

THE END OF JOBS:

The Rise of On-Demand Workers and Agile Corporations

by Jeff Wald

As the robots rise, we are faced with the End of Jobs, but not in the way you might think...

The world has witnessed three step functions in technological change: mechanization, electrification, and computerization. These industrial revolutions led to massive increases in productivity and thus we need far fewer workers. With each of these technological breakthroughs, the power balance between companies and workers shifted heavily to companies. The abuses of that power by companies instigated employee unrest and sometimes even armed uprisings. Counterbalancing forces rose to constrain companies' power, eventually prompting unions, regulation, and the social safety net to bring stability to the relationship.

As we enter the fourth great leap forward in technology with robots and AI, we face the first services revolution. The power balance will again shift massively to companies as new technologies drive productivity increases in the service industry, much as the last three industrial revolutions transformed manufacturing. What lessons can we learn from the past three industrial revolutions and the current state of the labor market? How will we renegotiate the social contract to ensure fairness for workers, set clear rules for companies, and provide stability for society? What is the future of work?

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THE RISE OF ON-DEMAND WORKERS
AND AGILE CORPORATIONS



JEFF WALD

INCLUDING ESSAYS ON "THE WORLD OF WORK IN 2040"
BY THE CEOS, HUMAN RESOURCE EXECUTIVES,
AND POLITICAL LEADERS SHAPING THE FUTURE OF WORK

**The End of Jobs:
The Rise of On-Demand Workers
and Agile Corporations**
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Jeff Wald is the Founder of Work Market, an enterprise software platform that enables companies to manage freelancers (acquired by ADP). Jeff has founded several other technology companies, including Spinback, a social sharing platform (eventually purchased by [salesforce.com](https://www.salesforce.com)). Jeff began his career in finance, serving as Managing Director at activist hedge fund Barington Capital Group, a Vice President at venture capital firm GlenRock and various roles in the M&A Group at JP Morgan.

Jeff is an active angel investor and startup advisor, as well as serving on numerous public and private Boards of Directors. He also formerly served as an officer in the Auxiliary Unit of the New York Police Department. Jeff is the author of *The Birthday Rules* and *The End of Jobs: The Rise of On-Demand Workers and Agile Corporations*. Jeff frequently speaks at conferences and in media on startups and labor issues.

Jeff holds an MBA from Harvard University and an MS and BS from Cornell University.



A Conversation with Jeff Wald:

Q: What inspired you to write *The End of Jobs*?

A: The thousands of conversations I have had with HR leaders and executives while running WorkMarket. Our software was helping to shape the future of work and beyond our sales meeting, executives were always asking my thoughts on the future of work. I eventually gathered all my notes on the subject, did hundreds of formal interviews and set to work. Nearly six years later I was able to produce, *The End of Jobs*!

Q: What do you hope is the biggest takeaway from the book?

A: There are six takeaways from all of my work on the future of work:

- 1) The on-demand labor market while large and growing is not the future of work.
- 2) The on-demand labor market will greatly impact the future as the pressures of the on-demand worker today (data driven HR, personal responsibility, algorithms allocating work and impermanence) are permeating the full time labor force; making all workers on-demand workers and leading to the end of jobs as we know them.
- 3) The jobs we have known are the “one office, one manager, 9-5” job and it is rapidly evolving into the “fluid, team-based, always on, work from anywhere” job as technology and globalization drive change.
- 4) As we prepare for the Robots and AI its important to look at the history of work to understand how companies and workers reacted to the last three technological step functions: Mechanization, Electrification and Computerization. Each time workers and companies had to renegotiate the social contract and unions, regulation and the social safety net had to compensate for the increased power of companies.
- 5) The coming wave of Robots and AI will impact the services industry more than the other industrial revolutions; thus we are calling this change the First Services Revolution.
- 6) There will be large disruptions due to the First Services Revolution with 10-15% of jobs lost, but job gains will offset these losses, leading to the big challenge of our age; Retraining workers for the jobs of tomorrow.

Q: In your opinion, what are some pros and cons to a future where companies and employers are relying more heavily on technology?

