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An aerial photograph of a city, likely Oxford, featuring a prominent domed cathedral (Christ Church) and numerous spires. The scene is captured during the golden hour, with warm sunlight illuminating the stone buildings. A white rectangular box is overlaid on the center of the image, containing the title and authors of a paper.

THE FUTURE OF EMPLOYMENT: HOW SUSCEPTIBLE ARE JOBS TO COMPUTERISATION?*

Carl Benedikt Frey[†] and Michael A. Osborne[‡]

September 17, 2013

Abstract

We examine how susceptible jobs are to computerisation. To assess this, we begin by implementing a novel methodology to estimate



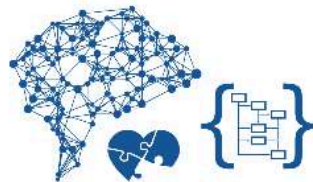
TECHNOLOGY AT WORK v2.0

The Future Is Not What It Used to Be

Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



in 2015

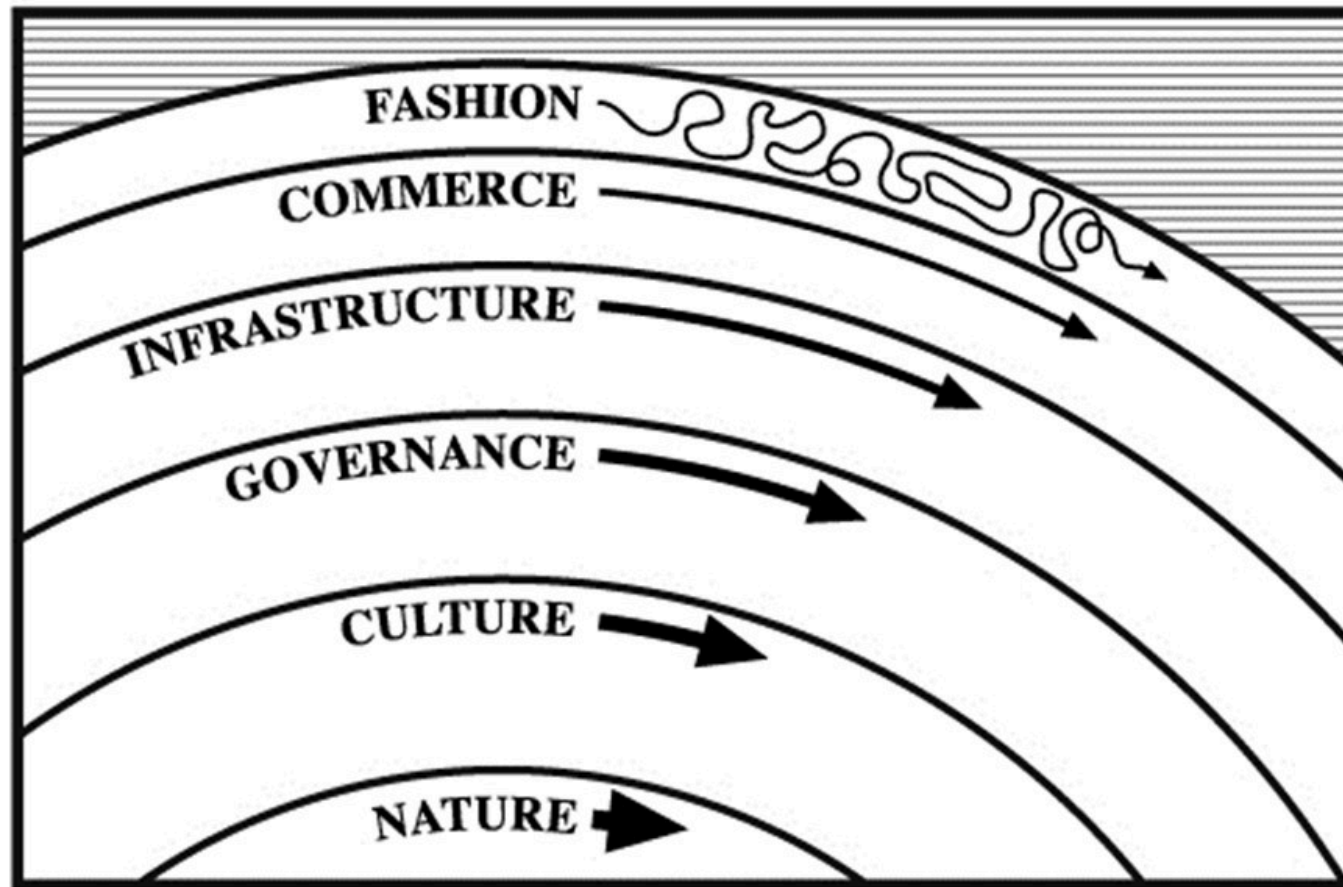
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

