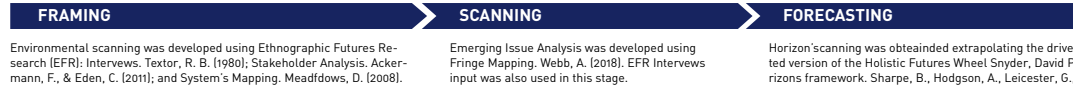By Arturo Adrián López Hernández.June, 2022.

INTRODUCTION

Digital technologies offer organizations opportunities to provide non-traditional value propositions and restructure how they operate. Many **enterprises in LATAM have been resistant to incorporate** these **technologies** or are still unsure if they should start to change their infrastructure, way of work, and culture despite the current landscape.

The current **labor landscape** leads to an extensive and **hyperfast change** for the whole ecosystem from big enterprises, SMEs, micro-businesses, and people trying to make a living. To confront these changes, new players are emerging, most of them importing solutions from more mature markets. But **neither the infrastructure, the economy, labor market and organizations are alike in Mexico, as in those mature markets that we are trying to emulate.** The challenges are accurate, and the need to be efficient, agile, and resilient is urgent to be more competitive and/or to solve social issues, but is trying to emulate more mature markets the best way for the LATAM organizations?

GOALS

To map the **futures of labor, and organizati**[...] horizon I consider is **2060** due to the time it [...]

SPECIFIC GOALS
1. Identification of probable and plausible ch[...] considered in the project: **Retail, Banking**[...]
2. Identification of emerging models and ac[...]
3. **Assessment of good practices**, execution [...] the scenarios developed.

METHODOLOGY

The Peter Bishop, Andy Hines and Terry Collins generic **approach** to a **comprehensive foresight project** (2007), was followed as a guide for this project. In each phase of the process different techniques and methods were used:

FRAMING	SCANNING	FORECASTING
Environmental scanning was developed using Ethnographic Futures Research (EFR): Intervews. Textor, R. B. (1980); Stakeholder Analysis. Ackermann, F., & Eden, C. (2011); and System's Mapping. Meadfdows, D. (2008).	Emerging Issue Analysis was developed using Fringe Mapping. Webb, A. (2018). EFR Intervews input was also used in this stage.	Horizon'scanning was obteainded extrapolating the driver[...] ted version of the Holistic Futures Wheel Snyder, David P[...] rizons framework. Sharpe, B., Hodgson, A., Leicester, G.,[...]

THE SYSTEM'S INFLUENCE MAP

As a result of the environmental analysis, **the system of influence on corporate transformational decisions** was identified. Although the weight of each actant varies in each organization, it can help to identify change in a larger context.

→ Influence direction.
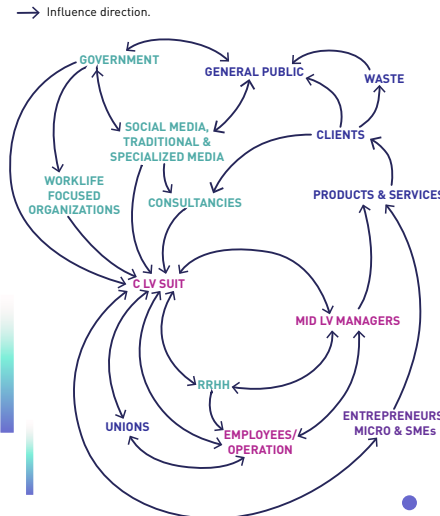
SCENARIOS

As a result of the environmental and horizons analysis, **patterns of change** were identified and translated into **5 variables (drivers)**, for the development of the **FAR scenarios**:

SOCIO-POLITICAL CONTEXT	KONDRATIEFF LONG WAVE	INDUSTRY COMPETITIVITY	DEMAND	SOCIAL VALUES AND LIFESTYLE
(C1) TENSIÓN + CIVIL CHAOS	(O1) STABLE + FAVORABLE	(CO1) MONOPOLY	(P1) OPENNESS + EMPOWERED	(V1) TRADITIONAL
(C2) UNCONFORMITY + IMPOTENCY	(O2) UNSTABLE + GROWING	(CO2) PERFECT OMPETITION	(P2) OPENNESS + IMPOTENT	(V2) MATERIALIST
(C3) TENSIÓN + CIVIL ORGANIZATION	(O3) STABLE + RECESIÓN	(CO3) FREE MARKET + INCENTIVES	(P3) TRADITIONAL + IMPOTENT	(V3) POSTMATERIALIST
(C4) OPTIMIST + RIDGING GAPS	(O4) UNSTABLE IN CRISIS	(CO4) MARKET IN TRANSITION		