A: As I have studied the evolving landscape of the future of work I think the pros and cons are largely broken down by timing. In the near term, there are lots of cons as the transition to a new world of work will be a challenge for workers and society. The displacement caused, especially if we don't manage the transition well, will be vast. The pros are the long-term future. A world without want where people can focus on family, arts, science and leisure as robots perform all our mundane tasks. It's a wonderful future, but getting there will be tough.

Q: What is the best piece of advice anyone has ever given you?

A: “The key to success in startups is getting knocked down seven times and picking yourself up eight.” It’s such a wonderful and accurate quote because it illustrates the difficulty of startups. You get knocked down again and again and there is no one to pick you up, you have to do it yourself. It has helped me so many times when I have been down in the dirt. I picked myself back up, dusted myself off and got back in the game.

Q: Can you talk a little bit about The Future of Work Prize Competition? What it is and why you decided to launch it?

A: As I was gathering these amazing people and asking them to contribute to this project I was inspired by the X Prize. I also wanted to give our contributors some added incentive! I was fortunate to have forty people initially agree to an essay on their vision for the world of work in 2040. Some were restricted by the employers from contributing (others flaked!) thus thirty were able to submit essays. I selected the twenty best for inclusion into the book and thus the Future of Work Prize. I have put forward a \$10 million prize for whichever of the writers in the book (in my judgment) is the most accurate in their vision when we get to 2040. That’s a long way off and I pray that we will all be able to get together in January of that year to celebrate together and for me to award the prize.

Q: What is something readers would be surprised to learn about you?

A: My first startup failed miserably and basically bankrupted me. It was the hardest I have been knocked down thus far in my professional life and it took a lot of work to pick myself back up. Luckily, I had a wonderful family and community that helped lift me back up and get me back on the path I have been so fortunate to walk.



The Future of Work Prize:

Modeled after the X Prize, entrepreneur and author Jeff Wald has challenged the greatest thinkers in the world of work to imagine what the future of work holds for workers, companies, and society.

Launched in conjunction with Jeff's upcoming book, *The End of Jobs: The Rise of On-Demand Workers and Agile Corporations*, each book contributor, twenty in total, has laid out their unique vision for the world of work in the United States in the year 2040. Each essay in the book is entirely that of the contributors and has received no content editing on the part of Jeff Wald or Post Hill Press.

Contributors include:

Andrew Stern, President Emeritus - **Service Employees International Union**

Barry Asin, President - **Staffing Industry Analysts**

Bruce Morton, Head of Strategy - **Allegis Global Solutions**

Carl Camden, Former CEO - **Kelly Services**

Cindy Olson, Former CHRO - **Enron**

Daniel Pianko, Managing Partner - **Achieve Partners**

David Fano, CEO - **Teal** (former Chief Growth Officer, **WeWork**)

Deborah Borg, CHRO - **Bunge**

Gene Holtzman, Founder - **Talent Tech Labs**

Gene Zaino, Founder - **MBO Partners**

Holly Paul, CHRO - **FTI Consulting**

Ian Ziskin, Former CHRO - **Northrup Grumman**

Jane Oates, President - **WorkingNation** (former Assistant Secretary of Labor)

Johnny C. Taylor, Jr., President - **Society for Human Resource Management**

Kim Seymour, CHRO - **WW (formerly Weight Watchers)**

Marcus Sawyerr, Global Head of Digital - **Adecco**

Michael Bertolino, Senior Partner - **E&Y**

Michael Johnson, Former CHRO - **UPS**

Michelle Greenstreet, Former CHRO - Various

William Weissman, Partner - **Littler Mendelson**

The contributor that is most correct in their prediction in 2040 will be awarded the \$10 million Future of Work Prize. Jeff will choose the winner on January 1st, 2040.



Praise for *The End of Jobs*:

“In the age of the social enterprise, the power of the individual at work is rising exponentially. *The End of Jobs* captures the spirit of this important shift and helps organizations start to think about how worker relationships need to evolve for the future. An important read for any organization trying to compete in the future of work.”

—**Erica Volini**, Global Human Capital Leader at Deloitte

“*The End of Jobs* delves insightfully into the rise of the on-demand economy—and what all of us should expect next. An important read for anyone concerned with automation and the future of work.”

