

Grupo Editorial Planeta



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Creations
leading players
of the future
experience

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Creatones leading players of the future experience

Some conclusions to think about
the future of work



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Idea y coordinación:
Equipo de Recursos Humanos McDonald's Arcos Dorados Latinoamérica
Traducción de: Paola Graciela Vázquez
Redacción: Alejandra Procupet
Entrevistas: Greta Fedeli
Diseño de cubierta: Sentido Común
Diseño de interior y armado: Diego Martin/ Guillermo Miguens


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“This book is designed to meet the disruptive spirits that are willing to think and act more than for readers following the trail of innovations and trends in the world of work.

For the restless people looking for new scenarios, those who do not hesitate to become a first-person change agent. For the Creatones, leading players of the future experience.”

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Preface

The movie *Midnight in Paris* (Allen, 2011) tells the story of Gil Pender (Owen Wilson), a frustrated literary writer but a successful Hollywood screenwriter. Gil and his fiancée travel to Paris and at midnight he, stunned by the city and the disenchantment with his present life, tours the city alone.

While taking a midnight stroll, Gil is magically transported back in time to the golden age of the 1920s, where he meets a beautiful young woman, Adriana, along with famous writers and artists of the period, such as Scott Fitzgerald, Ernest Hemingway, Picasso or Dalí. With Adriana, Gil has a romantic get-away to the era of the *Belle Époque* meeting Toulouse-Lautrec, Paul Gauguin and Edgar Degas. And while Gil falls completely in love with the twenties, Adriana, who belongs to that period, is seduced by the *Belle Époque*, and the painters of that era dream of moving to the Renaissance. What is the moral of the story? The present always offers us a feeling of dissatisfaction

and nostalgia. The golden age is the one we are not living right now, the one we will never be able to live; it may sometimes be the past, and sometimes, the future.

Now, what would happen if we changed the disappointment for the social context surrounding us for curiosity and the spirit of transformation? Gil may not have noticed (or maybe he has, it will then be a question of watching the movie) but all those characters with whom he has the possibility to talk, those geniuses, share the same spirit that makes a mockery of the passage of time, generational changes, the generation gap between young and old people, and the name given to the different periods of time. An ageless spirit that keeps us alive, active, updated; that spirit that makes us stop thinking, reviewing and breaking familiar stereotypes, constantly seeking to create better options.

This is the spirit with which Creatón¹ was born. We did not

1. Under the motto "We believe in young people, what do you believe in?", finally, on September 5 and 6, 2018, more than 300 young people and one hundred representatives of companies and public and private institutions gathered in the Frers Pavillion of La Rural in the Autonomous City of Buenos Aires to participate in the Creatón, an event to rethink, discuss and imagine the Future of Work.

want to make an intergenerational gathering, but to take the opportunity to come together and merge to listen to each other and create. We wanted to know how many *you* and how many *we* were present in the event. And, as expected, we realized that the gap was not as wide as we thought, that we shared more than one idea and that we could even exchange an important handful of experiences and knowledge.

When thinking about *experience*, another issue arose. Segmentation became present again. We recovered previous knowledge and initial preconceptions and terms such as “career”, “time lived” and “experiences learnt” emerged, that is, *the past*. However, we believed that there were other definitions, other meanings. What if we start thinking about the experience that lies ahead? Because it is in the future experience that we are not divided but together. The experience that lies ahead is a future to be built together through consensus, ex-

changes, commitment, learning experiences and news. This is the future experience and not the one we had, not the one that sets a CV apart (*with or with no work experience*), but the one that joins our eyes set on the horizon.

We were sure that learning new things, reviewing beliefs and giving new meanings to terms were the most rewarding experience and lesson. So then, we kept moving. We kept thinking about the meaning of them; for instance, some companies are used to consult about customer experience, but it is not common that they analyze it in an holistic, complex, global way. Bearing in mind that this study implies not only customer experiences, scenarios and interactions, but also that of those who work in companies, it was time to stop and think about what they are going through, what they feel, what people discover. We wanted to talk about these experiences instead of the collection of job stories that some persons have but

others do not. The experience is an opportunity, an event probably not as interesting as the pair employee-customer. Choosing exchange and continuity is the best option.

Now, where do experiences take place? Are there life scenarios to classify our experiences? During the discussion, we noticed that the separation of fields or areas still persisted. Home and workplace, pleasure and effort, or choice and obligation, segmentations of universes that did not seem to be in contact or linked except by being the opposite of the other. Thus, “home” and “office” were divided into two opposite spaces that rejected one another. But, was this still in force when a *casual Friday* is promoted so that, at least, one day’s dress code unifies life and work? Suddenly, we celebrate being able to wear a pair of jeans and drink *mate*, meeting spontaneously and even allow ourselves to interact with each other in a casual and informal manner. Everything

led us to think that segmentations were inconsistent and that it was necessary to review them.

Listening to the new generations, we cast a shadow upon a crystallized and naturalized vision. Doing home office, working part time, working in an informal and relaxed atmosphere, giving rise to spontaneity, legalization of pleasure, leaving desire and creativity emerge, even the game, realizing that work can be thought through projects, motivations, everything shows a way of life where the different fields intersect, interact and fuel each other. In short, we realized that taxonomies, categories, divisions are certainly useful for organizing life, but the problem is when they are considered strict, permanent and inflexible.

Then, if work is to become a barrier-free space in the future but emerging in diverse and recurring scenarios, opportunities and projects, a different conclusion would arise. The greater autonomy and flexibility, the more

necessary trust becomes. And this shapes a global view that fully understands and accepts these new configurations with honesty and commitment. So the leadership models had to free, unlock ties and release old conceptions and prejudices. It is necessary that leaders support these review processes in the same spirit of openness.

Like a board full of segmented checkboxes, divided by straight, solid and sharp lines where, once all pieces are lifted they move randomly leaving segmentations behind, as if they were old memories. That is how the Creatón developed, a privileged opportunity to meet and take the old forms and begin to erase and draw a new scenario, a new map for the world of work.

The following chapters outline this new field, with flexible, zigzagging lines and ambiguous spaces that meet and separate. And now what? It is time for everyone to read that map and start their

own journey, to deal with the new configurations, to think, review and develop them. We wanted the reading of this book to be the starting point not the answer, and motivate you to get up and go.

For those spirits (may we take the liberty) like Hemingway's or Dalí's, for those looking forward to and being concerned with becoming engines of work and life. After all, we did not want to offer guidelines to organizations, but to promote individual, potential and unique changes to be built around them. Motivate, trigger, inspire. We build change and we do it together. We lead the change.

Diego Benenzon

Human Resources

Vicepresident

Arcos Dorados Latin America





Frers Hall. La Rural Exhibition Center. Buenos Aires City. Argentina.

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Part one



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Chapter 1.

Who you are

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The Breakfast Club is a movie about five high school teenagers who are forced to be together one Saturday in the library after being punished. In addition to the detention, students are given an assignment by the principal and are asked to write an essay telling who they think they are.

At the beginning of the movie, the teenagers seem to assume the stereotype that others assign to them. Isolated and dealing with a set of prejudices among them. However, at the end of the day, after having spent eight hours together, something changed and they decided to write the essay together.

Dear Mr. Vernon,

We accept the fact that we had to sacrifice a whole Saturday in detention for whatever it was we did wrong. What we did was wrong, that is true. But we think you're crazy for making us write an essay telling you who we think we are.

Do you really care? You see us as you want to see us. In the simplest terms, in the most convenient definitions. You see a brain, an athlete, a basket case, a princess and a criminal, don't you? That was also the way we saw ourselves at 7 am today, but we were able to wash our brains.

Sincerely yours,
The Breakfast Club.

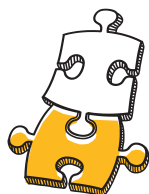


The business world wants to know what young people think of themselves and of companies, how they want to work, what they expect from an employer. But as this story teaches us, it is not so easy to answer questions about oneself, and perhaps the first step is to tear down false beliefs, stereotypes and analyze objective data so, perhaps, towards the end of the chapter, we are ready to write a thousand-word school essay on “Who do you think you are?”

LEADING PLAYERS SURVEY

McDonald’s Arcos Dorados Latin America conducted a market study to provide an overview of the dimensions, meanings and trends of the world of work and new generations. 1,800 young people aged between 16 and 27 were surveyed, belonging to a middle socioeconomic status. The group was divided equally between women and men mostly living in the main cities of Brazil, Argentina, Chile, Colombia and Peru, while the rest came from other towns and cities in those same countries. The voices of six experts were also included among the interviewees.

Let’s take a look at the most important conclusions:



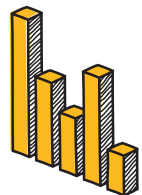
Cultural brand.

The first conclusion is perhaps the strongest anthropological truth: we cannot place a group of people from different scenarios under the same label. Can we assume that it is the same to be a young person living in a town as in a big city? In one country or another?



The most important skills.

The most obvious and common characteristics extracted from the study focus on: speed in learning, commitment, fellowship and interest in teamwork.



Allocation of income.

Another relevant information is the allocation of their salary. The vast majority allocates the money they earn to pay their studies or their personal expenses, but there are also those who help their parents with family expenses.

OUT OF THE BOX

For some years, it has become increasingly clear that people with different intellectual abilities and soft skills (the so-called “talent market”) prefer to develop projects on their own instead of accepting fixed positions within the industry. So a young person

who used to choose a company to make his or her career and grow professionally, today prefers to choose independent and risky options.

They move away from structures, prefer technology, virtual reality, alternation of scenarios and networks as an ideal work environment.



WHAT DO YOU THINK?

There is no doubt that every company with a perspective must think of and for young people. But there is a problem. All those who are not young, all those who often hold leadership positions in companies state they want to get young people engaged, and also declare they are concerned about the new generations. They envisage the need to motivate and train them, since they think they are *the future*. Now, are young people consulted? Are they listened to? If young people are the future, what place are they given in the present?

Everyone capable of thinking, making decisions and leading groups must always take into account the perspective: if everything is thought from one's point of view (beliefs, knowledge, experiences), without making the honest attempt to put oneself in the place of the other, we will not

be able to truly think about anything. So, if the adult world wants to understand the identities, desires, expectations and fears of young generations, it must go out and listen, empathize thoroughly, and be open to modify deeply rooted thought patterns and definitions.

The survey put something very clear: young people know their strengths. They know what are the unique and positive qualities that make their generation build trust and generate projections. They describe themselves as creative and entrepreneurial, as well as agile to innovate and make better use of technological tools.

Perhaps far from some stereotypes socially circulating, the new generations identify themselves as hard working, eager to learn and motivated. They even describe themselves as passionate, persevering and proactive, with the desire to come up with ideas and participate in projects both inside and outside the workplace. They do not hesitate to describe themselves as the group that best values teamwork, good communication and collaborative spirit.

In this regard, they value independence and freedom at work, although they know how to adapt to contexts. That is why negative work environment and lack of flexibility discourage them.

YOU SEE US AS YOU WANT TO SEE US

As we can observe in *the Breakfast Club*, young people clearly assume that the way they define themselves does not match those of the other generational groups. It is not about bridging the gap, but to bring them to light, becoming aware so that it allows better coordination and grouping in work teams of different ages.

Young people know that society usually asks them to be more respectful, responsible and persevering. That they should improve their ability to listen, concentrate and organize. However, they do not agree with the idea that they do not try hard enough, although they recognize that they are easily frustrated, that their attitude is more selfish and that they do not tolerate issues such as injustice or lack of equity.

They know they are regarded as hedonists and they do not like orders very much. In fact, young people are demanding, restless and focused only to the extent that they understand the relevance of the task and the importance of the purpose of what they are doing. There is reluctance to mechanical and repetitive work where the purpose is lost, and there is no doubt that there is lack of patience. But commitment and effort double if there is enthusiasm and relevance, if communication flows and equity reigns.

Whether these qualities exist or not, adaptability, effort, listening and trust grow only in justice, motivation and commitment scenarios.

I TRUST, YOU TRUST, DO WE TRUST?

From perceptions trust arises (or it does not). For new generations, to trust is to believe and, therefore, they necessarily demand an emotional burden: *if you believe in me, I understand that you invest in me and you will accompany me*. Aware that they are the future, that the different fields of

work need them, they are willing to adapt, to give everything they have to contribute. Then, if they feel you trust them, self-esteem, sense of belonging, the feeling of being part of something bigger appears.

But the gap appears again. Almost all the young people surveyed trust themselves, while only thirty percent consider that society believes in their abilities and talents.

It is remarkable that this situation takes place when young people need external confidence to strengthen their self-esteem and identity. Moreover, it is all about the affectionate support that sustains one's confidence and belief. It is necessary, then, to think about the aspects that are connected, about the individual (and humanized) perspective, the actions and proposals, recognition and listening.

STORYTELLING VS. STORYDOING

Everybody needs trust. Especially because young people want to change things, retrace already known paths and build others, in-

"They say the future is in our hands, but we need them to bet on us now, in the present."
"We have a historic opportunity to make a positive change; we just need them to trust us."



novate, question, review, create. Young people express the need for an immediate transformation of the world of work, which reinforces the concept that, for them, the future is the present.

The will and desire to create a different present is a reflection of how much new generations have to give and what they are capable of doing. And there lies one of the keys of this generation: the need to move from *saying* to *action*.

As if it were urgent to roll up your sleeves, get up from the meeting table and act directly for the definite transformation, and clearly visible as soon as possible.

Now that we know where so many mockery memes related to work meetings come from, we realize that new generations want to see, experience, produce and create. Tired of the complaint, they present themselves ready for action, rather than proactive at the starting line, eager to hear the start signal. Why not taking advantage of this opportunity? The bet is worthwhile.

Young people set a different work agenda, demand more from communication, need constant *feedback* and clear guidelines. If they clearly know the objectives, they try to act more freely. They want to experience that speech leads to facts, and that they can be part of this evolution.

But let's analyze this deeper; let's go to the contextual conditions of these generational traits. In short, there is always an explanation of the larger scenario. After the last economic crisis and the collapse suffered by the capitalist economy,

the benefits of the working relationship were relative. It seems that receiving a salary or being financially stable are no longer desirable conditions for staying in the labor market. The expectations of young groups in the professional field exceed the wishes of past genera-

tions. Work seems to be the framework of experiences of growth, of learning (or that is the idea), not just the scenario to apply some skills and receive remuneration in return. It is understood that work can also be a context of enjoyment, recreation, fun.

FROM HERE TO HERE AND FROM HERE TO HERE
GENERATIONAL DIFFERENCES

While the boundaries may be vague, the generations are roughly divided into:



Baby boomers:
*Born between
1945 and 1964.*



Generation X:
*Born between
1965 and 1981.*



**Generation
Y/ Millennials:**
*Born between
1982 and 1994.*



**Generation
Z/Centennials**
*Born between
1995 and today.*

The task of identifying and establishing generational boundaries is very useful for sociological and anthropological investigations. It defines a generation and analyzes how it interacts with or reacts to its surroundings. However, it is essential to analyze this segmentation not as discrete, clearly distinguishable columns. Nor should we think that this definitely determines behavior patterns homologated to any member of the generational group. It is simply an analysis, fallible and questionable tool. It definitely does not constitute the truth about human beings.

GEN ME + GEN WE = CENTENNIALS

Then a generation is always taking place, a cultural identity brand that young people of an era assume and build. Let's go one step further and see generation Z or the centennials. They will be the consumers and workers in a few years. They do not always call themselves or classify voluntarily in one way or another, but the ways of behaving, acting and relating between each subgroup are easy to distinguish.



GEN ME:

They are focused on their followers; they are competitive and seek success through self-empowerment. They are passionate about style, photography and filters (which shows their eagerness to achieve perfection) and express themselves through hashtags. They feel more comfortable with copying, reaction, escapism and swimming in a sea of similarities with the rest although they do not want to be unnoticed.



GEN WE:

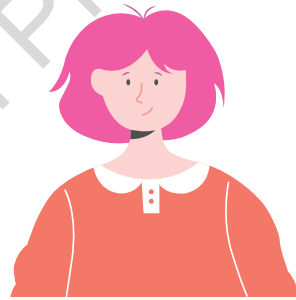
On the opposite sidewalk of Gen Me. Focused on *we* or *all of us*. They are optimistic, collaborative, creative, and prefer the keyboard to the camera and authenticity to the filter. Their goal is progress and they take action as a must and the feelings are always in a central position. They have strong beliefs, especially on issues such as mental health, sustainability, equality, rights, security and social responsibility. They identify with social conscience hashtags and fight for those causes through collective empowerment.

IN SIMPLE TERMS AND IN THE MOST SUITABLE DEFINITIONS

As usual there are generations, groups that on account of the age and the historical moment drift apart from the previous one (and from the one following them), and there is usually distance and discredit. The apocalyptic and nostalgic visions such as *the past was better, this did not happen in my generation, today young people...* is always present. If, on the contrary, the generations are understood as an expected and logical cultural process at a specified moment, we will be more empathetic, curious and open, indispensable conditions to learn.

The road ahead would be, perhaps, as *The Breakfast Club* movie shows us, not one full of prejudice, criticism and distance, but quite the opposite: the constant search for encounters, exchange, listening, consideration for the different experience and the opportunity of improvement for everybody.

"The double discourse of previous generations bothers me. They criticize young people, but they do little for the future."
"My generation is as responsible as the previous one."



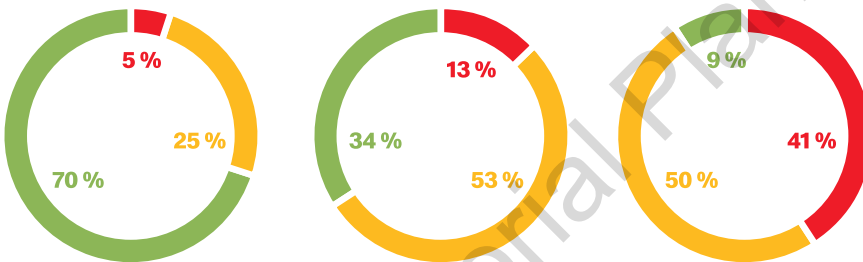
What will happen if, instead of opposing commitment to curiosity, we blend it? And if we combine experience with proactivity? Is it possible to make temperance dialogue with greed? To replace rejection or reluctance with willingness and enthusiasm. Listening carefully to recognize there is always an opportunity in the difference rather than a clash can be a working tip.

If the opportunity is chosen, may be new generations will not feel discredited in the present.

WHAT THEY SAY IN THE MEDIA AND SOCIETY ABOUT MY GENERATION IS ...

In general, in what degree do you identify with what society and the media say about your generation?

+ I IDENTIFY MYSELF **=** INDIFFERENT TO ME **-** I DO NOT IDENTIFY MYSELF



What it is being said in the media and society about my generation is...