Scenario's years were in line with some beginning of **presidential six-year terms** in order to be able to identify how changes in the landscape could impact organizations. To prevent a sufficient range of threats and opportunities in the social and competitive context. **in the next 38 years.**

The scenarios were modeled after the general economic growth pattern, from the Kondratieff's **long wave theory.** Two main narrative flows were proposed, an "Ideal" and a "Least Desired".

YEAR	ICON	CONTEXT	ACRONYM	NAME OF THE SCENARIO
2022		Current	C203C04P2V2	IMPROVISED TRANSFORMATION
2030		Less Desired	C104C02P3V2	COMPETITIVE STAGNATION
2030		Ideal	C202C04P2V2	SYSTEMIC TRANSFORMATION
2042		Less Desired	C203C01P3V1	NEW MONOPOLIES
2042		Ideal	C301C03P1V2	INNOVATION & GROWTH
2060		Less Desired	C203C01P3V1	DISCIPLINED GROWTH
2060		Ideal	C401C03P1V3	DEEP CHANGE

ORGANIZATIONS TRENDS

T1. Levels of **de/inflation** and and **structural change rate**
T2. Foreign **investment** in Mexican **start-ups**
T3. Rooting and growth of the **wealth distribution gap**
T4. Regulatory changes in **Afores** and the culture of saving for **retirement**
T5. **Tension** generated by the prohibition of outsourcing and the promotion of psychosocial **well-being coexisting** with the search for organizational profitability, and high levels of **unemployment**
T6. Emergence of digital platforms that enable **liquid organizations**
T7. The **educational** average of the country (about 10 years)
T8. **Lack** of an ecosystem and incentives that **promote environmentally friendly** or regenerative ventures
T9. **Lack of resources and access** of most populations to digital skills and tools, especially in non-urban areas
T10. **Government inefficiency** in addressing emerging issues
T11. Tendency of most **SMEs and micro-businesses to not** appropriate new **technologies** and operate with old models and value propositions
T12. Possibility to **hide unethical working contidions** and practices
T13. **Increase** in entrepreneurship and organizational **activities** focused on generating **positive environmental impacts**
T14. Industries **digitation rate**
T15. **Rate** of appearance of **unicorns** and disruption in various industries
T16. **Risk** of starting a **business**, high percentage of failure for SMEs
T17. **Informal sector's** jobs and **weight** of the in the Mexican economy

T18. **Complaint and abuse** and irregularities in the **formal economy**
T19. Emergence of **solutions to "transform" organizations** and "prepare" individuals for the digital economy, generate confusion and mistrust
T20. **Social division** in the search for order and traditional values, versus the rupture of the pre-established, and social transformation
T21. The **microtask and gig platforms** are aligned with the context of the needs of the bulk of the population, favoring the **growth** of these work schemes with precarious labor
T22. **The denial of risk and danger,** which precedes the fall; becomes **everyday** for many organizations and industries

WORKLIFE TRENDS

WT1. **Organizational control** and surveillance over employees
WT2. Readjustment in the **demand for professions** and movements of wealth among social groups
WT3. A highly **competitive** working market, **demanding** jobs that **requires** lifelong education (up/re skilling); could lead to **augmentation**, burn out and **exahaustion**
WT4. Most of **companies in México** operate between **Management 1.0** and **2.0,** which **discourages** employee's expectations and generates **mistrust and disloyalty**
WT5. Individuals use **passive resistance,** apparent cooperation, rule appropriation or migration **to maintain their mental health**

URGENT FUTURES

1. Because of remote jobs, ma[...] practice in the future
2. Probable survival of **techno**[...] organizations
3. **Growth of informal econom**[...] ded from the formal econom[...]
4. A **senior population** with he[...] retirin age in the infofmal/g[...]
5. **Emerging organizations** wi[...] environmental and labor **re**[...]
6. The **increase in liquid organ**[...] social change and uncertai[...]
7. Future **societies** and marke[...] others more **fluid and ever**-[...]
8. An adverse environment co[...] ment, or collaboration and d[...]
9. The consequences of **climat**[...] could focus only on immedia[...]
10. Although the **content** offer[...] **generate** diverse and **unco**[...]
11. **Informal and liquid organiz**[...] **ure to perform at their bes**[...]
12. The reaction of **disadvanta**[...] ment in the socially accept[...]