—**Kathryn Minshev**, Founder and CEO, The Muse,
Bestselling Author

“Jeffrey Wald develops a vision of what the workforce of the future will look like as we grapple with convergence, artificial intelligence, and robotics—real factors rapidly shaping the future of work—and real elements being discussed in the executive committees and boardrooms of all companies today. Jeff offers insights that will enable leaders to frame their people strategies as we rapidly scale into an era of the on-demand worker and agile workforce shaped by unimaginable leaps in artificial intelligence applications and robotics.”

—**Doug Peterson**, President and CEO, S&P Global

“In this book, Jeff and twenty visionaries paint a detailed picture of the forces shaping the future of work—automation, globalization, remote & freelance work, technology platforms—and how we can ensure a good outcome for all. This book is a must-read for policy makers, business leaders, and anyone interested in the history of work and what it teaches us about possible futures.”

—**Stephanie Kasriel**, Former CEO of Upwork, the
world’s largest labor marketplace

“Only the creative mind of Jeff Wald could synthesize and articulate this thought-provoking portrait of the future of work! For all organizations, the scope, boundaries, and definition of the global workforce continue to shift and expand, requiring new strategies and management approaches. *The End of Jobs* serves as an integrated guide to thinking through these issues which are undoubtedly on the agenda of leadership teams everywhere.”

—**Liz Dente**, Chief People Officer, Priceline

“As executives think about the future of work, there is no better guide than Jeff Wald’s *The End of Jobs*. Jeff’s research provides insights into how the future may unfold. Jeff identifies the next wave of technological change as the First Services Revolution, a conclusion that all will come to share. By sponsoring the Future of Work Prize, Jeff has gathered some of the leading labor thinkers, and reading their takes on the world in 2040 was informative and fun!”

—**Sreeni Kutam**, Chief Human Resources Officer of
ADP

“Jeff’s outlook on the future of workforce erases the words ‘employee,’ ‘contractor,’ ‘part-timer,’ ‘temp,’ etc. and suggests a replacement sooner than later with words aligned to the actual work and skills. This is a must for companies and HR leaders to keep pace with this transformation. We must move from jobs and gigs to a new world, perhaps a jig, a skig? Jeff’s vision of Total Talent Management is spot on. A company’s EVP must be re-engineered in every aspect (the organization, people, work, opportunities, and total rewards). The winners will be the ones that balance the changes brought by mechanization, electrification, and computerization with human experiences that emotionally connect and engage at individual and team levels.”

—**Lesley Elwell**, Chief People Officer, JE Dunn

“Jeff Wald has written a timely book anticipating that the huge shifts in technology will spark a national focus on building security for America’s workers.”

—**Sara Horowitz**, CEO, Trupo, Founder, The
Freelancers Union, and Bestselling Author of *The
Freelancer’s Bible*

“Jeff is widely known as THE expert on our evolving workplace dynamics. His ability to simplify the complex and apply his insights into culture and business is what sets him apart.”

—**Matt Britton**, CEO of Suzy, and author of
YouthNation

“In *The End of Jobs: Rise of On-Demand Workers and Agile Corporations*, author, entrepreneur, and workforce expert Jeff Wald provides an insightful and thoughtful view to the Future of Work. Certainly AI deserves top billing as we consider what the workforce will look like in 2040 but Jeff goes much deeper, highlighting the salient factors contributing to how we arrived where we are as well as where we will be in twenty years—and why. *The End of Jobs* is a compelling read with the

added bonus of giving the reader further predictions by some of the industry's most knowledgeable workforce experts.”

—**Doug Leeby**, CEO, IQNBeeline

“*The End of Jobs* is a must-read for corporate executives who are serious about winning in the next age of talent. Written by a true practitioner in the space, this book takes the reader through a thoughtful and well-structured tour of the reasons for, and implications of, a trend that will profoundly impact how global companies execute.”

—**Rob Biederman**, Co-founder and CEO of Catalant Technologies

“*The End of Jobs* is a well-written and powerful guide to the future of work. Loaded with facts, statistics, and insights, it is clear-eyed and objective about how companies (and employees) must change to survive.”

—**Marc Effron**, CEO, Talent Strategy Group, Bestselling author of *One Page Talent Management* and *8 Steps to High Performance*

“Supported by over a decade of vast research, Jeff Wald and top thought leaders give extensive insight into the future of work and offer realistic predictions for the future. It will help managers understand how to navigate managing amid sweeping technological and cultural changes, such as retiring workers with all the know-how, millennials desire for work-life balance, and the impact of AI displacing traditional jobs. A must-read for corporate managers or anyone who wants to succeed in the evolving workforce.”