+ POSITIVE **=** NEITHER POSITIVE NOR NEGATIVE **-** NEGATIVE

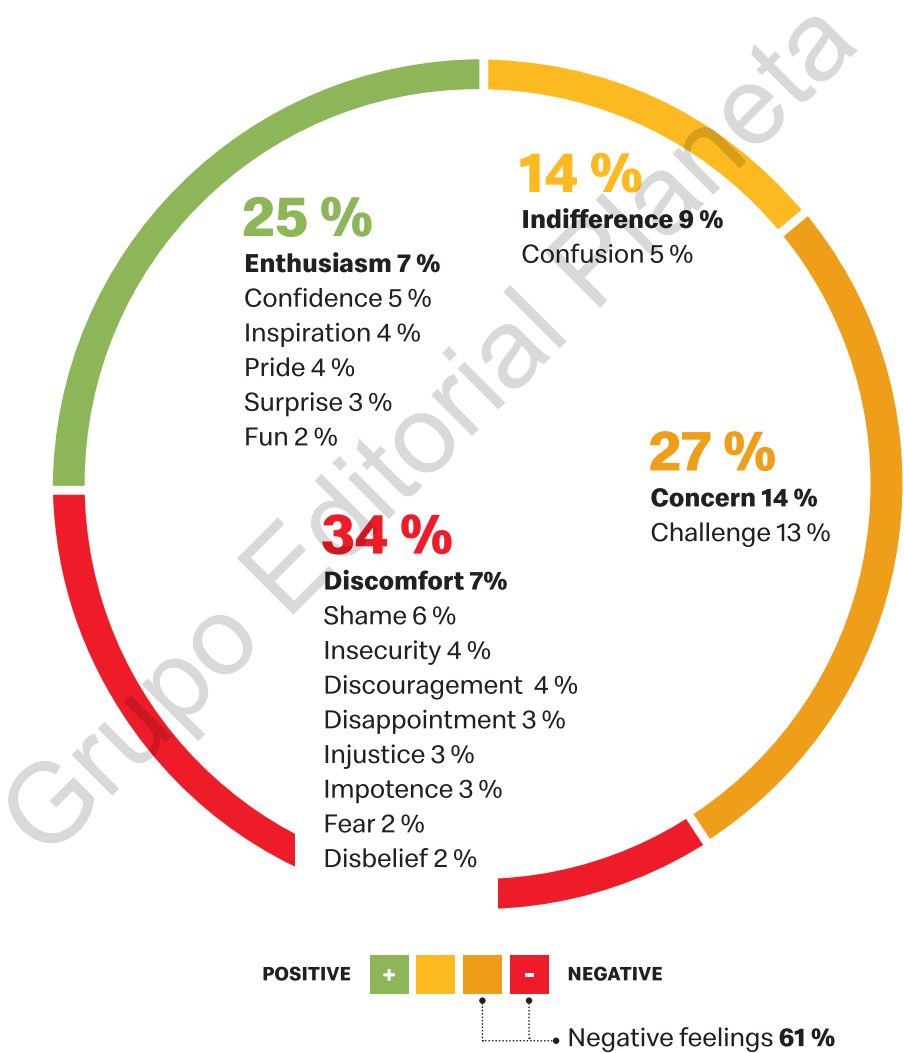
Source: Trendsity Survey

THAT WAS ALSO THE WAY WE SAW OURSELVES

The new generations have a positive image of themselves, value their choices, recognize and legitimize their cultural identity brands. So, when they face negative comments, they are disappointed, upset, challenged and discouraged, everything is wrong. The discouragement sets them apart and creates distrust towards previous groups.

The information is striking: six out of ten young people feel negative emotions, such as shame, insecurity, disappointment, injustice, helplessness, fear or lack of faith. They feel that it is difficult to deal with pessimistic opinions about their generational group.

HOW DO YOU FEEL ABOUT WHAT IS SAID ABOUT YOUR GENERATION?



Women aged 16 to 20 years old.
Do not study or work.
NSE Medium-High

Source: Trendsity Survey

BUT WE COULD WASH OUR BRAINS

But is there really a clash of generations? It seems there is not, since one of the groups missed the discussion appointment and the adult generation was left complaining alone. Today's young people gave discussion up (and stepped off the proposed scenario) and made their own way (creating their own scenarios), without the participation of other generational groups. So, the conflict between generations is creating more than a gap, it is creating two parallel development routes, where the world of work is the connection between them.

There is no other option but to start listening to each other, to free the mind from all kind of preconceptions, *forgive and forget*, and create a meeting scenario from the very beginning. No doubt that bearing in mind that alliance everything is effect, expansion and improvement. Everything is empowering. Everyone gets stronger.

The intersection of strengths and weaknesses of the new gen-

erations shows the characteristics that can be improved. There is no question about the flexibility and the speed of the new ways of working, but frustration and anxiety appear frequently. Settling conflicts is an unavoidable obstacle to any task, so it is necessary to train oneself to avoid and overcome them so as to act with determination and positively.

The experience learnt offers resolution and emotional control strategies, isn't that a useful lesson for any young person and any adult? If I believe and trust that we can both learn from a process, there will always be growth.



I AM STILL WONDERING

The movie *The Intern*, from Nancy Meyers, 2015, basically portrays a friendship. A curious friendship between Jules and Ben. Jules is a young CEO of a company that sells clothes online (representing the new generation). Her company launches a program to employ older adults and that is when Ben, a 70-year-old, retired and bored man appears in her life, applying to be an intern in the company. The movie shows an interesting generational culture shock that makes us think about generations and work.

Chapter 2.

Is everything fake?

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While many parents from all over the world dream of their son's picture graduating from a university with a well-recognized degree guaranteeing, without hesitation or doubt, a future job (and a successful one, of course), something largely supported by adults, other things happen.

In recent years, even in traditional and prestigious universities, courses or undergraduate courses to become an *influencer* have been opened. This enigmatic role was set up, from the creation and spread of the use of social networks, not only in a scenario

of cultural trends and practices, but also in a profitable space for thousands of young people. The key - the key to getting followers and consequent economic revenue - is to offer a content (we include under this category a joke, a video, a photo or a product recommendation) that captures the interest of the followers. In a very short time, many young people with no more resources than their own life and a cell phone became *influencers*. They left their regular jobs and today they make a living from opening the "window" to their daily lives through publications and posts.



Send message...



"You may deny it if you want to, but being a youtuber will free us from poverty".

A 6 year old girl to her mother. San Juan Ave. 3200. Autonomous City of Buenos Aires. Saturday 16:15.

La Gente Anda Diciendo

Extracts from conversations we listen while walking around. Loose parts of speech, sometimes unfinished, mostly out of context.

www.bureaudejuegos.com/libros/la-gente-anda-diciendo

If, then, being a character in the networks simply becomes a job, universities courses, guaranteeing (if that is possible) an academic training to become one of those characters, appear.



- In Shanghai, Yiwu Industrial and Commercial College already offers students degree programs in Social Media *Influencer*, so that they could be social media professionals.
- The famous Spanish designer Agatha Ruiz de la Prada was invited by the Autonomous University of Madrid to lead a university course called "Intelligence Influencers: Fashion & Beauty".

There is no doubt that work has changed. Having an office, secretary and telephone lines are no longer indicators of work success and there is much to learn from what is happening. The future of work is here.

GAMIFICATION OR HOW YOUNG PEOPLE WANT TO WORK

Many specialists say that young people want to enter the world of work because they consider it their entry into adulthood. They expect to be considered with all their capacities and contributions. They are hoping for more inclusion, more development, more flexibility, more balance between work, study and other relevant and pleasant activities for them. But they also want to continue training, learning and growing within organizations.

The challenge that young people may adapt to the times of internal processes and may control their anxiety to grow and manage certain levels of frustration is crucial since one of the main demands of the new generations is that the whole process accelerates. So the more this dialogue between business demands and young people's expectations flows, the greater the opportunity to capitalize on young talents.

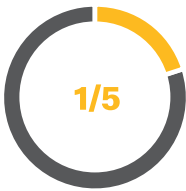
But expectation runs again into a wall and, both globally and in Latin America, today young

people face several difficulties to enter the world of work. Besides the already known economic, political and social problems of each country or region, there are also several variables:

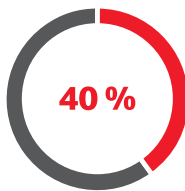
- Factors related to the educational system that influence the possibilities of continuing studying and training. Paths that are little adaptable during the last years of high school, institutional aspects inherent to the system, lack of motivation, teacher turnover and absenteeism, and grade repetition associated to further school dropout, are all very important variables. This, in turn, hinders access to higher education, which decreases the chances of accessing more qualified and better paid jobs.
- The requirement of previous experience to apply for most jobs. This creates a vicious circle because, without a first chance, and as time goes by, it is more difficult to enter the labor market.
- The growth of addictions that drives us away the productive world and makes us more vulnerable.
- The teenage pregnancy forcing many young single mothers to drop school and enter the world of work to support their children. The consequence of this is that they tend to be less qualified in terms of training and have limitations due to upbringing. Besides, because organizations are not yet fully prepared to guarantee equal opportunities for women in general, in particular for mothers.
- The strict laws of several Latin American countries that end up discouraging companies from employing young people due to restricted hours, number of hours of work, type of tasks to be performed, and so on.
- The lack of state policies with a long-term vision that facilitate new generations' entry into the labor market.
- In the face of this discouraging scenario, many young people turn to informal labor. Moreover, young people are the first ones to be fired when things go wrong and the last ones to be hired again when markets recover.

YOUNG EMPLOYMENT IN THE REGION

(Taken from the study on “Millennials in Latin America and the Caribbean: to work or to study?” by the Inter-American Development Bank).



In 2020, young people aged 15 to 24 will be almost a fifth of the total population of the region (data taken from the Economic Commission for Latin America and the Caribbean).

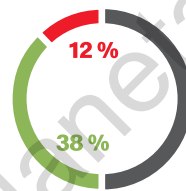


40 % of unemployed people in Latin America are young people.



10 000 000

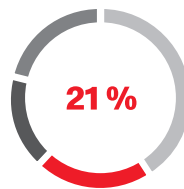
More than 10 million young people are actively **looking for a job** and cannot find one.



On average, **50 % of young people are active in the workforce**, 38% are formally employed and 12 % are unemployed.



70 % work in the informal sector.



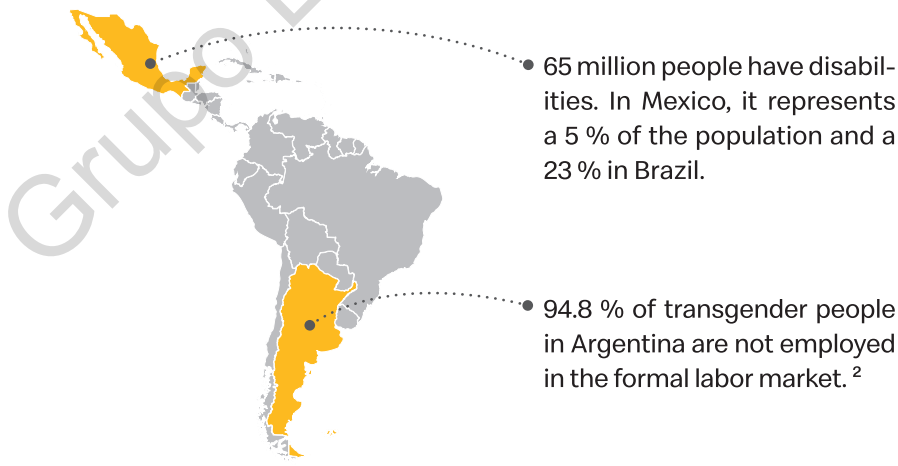
On average, **41 % of young people are only studying**, 21 % are only working, 17 % are carrying out both activities and the remaining 21 % neither study nor work.

LATIN AMERICAN WOMEN IN NUMBERS



- Women represent 51.7 % of the economically active population in Latin America.
- The widest gender¹ gap is in Guatemala, and the smallest, in Uruguay.
- Since 2010, the gender gap in the region reduced just six tenths.
- Finding employment is harder for women (10 %) than for men (7.5 %).
- Women earn 16 % less than men.
- Women graduated in science, technology, engineering and mathematics have 19 % more possibilities to work in a well-paid industry in developed markets than in other areas.

LABOR INCLUSION IN THE REGION



1. The gender gap is referred to the differences between the male and female rates in the category of a variable, where the female gender always has fewer resources, power, money, access to rights, etc. The “gap” reflects an inequality in distribution and the aim is to reduce it, that is, to achieve gender equality.

2. Data from the United Nations Development Program: <https://www.undp.org/content/dam/argentina/Publications/Desarrollo%20Inclusivo/PNUDArgent-guia-sociolaboral-trans.pdf>

TRENDING TOPICS (TT)

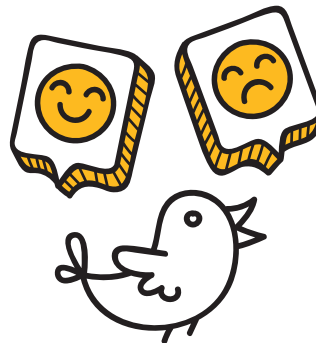
Thus, learning about trends (and acting accordingly) is not fashion, pose or vanguard; it is just about answering wisely to the context. How does a company attract the best talent? To start with, it must create a new evaluation paradigm regarding what we do and discover weaknesses and shortcomings to try to overcome them, meet the competition and understand global and regional trends.

According to the present situation, it seems that the world of companies has failed to change so as to seduce the younger generations. Hierarchical methods and uninteresting benefits for this population make many companies unattractive. There is no doubt that the leadership model of management and control is already due and intergenerational integration is too ambitious yet.

Let's look up then, it is necessary to admit that by learning about the trends working as demographic and socioeconomic change engines - and in turn generate transformations and disruptions in industries in gener-

al - we are able to say where the business world is turning to. And, at the same time, it will be clear to state where each company is standing and where to focus searching for new talents and future investments.

What's going on? Well, although business models may vary, there are some events affecting almost all areas that will have a great impact in the future. It is the so-called *Fourth Industrial Revolution*, a period of greater interconnection between machines and human beings. In "The Future of Jobs Report 2018", the World Economic Forum (WEF) describes the expected trends for 2018-2022.



TOP 10 TRENDS THAT WILL POSITIVELY IMPACT BUSINESS GROWTH THROUGH 2022

1. *Increasing adoption of new technology.*
2. *The increasing availability of Big Data.*
3. *Advances in mobile internet.*
4. *Advances in Artificial Intelligence (AI).*
5. *Advances in cloud technology.*
6. *Shifts in national economic growth.*
7. *Expansion of affluence in developing economies.*
8. *Expansion of education.*
9. *Advances in new energy supplies and technologies.*
10. *Expansion of the middle class.*



BUT, LET'S FACE IT, IT IS ALSO IMPORTANT TO ADDRESS THOSE TRENDS THAT WILL NEGATIVELY IMPACT.

1. *Increase of cyber threats.*
2. *Shifts in government policy.*
3. *Effects of climate change.*
4. *Increasingly aging societies.*
5. *Shifts in legislation on talent migration.*
6. *Shifts in national economic growth.*
7. *Shifts of mindset among the new generation.*
8. *Shifts in global macroeconomic growth.*
9. *Advances in Artificial Intelligence (AI).*



Source: The Future of Jobs Report 2018, World Economic Forum.

TECHIE

“Terminator” and the story of the future where machines, technology, not only face men but also dominate them until they are eliminated (almost a spoiler alert!) was only a movie. It is true that it was a very successful one and that there is no doubt that it changed the genre of science fiction, but it still represents a picture quite far beyond any possibility. However, it is clear that

information and knowledge technologies modify, and will continue to do so, progressively and potentially, the world of employment. This is a trend certainly increasing, especially in the areas of robotics, communications, digitalization and biotechnology.

But it has already been said, do not panic, we cannot simply see the elimination of certain jobs, but rather understand the processes of displacement, modifications and developments in the demands of the market.

THE TOP 10 NEW JOBS

1. *Data analysts and scientists.*
2. *AI and Machine learning specialists.*
3. *General and operations managers.*
4. *Software and applications developers and analysts.*
5. *Sales and marketing professionals.*
6. *Big Data specialists.*
7. *Digital transformation specialists.*
8. *New technology specialists.*
9. *Organizational development specialists.*
10. *Information Technology services.*

In the technological field - this scenario of constant demand for positions – turnover is very important and is almost inherent to the field. Programmers, for example, change according to their concerns, with the certainty that they can get better and more comfortable conditions. They are absolutely aware of the high demand for their skills and act accordingly. However, if companies successfully communicate the importance of each position in the achievement of broad and attractive goals, making the individual become a partner, this will probably touch them and increase the commitment.

But if we talk about the *tech* universe, the gender issue emerges not only because of the obvious inequality, but also because of the undeniable context of revisionism and a critical view of the role of women in society. Specifically, women have less access to quality network coverage, phones, electricity and identification documents than men. Indeed, these are barriers that are generally related to the availability of infrastructure, financial constraints, the ability to manage information and communication technologies, and the interest and relevance of ICT. In short, it is clear that many products and services do not meet the needs of women in the same way they do with those of men. And, of course, all gender analysis in the technological world shows a panoramic picture of the leadership positions in the ICT industry: mostly and worryingly masculine. It seems, then, that gender inequality and the assumption of this as a pending (and urgent) issue in the business world is another major milestone in the current context.

THE PRESENT OF WOMEN AND OTHER GROUPS AS REGARDS TECHNOLOGY

For careers related to programming, men outnumber women by six to one and there is no increase in this percentage.

The kick is undoubtedly to pay careful attention so as to know and analyze what women consider as problematic to apply in these areas.

Other social groups in minority positions may suffer the same restrictions for the access to the technological world. Identifying who they are, the reasons and configurations that are intertwined into these unequal realities is key to thinking about solutions.



UPGRADE

This new knowledge raises new questions. Which knowledge, experiences and skills has this new job profile to be highly demanded by the market? Is it plainly a geek? Is it enough to know and be hyper-updated with technological progress? Is it enough to be valued in the corporate world?

On the one hand, the tendency to hyper technology progressively demands higher levels of training, greater agility and flexibility to face changes, and greater social representation. However, it is also true that the hyper humanization of processes requires people with more socio-emotional skills, such as empathy, listening skills and cooperation.

Thus, the use of technology continues to develop covering more areas of everyday life. Some routine tasks can be done by machines, but not those that depend on soft skills. Technological progress adds a critical context with new types of customers and consumers. This new picture implies and requires a radical change in workers' profile, which fits exactly with the profile of the new generations.

10 RISING SKILLS

1. *Analytical thinking and innovation .*
2. *Active learning and learning strategies.*
3. *Creativity.*
4. *Technology design and programming.*
5. *Critical thinking and analysis.*
6. *Complex problem-solving.*
7. *Leadership and social influence.*
8. *Emotional intelligence.*
9. *Reasoning.*
10. *Systems analysis and evaluation.*



10 DECLINING SKILLS

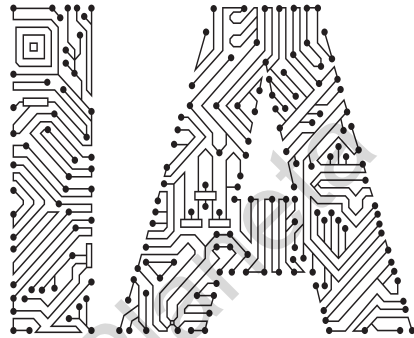
1. *Manual dexterity.*
2. *Memory and memory abilities.*
3. *Management of financial, material resources.*
4. *Technology installation and maintenance.*
5. *Reading.*
6. *Management of personnel.*
7. *Quality control and safety awareness.*
8. *Coordination and time management.*
9. *Visual abilities.*
10. *Technology use.*



Source: The Future of Jobs Report 2018,
World Economic Forum.