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centro.

...abor, and organizational existential challenges** for the goods and services industry in **CDMX**. The time ...60 due to the time it takes for organizations to properly manage change.

...ble and plausible challenges for Mexican organizations towards the 21st century (2060). Industries ...ject: **Retail, Banking, Insurance, Tech, Market Research & Innovation consultancies.**

...rging models and actions organizations take to anticipate and manage the change in the Mexican context.

...ractices**, execution errors, effectiveness and impacts on the members of the organizations in light of ...ed.
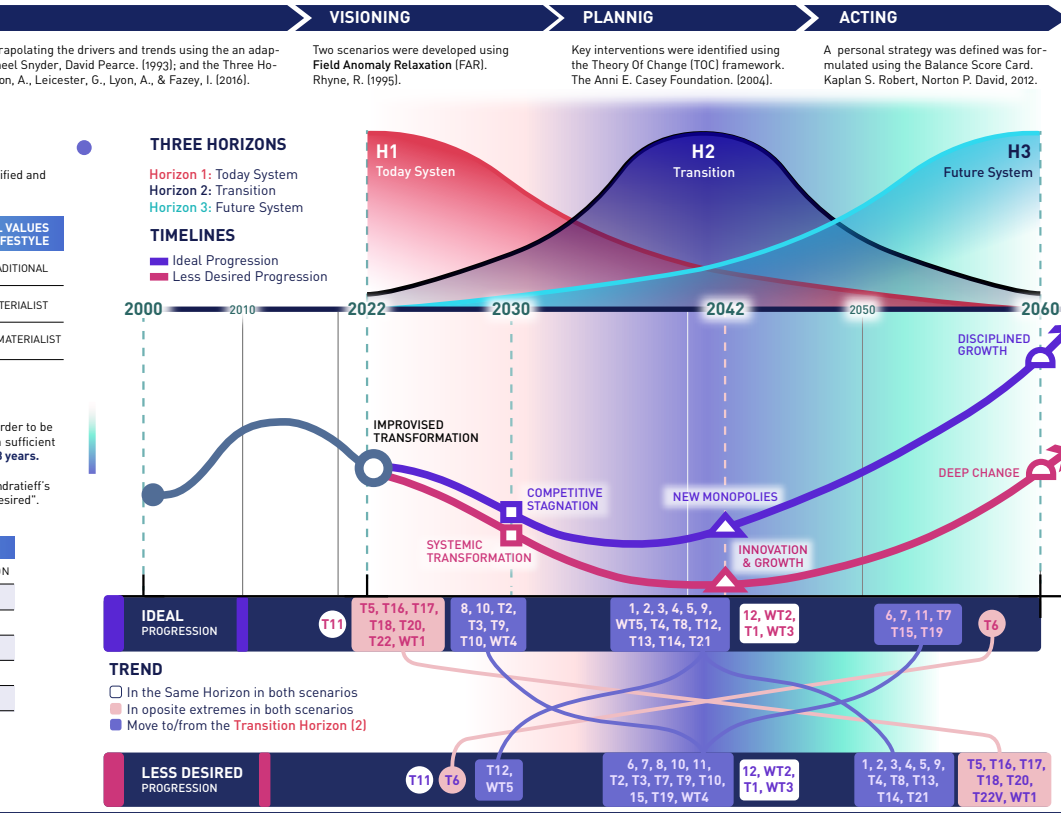
VISION

In order to develop more responsible and sustainable economy in Mexico, **we need strong and more adaptable organizations**. In order to have a more healthy work life balance, and worthy old age for most Mexicans **we need deep changes in how we up and re skill, and manage our learning** as we grow through our work life **as individuals and as communities.**

VISIONING	PLANNIG	ACTING

...rapolating the drivers and trends using the an adap-
...eel Snyder, David Pearce. (1993); and the Three Ho-
...on, A., Leicester, G., Lyon, A., & Fazey, I. (2016).