—**Jim Chou**, Chief Technology Officer, Splice

“A must-read for everyone in the workforce solutions space. Jeff Wald takes his readers into a disruptive near-term future that transforms how companies engage with talent and how society thinks about jobs. The challenge to the talent management industry is clear: we must step up and help guide companies through the next five to fifteen years, or find our own industry rendered obsolete.”

—**Teresa Carroll**, Former President, Kelly Services

“*The End of Jobs* is a great read for anyone interested in the past, present, and future of work. Jeff Wald, who is and has been an influential leader in the Future of Work era the past decade, shares great insights for those that care about the future of people's economic opportunity.”

—**Eddie Lou**, Executive Chairman and Co-founder, Shiftgig

“Artificial intelligence has more power and influence over the global workforce today than ever before, especially for companies that manufacture and sell products. As CEO of Thinx, Inc., I know that society’s burgeoning emphasis on AI will impact companies like mine at an unprecedented rate for years to come. In *The End of Jobs: Rise of On-Demand Workers and Agile Corporations*, Jeff Wald tackles these issues, namely the role that corporations will play in developing AI and how it will impact the future of the global workforce, head on. In the book, Jeff notes the importance of including workers in discussions about corporations integrating AI, and I couldn’t agree more. Going forward, I plan to incorporate a more diverse group of voices in our conversations about AI’s role at Thinx, Inc, as we continue to grow and evolve. This is a must-read book for business leaders.”

—**Maria Molland**, CEO of Thinx, Inc.

“*The End of Jobs* is truly a unicorn in the world of business books. If you want to know what to expect in the workplace in 2040, this is your book! *The End of Jobs* provides you with a roadmap for how to work alongside robots and artificial intelligence, and what to expect if your manager is an algorithm!”

—**Jeanne C. Meister**, Founding Partner of Future Workplace, Co-author of *The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees*

“Insightful and forward-leaning, Wald’s book *The End of Jobs* is intentionally provocative. Weaving together his knowledge of the history of work, currently workplace norms, early signals, and outlier trends, he provides an optimistic perspective on the rise of the on-demand worker and considerations for the future workplace. Leveraging thought leaders with divergent viewpoints, he offers the reader multiple forecasts on the future of work to stimulate dialogue and predict the future. The variety of perspectives and the weaving together of seemingly unrelated trends creates a must-read (for HR leaders)!”

—**Cindy Lubitz**, VP, People Solutions Operations, Cox Automotive

“The nature of jobs is changing faster than any time in history. As founder of WorkMarket, Jeff Wald has been on the front lines of this sea change for years and in *The End of Jobs*, he brings his expertise to the masses in a deeply contextual and digestible way. This book is a must-read for both employees, who need to prepare for the growing dominance of on-demand work, and business leaders, who need to understand how to most effectively structure their talent organizations to remain competitive in this constantly changing world.”

—**Jessica Muse**, Former Chief Operating Officer, Well+Good

“Wald provides an analytical history of the transformation of the American workplace. It should be required reading for MBA students and labor organizer alike.”

—**Ben Geyerhahn**, CEO, Workers Benefit Fund

“In a constantly evolving service industry founded on creativity where the ideas our workers develop are the product we sell, the insight provided in this book will guide you down the path of striking a new bargain between society and our workers. An approach with Total Talent Management at its core will prepare those of us who run businesses requiring human interaction and creativity as we face the rise of the Fourth Great Step. There is so much to take from this book—I highly recommend it as you prepare to face the challenges already upon us.”

—**Debra Sercy**, Chief Talent Officer, Johannes
Leonardo

“I’ve been lucky enough to know Jeff personally for nearly two decades and the most stimulating discussions I’ve had around workforce trends have been with him. As an HR professional, I can say Jeff’s insight and experience with this topic are unmatched and it was only a matter of time before the world would get to benefit from his unique intellect and perspective. He is truly a pioneer in this space!”

—**Rebecca Sachs**, SVP, People and Head of Talent
Management at Condé Nast