THE SOFT SKILLS COMPANIES NEED MOST

1. *Creativity.*
2. *Persuasion.*
3. *Cooperation.*
4. *Adaptability.*
5. *Time management.*



THE HARD SKILLS COMPANIES NEED MOST

1. *Cloud computing*
2. *Artificial Intelligence*
3. *Analytical reasoning*
4. *People management*
5. *UX Design*

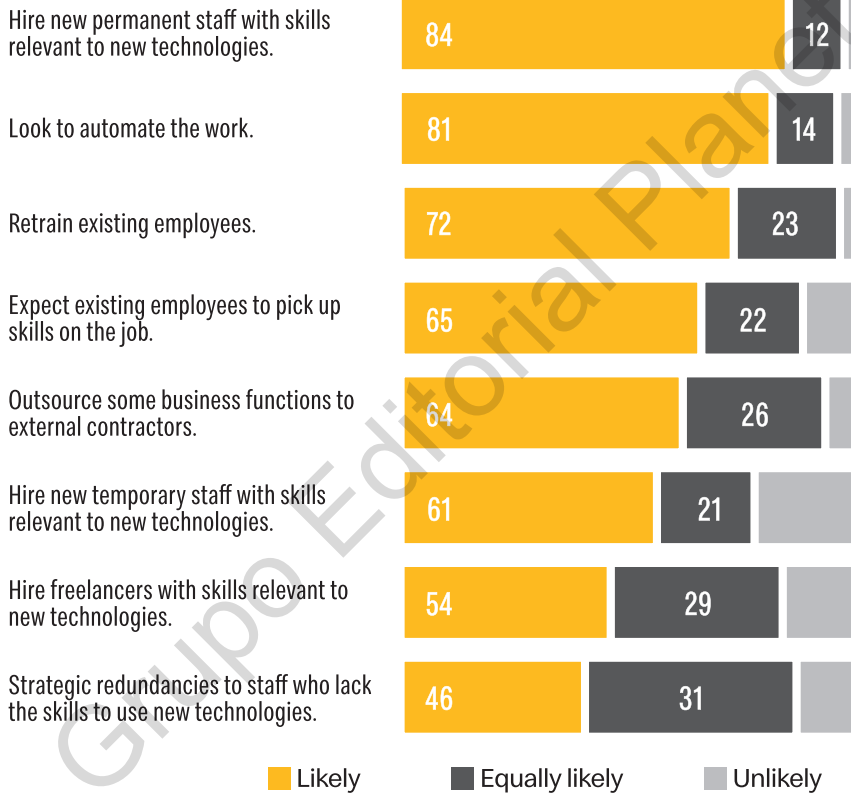
Source: LinkedIn, January 2019.

As we can see, rather than elimination, displacement. Although the report of the World Economic Forum mentioned above foresees the disappearance of 75 million jobs, it also estimates that 133 million new roles specialized in the management of emerging technologies will be concurrently created. By 2022, most data and information processing is likely to be performed by machines and completely new tasks will appear in jobs that already exist.

In a complex and versatile context, the rise of new job opportunities and the development of a workforce with skills to face the future require short-term action and planning. Young people will be the ones who will help companies, organizations or the State to manage the transition successfully.



BUSINESS STRATEGIES TO FACE CHANGES IN THE REQUIRED SKILLS



The bars represent the proportion of responses by companies that stated that specific strategies were likely, equally likely or unlikely. Some companies abstained from answering the question. In such cases part of the bar remains blank (typically, 0-1 % in the graph above).

ENTREPRENEURSHIP, FREELANCE SEED CAPITAL

An important number of start-ups in different sectors is the characteristic of present markets. In Latin America, this business model was stronger for different reasons according to the economy of each country. In some cases, the increase of entrepreneurs accounts for a favorable context. Living in a country with more opportunities made young people more ambitious.

Starting a new business, leaving the structures that are often perceived as rusted and dead, is the key to the demands of the new generations. Likewise, being my own boss, working without schedules but at the same time without leaving leisure, enjoyment and growth experiences aside, are the horizon. In current social environments, they are possible.

The public sector or NGOs also shine with an aura of interest and attraction to work in the business world.

In other countries, entrepreneurship emerges for young peo-

ple as a labor insertion strategy. These are known as “necessity entrepreneurs”, people who are usually self-employed with low socioeconomic status and low education level. Then, there are high-growth entrepreneurs or entrepreneurs by will. In Argentina, for example, statistics reveal that 60% fall into the latter category. So beyond the attempts, there are achievements. The independent workforce is the third most important workforce in the world.

So beyond the differences in terms of productivity and capacity of scale between those who start a business by will and those who do it out of necessity, the new generations trust (and like) entrepreneurship as an option and many choose it as a style of life, among other reasons, for its flexibility, of course.

But posting a picture on the networks with a notebook, a coffee and thousands of hashtags at the bottom praising the entrepreneurial life includes some information. There are some barriers which render the creation of your own successful business a little more complex, such as admin-

istrative burdens. When thinking about hiring people, business ventures have a clear advantage over traditional companies in attracting young talent; this is because new generations consider they are brought into closer contact with their employers. Working for an entrepreneur is closer and more accessible (although this is mainly a feeling). It's about working for someone *like me*, who *could be me* and, therefore, the world of entrepreneurship is the winner, even when the company offers better working conditions (specific conditions such as social benefits and a better salary).

To avoid the adversary's look and get closer, to talk and learn are the smartest options.

MATURE AND RESPONSIBLE EMPLOYABILITY

Work is a generative capacity by means of which we modify our environment and create something that did not exist, and it is, in turn, a way of creating society. Employment is a system linked to a process of social development derived from indus-

trial revolutions and implies the passage from a society based on agriculture to an industrialized one, tasks related to physical effort and problem solving abilities. The differences between work and employment are easy to notice within organizations.

Let's continue reviewing history. The industrialization process generated a society and a way of life with the purpose of achieving full employment until, in the mid-1980s, it began to decline, partly due to the replacement of labor by technology. Technological developments led to a robotization of the production process, which reduced the number of operators required. Hence the great metaphor of the movie *Terminator* was released with a massive and unexpected worldwide success in 1984.

This resulted in a loss of jobs and also the need for employees with higher levels of specialization and specific skills. The more training, the higher level of employability. In terms of employability, changes in work processes made the requirements change from physical effort to other types of skills, knowledge

and cognitive abilities over the centuries.

But let's think about the concept of *employability*. On the one hand, it points out the fact that as employees we must assume a responsibility to train ourselves to apply for the job. However, companies, as employers, must necessarily review human capital processes. Not only for their own benefit, but also because they are aware that they generate an impact on general employability conditions.

This is what responsible employability is about, the assumption that hiring is not a punctual and limited exercise of a company, but the significant power of a fact that can have an impact on society.

McDONALD'S ARCOS DORADOS LATIN AMERICA

A constant axis, always present, that has become a constitutive part of the company's cultural identity is that McDonald's Arcos Dorados Latin America supports young people to formally enter the labor market. At the same

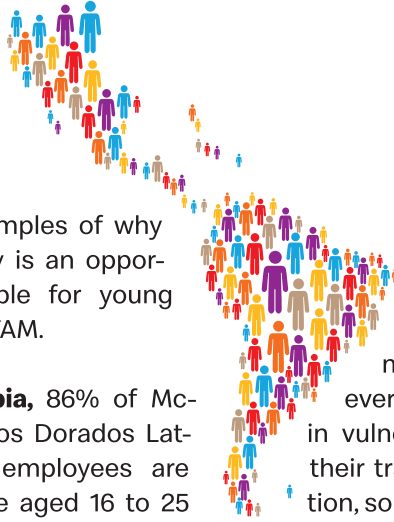
time, the company seeks to help them in their professional and educational development, and in the acquisition of work methodologies that will accompany them for the rest of their lives.



In 2017, McDonald's Arcos Dorados Latin America employed 60,743 young people up to 25 years old. For 77% of them, it represented their first formal work experience.

In addition, one in three leaders began working in restaurant kitchens.

The look as an employer is broaden and the balance between family, work and study is sought, while promoting inclusion and social mobility through projects related to capacity development and employability opportunities for young people in vulnerable situations.



Some examples of why the company is an opportunity example for young people in LATAM.

In Colombia, 86% of McDonald's Arcos Dorados Latin America employees are young people aged 16 to 25 who manage to enter the labor market without having previous experience. In their relationship with the company, they obtain specific tools as values, teamwork, respect and communication through training courses in soft skills. In addition, the company participates in the government program "40 thousand first jobs".

In Panama, since 2016 the company has an agreement with the Ministry of Labor and Labor Development for the "Pro Joven and Labor Insertion Support Program", created to provide first-time employment opportunities. In addition, it has a business alliance with the New Generation Movement to promote the "My First Job" job training and employability program.

In Argentina, it has an alliance with "Tu primer laburo", an organization that offers support to young people to get their first job,

providing personalized coaching to build their CVs and prepare for job interviews. The commitment includes that, every month, 10 young people in vulnerable situations receive their training with the organization, so that they can then participate in job interviews, including McDonald's Arcos Dorados Latin America.

In Brazil, it has an alliance with the JP Morgan Chase Foundation and the Institute of Social Opportunities to develop the academic training program in technology "Talents of the future". More than 250 young people participated; including 116 McDonald's Arcos Dorados Latin America employees aged 17 to 19.

In Ecuador, since 2014, McDonald's Arcos Dorados Latin America hired and trained more than 1,500 young people in the "Red Socio Empleo" labor insertion program. In 2017, the company also signed an agreement with the Ministry of Labor for the "Youth with Future Ecuador" program, which encourages job inclusion and training of young people in vulnerable situations.



I AM STILL WONDERING

The Argentine animated short film *The Employment* (Grasso, 2008) – which has won several awards – offers us an interesting look at the relationship of work with ideas such as productivity, monotony, alienation and automatism through any day in the life of a common man.

However, don't feel sad, the film is just to think, reflect and review. And art, without doubt, lets us think, reflect and review.

Chapter 3.

**With great power
comes great
responsibility**



In the world of comics, there is an ancient dispute between the two most important companies. On the one hand, there is Marvel and the universe of heroes and villains created by Stan Lee almost a century ago. This is how characters, such as Spiderman, Captain America, Iron Man, Hulk, Thor and X-Men sprang out. On the other hand, there is DC, to whom we owe the existence of Superman, Batman, Wonder Woman, Flash, Aquaman, Supergirl, and wonderful villains such as the Joker and the Penguin. Both publishers emerged in the period between wars offering heroes, adventures and hope, of course.

Among the many differences we can find between Marvel and DC there is one of particular interest. When DC's most emblematic heroes such as Superman and Batman concentrate a super-powerful alien, on the one hand, and a hyperintelligent and trained millionaire, on the other, Marvel offers a high school student, a loser, someone with no at-

tributes that is accidentally stung by an insect, a fact that genetically modifies him overnight to give him amazing skills.

Marvel brings us not Spider-man but Peter Parker, an ordinary, intelligent and somewhat lonely teenager, who obtains his power without even wanting it.

But the characteristic that most humanizes Spider-man as opposed to a Superman, a Batman or a Wonder Woman is that Peter has to work. He must help his uncles who economically support him after his parents had died. As an introverted classic nerd, Peter is a fan of taking photographs, so his first job will be to sell the pictures he takes to the local newspaper. The interesting turning point in the story is that the photographs that the newspaper asks for and that he gets better paid are those in which Peter manages to portray the mysterious Spider-man hero, for example, in the very act in which he dissolves a criminal gang. Paradoxical narrative effect

in which the less significant character is the other side of the focus of all interest.

Anyway, the truth is that through Spider-man, Marvel managed to capture thousands and thousands of young readers around the world who identify themselves with Peter, a teenager like them, who studied and worked to help his family, while Bruce Wayne, his millions, his butler and his mansion seemed further and further away.

When we see a character making a living, having a job, needing the job, this character immediately becomes someone closer, more approachable, even more vulnerable. Work constitutes us, therefore our future steps, our destiny depends on the first job we get.

INTERN

Before (even long before) getting their first job, young people project, build, design, imagine their work. They take references, that is, stories, examples or models from their social circle or from the media on which they build the "ideal" jobs. Many children as-

sume they want to be influencers or youtubers when they grow up, why? Because before having a job, it is natural that representations, stereotypes and preconceptions are built about working areas, conditions and projections of each of the jobs that are known. Moreover, before entering the labor market, young people decide and gauge the effort they are willing to make, the level of involvement and the conditions they will assume.

For this reason, it is essential to recognize the fact that the first contacts with this very different world - and with rules so different from those of their homes, schools and universities - are definite so that they can both deepen and change their perceptions and opinions. The baggage of knowledge and expectations with which most of them reach their first job, opens or closes a world of opportunities and career expectations for them. Beyond the position, in this initial contact they learn how an organization works and they build certain habits accordingly, related, among other issues, to autonomy and forms of participation.

Young people generally expect to be wrong and learn, and to learn

a lot in the process. And they also want the collaborative spirit to be the axis of work to improve themselves, to be able to propose and listen, and even to adapt themselves.

But, what are young people previous impressions? How is the clash between what is expected and what is found? Are the new generations ready to enter the world of work? Do they feel it like a challenge or does it seem small for them? What do they expect from a first job? What characteristics are they looking for and what do they want to learn? What is the role of the first employer?

In the survey conducted by McDonald's Arcos Dorados Latin America, we find the following answers:

Companies have the power to make a difference for a better future.
Youth jobs offer few benefits and training.
Companies "exploit" young employees.
Companies need to adapt to the job expectations of my generation.
Young people employed in companies are underpaid.



In addition, facing the global and regional context, the first thing young people demand is greater opportunities and fewer barriers to entering the labor market.

WHAT ARE THE MAIN BARRIERS THEY FACE WHEN LOOKING FOR A JOB?

- Need for previous experience.
- Lack of opportunities.
- Lack of confidence in this generation.
- Difficult transition from school to their first job.

In short, the new generations point out that the designs of the current labor proposals present important weaknesses. They argue, for example, that it is a paradox that, in a first job, they are required previous work experience. However, at this point it is interesting to listen to the counterpart to this claim. In the same survey, companies admit they are not especially attentive to work experience. Although, they do identify and value social or cultural activities that highlight the interests, concerns and even the proactive strength of each young individual. It is logical that employers are interested in projects or ventures beyond success, scope or economic revenue.

And of course, when sitting down to write their first resume, something similar to creating a blog of interest or producing and selling handicrafts, attending a contemporary art course or even applying for a scholarship abroad, young people consider them as actions more associated with pleasure. And if we consider that, in general, they are not paid activities, it is possible that young people do not consider them an attribute, something they can add to their resume or in a cover letter. The fact which

makes them valuable or interesting is perceived as a minor fact, which shows the lack of coordination and the lack of exchange.

EXPECTATION VS. REALITY

Under the slogan “expectation versus reality”, endless memes have been made. From the photo of the picturesque hotel taken from a distance when you book on the website and the disappointment of that inn when it comes true, to the disappointment of following carefully the instructions of a recipe for a birthday cake and then realizing that it does not resemble even the finished product in the video tutorial, creating expectations is inevitable, but also an exercise that needs to be mitigated. Because our desires slip into expectations, so that it is no longer what we can reasonably expect but what we want beyond any possibility. That is why it is easy to imagine a job offering many benefits and important comforts, and thus the reality check is usually hard.

In short, every activity involves a working area and this, in turn, implies particular characteristics,

language and culture. Entering an activity, then, requires progressively adapting to this until you are part of it. But at the beginning, everything is remote, unknown and distant from the projection. The fact that new generations admit the perception that, for them, the transition from school to their first job is more difficult compared to previous generations is very interesting. Young people believe that the gap is very wide and most of them assume that this transition was much easier for their parents and grandparents. Many young people point out that there are no transition processes, either training or instruction, capable of articulating and mitigating the feeling of amazement.

Young people say they do not know how to introduce themselves, what to say and how to respond. They notice wrong or stereotyped references inherited from the media or audiovisual culture. Let us also bear in mind that many young people do not have reference models in families that can provide guidance regarding the application for a formal job.

And, what about the education system? In most cases, schools do not implement articulation strategies, nor do they develop areas for training skills and knowledge required for the world of work. That is when the company takes a leading role in training its employees, and the first employer has to take charge of some basic issues of the world of work. First, basic questions of any job, but also those specific to employment, together with significant knowledge as regards the construction of oneself and interactions with others.

It is not surprising, then, that a very high percentage of resumes are disregarded only because they are poorly made, but also a great number of job interviews that go bad because young people are not properly prepared for the appointment.

A COLLABORATION FOR THE DAILY BUGLE

Peter Parker graduates and, like thousands of young people in the world, is driven to look for his first job. Already aware of the super powers obtained from a spider bite, Peter becomes the Spi-

der-man superhero to fight crime. But he still feels the need to work and knows about the *Daily Bugle* newspaper call in which a photo of this mysterious character is requested. The intention is not to make him more famous, but the editor wants to create a villain from the hero. And Peter Parker does not hesitate, he will take pictures of himself that will discredit him, but it is all about having the first self-employed job.

It is clear that nobody ever asked Peter (or Spider-man) how he wanted his first job to be like. The survey developed offers us some guidance on the answers provided today, on what the new generations expect. In the results, the attributes chosen were classified according to their relevance.



The “must have” attributes

are the most relevant and include the most rational and self-centered attributes related to the future, the personal and professional development, and the emotional and economic well-being. The new generations need to be valued, to be treated as persons, not as num-

bers. They demand training and instruction so that they can progress and, in turn, they wish their abilities to be trusted.



The differential attributes

are the emotional aspects of work and relationship both inside and outside the company. In this sense, young people are open and full of ideas. They are looking for jobs offering them to get involved and identified with what they are doing, jobs where they can work with people belonging to their generation. They want to manage their time because they expect a balance between work, personal life and studies.



The valuation attributes

are the attributes related to the business purpose and commitment to society, its customers and collaborators. The new generations want to trust their leaders and have confidence in the organization's value. They evaluate the coherence of companies and their actions related to the environment and the context in which they operate. They also want to manage

themselves independently. They expect companies to adapt to them but also bet on building a better future.

But beyond these important basics within the Latin American scene, there are some characteristics to be highlighted by country and segment.

- In Argentina, young people seek for greater balance between work and personal life, and demand training.
- In Brazil, they focus on the type of work and benefits, and point out the importance of reducing barriers and requirements in job offers.
- In Colombia, young people emphasize their interest in innovation and autonomy.
- In Peru, trends point to innovation, training and complementary attributes.
- In Chile, young people prefer good working environment and good leaders.

LEARNING

Perhaps far from the stereotypes or preconceptions of adults, young people admit the desire to

learn. For them, working and learning should go hand in hand. As from the aforementioned surveys and the interviews carried out, they expect that a first job experience will provide them with tools that are not found in books, those that are good for teamwork, leadership and negotiation. They want to learn methodologies and keys to start their own business, among other knowledge and practices. They highly value learning for life, which helps them become better persons and professionals.

So, if we talk about being ready, prepared for the interviews, the organizations that want to employ should know that the interviewees expect firm, honest and committed statements about what will be offered beyond salary and basic conditions. Tell them what the work experience in that position will be like, what will it mean in terms of professional and personal growth. If they believed that this was not an important factor, it should be noted that it was.