Two scenarios were developed using **Field Anomaly Relaxation** (FAR). Rhyne, R. (1995).

Key interventions were identified using the Theory Of Change (TOC) framework. The Anni E. Casey Foundation. (2004).

A personal strategy was defined was formulated using the Balance Score Card. Kaplan S. Robert, Norton P. David, 2012.

THREE HORIZONS

Horizon 1: Today System
Horizon 2: Transition
Horizon 3: Future System

H1 Today Systen
H2 Transition
H3 Future System

TIMELINES

- Ideal Progression
- Less Desired Progression

2000 — 2010 — 2022 — 2030 — 2042 — 2050 — 2060

DISCIPLINED GROWTH

IMPROVISED TRANSFORMATION

COMPETITIVE STAGNATION

NEW MONOPOLIES

DEEP CHANGE

SYSTEMIC TRANSFORMATION

INNOVATION & GROWTH

IDEAL PROGRESSION

T11	T5, T16, T17, T18, T20, T22, WT1	8, 10, T2, T3, T9, T10, WT4	1, 2, 3, 4, 5, 9, WT5, T4, T8, T12, T13, T14, T21	12, WT2, T1, WT3	6, 7, 11, T7 T15, T19	T6

TREND

- ☐ In the Same Horizon in both scenarios
- In oposite extremes in both scenarios
- Move to/from the Transition Horizon (2)

LESS DESIRED PROGRESSION

T11	T6	T12, WT5	6, 7, 8, 10, 11, T2, T3, T7, T9, T10, 15, T19, WT4	12, WT2, T1, WT3	1, 2, 3, 4, 5, 9, T4, T8, T13, T14, T21	T5, T16, T17, T18, T20, T22V, WT1

...NT FUTURES

... of remote jobs, many **individuals are hired in other countries** and it could be a **common** ... in the future
...le survival of **technologically backward regions** that consume and make up traditional ...ations
... of informal economy, the criminal economy** and other sources of income for those exclu- ...m the formal economy
...r population** with health problems, without a pension, **will have to work** way after the ...ge in the infofmal/gig economy
...ng organizations** with unregulated operations or proposals tend to take advantage of ...mental and labor **regulatory gaps**
...rease in liquid organizations** (decentralized, informal and operate by objectives), favor ...change and uncertainty
...societies** and markets could be **built on** a few solid blocks (traditional organizations), and ...more **fluid and ever-changing social structures**
...rse environment could help **revive traditional abusive practices** and ideas in manage- ...r collaboration and openness
...sequences of **climate change** will be tangible however, the majority of the population ...ocus only on immediate problems, while some groups **could capitalize on these crises**
...gh the **content** offer is making it more confusing to know where to focus, this could ...te diverse and **unconventional professionals and increase the educational level** from new ...al and liquid organizations** that live on voluntary contributions might generate the **press- ...perform at their best** all the time for their members
...action of **disadvantaged groups** who have no possibility of achieving economic improve- ...n the socially accepted ways, can lead them **to break the law**

STRATEGIES

In order to improve in the long term the generation of organizations that generate jobs, learning, economic and social development in Mexico. I propose the generation of a Lab like consultancy with **3 objectives:**

1. **Promote the appropriation of new tools,** organizational and technological models in **individuals and communities** that help them integrate and strengthen organizations and/or that can serve as a basis to create their own for-profit or non-profit organizations.

2. **Enable the transition of organizations** to models that are more innovative, responsible and adaptable to changes in the environment.

3. **Advise** and accompany **emerging organizations** to increase their **sustainability** and success in their missions.

Through the following **initiatives:**
A. Generate **content focused on individuals and organizations,** to help them understand the current and probable future competitive environment, and to manage change.

B. **Offer consulting services** to guide the process of organizational transformation.

C. **Generate** and promote **tools that help individuals to be competitive** in the labor market and/or as entrepreneurs.

D. **Support entrepreneurs** through the refinement of their Value Proposition.

REFERENCES

Futures of Mexican Organizations and Work Life
Futuros de las organizaciones mexicanas y la vida laboral

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