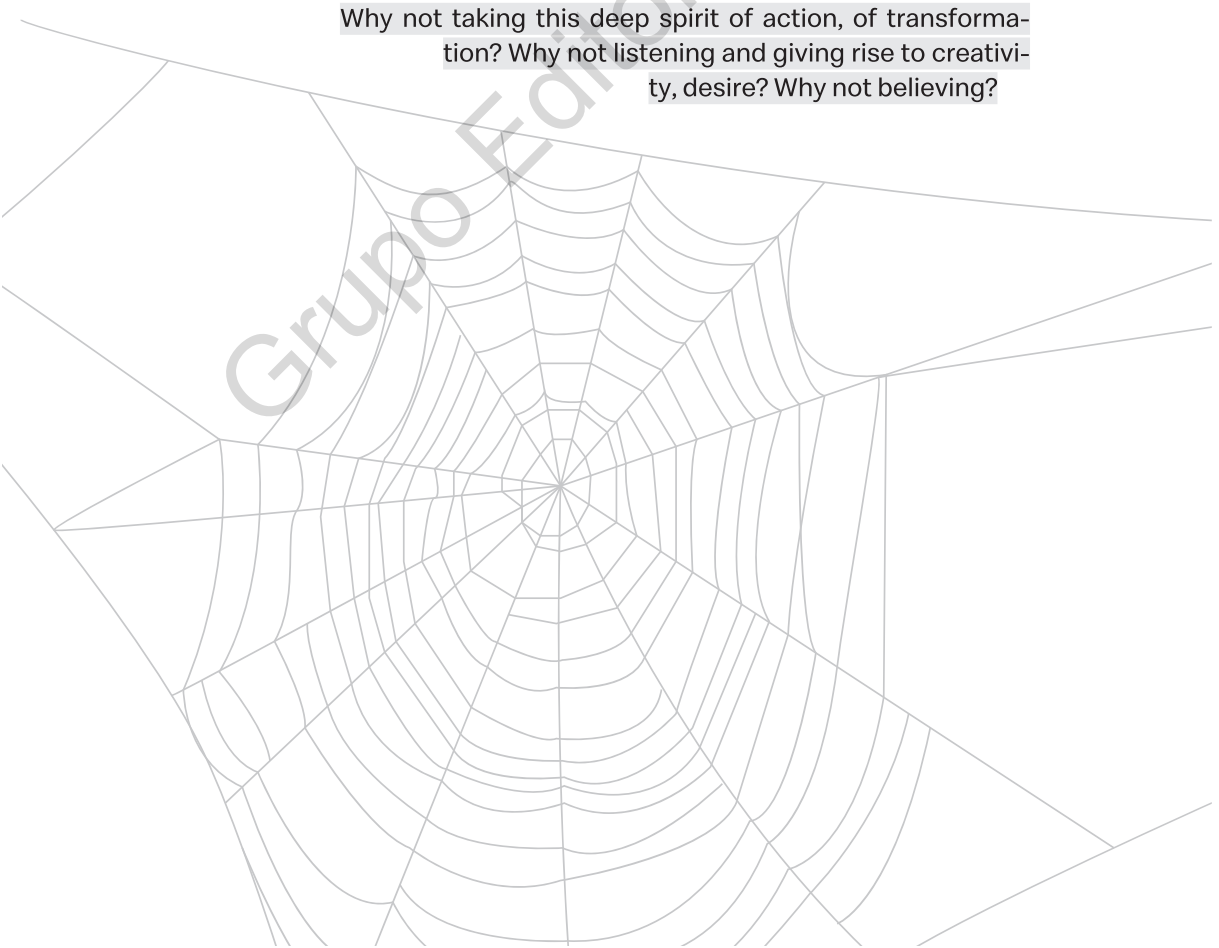
ARACHNID SENSE

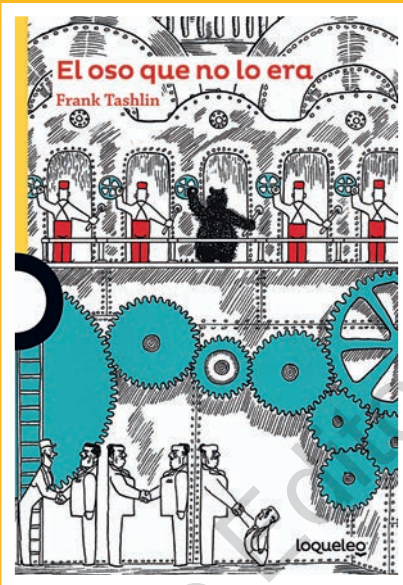
Maybe it's time to identify something important: it's not

about *young adults* but about *young people*. Huge difference. The difference is that society may assume that the new generations are not its own potential generation but a social group that is under different social (political, economic and cultural) coordinates. Young groups (it has always been this way) build their identity by making a difference, introducing but also retaking or adding value: no generation forgives and forgets completely. The key is to understand, listen with empathy, recognize, legitimize and offer, in any case, our experiences, knowledge and stories with humility and honesty.

It is unavoidable that they want to change the job the way they know it (and is it not always a positive impulse, the one that turns you unsatisfied, the one that makes you think of improving an issue?). This momentum of change is the essence of youth; it is Peter Parker's arachnid sense: far from a problem, it is what makes him powerful.

Why not taking this deep spirit of action, of transformation? Why not listening and giving rise to creativity, desire? Why not believing?





I AM STILL WONDERING

“The Bear That Wasn’t” is a 1946 children’s story written by cartoonist Frank Tashlin. He was so widely read and welcome that twenty years later an animated short film was made. And although it is a story for children, it allows different readings that can move any reader.

Basically, it tells the story of a bear that, in the face of the imminent arrival of winter, he decides to hibernate inside a cave. But during that time, just above his shelter, an important factory is built. The bear wakes up one day and he is no longer

in his forest but in an industrial park. A foreman finds him and sends him to work, he argues that he is not a man but a bear, but nothing will make sense anymore.

Maybe it can be a story that makes us rethink the uncertainty, anxiety and even the desolation that can be felt in a first job.

Grupo Editorial Planeta

Part two



Grupo Editorial Planeta

Chapter 4.

Learning to fly or previous to 2018 CREATÓN

Grupo Editorial Planeta



Cesena is a city in northern Italy. A breathtaking city, full of history, charm and landscapes. More than ninety thousand inhabitants live there, many of them are young.

In 2015, local musicians (mostly young) had a wish. A wish that they probably shared with many young people around the world: that their favorite band did not play hundreds of kilometers away, in a large city, but in their own small town.

The passion and creativity of a group of a thousand Foo Fighters' fans saw their idea come to life, and called the attention of the world and the band, of course. On July 30, 2015 a live recorded video was uploaded to the networks in which 1000 musicians (drummers, bassists, guitarists and singers) performed all together perhaps one of the most emblematic songs of the band and the *millennial* culture in general, this was curiously *Learn to fly*.

What was their intention? Call the attention of the band and invite them to set a date to play there. After five million views, Dave Grohl himself, singer of the band, shared "Ci vediamo a presto, Cesena" (See you soon, Cesena).

Motivation, creativity, focus, persistence, organization, passion... and a few months later, the Foo Fighters were performing live for the 1000 leading musicians of the video and many other Cesenatis fans. During the presentation, Grohl admitted having watched the video after hundreds of people had shared it. At first he ignored it, until he entered and watched the video, and simply could not control the emotion: "...I started to cry because it was just crazy."

According to Grohl himself, the song *Learn to fly* is "about the search for some inspiration, the search for signs in life that make you feel alive". Well, that is what the vast majority of young people are looking for. Because *learning to fly* is not a lesson request for a flight instructor.

It is, rather, a statement of purpose, of a cause:

"Hook me up a new revolution".

"I'm looking for a complication".

The acceptance of tiredness:

"Looking 'cause I'm tired of lying".

The warning that it will be neither easy nor quick:

"This could take all night".

It is really a declaration and a call to others so not to be alone:

"Run and tell all of the angels".

"Fly along with me, I can't quite make it alone".

The last chance to be successful:

"When I learn to fly high".

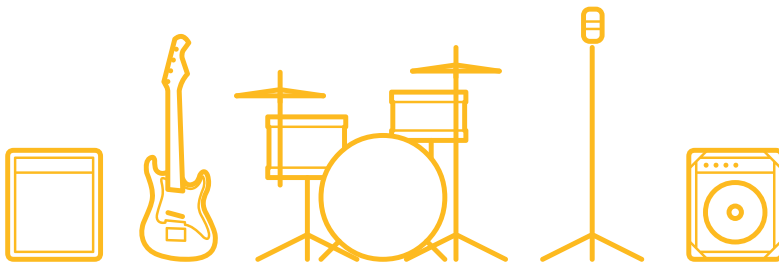
"Hook me up a new revolution"

More than 80% of McDonald's Arcos Dorados Latin America is young, that is why they are the starting point for any change. And change does not move forward without further ado, change first listens, reviews, records, inquires and, finally, makes decisions searching for innovation.

We are lucky to be in touch with the fresh and innovative ideas of the new generations, ideas that are very necessary in the traditional markets to be able to sustain and grow in a changing context like the current one. That is why we wonder how we work and how to review it, trying to go on being attractive as an employer brand.

These concerns reflect the willingness to analyze, learn and search. Above all, they show there is a strong wish to deconstruct the already established and, in turn, to create a work environment adjusted to the needs of people, and not vice versa.

And what they say is clear: this new revolution presents a horizontal approach, project development, versatility of positions, environments of constant learning and collaboration. Even challenge, vertigo and risk. They try digitalization as an environment of communication and creation, and they take into account their working context making teamwork and exchange the essence of jobs.



"I'm looking for a complication"

Then, as if one thing went hand in hand with the other, if change was sought, it was necessary to organize the meeting. This is how, initially, the idea of a Human Resources convention arises, where young people were part of it, of course, and where colleagues belonging to the discipline shared their experiences with them listening to concerns and expectations.

But let's admit it, comparing the Rockin'1000 and its call to the Foo Fighters, a convention is somewhat dull (XD). Or at least, it was clear that it did not reflect that young spirit, the soul of the new generation did not appear in the event. It was more like an invitation, and the question was still the same: *will the answers expected be found within the framework of an event of the area?*

We concluded that it was essential to stop assuming and interpreting what we believe the new generations want and look for in a job based on their own ideas, to try to get those answers from the direct source, asking all those questions to them, to the young people. And that is how we created Creatón.



McDONALD'S ARCOS DORADOS LATIN AMERICA OFFERS EMPLOYMENT OPPORTUNITIES

In the last ten years, formal employment opportunities were created for thousands of young people between 18 and 25 years old. The result is to become one of the Latin American brands offering more opportunities to young people, while the main purpose is to offer the first job, especially in those social contexts of inequality and vulnerability.

Thinking about opportunities beyond jobs is thinking about people. Thinking of individualities, dreams, projects, stories. Hence, this is how the Coolture of **Service Model** was born, the philosophy that guides life and relationships in the organization, both in restaurants and in offices as well as in every contact with the community.

Coolture of Service is a way to connect emotionally with others, both customers and collaborators, to create an environment of relationships inspired by service leadership and vocation. This is possible through the Coolture of Service Maxims and strategies to generate good moments.

Its **purpose** is **to create good times for people while being yourself.**

Coolture of Service Maxims:

- We make things easy for people.
 - We are committed to good treatment among people.
 - The needs of people are always more important than any specific task we are doing.
 - We think that each client is unique and thus we interact with them taking this into account.
 - We generate smiles on people.
 - We always generate opportunities for interaction with people.
-

"This could take all night"

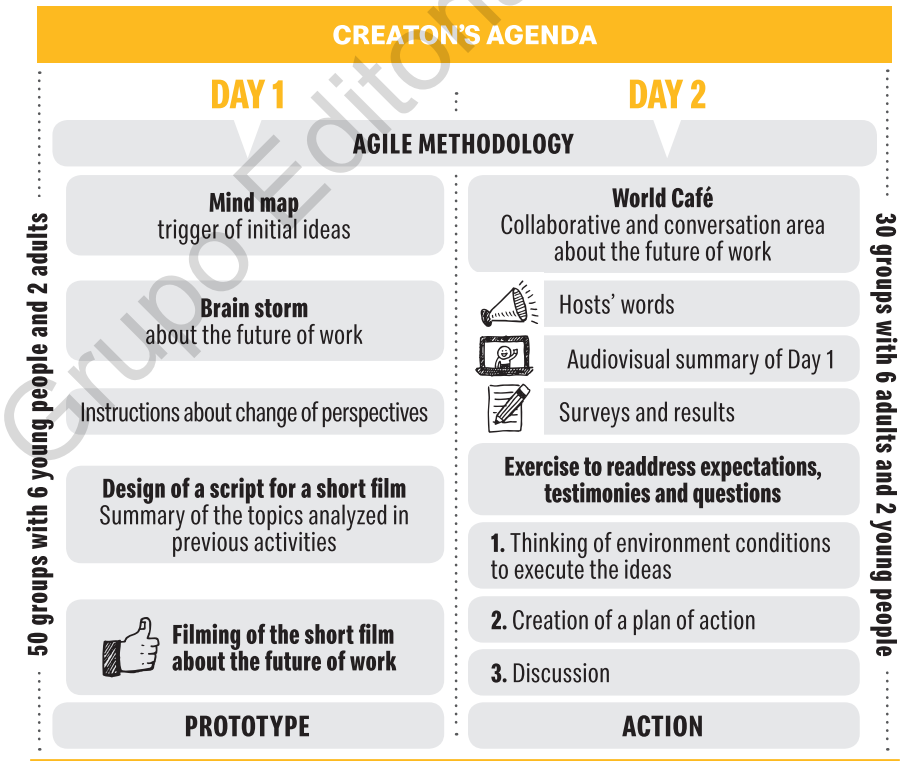
It's not a convention, okay, so what is it? It was clear it should be a forum for creation and thinking about the future of work. A place where questions and answers were not thought beforehand, but could arise there, as a result from the meeting. That is, an event showing the whole creative process of analysis, change and renewal. And so, we did not establish a fixed date; meetings were held during eight months, lots of ideas, focus group and more exploration activities were developed during that time.

What was the result? A Creatón! Let's define it first. The name Creatón arises from the combination of the words "we believe", "we create" and "hackathon" (meeting of programmers where an open software is developed collaboratively). And if a new word appears as a result, that implies the inherent innovative spirit. The idea was to organize a disruptive, original and agile event. In fact, the connection with the working method known as "agile methodology" appeared. It is a methodology born in 2001 as a software development improvement technique, but it moved from the technological sector to financial, business and government areas. Its main objectives are the following: simplifying processes, being able to adapt and being open to change. Unlike other processes, the agile model is not based on the unidirectional work flow or on planned stages that must be completed to move forward, but the modifications are constant.

This was the most efficient tool and the perfect technique to apply to the Creatón, since the methodology combines techniques such as mind maps, brainstorming, time measurement, discussion rounds and reflection. The process goes from general to specific considerations. The starting point is a number of ideas and the objective is to provide collaborative solutions to the problems presented so as to obtain concrete action plans.

Another methodology implemented was “design thinking”, which combines perspective change exercises with the objective of considering the feelings, concerns and thoughts of others. Exercises on ideas connected to some issues of the event oriented to meet the main ideas are also part of this methodology.

Then, these ideas were practiced with exercises and mechanics that turned them into more concrete actions. The percentage of participation of adults and young people varied according to the proposals and dynamics. At the end of the second day, a graphic designer pictured in “the wall” the synthesis of what each team presented in their proposals, as well as the contents that appeared. The methodology was very effective, but the key success factor was that we all embraced the same purpose: listening to each other.



"Run and tell all of the angels"

When organizing the meeting, new questions appeared: Who were going to be involved? What kind of young people were we looking for? How to set a parameter? Did we prefer high school students, young people in their first job, university students or a mix of all these audiences? How could we attract them to participate in this event? How to get their attention and interest them?

First, we defined our audience as a sector not fond of age groups. Yes, of course, we speak of generations born, more or less, in a period of time, but we do not strictly keep within those barriers, because we think of values, characteristics. We think of initiative and also of responsibility, passion and will of personal and professional development. And we always keep in mind the team spirit, empathy and solidarity.

But above all, we identified those people questioning the present, interested in what has not been done or discovered, those questioning not as something negative, but as the possibility of constantly improving, discovering, innovating. That is the spirit that we appreciate in people: their will to change reality and their interest in growing and learning as part of a continuous process, which has no beginning and no end.



"Looking 'cause I'm tired of lying"

In the process, other concerns appeared no longer related to the new generations, but to the commitment of the environment with the content they could produce: what is the 2050 Human Capital/Human Resources/People Function agenda? Are we prepared to take advantage of the potential that technology offers us? How are we going to challenge the regulations so that they are updated to new frameworks of labor relationships? What agreements will have to be celebrated with educational organizations to generate a true bridge to employment? Are companies articulating continuous listening mechanisms that allow them to know the purpose of their team?

With these proposals, the participation of adults with experience in business and public management, knowledge of regulations and management of negotiations between the different actors in society became evident. Referents who could give answers to these questions and who wanted to generate a change. Thus, we have stated that, instead of limiting the meeting to an age range, our target were the agents of change.

The call for the meeting was growing satisfactorily. We started spreading the news internally and then opened it to the social media. A website was also created with open enrollment for people interested in changing the future of work.

Renowned companies, change leaders or teams with transformation concerns were invited to join. Banking, pharmaceutical, telecommunications, communications, oil, tourism, gastronomic, food and agriculture industry, advertising, agrochemical, chemical, technological, energy, automotive, electromechanical, metallurgical, steel, tobacco companies,

consultants, supermarkets, pet food manufacturing, retail, medical assistance, manufacturing and marketing of footwear, food and pneumatic products, security services, transportation, website development, financial, legal and insurance services attended the event.

And while invitations were being sent, a necessary challenge arose: the event had to be inclusive to reflect the true world of work and encourage the incorporation of young people from different social contexts and educational levels in a first work experience. By means of projects that McDonald's Arcos Dorados Latin America already had in operation, contacts with non-governmental social organizations were made. Schools and universities were also contacted, ensuring the establishment of a representative group of young people belonging to different experiences and social contexts.

So many persons, so many ideas and processes... it was necessary to divide the event into two days: devoting the first day to the ideas, where most of the participants were going to be young, and the second one where more represen-

tatives from the labor world would be present.

In both days, there would be working groups with eight different people although sharing the same spirit of change. Multidisciplinary and diverse groups were set up across ages, gender and realities.

Did dialogue and meeting take place? Was the idea achieved? A university student thinking about her own future with the CEO of a company and a secondary student devising an action plan together with the director of an NGO and a union leader. Wow, exchange took place, really!



I AM STILL WONDERING

In the latest movie of the Star Wars saga, *The Last Jedi* (spoiler alert!), we are presented an interesting perspective on change, the future and young people.

The eternal fight of resistance against evil leaves the light side clearly outnumbered. And the idea of the last Jedi (guardian of peace) is lit up by the transition from old age to youth, hope in young people and their impetus to change everything.

In one of the final scenes, Leia (leader of the past) talks with Rey (main referent of the new). The

young woman asks hopelessly: “How do we build a rebellion with this?” The wise General Organa takes her hand and answers with conviction: “We have everything we need”.

The camera moves away to show the meeting of a few individuals, but all of them having great hope and strong confidence in their own abilities and values.

Chapter 5.

When I learn to fly high or the CREATÓN experience



UNDER THE SLOGAN “WE BELIEVE IN YOUNG PEOPLE, WHAT DO YOU BELIEVE IN?”, FINALLY, ON SEPTEMBER 5 AND 6, 2018, MORE THAN 300 YOUNG PEOPLE TOGETHER WITH ALMOST 100 REPRESENTATIVES FROM PUBLIC AND PRIVATE COMPANIES AND ORGANIZATIONS MET IN THE FRERS HALL OF LA RURAL EXHIBITION CENTER, IN THE AUTONOMOUS CITY OF BUENOS AIRES, TO PARTICIPATE IN THE CREATÓN, A UNIQUE EVENT WHERE WE PROPOSED TO CO-CREATE THE FUTURE OF WORK.



DAY ONE

After a countdown, the master of ceremony Diego Poggi¹, opened the first day. To begin with, the purpose of the day was explained: to listen to young people, to learn what they want for the future and to design the work that allows them to develop their abilities.

Then a comedian, former street artist who then became very popular, took the stage. He shared his life motto with the audience: “Transform yourself into the best version of yourself” and also told them how he became a magician.

After the magician, it was the turn of a twenty-year-old speaker who inspired everyone with his achievements: Mateo Salvatto. Mateo is a national and international Sports Robotics champion and won, together with a partner, the first gold medal in the “Robotraffic” world competition.

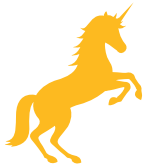
Later, the founder of the Asteroid company that developed “Speak it!”, an application that works as a real-time translator for people with disabilities, commented that it is not necessary to be an adult to change the world and emphasized that we can make that change from our place.

1. Poggi is a radio and television presenter, technology columnist at TN and an expert on social networks who made the first live broadcast of YouTube Argentina, so his presence and actions brought freshness to the event and helped connect all generations to each other.

These representatives opened the meeting with their experiences and their stories and, from then on, the five initial lines of actions aimed to address the previous survey study and to divide the working groups:



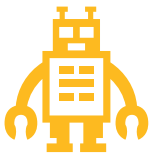
1. Job design deals with the hiring, remuneration, environment and training methods.



2. Dreams and purposes aims to know the motivations, passions and vocations of young people.



3. Social impact has to do with knowing the importance of the companies' contribution with their environment, and what should be modified in this regard.



4. Technology and innovation refers to reveal to what extent technology influences the work environment and how young people could take advantage of the potential it offers.



5. Leadership deals with the concept of leader, what characteristics are vital for young people and how the different hierarchies in an organization should be connected.

Well, let's continue. Following the initial design, participants were divided into fifty working groups, ten for each line of action, eight people per group. Each working group was made up of six university students, high school students or young people up to 24 years old and two NGOs directors, CEOs of companies or representatives of public and private entities.

The main players admitted that this was a new meeting point generating a truly refreshing conversation. If a young person looking for a job and a bank Human Resources manager sit down just to talk, ten steps are saved in the way to employability. Both of them rule out prejudices and it is also an effective way to overcome any fear.

After a few minutes for introducing the members of each group, the work began with many

expectations and the best wishes to co-create the future of work. The first activity was to create a mind map in fifteen minutes. This creative methodology was the trigger for initial ideas and made participants feel relaxed, begin knowing each other and share their views and opinions.

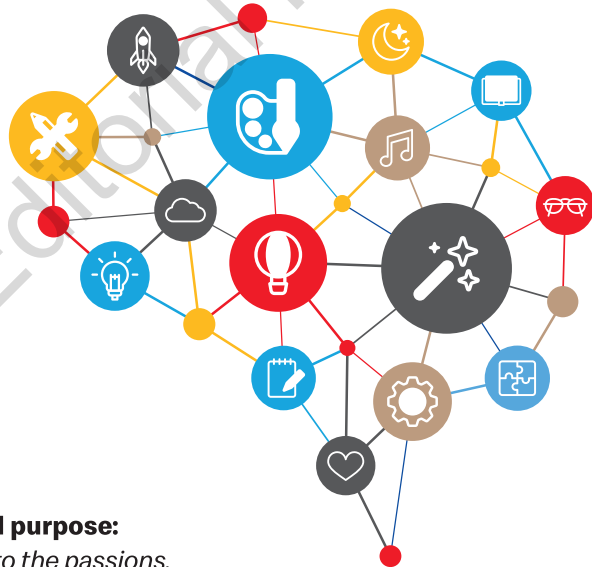
KEYWORDS THAT APPEARED ON THE MIND MAPS BY LINES OF ACTIONS

Job design:

*Benefits, work
space, social
impact, diversity
and flexibility.*

Technology and innovation:

Creativity, productivity, inclusion, change and evolution.



Social impact:

*Business awareness,
pride, social work,
ecology, citizen
engagement and
environment.*

Dreams and purpose:

*Roles according to the passions,
aspirations of personal growth,
development of a life outside the
workplace and continuous learning.*

Leadership:

*Team, flexibility,
communication, motivating
spirit, energy, new
ambitions and attitude.*

The second step was a brainstorm (methodology that looks for ideas without being filtered by the quality of their content) with points of view generated from the previous mapping about the future of work without losing the line of action. To encourage the production of creative and diverse contents, proposals were launched every two minutes to address different points of view: walking in Mark Zuckerberg's shoes, the Facebook creator, or in those of a five-year-old boy, in those of someone of a hundred years old and in those of a person with unlimited amount of money.

The challenge also included taking on the perspective of the most absurd person in the world, including the fictional character of the professor in the series *La casa de papel* (*Money heist*) and even their own identity but living in Mars. The ideas were written in self-adhesive notes no matter how inconsistent and exaggerated they might have seemed, and the results began to surprise everyone!

The third activity consisted of converting, in ten minutes, the information obtained in a script for a short film. Each group had to

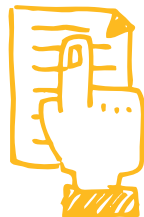
write an attractive title, describe the main idea and answer how that view would impact the future of work. The projects focused on self-fulfillment, the improvement of the quality of life, the construction of a new learning paradigm, and the importance of young people's creativity to generate a change in the work culture.

What happened later? A lunch in the open air under the spring sun and, to announce the return to their working groups, the voices of the Gospel Choir of Argentina were listened to. The fourth and final activity was the filming of the short film about the future of work with resources such as sketches, performances, toys, dolls and costumes.



Frers Hall. La Rural Exhibition Center.
Buenos Aires City. Argentina.

METHODOLOGY



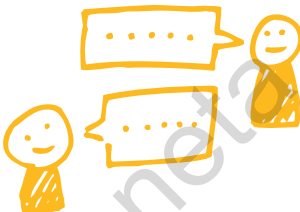
Mind map

The main idea is placed in the center of a blank sheet to start pointing automatically and quickly at all directions for sub-themes (key words or images)



Brainstorm

New ideas are listed as they emerge from a given concept.



World Café

The methodology of World Café (coffee of the world) is a conversation process that allows a group of people to talk about powerful questions, to generate creative and innovative ideas, agreements and ways of action, in a welcoming and friendly environment, similar to that of a coffee store.



Several rounds of progressive conversations of 20 to 30 minutes are held on topics of common interest, followed by a group work.

Run and tell the angels that everything's all right

In general, during the first few minutes of an event, one can account for the general result of the proposal. And Creatón was encouraging from the very beginning. From the first activity, the exchange seemed promising. Everyone had a lot to say and the results were successful and encouraging. A voice so far unheard began to emerge, to make sense, to suggest a simple and essential perspective for the construction of innovative and necessary practices both for the Human Resources area and for the rest of the areas in the companies. The Creatón had timely thrown this into the spotlight.

From the first day, the event itself began to open minds, unveil realities, raise conflicts, think about solutions. Listening, repairing, that is when reflections appear. At the end of the day, many young people asked for a certificate of attendance, an accreditation. And questions came up: What are they looking for? What are they asking us after all? Recognition, always present in the universe of work, something that crosses and connects. A point in common between both generations.

Thus, the first day of the Creatón came to an end. Beyond the structure and work methodology, participants were able to leave their message on a mural and in the TuvideoCV booth, or enjoy themselves for a while in the virtual reality stand of the Argentine startup Immerse VR.

A live concert was held to close the meeting where everyone danced, as if the movement of ideas needed to be translated into the rhythm of the body and their synchronicity with each other.



DAY TWO

The next day, the Creatón adopted the “World Café” methodology. Basically, a collaborative space where to generate and promote conversations about the future of work. The cultural practice of “let’s have a coffee” inviting people to talk to everyone. The participants discuss ideas and rotate around the different working groups, taking up the ideas left by the previous group to improve them and so on, getting as a result a set of quality thoughts. The experience took half a day and was also guided by Diego Poggi, who knew how to transfer the energy of the previous day to the new one.

The groups were made up of eight people: six Human Resources managers, business representatives, government and union leaders or leaders of educational institutions and NGOs. The rest were young agents of change. The forty young people we invited for those positions had participated in the first day of Creatón.

The music was present to start the activities and motivate. Then, the different representatives presented the survey results and the

results of the previous day. More information was collected at the beginning of the second day, percentages and results of surveys that synthesize the expectations of the new generations as regards work. Many and important conclusions, data that tell us something and encourage thinking.

The objective for the second day was that the participants may discuss the issues about the future of work presented during the first meeting. We had to return to the expectations, the testimonies and the questions, and offer them to the multidisciplinary groups for work.

The workgroups used tables covered with paper and, again, they were divided by lines of action. There were two documents: the material created by the change agents the previous day and an infographic on statistics about young employment in Argentina, the impact of technology in fifteen-years and the Creatón’s data obtained from the survey.

The exercise was divided into three stages. The first instruction

was to think about the environmental conditions that should change so that the ideas of the previous day could be executed. This time, the members of the groups were asked to rotate, except for the one who had been selected as host, who had the mission to analyze the conversation and summarize what was already said. This method gave place to more contents as well as concrete ideas and proposals.

After a break, members of the group were regrouped and the second objective was announced: to create an action plan. The participants were then asked: What things should each of us do differently to make this happen? When time was over, the third part began. Two participants per line of action went up on stage to share

their feasible proposals, and the designer wrote down the practices and ideas on the mural.

Finally, under the concept of *flash mob*, the Calíope choir came out from the audience and captivated us with its day-end show.

If it were necessary to select the most important achievement of the day, it would, undoubtedly, be the collective work of people with opposite interests but co-creating as regards an issue concerning everybody. It is difficult to imagine unions, ministries, universities, students and companies thinking together how to change education for young people, in order to better prepare them to work under this new paradigm. In the Creatón, we made it!



Day 1. Creatón.

Fly along with me, I can't quite make it alone

When thinking about the gap between young generations and adults, there are false ideas, baseless hypotheses and beliefs. And it is already known that, far from helping us meeting others, prejudices tend to distance us and hinder listening and perspective change.

Thus, when spreading the word about the event, we noticed some kind of first reluctance and uncertainty in the companies called. Specifically, they wanted to know the dynamics and their participation and role in the activity. The interesting point is that the Creatón was something new, the event was intended not to continue but to start a way of thinking together about the future of work. The method was unique and was applied for the first time, so it was difficult to explain it beforehand.

And as usual, nothing better than word of mouth. The spreading on the social media during the first day, the comments full of praise and enthusiasm were the necessary testimony to further encourage. Thus, on the second day, the call exceeded all expectations. No one wanted to be left out. In fact, many companies even announced their participation in the Creatón on their social media. At the end of the day, all fears had gone away.

The second day had begun with more doubts than certainties as regards the future of work, and the general comment was: "This is impossible". However, this discouragement was opposed to the messages coming from companies during the following days. They wanted to know, they asked for the results and statistics of the Creatón. Specifically, an interest was confirmed both in the experience itself and in the need and commitment to change the future of work.

The learning of the move is profuse and diverse. The changes discussed range from the elimination of the dress code up to adapt the education system to the needs of young people. Of course, many of them will be difficult to apply in the short and medium term because they depend on different factors. However, optimism arises. The way is to analyze and choose those actions that can be done. We can start changing conditions and structures. We can start.

And of course, a pathway was launched, legitimized and defended as the only way to growth. From now on, we cannot leave behind the questioning as an improvement tool, and get to work on the construction of tools, practices and techniques that are within our reach. It is time to move from “we have to do this or that” to “I am the one who should or can do this”.

Put subject to verbs and always conjugate them in the first person plural. A “we” that stops creating a gap between generations, that considers change as an opportunity for improvement for all and not for a group. A “we” that thinks of change as synergy and spiral and not items that are replaced.

Because therein lies the key. It is not about modifying a modest list of conditions to satisfy a group. It is about speaking about changes that benefit everyone. But we are not talking about being comfortable in a job, we are talking about finding ourselves, about offering our identity there, about work environments becoming scenarios of exploration, growth, and even of social transformation.

As Dave Grohl wrote tearfully, when one sees organized, mobilizing madness, full of creativity and passion, there may be nothing left but to join and be part of it. Because something is clear: it cannot be done alone.



Day 2. Creatón.



Day 2. Creatón.

Chapter 6.

Going to work on a skateboard

Grupo Editori planeteta



Since 1974, SIGGRAPH - an interest group in infographics or graphic computing at the ACM - organizes a conference every year in which all research work in the area is presented.

Let's go back to 1986, that year the conference was organized in Dallas and everyone was looking forward to the turn of Pixar, a department owned by Lucasfilm, where John Lasseter worked. The idea was born while young Lasseter was sitting at his desk and saw the lamp that illuminated him, and felt simply inspired, as he says.

In the room, the lights went out and Luxo Jr. was screened, a simple short film that featured a small flexo-lamp playing with a ball under the watchful eye of a larger lamp. And that was how, one day in 1986, in a city in the southern United States, Pixar changed the history of the world of animation.

After the film, and with that highly specialized audience in the room, all the members of the small company expected

some specific questions about the technological innovations in computer animation developed to make that sequence possible. But the first question from the public, after watching the short film, the first concern was the following: Was the biggest lamp the mother or the father?

The rest is history. Pixar is the source of modern narrative and much of popular culture. Everyone watches and enjoys Pixar movies. Everyone. That small company - today huge - is the place where the stories we all know come out and the millennial generation grew up with it. Pixar is millennial and when becoming a workplace, the wishes of a generation's work are transferred.

Working in a magical place to create magic. Because, in short, we all love magic and stories, and also realizing if the oldest lamp is mom or dad.

When the *Creación* ended, it was necessary to organize and analyze the testimonies of all the participants collected during

the two days. And all this material had to be crossed with the statistics released from previous surveys.

After the first analysis, the lines of actions **Job Design, Social Impact, Dreams and Purposes, Technology and Innovation and Leadership** were supported. But, in addition, it was essential to build a section for the relationships and articulations between education and the world of work, included at the end of this chapter.

Why in one of the most important events on technological development, after the screening of a short film, the question is not about the software but about the link between the characters. Why Pixar can be a dream workplace for every millennial... The answers appear throughout all the conclusions. What they want, what they think and what the wishes of the new generations are. Humanizing seems to be the summary key in the synthesis of the material, at the same time that it becomes the most important challenge for the business world.



JOB DESIGN

Under this line of action, all the conclusions about the characteristics of a job in ten years were grouped to be attractive to the new generations. Participants reflected and answered the following questions:

What will be the types of contracts/work methods that interest you? How do you imagine your time availability to work? What compensation will you expect to do your job? What will be the benefits you will receive if you work for a company/organization? How do you imagine a successful team in the future? How to achieve productive, diverse and inclusive teams? What will the ideal culture and work environment be like? How and which will the new ways of learning and development be? What training will you expect from the company/organization where you work?

The projections and new ideas that emerged from the Creatón reveal that there are many aspects to be modified, both in the internal functioning of companies and in the commitment of work-

ers. Besides demanding greater dynamism in recruitment, the participants of the Creatón requested that, when evaluating employees, impersonal techniques to know the candidates be abandoned, plus a connection beyond the resume and a closer emotional commitment. The young people remarked the importance of taking into account the values and soft skills over the experience, especially when the offers aim at young people between 16 and 20 who are looking for their first job. In short, the conclusion is that everything can be learnt except what makes us who we are.

The concerns tend to modernize the selection and admission processes. Even during the Creatón, the concept of “mutual choice” was repeated, which aims at the concordance of personal and corporate purposes, where the candidate analyzes the profile of the potential employer brand for the social commitment, performance and projects. It is no longer the typical interview where questions are asked and answers are provided, young people also expect to listen, want to talk to find areas of agreement and of disagreement. Then, companies

must be clear: they have to honestly express not only their expectations regarding a specific position, but their objectives, their values and even inspirational actions. The goal is developing more participatory, communicative and flexible interviews in which both parties should talk and listen. That is to say, the purpose of the change is to have more empathy, be more personalized and prioritize individuals.

CONTRACTS AND WORK METHODS

The method for hiring is also worrying. There is a percentage of young people who prefer contracts per project. It is a proposal for short and medium term goals and the rotation of both topics and teams. They look like strategies to avoid monotony and stagnation. This is curious, isn't it? Without doubt, this method would not have been present in a survey a few years ago. The idea may seem beyond all understanding to some persons, but, in fact, it means a radical change in the minds of the new generations.

To understand this new logic, let's imagine that our long-term

long-term goal is to close the window of a search engine but, to do it, we have to read a hundred pages. It is not the same if the texts are distributed in several tabs than if they are all on a single page, even if the number of characters is identical. Closing tabs pushes us to continue reading and even thinking that we are closer to the final goal. Now let's think that tabs are projects. As projects end, the tab closes. Isn't it much more satisfying? Having short-term goals helps us gain confidence in ourselves but also helps keep focus, attention and energy intact.

But beware, there is another important percentage that wants to work in an employer-employee relationship. This has an explanation, let's think about it, this type of contract is still familiar and comfortable. Faced with uncertainty, it gives security and greater possibilities of projection of sustained economic growth. It also has a close connection with paternalism, the search for recognition and the overvaluation under the others' consideration.

On the opposite side of the street, there is the *freelance way*. It goes on growing and is increas-

ingly chosen by the agents of change. What attracts them is the flexibility as opposed to the corporate structure and some rigidity of the traditional Human Resources practices still in force.

HOW WOULD YOU PREFER THE ENVIRONMENT AND THE CULTURE OF YOUR WORK BE?

In order of most selected answers first.

1. *Employer-employee relationship.*
2. *Contract by project.*
3. *Freelance.*
4. *Time-limited employment contract.*

During the Creatón, participants talked about remote work, outdoors and at home. Young people made it clear that they want more freedom and autonomy to organize their time and schedules according to their objectives and needs.

Even a large percentage want to work part-time, which shows that work is not vital to their personal

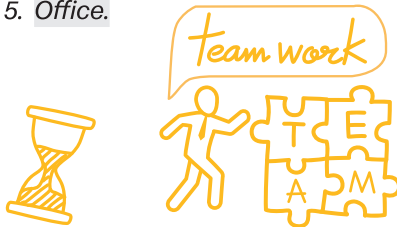
development, but a mere tool. The wishes of new generations prevail over those of corporations, in short, they are aware that companies need them and there is nothing more powerful than that.

Moreover, new generations value the exchange. They want to work with others inside and outside the workplace. They bet on exchanges between employees of different companies.

WHICH OF THESE WORK METHODS WOULD YOU FEEL MOST COMFORTABLE WITH?

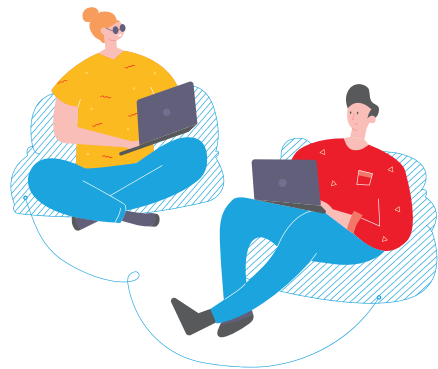
In order of most selected answers first.

1. *Part time.*
2. *Home office.*
3. *Full time.*
4. *Remote office or co-working space.*
5. *Office.*



OBJECTIVES, REMUNERATION AND BENEFITS

Essential in the configuration of the future of work. Following the motivation line, most survey respondents told that they prefer a salary plus a prize for the objectives achieved. Though it should be noted that they are not referring to fixed goals or goals set according to roles, but according to people. Once again, personalization, placing individualities in the first place.



As for the benefits, a percentage of young people look for companies where part-time Fridays are offered. And, specifically, they value greater flexibility for study leave. Continuous learning and training are key to understand young people and their work perspective.

HOW WOULD YOU LIKE YOUR WORK TO BE PAID?

In order of most selected answers first.

1. *Salary plus prize for objectives achieved.*
2. *Salary.*
3. *Payment per project.*
4. *Basic salary plus commission.*

WHAT ARE THE BENEFITS YOU EXPECT FROM A COMPANY BEYOND THE AGREED REMUNERATION?

In order of the most selected answers first.

1. *Part-time Friday.*
2. *Free days to study.*
3. *Some days during the month doing home office.*
4. *Continuous training and instruction.*

The sequence: "I learn first, I train and then I work" seems out-dated. Today work is thought

as a development platform. Development that does not exactly mean the offer of technical courses, but the access to different scenarios for the deep analysis of socio-emotional skills.

In this sense, it is important that companies stop thinking about training as the acquisition of knowledge, theory, concepts and skills - which are limited for each job. Whereas continuous training is more an individual and comprehensive process considering the person as a whole, and it is continuous because we are social subjects and human beings.

The need for learning must be understood according to the meaning given by the new generations. For some people, learning is not the same as for other people. Let's take into account, for example, that the participants of the Creatón proposed the use of advanced technological tools to create learning networks and information exchange systems. Applying virtual reality and augmented reality to improve work performance were also two significant ideas.

The creation of multidisciplinary, diverse and inclusive teams, and the turnover among company employees, customers and suppliers were other learning proposals. Strengthening training so as to reduce to five hours a work that used to be completed in nine hours. Maximize and boost time.

Apart from interactive digital experiences, courses, workshops, meetings, seminars and classes, the room for openly discuss mistakes, instead of punishing them, is envisaged. Mistake is an opportunity for growth and learning.

ENVIRONMENT AND CULTURE

Ultimately, all the proposals of the Creación as regards culture and work environment are based on reviewing the structures of the companies. At the organizational and task distribution levels, change agents proposed redesigning jobs, encouraging listening to opinions and creating a permanent measurement and information system to express satisfaction rates. This would be a very useful tool to measure the

impact of the actions applied by the different areas of the company affecting employees.

WHAT WOULD YOU LIKE THE ENVIRONMENT AND CULTURE OF YOUR WORK BE LIKE?

In order of the most selected answers first.

1. *Easy: with recreational spaces.*
2. *Sustainable: taking care of natural resources and the environment in every aspect.*
3. *Technological: with all the advances and devices at your disposal.*

The new configurations are defined under the concept of unstructured environments. These are scenarios with less rigid regulations and flexible to the requests of the groups. For example, it is interesting to point out the claim for the permission for one hour of weekly reading on topics of general culture and science fiction, and the need to have breaks during

the day for meditation. And, of course, dress codes are not important but comfort has to be privileged. Leisure, entertainment and fun no longer seem enemies of work, and this is how the need for recreational and outdoors areas appears.

In short, young people want to enjoy work. That's clear. But some proposals begin to blur the boundaries between work and private environment. Birthdays celebrations and even after-office meetings are likely to take place after working hours.



SOCIAL IMPACT

The Creatón showed that new generations choose the companies that best represent their interests, share their culture and value their opinions. The questions that triggered the Social Impact line of action to get these answers were:

How should work impact on society? What kind of social contribution do you expect to make through your work? How do you imagine that companies can generate social impact in the fu-

ture? What should an organization have in terms of socio-environmental impact for being selected by you? Why would it be important for you that your work or your personal contribution have a direct impact on society and the environment? What causes will be important in the future? What can working age population do to improve the quality of life of the elderly? How will young people stimulate collaboration among companies in this regard?

The co-produced contents show a vision about work and the future closely related to certain values and beliefs. For example, the short films recorded during the first day in the Social Impact working groups were about social inclusion, anti-discrimination policies, assistance to the most vulnerable sectors, recycling and environmental care.

On the other hand, the survey of the participants of the Creatón, which reveals what young people expect from the employer, produced very similar results. The answers seem to be equally relevant, so, instead of choosing between one alternative or another,

implementing a little of each one could be a solution.

WHAT DO YOU EXPECT FROM THE COMPANY THAT EMPLOYS YOU?

In order of the most selected answers first.

1. *Have a sustainability strategy.*
2. *Get employees involved in actions for the benefit of the community.*
3. *Invest and allocate economic resources to the solution of social and environmental problems.*
4. *Have community relations programs addressing social issues.*
5. *Have a strategy of care for natural resources and the environment.*

RESPONSIBILITY WITH THE ENVIRONMENT

Young people are ready to participate in activities for the benefit of the community. In fact, a percentage of respondents expressed their will to actively con-

tribute to actions where the development of the local population where the company operates is a priority. However, for young people, it is important that the actions are associated with the company's activity. They value this, they do care, even, it may be determinant when choosing one job or the other.

Corporate social responsibility campaigns are also highly valued by respondents. The size of the investments and the amount of contributions to improve the situation of the population show the level of environmental and social commitment that organizations have.

The same percentage considers it important that corporations have programs with the community to help solve more comprehensive social challenges. Among the ideas of the Creatón, the programs of local consumption, cultural transformation and supplier development are remarkable.

TRANSPARENCY

To keep a transparent control and facilitate the selection of the employer brand, young people propose to create a ranking

of business commitment to the community through an application. In this way, it will be easier to access that information so that anyone can consult it, and those companies investing in their environment will have their deserved recognition. Under this new transparency paradigm, there is no longer a way to hide internal and external behaviors. Young people want to be the ones who give companies their social licenses to operate.

Another way to positively impact the environment is to have a strategy to care for natural resources and the environment. A percentage of change agents believe it is essential to have business policies for the conservation, protection and revaluation of nature. Therefore, recycling was one of the most repeated proposals at the Social Impact working groups during the event. The majority expressed the desire to work in companies with a comprehensive sustainability strategy. There is no longer one-way analysis and evaluation perspective. Young people also value, compare and evaluate with their own criteria.



DREAMS AND PURPOSES

The Creatón brought many contents and proposals on self-fulfillment, emotions, inspiration and the purposes of the collaborators. The key questions to know the vocation of young people were:

What will your dream job be like? What are you passionate about? And what do you think you will be passionate about in the future? What are the challenges that motivate you? What makes you proud? What is your purpose? What moves you? What inspires you to discover your purpose? What is your vocation? How can work help you to discover your vocation? What must a challenge have to inspire you to get involved in it? What would be your proudest accomplishment? How could dreams and work be combined? What will be your contribution of value in the projects that you get involved in your work in the future? What do we work for? Compete or collaborate?

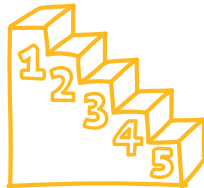
A vast majority of young people looks for growth or personal fulfillment. Therefore, the com-

pany should empathize with its employees, strive to understand them and analyze their needs and desires, just as it does with its customers. However, the percentage presented below refers to those participants who admit they want to work because they want to earn money. Balanced and divided between growth and economic revenue.

WHAT IS YOUR PURPOSE? WHAT DO YOU WORK FOR OR LOOK FOR WORK?

In order of the most selected answers first.

1. *Fulfillment/Personal Growth.*
2. *Money.*
3. *Possibility to learn.*
4. *Exchange space/Relationship with others.*
5. *Contribute to society/Community/Environment.*



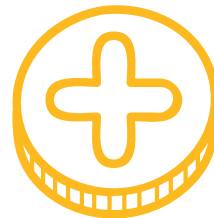
THE OPTION: MONEY, WHAT WOULD YOU USE IT FOR?

In order of the most selected answers first.

1. *Personal support.*
2. *Travel.*
3. *Start a business in the future.*
4. *Move and live alone.*
5. *Help your family.*
6. *Save.*
7. *Buy a house.*
8. *Get married.*

TIMES AND INDEPENDENCE

Although there is a percentage of young people still visualizing themselves as collaborators within a single company, the real challenge of companies is to conquer the other percentage that prefers to work on several projects and those who choose to be self-employed.



WHEN YOU VISUALIZE YOUR FUTURE, WHICH OF THESE SCENARIOS RESEMBLES WHAT YOU EXPECT?

In order of the most selected answers first.

1. *I imagine myself working in a company.*
2. *Working simultaneously in different projects / organizations.*
3. *Having my own venture.*
4. *Working for a social organization.*
5. *Unemployed.*
6. *Working only at certain times.*



TECHNOLOGY AND INNOVATION

The Creatón was also the excuse to reflect on technological advances and possible applications within the structures of the world of work. The questions of this line of action were:

How do you think technology influences the work environment? Do you think you are ready to take advantage of the potential that technology of-

fers us? How do you imagine the technological influence in the world of work in 10 years' time? How will it impact work and relationship modes? How will it modify our learning habits? What will we need to do to bridge the gap between technological advances and the ability of people to adopt it and deploy the greatest potential of it? What should we prepare to accompany the digital transformation of business? Is there an offer according to what we need? Can innovation be considered a habit? What will be the new educational possibilities associated with technology? How will we use technology to optimize education? How will we share experiences in work environments? How will we stimulate people in work places to favor innovation?

When they were asked “how would you like the environment and culture of your work be like?”, the majority of young people answered they wanted it to be technological, that is to say, having all the necessary advances and devices at their disposal. This indicator reflects the need and desire to use technological tools

to simplify communication and tasks both inside and outside companies.

INTERNET

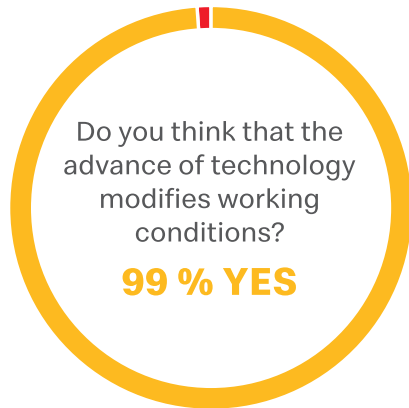
As regards the work environment, they ask for internet access in all positions and the development and implementation of different applications to solve the daily communication, training and other practices. One of the suggestions was to create permanent check systems (to sound out) on the satisfaction of the collaborators. This use can be extended to performance evaluations, granting of benefits and recognition.

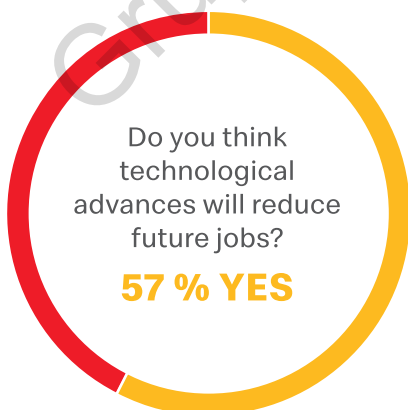
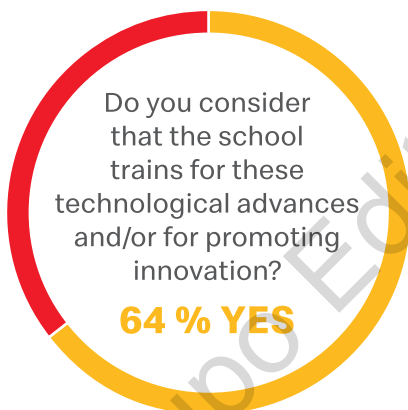
Regarding the business structure, the Creación participants expressed the need to adopt cross-wise technology to the whole company and, again, work from home for companies to be more sustainable. They also recommended using technology tools to improve leadership.

Technology is distance accessibility, communication and solutions. And although they consider it vital for the future of work, they

admit that companies may not be prepared to take advantage of the potential of progress. In this sense, new generations feel more qualified to use technological and innovative tools when compared to the company use.

They say, without hesitation, that technology will lead to a reduction in jobs so it is understood that, eventually, young people expect companies to be updated.





LEADERSHIP

This segment deals with the answers given by young people as regards the role of the leader. The idea was to recover and analyze the leadership models that inspire and even the types of leaders who are models for the new generations. The questions were:

How do you imagine leadership in the world of work in 10 years' time? What will be expected of a leader in the future? What kind of leader would I like to be? What kind of leader would I like to have? What could you do to own your working career? What will the most influential leaders be like? How would you manage your personal brand? What will help you generate solid self-leadership? What will be the role of the leader in the transformation of business and teams? What will be the opportunities of the labor market?

The survey showed that leadership should place greater emphasis on training in generic values and skills helping personal development. Specifically, the choice of young people reflects two problems. On the one hand,

a work deficit on socio-emotional competencies in the education system and, on the other, the lack of leaders and collaborators with these characteristics that want to join the business world. This mismatch between the professional careers and the development employees need so as to succeed causes frustration and helplessness within the companies.

WHAT DO YOU ADMIRE OR WOULD ADMIRE IN A BOSS?

In order of the most selected answers first.

1. *Teaches/provides tools to achieve your goals.*
2. *Values your opinion.*
3. *Includes his team in decision making.*
4. *Has team spirit.*
5. *Encourages teamwork.*
6. *Tells you when you're wrong.*
7. *Authority.*
8. *Checks on you.*

This is clear for the new generations: if it is about changing the future of work, it is necessary to foster inclusive and horizon-

tal leadership through personal and work followership programs. Even, in some cases, they point out that leadership should be bottom-up. Flexible, relative and movable positions.

Leaders with close relationships with their employees, committed with both their working and personal issues. Someone who should give regular feedback, keep an active listening and transparent and clear expectations in the face of actual possibilities. Moreover, young people suggest agreed decisions when allocating these roles. That is why it is necessary to evaluate them with clear indicators, and also to invite them to participate in their own performance indicators.

The new generations demand coherent, inclusive, authentic, flexible, open, passionate, accessible and vulnerable leaders, who work on their self-knowledge, who have no fear of mistake and who understand there are clear differences because people are all different. A complete review of the role indeed. There is a request for authenticity, empathy, trust, cooperation and valuation of the

work of the other beyond the pyramid structure of a company.

EDUCATION AND THE WORLD OF WORK

It had not been a line of action in the first design. But education emerged from the first activities as an issue that young people began to define as urgent.

They asked for joint work spaces among the educational area, the business sector and NGOs from the early years of the school system. The change agents indicated that companies should identify the competences of the future and promote them in the organizations. The business-school articulation is as important for new generations as technology being accessible in the educational environment. The relationship with the productive and entrepreneurial world was also highly valued.

Again the idea of training and work sequence is broken. In the basic school perspectives, young people admit they have the necessary expectations, interests and abilities to think about future work. It is not only about generat-

ing internships to advance experiences, but exploring, articulating, talking about. They demanded the creation of meeting and listening places between young people and adults, and the organization of discussion meetings in schools to prepare them for the future. Without considering the age, the participants asked that those who have already entered the world of work but could not finish their studies or continue studying at the same time be heard.

Finally, they highlighted the importance of supporting the updating of contractual, labor and union frameworks for the new forms of work mentioned in the event, that is, freelancers, temporary teams, turnovers and alliances, among others.

I AM STILL WONDERING

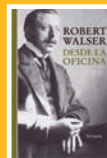
In a time when we all read in the cell phone, the tablet or the television, it is time to emphasize an idea. Different, countless and prestigious studies show again and again that reading literary fiction - stories, novels, theater, poetry or essays - improves social skills and the discursive ones. It expands the general capacity for expression, promotes critical thinking and trains inferential capacity. And, moreover, it trains us in patience, reflection and detailed imagination.

Literature does not explicitly talk about life issues, but it addresses them all. It does not impose its course of action, but it makes us think. We recommend, then, some interesting literary reading that are more or less related to this subject matter.



First, a long story ***Bartleby, the scrivener*** (Nordic, 2007), by the American writer Herman Melville. One of the best metaphors about working life, which leaves you thinking and thinking. An employee who goes from absolute effectiveness to abandonment and desperate obstinacy. One of the great stories of universal literature.

Then, an anthology, ***From the office***, written by Robert Walser (Si-ruela, 2016). It is very probable that if we think of an office, the first image that we come across is that of a modern space in a tall building, full of desks with computers, arranged in boxes. However, this series of stories are written at the beginning of the twentieth century after the experience of Walser himself in the office work universe. What will have changed and what will remain the same?



A novel with humorous touches. ***The office***, by Lars Berge (Alfaguara, 2015). Jens Jansen is a manager in a company manufacturing helmets for cyclists. And when they are about to promote him - the position in which he knows he must really work - he decides to disappear. But he will not take a flight to a Caribbean island, but will hide in a hidden room in his office to go out at night when everyone is gone. Will anyone notice his absence?

Finally, a dystopian novel. Guillermo Saccomanno in ***The Office Worker*** (Seix-Barral, 2010) presents a near future, unhappy and decadent. In a devastated city, a man is ready for everything so as not to lose his job. But when everything seems decadent and distressing, falling in love can be the exit to hope.



Grupo Editorial Planeta

Part three



Grupo Editorial Planeta

Chapter 7.

**What happened
to you? You were
cool before**



One of the best stories of the twentieth century, one of the main pillars of popular culture, at least in the West (although we believe that it extends beyond the West), a true and undeniable icon of television that, of course, has managed to capture the heart of the young generations and contains a deep, powerful and significant paradox.

The American animated series *The Simpsons*, which came out in the late eighties and is still on TV, tells (if anybody remotely doesn't know what it is about) the story of an average family somewhere in the United States. It is a complete satire about the western style of life and that is why it has followers of all ages; using laughter and the dumbest jokes to give place to the deepest reflections.

But we have said it contains a paradox. This is because the progress of the plot is hard to believe, that is, we watch chapter after chapter (for over 30 years) introducing different conflicts,

but the development of the characters was frozen (except for the fate of some figures). Both Homer and Marge, Bart, Lisa and little Maggie are of the same age since the beginning of the series. Narrative challenge clearly being solved since they still broadcast episodes.

Contrary to this hold back in the characters' time, the series has been able to talk about everything: the past, the present and the future. Yes, also about the future. In the series, realities shown (always as a parody) later happened in the real world.

In an episode broadcast in 1995, also referring to the future, Lisa talks to her mother through a camera on her phone, a technology we all enjoy today but for us, it did not become a fact until the 21st century.

And, more precisely. In 2016, Oliver Hart and Bengt Holström won the Nobel Prize in Economics for their contributions to "Con-

tract Theory". A fact that Milhouse (Bart's best friend) was already betting in 2010.

There are also political issues of the world order. When seven FIFA executives were arrested in May 2015, accused of bribery, fraud and money laundering, that situation had already been portrayed in an episode just a year earlier. And what to say when, in an episode broadcast in 2000, he imagined the victory of Donald Trump as president, sixteen years before it was a fact.

It seems that Matt Groening and his entire team understood long ago that the key to the future is knowing how to read the present and it is only enough to know how to listen, especially to young people so as to predict as a fortune-teller.

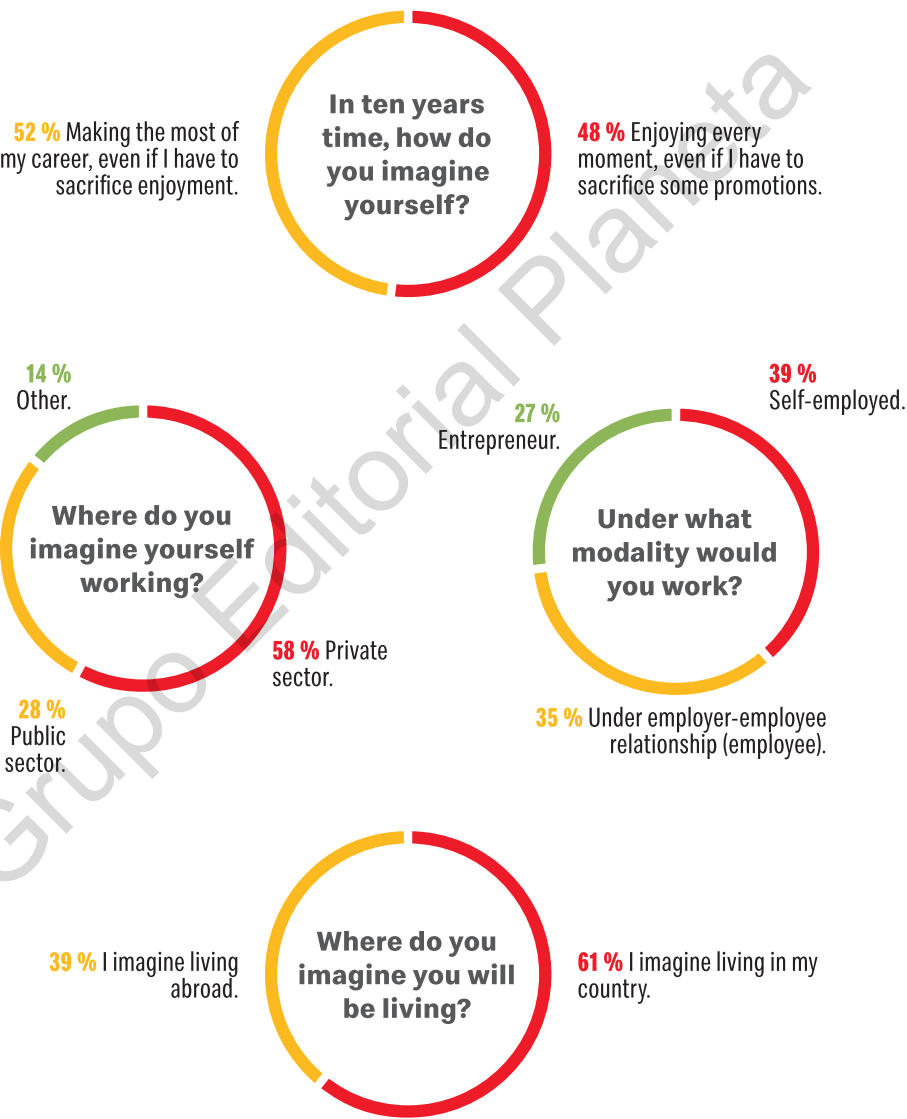
Looking at the future of work, in the grand scheme of things, the new generations are optimistic. Beyond the context, they have a positive vision regarding the evolution of their environment because they rely on their personal development. Self-confidence, knowledge of their strengths, confidence in their peers, the constant search for pur-

poses to move forward and their proactiveness are the main characteristics that support this positive point of view.

And this trust necessarily turns them towards themselves. The panorama of the future (not so distant nor so future) shows strong tendencies towards self-employment. Almost seven out of ten young people see themselves as an entrepreneur or independent worker. In Argentina and Brazil, there is more pessimism about what will happen but, in turn, these are the two countries where new generations are encouraged to take greater risks when starting a project or betting on their purpose.

Statistics also reveal that four out of ten young people imagine themselves living abroad. This indicator demonstrates the more flexible side of the new generations and reveals a strong curiosity to know new cultures and face new challenges as regards working in other countries.

HOW OPTIMISTIC ARE YOU ABOUT YOUR FUTURE?



One of the great issues, then, is how to take advantage of the talent and soften the fears of new generations. The next chapter intends to draw, with the clarity of the results of the event, the lines of action in the future. They are the proposals deriving from the plans of the second day of the Creatón and the perspectives on Job Design, Social Impact, Dreams and Purposes, Technology and Innovation, and Leadership. The intention is just to review the existing practices for the analysis of possible modifications according to the debate.

JOB DESIGN

—Dental plan! Lisa needs brackets!

The first essential step is to rethink the identity and behavior of the Human Resources area. The suggestions received range from individual practices and new group methodologies to organizational strategies at State level.

Even the concept “human resource”. It may not be a valid

expression to accompany this tendency to humanize and personalize the selection of people. If the second term is “resource”, the individualities are left behind. Because paradoxically, the human dimension is the least represented in organizations.

Regarding the proposal of the Creatón, although it comes from this specific area, it is important to emphasize that the possibility of changing the future of work does not depend on a single sector, but on the commitment and interest of the entire company as a whole. To promote this transformation, it is essential to break with the traditional differences and divisions between departments.

In any case, in order to arrange what has been done, this section includes the practices that correspond mainly to Human Resources, which include action plans, perspectives and challenges on the job offer design, forms of recruitment, hiring, work methods, availability, remuneration, benefits, business culture, environment, learning and development.

THE JOB OFFER DESIGN

The rigid structure of Human Resources policies inevitably begins to break down, especially as regards the selection of the staff. The whole process is outdated: from the definition of the profile of the applicant to the call and the process of evaluation of the suitable personnel for the job requested.

The trend points to the evaluation of soft or socio-emotional skills. Empathy, concern for the needs of the others, positive attitude, professionalism, organization, courtesy, flexibility, critical thinking, integrity, creativity and the ability to express themselves clearly, to work in teams and resolve problems. These skills are especially relevant because they improve the work environment and the performance of employees and leaders in any field and area. But, in addition, because they are more difficult to train. Technical and academic knowledge have a limit, while inter and intrapersonal skills are as broad as personalities and people in the world. The new generations are the ones to contribute (and

spread) these skills that companies and institutions need today. To spread because it is necessary that all members of the organization may control their socio-emotional capacities, especially those who hold leadership positions. The good news is that soft skills can be developed.

In short, when attracting young people, you have to think about a proposal for a first job taking into account their times and rhythms, but also drawing those persons who share the company's mission or whose purpose is aligned with that of the company. That is why knowing the strengths and weaknesses of potential candidates is so important. The first experience should be comprehensive, include fewer requirements, increase opportunities, enhance individual value and recognize the high productivity of young people, which derives from their flexibility and motivation to grow and develop.

RECRUITMENT AND SELECTION

It is true that the ways of searching for collaborators were adjusting to new technologies. There are adds on the social media, job posting and job demand platforms, online exams for candidates, training software and even call or video call interviews. But that's just the format, what about the content? Were the evaluation parameters updated as well as the methods?

If the update exists, it is not enough nor applies to most of the companies where they currently continue to do what was innovative in the 1990s: a competent interviewer makes a set of predetermined questions to an interviewee who is presumed incompetent, focusing the interview on his or her past. But it is clear that both the capable-incapable binomial and the selection by competencies have to change.

The interviewer should be a professional aware of his or her responsibility, establishing an equal dialogue with the candidate, based on lessons learned from the past but with the eyes on the future. In this new model of se-

lection, excluding conditions do not exist. The job can be adapted because it prioritizes what the applicant wants to learn over what he knows. Knowing who will work in the company and making sure that his or her life plan is aligned with the corporate project is an investment, not an expense.

To avoid subsequent staff resignations and constant turnover, we must listen to new employees and intend to meet their needs. Methods of recruitment, search and selection such as social recruiting - which uses social platforms as a database - do not take into account the wishes of the potential candidate. The tendency towards hypertechnology should go hand in hand with hyperhumanization, because from that intersection very good results are appearing.

WORK METHODS

To remain attractive to new generations, companies would also have to change the ways of working. In relation to existing practices, trends aim to increase the freedom and autonomy of employees. Creating flexible sched-

ule systems is one of the ideas that are now appearing.

The days of home office and teleworking are also an increasing option that can be implemented without major costs. The method that implies working two to four hours less on Fridays - known as "summer Fridays" - is one of the most widespread and easy practices to be applied.

As a large percentage of young people prefer part-time work, the full-time mode could be changed to work by objectives and projects. This involves redesigning many positions and, at the same time, diagramming a different distribution of tasks, work spaces and roles. The changes promise to be very productive because they are based on co-creation, that is, collaborative work and active exchange between teams of the same company or even other organizations.

The intra and inter corporate turnover is a very enriching resource, which favors innovation, updating and creativity while improving relationships between peers, colleagues and competitors. The positions must be dia-

logic, changing and flexible, even those of leadership.

REMUNERATION, RECOGNITION AND BENEFITS

Like the personnel selection techniques, the rewards system is going through a transformation process that goes from the strictly standardized to the highly personalized. Years before, experience and permanence were analyzed. The new flexible, agile and holistic model focuses on individual preferences and allows each employee to set their goals and personalize their rewards. In this way, for example, the worker can choose if he wants to complete demanding projects, assume leadership roles or develop teamwork, and if he will have an extra week of vacation or an extraordinary bonus when he achieves it.

Research indicates that some current strategies are not driving business results effectively. To increase employee engagement, recognition should be given more than once or twice a year. Everything that is postponed loses strength. To avoid turnover and

improve staff performance, it is important to replace weekly, monthly and even annual meetings with continuous listening methods. The recognition should not be exceptional and solemn, but every day and digitalized. It is possible to do it through the implementation of an application for internal use in companies. A kind of social media where a leader from Mexico can thank for a collaboration or congratulate a colleague of higher or lower position in that same or another country, and the rest of the company can comment or like the comment. This generates visibility, recognition and, at the same time, reveals the importance of evaluating, in a more exhaustive and empathetic way, the work of each collaborator and their results. Following this trend, management practices and continuous performance analysis become essential.

WAYS OF LEARNING AND DEVELOPMENT

It is clear, young people want to develop socio-emotional skills, those that allow us to interact more than to do. Training in this field should be as frequent

as updates to computer systems and programs. To take advantage of the talent market, learning and development departments should periodically reinvent training methods within companies.

Another key issue for this area is how mistake is handled. To err is human. Errors allow learning and, although it is difficult to accept the mistake, the secret lies in conceiving it as a positive fact and not as a waste of money, time or resources. This change of perspective and attitude towards the same event is essential to improve learning and growth of leaders and collaborators, to increase their conviction and encourage them to take risks that, definitely, it is the favorable environment where the most creative ones get satisfaction. In addition, we must bear in mind that the risk arising from the momentum of creation can make a difference within a company as regards innovative projects and solutions. Likewise, it is known that in companies that prefer reflection instead of punishment when the mistake appears, profitability increases and resignation rates decrease.

THE PEOPLE INNOVATION RESTAURANT (PIR) PROGRAM



People Innovation Restaurant is a program that aims to transform the experience of customers and employees, and increase sales and transactions. The first experience took place in Argentina, in 2016, in a real store, with 50 people from the restaurant and 10 external collaborators. In 2018, it was carried out in Chile, where People Analytics was applied to the processes.

The initial step was to gather information to generate a diagnosis of the aspects to change. Three lines of action were defined:

First contact with the brand, which ranged from the desire of a person to work with McDonald's to the signing of the contract.

Employee experience in their day to day.

Redefinition of learning processes.

The work dynamics consisted of an interdisciplinary workshop with the participants, from which ideas emerged to address the three lines of actions raised and their issues.

The idea was to test all kinds of initiatives that emerged as possibilities to transform the experience of people, customers and employees.

As a result of this experience, between 40 and 60 initiatives were generated, tested on prototypes and finally implemented. In fact, many ended up being part of the Coolture of Service Maxims, that is to say McDonald's Arcos Dorados Latin America main pillars.

- One of the initiatives presented was the **More personal look**. The goal was to break up uniformity and lack of personal expression. Maintaining conditions such as food safety, the flexibility of clothing opened the identity samples, the personality expressions. This enabled more spontaneous and genuine interactions as well as more creative ones.
- Under this same objective, the **Personalized employee Name Tag** was implemented. The opportunity for each employee not only to write but choose the form, the aesthetics of the inscription of the name or nickname.

Two examples of ideas that allowed employees to show their identity, which motivated their willingness to interact with others.

THE ENVIRONMENT AND THE WORKSPACE

Work is culture, so how to believe that in the development of societies there will be no changes? A few decades ago, when thinking about corporate well-being, only physical security was contemplated. Today we talk about stress and emotional and psychological health. Because we understood that the mental health has an impact on family and work stability and, consequently, on the level of retention and productivity of companies.

In these respects, reparation actions have been taken. From taking active breaks to implementing mindfulness programs during the workday. Companies that are already applying these strategies admit improvements not only in people's well-being, but also in productive performance. Even if this conclusion is necessary, business results exceed the costs of implementation.

The tendency to blur the dividing line between work and pleasure brought wellbeing to the center of the scene; it is no

longer a reward. Therefore, it is essential to foster the spread of the *People experience* approach, which puts people at the center of the decision-making process to build trust and generate empathy among the customer, the collaborator and the leader.

Thinking about well-being, thinking about how people feel, what happens to them, or how they build relationships with others is a key analysis in new job configurations. Remember that the motivations are not reduced to remuneration or conditions. Work for young people means identity, community and belonging. They want to belong to a network in which their singularity is recognized and celebrated.

It is imperative to change the workspaces thinking about comfortable, functional and even motivating and flexible spaces. The idea is, for example, to replace individual cubicles by adaptable environments, that is, places to work with privacy but also collaborative desks ideal for team projects.

Spaces designed from ergonomics, pet friendly offices, childcare, gym and recreational

facilities. If the boundaries between life and work have vanished, maybe it is time to make work contexts familiar, accessible scenarios that emulate people's comfort and identity. Therefore, the objective is not only to create more flexible companies but a system to continuously set up and adapt the structures according to the wishes and needs of the collaborators.

SOCIAL IMPACT

— *Can anyone think of children, please?*

Besides knowing about the organizational structure or layout of work spaces, new generations want to know the impact of companies, organizations and institutions on society before thinking of being part of the company. A future interviewee does not only review his own profile and his cover letter. He will no longer be the passive and nervous interviewee of past decades. Probably he has done some research, has inquired and evaluated. He or she will even take questions to the interview.

Young people focus on the corporations commitment with their

environment and the values on which they base their mission, vision and decision making, such as solidarity, diversity or respect for identities. These issues are not agenda items assigned by corporate decisions, but are true motivations or organic perspectives of young people.

Change agents measure corporate responsibility for the specific programs that companies carry out for that purpose, and for the considerations they contemplate before launching a project, that is, if they are focused on or take into account ecology, inclusion and the quality of life of employees, leaders and customers. The value chain, codes of ethics and values of a company are carefully observed and looked on from a critical distance.

Specifically, one of the most valued practices by young people to increase business commitment is to expand the diversity and inclusion committees of existing minority groups outside the workplace. They also talk about promoting internal support programs for employees in their schooling and the education of their children. Another sug-

gestion is the granting of scholarships and incentives to study to both collaborators and family members.

One of the most beneficial proposals, both for corporations and for community development, is to define what kind of people and skills a company will need in the future and then create training programs for potential collaborators. This is a clear exchange of mutual benefit where people obtain training and, eventually, employment. In turn, it benefits society and allows companies to incorporate individuals who already share their vision and know their way of working.

Promoting training in values is part of the tendency to make companies more humane or “getting back to basics”, as some people point out. It is necessary to start by changing the population itself. This means re-educating them in terms of recycling, maternity and paternity policies, and changing both acquired habits and the mindset, especially of leaders.

THE “YOUNG PEOPLE WITH A FUTURE” PROGRAM

“Young people with a future” is the first program that brings together three stakeholders: company, union and State, simultaneously, in order to encourage and intensify the labor insertion of the most vulnerable groups.

The initiative is aimed at young people between 18 and 24 years old who did not complete their average studies in technical schools. The objective is to collaborate with the participants to complete their high school studies, help them develop their professional skills and stimulate their training, promote equal opportunities, contribute to communities and innovate to generate a global benefit.

The program goes on for ten months, during which participants have 960 hours of internship at McDonald’s and 240 hours of theory at a vocational school.

The benefits are mutual since all the people who participate, at the end of the program, are employed by McDonald’s Arcos Dorados Latin America; with this action the company covers the demand for Maintenance Crew and increases resources in the premises without interfering with productivity.

The company is aware of the success of the initiative, both internally and externally, and celebrates it, conscious that this will be a case that many other organizations will implement.

In relation to the environmental commitment, the programs range from reuse of rainwater and construction materials to reducing printings and waste separation. Although the key is the expert consultation. The idea is to go out to look for external partners to find innovative solutions and transform their processes. Partners that, according to their specialization and career in the field, support the implementation of the practices.

Ask for help, fine. But it is also necessary to be connected with the public world. It is necessary to generate awareness processes and raise leaders' and public officers' awareness. The collaboration between the State and the business world is essential to deepen the policies that favor or encourage these actions. Having a greater knowledge of public policies is associated with another strong desire of the new gener-

ations: make companies comply with the applicable laws.

The expectations are very high regarding corporate citizenship, that is, the unique and comprehensive strategy that defines the identity of the organization. Ideological coherence within a company will be a priority for young people. Therefore, all trends indicate that in the face of a misleading business commitment, reputation, sales and the ability to attract the company's agents of change will be affected.

DREAMS AND PURPOSES

—Son, if you really want something in this life, you have to fight for it. Now make silence! They are going to announce the lottery numbers.

The wishes and dreams of the new generations are the starting point to build the future of work. They are not the goal, but rather they are the tool that companies have to learn to use. The rational and emotional expectations of young people are the key to attracting those talents who are looking for a space to grow and develop professionally. To be up to the de-

mands of change agents, you have to focus on their personal goals.

A company should empathize with its employees, strive to understand and analyze their needs and desires as it does with its customers. One of the ways to know those wishes is to ask about the candidate's dreams and projects during a selection interview. However, the process should start before, that is, from the conception of work. If work is understood as a passion, a perspective of the new generations appearing in the surveys carried out, the whole design and approach will be completely different, even before thinking of a job offer or proposal.

TALENT DEVELOPMENT PROGRAMS

They dream of jobs where they do not have to give up enjoyment, because, specifically, life and work are no longer two equidistant columns but hemispheres that dialogue. So, leisure and pleasure - previously assigned completely to the private world - today are axes of the general way of life, today they are part of every aspect of the individuals.

But this cannot be mixed up with apathy, indifference or laziness. It is a new way of understanding life in which work is a dimension along with others equally valuable. This is how young people combine their condition of not giving up enjoyment with a strong conviction about their proactivity and motivation. They even become so passionate that many of them choose to take risks and turn their hobbies into a job or lifestyle.

So, far from seeing entrepreneurship as an escape route, we must begin to analyze it, to detect it. Far from seeing it as enemy conditions, realizing the latent entrepreneurial side in people may help boost any project.

It is true that young people, given the low confidence and the accusing finger of previous generations, become discouraged. They are indifferent to criticism, but deep inside they are worried and upset. Hence, it is important to exercise communication, tolerance and trust. And trust is the great master key. It is the meeting point between the adult working world and the parallel world created by young people via their passion.

The meaning of trust implies the wish to trust. The new generations are demanding attention and care. Showing interest, with honesty and dedication, is always the best method to reach the other.

Then, the most effective practices for organizations will be those that support and foster their purposes with a significant share of trust. Talent development programs are one of the examples that can be easily implemented in companies and organizations. Another option is the exchange of roles and positions within organizations, a practice known as “I put myself in your shoes” or “CEO for a day”, where a leader holds the position and fulfills the tasks of one of his collaborators during a full day, while an operator or administrator happens to take the place of the supervisor, manager or director of the company for 24 hours.

In addition to being an enriching practice through empathy, it reflects confidence on the part of the employer brand towards its employees. It also gives framework and coherence to the expectations of those who

aim to grow within an organization, as well as improving the perspective of people in decision-making positions.

WE GRANT SCHOLARSHIPS TO YOUR PASSION

For years, McDonald's has been developing personal and professional growth projects for many of the young people who work in the company. A clear example is “We grant a scholarship to your passion”, a program that grants scholarships to employees who want to improve their talent outside the workplace in activities related to art, sports and academics, among others.

Through promoting skills in the development of extra-labor activities, the program aims to encourage and increase the passion of the scholarship holders.

“We grant scholarships” is based on the values of the brand and the purpose of Cooltura of Service: “Generate good moments for people being yourself”.

"The attention and importance the company where you work gives to your passion is reflected in how comfortable you feel, and that is translated into your work. Generally, customers are very grateful to me. My work is a retribution to the brand for everything they give me, for supporting my passion. The company helped me develop my talent. Nothing better than working in a place where they support what you love!" Nahuel, McDonald's Arcos Dorados Latin America shift manager and student of art and singer.

"We are always looking for innovation and putting ourselves in someone else's place. Very recently, we invited two young people to interview the top position of the company, the CEO reports. It was an amazing experience, they interviewed our leaders to see if they were excited to work with us at McDonald's Arcos Dorados Latin America. One of the questions was: how much time do you spend on your agenda in generating passion in your collaborators?". McDonald's Arcos Dorados Latin America Human Resources Team.



TECHNOLOGY AND INNOVATION

- To start, press any key.
- Where is the “any” key?

New generations demand that access to technology be democratized and be used to simplify processes. That is, that innovation and application of new hardwares and softwares be promoted within companies, organizations and educational institutions to make better decisions in the management of capital and human resources.

The experiences and perspectives of each one as regards technology differ, so it is necessary a constant, organic and spontaneous dialogue that leads to the exchange and multiplication of learning scenes. The new generations understand digitalization as a transition of a culture, as an evolution of languages, so, in general, they assume the relevance of its use more naturally. “An app for...” is practically a premise of the new generations modern life. They handle the internet quickly and are aware of the flexibility and relativity of the environment.

The tendency towards the hypertechnology of companies is reflected in the decrease in face-to-face meetings and the use of telephone, those practices being replaced by work on social media, through collaborative platforms and instant messaging. The forecasts indicate that the forms of communication will be increasingly mixed, without one prevailing over another. There is already a significant increase in the use of artificial intelligence (AI), even in small aspects such as answering to a message, highlighting the main concepts of a document or finding the correct file.

Undoubtedly, technology is a very useful tool when it comes to breaking down language barriers, expanding knowledge networks, expanding collaboration and promoting positive exchange. But first of all, it must be clear that it is an instrument. An instrument for people. Hypertechnology collides with the Company's hyperhumanization tendency. Experts point out that technological tools should help increase the hyperhumanistic dimension of organizations, institutions and companies, and

not compete or combat them. The impetus for optimization, the implementation of new technologies and the passion for innovation should not remove the human being from the center of the scene. Do not forget that, in short, they are people connecting with people through a means of communication. The focus is still on the human dimension (of one and the other) of the connections. Humanized technological tools. Let's not forget *Terminator*.

CLOSE THE DIGITAL GENDER GAP

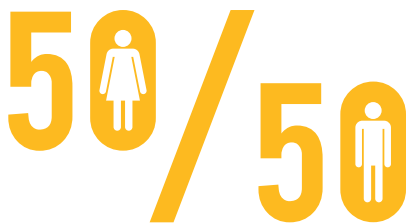
In order to reduce the gender differences in access, management, study and employment options in relation to technology, the gap must first be understood. Then, operators, service providers and stores that sell technological items are required to guarantee distribution and, through marketing, contribute to close the gap. In this context, open access platforms are highly valued.

On the other hand, learning resources should be gender sensitive. The needs of women must be taken into account by higher

education institutions. It is essential to connect girls at an early age with the CTIM disciplines (science, technology, engineering and mathematics), since the lack of academic women in this field of study has a negative impact on women students, who have few role models. In turn, education in CTIM is necessary to create advanced digital skills and increase the female presence in technology careers.

In addition, it is advisable to create research principles, government policies and regulations so that the design of artificial intelligence models is inclusive and takes into account the gender perspective, and avoids stereotypes of all kinds.

The lack of attention to gender dynamics hinders the potential of true progress, so it is necessary to take measures that reduce the gap and find holistic solutions to the problems presented.



PEOPLE ANALYTICS: TECHNOLOGY CHANGING INDIVIDUALS' AND COMPANIES' REALITIES

Technology serves to adapt the indicators of Human Resources management, where decisions used to be made on the basis of generalizations, analogous experiences and intuition. Sometimes, the solutions took too long to arrive and were effective but, because of their high level of standardization, they were not efficient. The first tests carried out after the implementation of People Analytics in this sector gave very positive results. This practice appears to improve the management and direction of companies on issues such as productivity, employee engagement, diversity and gender equality, among other issues. The methodology is more effective, accurate, shortens the time required and reduces costs. This focus helps to minimize subjectivity, replaces previous subjectivity and allows to make decisions based on the results and indicators of an intelligent process of empirical evidence, statistics and cross-information.

The analytical methodology has a descriptive, a predictive and a prescriptive part. The first phase consists of raising one or several hypotheses. The relevant people are interviewed to know their concerns about the causes of the problem to be dealt with and what they are doing to reduce it. Then, strategies and technologies used among other techniques for business intelligence are applied. The crossing of multiple variables results in reliable, scientific and statistical information about behaviors in a few minutes. The answer helps immediately to solve the company's problems and enhance the experience of employees.

People Analytics uses advanced analytics that work on the information collected through voice communications, personal interactions, video interviews and organizational network analysis, which identifies employees according to their interactions and social relationships with workers from different companies. For this purpose, there are softwares that detect both the emotional health of employees as well as fraud, abuse and mismanagement.

Being one step ahead is not only knowing how to manage the results of these cross reference information, but also managing the impact of the risks that the management of personal and commercial data of employees can produce as regards their rights and freedoms. To prevent them, it is important to apply transparency measures, create a guarantee of data security, request permits and implement strategies such as protection, encryption, classification and mapping of the flow of personal data.

Some organizations are designing softwares to protect data and other pioneer companies in the sector are developing working teams to monitor artificial intelligence. First, the need to control the handling of this information; and, secondly, to avoid algorithm failures and ensure that decisions based on machines or data are always reasonable, accurate and good for the company.

With these preventive measures, the People Analytics application will be even more effective. Mainly because despite relying on data and technological tools, the methodology is more humanistic

since it is based on objectivity and evidence. That is, it depends not only on the technology or data available, but also on the basics of the project and storytelling that contribute to sensitivity and creativity.

THE CHALLENGE OF McDONALD'S ARCOS DORADOS CHILE

Arcos Dorados Chile opened its first restaurant on Kennedy Avenue, more than two decades ago. Today it has 81 restaurants from Arica to Puerto Montt, with more than four thousand employees.

The leaders found that there were opportunities when the talents remained stable in the restaurants. Looking for an answer, industry leaders decided to try People Analytics. Inclusion of this tool in the area aimed to use a scientific method of analysis and decision-making to solve the problems of employee turnover in that country. The objective was to figure out the story behind those who leave the company to understand the causes of the employees' departure and the risks of resignation, and to be able to implement more precise action plans to improve staff experience.

Thus, the following were analyzed and interconnected:

- **62 restaurants.**
- **Over 12,900 employees** (both current and former employees).
- **121 variables** (demographic factors, age ranges, nationality, number of hours worked per month, amount of overtime, the role within the company, restaurant climate, training and leadership, among others).

The results revealed an indirect economic impact on the business due to the resignation of employees, which were reflected in an increase in lost transactions and the fall in the value of the average ticket per restaurant.

Undoubtedly, the possibility of predicting behaviors is one of the advantages of this methodology that helps transform people's reality.

LEADERSHIP

—*Na na na na na na na na, leader!*

The organizational hierarchy of companies continues giving importance to career experiences driven by professional degrees and internal policy. But, how effective is nowadays the idea of a good boss with qualities such as punctuality, outfit and seriousness? The truth is that the vision of the new generations is aimed at understanding leadership from qualities such as fluency, adaptability and versatility. These are new profiles, new communication styles and new performance evaluation systems.

And it makes lots of sense. In changing, volatile, ambiguous, complex, uncertain and unpredictable social contexts, it is more valuable to know how to adapt to the dynamism of the era than to wear an ironed shirt. Even though one thing does not eliminate the other, young people have a clear view that their ideas are most important. Creativity became the tool to be promoted and achieve the dream role in any organization, because good ideas of today are considered makers of future. Economies have become disrup-

tive, floating, even surprising. So timing, knowing how to adapt in time and with certainty to contexts is key, and new generations were born in this type of scenario.

THE LEADER'S NEW PROFILE

And, again, when thinking about a leader (as when thinking about any role) young people will be looking at interpersonal skills, that is, self-knowledge, communication, assertiveness, active listening and feedback, among others. Using these tools, being a better collaborator is very probable, but also a more inclusive leader, close to his or her teams. Because the role of leader is no longer an armchair in an office at the top of the building, it is within everyone's reach.

One of the options to face the present is training in transformational leadership. It is about a leader who addresses the individual needs of his collaborators and his own, of course, that stimulates creativity and personal development, who knows how to communicate and transmit confidence and identification as well as his purpose to increase mo-

tivation and performance of his environment.

In addition, empathy is one of the most required soft skills in organizational leaders. Because getting out of oneself, being able to assume the realities of others allows us to be more permeable and to be aware of the needs of people, both colleagues and customers. And then we can think of employees' welfare policies and projects, products and services that are attractive and competitive in the development sector.

It is also advisable to take into account the paradigm of servant leadership, leadership as a service. A person who leads is not the same as someone who naturally has the feeling of serving and, from that choice, aims to lead. A leader with these characteristics shares power, is humble, values the opinions of others, promotes trust, stimulates the development of other leaders and thinks in the long term. The vocation of service tends to prioritize the welfare of society and the people belonging to it.

In short, a leader has to know himself, recognize his limits and

weaknesses, rely on his strengths, be aware of the impact of his leadership. A humanized view of his working environment is needed, but also knowing how to take advantage of the resources at his disposal, especially the technological ones. He must be a systemic leader, who knows how to manage relationships within generative companies, and who emphasizes efficient communication and collective work in pursuit of an objective that always points to the common good and generates a positive social impact.

EXPERIENCES AND PERSPECTIVES ABOUT LEADERSHIP

The existing practices regarding leadership have to do with that great transformation that the roles are going through. First, it is suggested to implement horizontal and vertical empathy programs. The internal communication practices of the C-Level or the company's senior management with the rest of the organization, are also highly valued. Shared breakfasts, presentations and interviews are enriching exchanges and stimulate empathy

and interaction between the different generations that usually hold these positions.

Another suggestion is the implementation of mentoring, coaching and shadowing programs. This last technique is based on the observation of one or more people in their positions. It is implemented in work environments and also in educational contexts or at home. In companies, it is used to know the know-how of a company, how to perform a job, the procedures and methods to implement, and also to establish new links and improve interpersonal relationships, among other social skills.

Role modeling programs inside and outside organizations are another useful tool to inspire and train collaborators. The model or profile to be imitated must be inspirational and spread the values, mission and way of work of the company. In this case, it is necessary to work on the leaders' training to obtain a positive result and a clear message.

On the other hand, personal and work followership programs refer to the ability to follow a lead-

er in a team, group or organization. The collaborator who listens, understands and carries out the orders of his superior is effective but does not create added value. Ideally, stimulate creative thinking, the development of new ideas and active participation. Alternative views are necessary and desired as long as they are expressed through a constructive and positive view, and that they respect the company's mission and the decision-making process.

Then, the new forms of leadership must contemplate a participatory and open model, where the personalities that make up a team have space to express themselves within the collective process. A leader who values and moderates the individuality and singularity of each member of a work group.

FEEDBACK AND FEEDFORWARD

It is clear, a leader impacts, conditions and determines. And the returns, the conversations that analyze the projection of the work are a critical dimension of this issue. Performance evalua-

tions should adopt the concept of horizontality that crosses the new leadership model, represented in the form of a network and no longer as a pyramidal structure organized by hierarchical levels.

Work teams can give very constructive feedbacks of their leaders, so one of the most important roles of the leader is to generate areas of continuous communication. The spaces of co-creation, analysis and reflection between the different generations are vital to develop aligned, collaborative and inclusive teams. In this sense, it is essential to promote actions so that leaders know their teams, which can range from personal data surveys of the leaders to the People Analytics application.

Then, we have the place for feedback, recognition and mentoring that foster dialogue and development, especially the practices of ascending mentoring, reverse mentoring which favor horizontal leadership. The new model stimulates the suggestions of the collaborators to the leaders, even in the form of a direct report, without destroying the vertical leadership, necessary in the companies. The possibility of sharing feelings

collapses the rigidity in intra-business relations. This format of open communication and constant and instantaneous return are key to the change that the new generations drive. The best feedback is generative, the idea of projecting and not challenging.

The new workforce ecosystem where various forms of hiring and employability coexist, promotes the exploration and experimentation of different economic models to attract talent. But, above all, it is redefining the relationship between the collaborator and the leader. The creation of new leadership proactive alliances is essential to develop strategies and implement programs that take advantage of what the new generations have to offer. Perhaps the question is not how to continue being attractive to young people, but to be encouraged to go out and look for external solutions and bet on collaborative work networks and entrepreneurship.

EDUCATION AND THE WORLD OF WORK

We will say it without hesitation: the current society is not

going through a period of breakdown of the previous models, these have already been broken. The paradigm changed. Endeavoring to fit the present into old structures is useless. It is not that new generations do not want to adapt to companies, but that they do not fit there. It is as if we wanted to put a tire in a wagon wheel. The goal is to create a new tire, and the manufacturing process begins at school.

Most elementary school programs deal with content and, thus, children fail or get bored. It is time for transformative schools, innovative teaching abilities placing the person at the center, education based on emotions and within the framework of community concept.

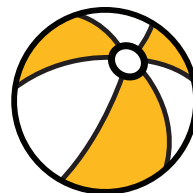
Multiple sector agreements among companies, governments and the educational area are a good starting point. Facilitating joint work spaces between education and the world of work is essential to reduce the gap that young people identify from the moment of leaving school and accessing their first employment, and also to reduce levels of unemployment and lack of training.

To achieve this, organizations also have to spend time thinking about their needs for the future, getting all employees involved.

Educational challenges open in the face of technology and soft skills. And the most challenging issue is not “adding these topics or these tools to the classroom”, again as in the workplace, it is about drawing dialogues, where new languages flow.

THE WORLD OF WORK FOR THOSE WHO ARE STILL CHILDREN.

And since we are never prepared enough, our aim at McDonald's Arcos Dorados Latin America is to continue listening to those who will be the next workforce in just 10 years. We invited a group of boys and girls between 7 and 8 to talk, while playing, to understand what they think about the Future of Work.



What do the little ones think?

The proposal was to invite a group of children to the MCD offices. The idea was to invite them to play but that they could also give their opinions about the world of work.

Children who are now under eight years old imagine a completely different future of work from that projected by teenagers.

**How do you imagine the future of work?**

"I imagine machines working and humans, with their experience, helping them to do the job".

"I imagine more robots because a metal arm can do more things than a human one".

How many hours would you be willing to work per day?

30 hours!

How much does responsibility have to do with work?

"Responsibility is something you have to do and work is something you are not required to do".

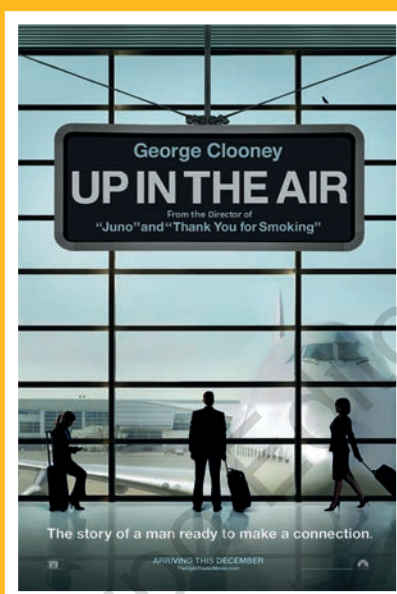
"A job is commitment and responsibility".

How important are vacations?

"They are intended to have more strength and more energy".

"They are very important. It's not good to be called from work on vacation".

While their vision may be somewhat distorted, it is essential to be aware of their dreams, desires and looks because, in ten years, they will be the talent to capture, the new collaborators, the competitors and the company's customers. That is why it is so important to give room for thought, reflection and exchange on the future of work in different fields. What will these centennials expect from a first job? What skills will they bring to companies? What will be their purposes? It is about to be discovered!



I AM STILL WONDERING

A film that, by its name translated into Spanish, it says little. In “Up in the air” (In Spanish something like: “Love without scales”) (2010), Bringham dismisses people for other companies and has a lonely life, free from emotional relationships. His work keeps him traveling more than 300 days a year, until a young promise comes to the company to propose a new way of working.

Humanize or technologize work processes. Experience versus new perspective. Empathy and encounter. A powerful story to think about the work universe and the configurations of people in it.

Chapter 8.

From CREATION to CREA-ACTION

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As we are approaching the last lines of the book, there is something that must be clear. At least, the path we wanted to trace to think about the future (or the present) of work. The path is the meeting, because if the key to reflection is to humanize some processes that have been standardized, have become routine and, thus, have lost the individual characteristics and specific nature of the social contexts, the only way out is to meet again.

Therefore, although some keys or answers were systematized, in general, questions are yet to be answered. However, we do not necessarily need to anxiously look for an answer, questions can serve as points of reflection and debate, and eventually impact on specific practices.

Then, we share the concerns that appeared during the project, signs of this questioning and construction path.

- *What are companies working on to challenge current organizational structures and promote networking?*
- *What are they doing to rethink career development to promote learning at an exponential rate?*
- *What should organizations need to go through to implement mentoring 360?*
- *What should be modified to give youth better professional opportunities?*
- *Why do so many ideas associated with the need for comfort at work arise?*

- *How should the current model of productivity control evolve?*
- *How to take advantage of technology to enable new habits?*
- *How are companies going to achieve the articulation of the hypertechnological and the hyperhumanist?*
- *How should compliance policies change to meet the new integration expectations between personal and work life?*
- *Why did more ideas associated with other frameworks, such as sports and art, not arise?*
- *What will be the sources of inspiration (not just of necessity) for future work?*
- *How are you preparing your team for business transformation?*
- *How can business organizations re-establish their alliances with the rest of social organizations to work in a youth involvement network?*

Each of us, in the place where we choose to stay, may commit ourselves to change the future of work. We can devise but also prototype, that is, do or at least try. Contribute from the micro to build the macro. The experiences and proposals presented in this book are starting points, not goals.

We believe in the importance of pollinating the spirit of the Creatón initiative, of our daily work with young people, of active listening. Let's investigate, explore and take nothing for granted. As from today, let's incorporate the chip that turns everything we are going to do in: *Could we improve it? Could we do it otherwise?*

Write down your ideas here. 

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Write down your suggestions here. 

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Build a different present to achieve a better future with us.
Join the hashtag **#Creatones** conversation on Twitter.

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We would like to heartily thank those who have made this book possible. To all of them —collaborators, partners, social organizations and McDonald's Arcos Dorados Latin America friends—, for their testimonies...

Thank you so much!

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