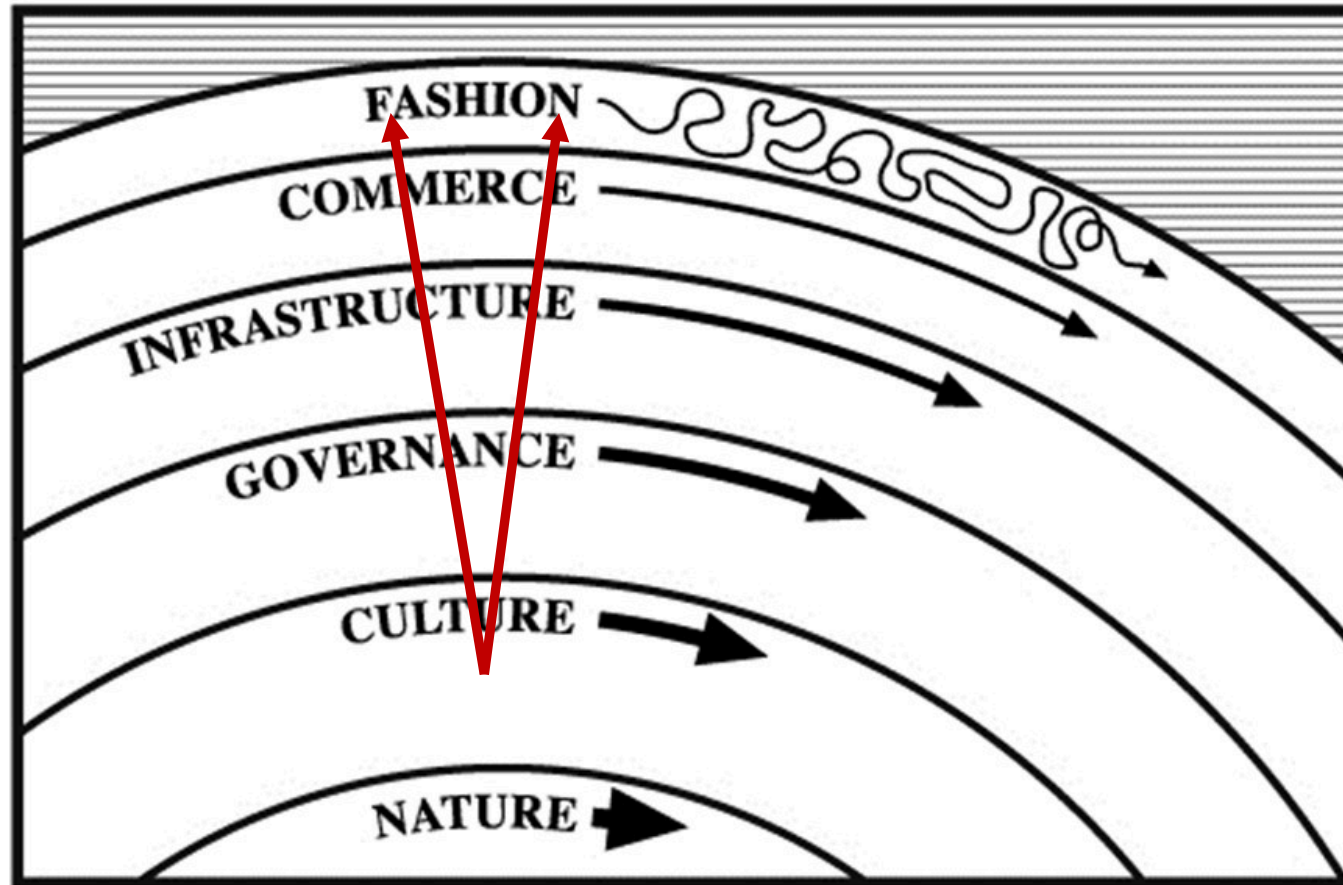


Pace Layering



Source: Brand, S., 1999, *The Clock of the Long Now*, p. 37.

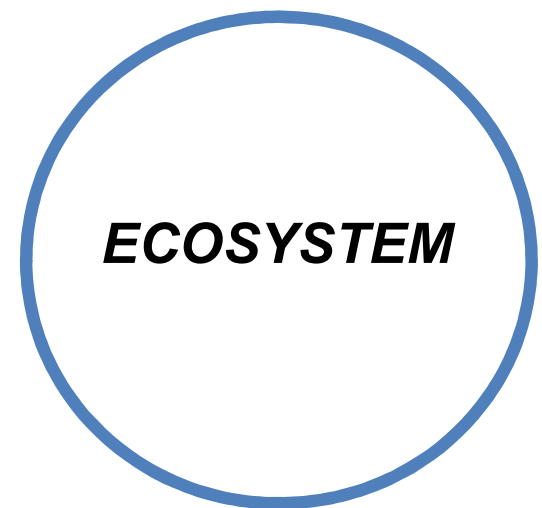
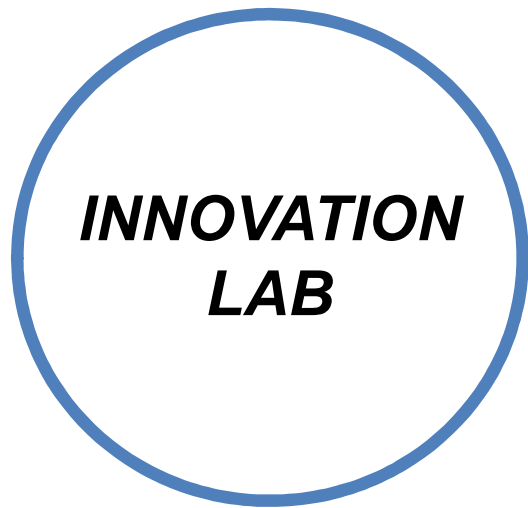
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Source: Brand, S., 1999, *The Clock of the Long Now*, p. 37.

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THE DIFFERENCE
BETWEEN LISTENING
+ PRETENDING TO LISTEN
I DISCOVERED,
IS ENORMOUS.

Willing to
let them

ways of Thinking + Acting

Can Be Done
With The Same Level
Of Conviction that Created It
- Einstein

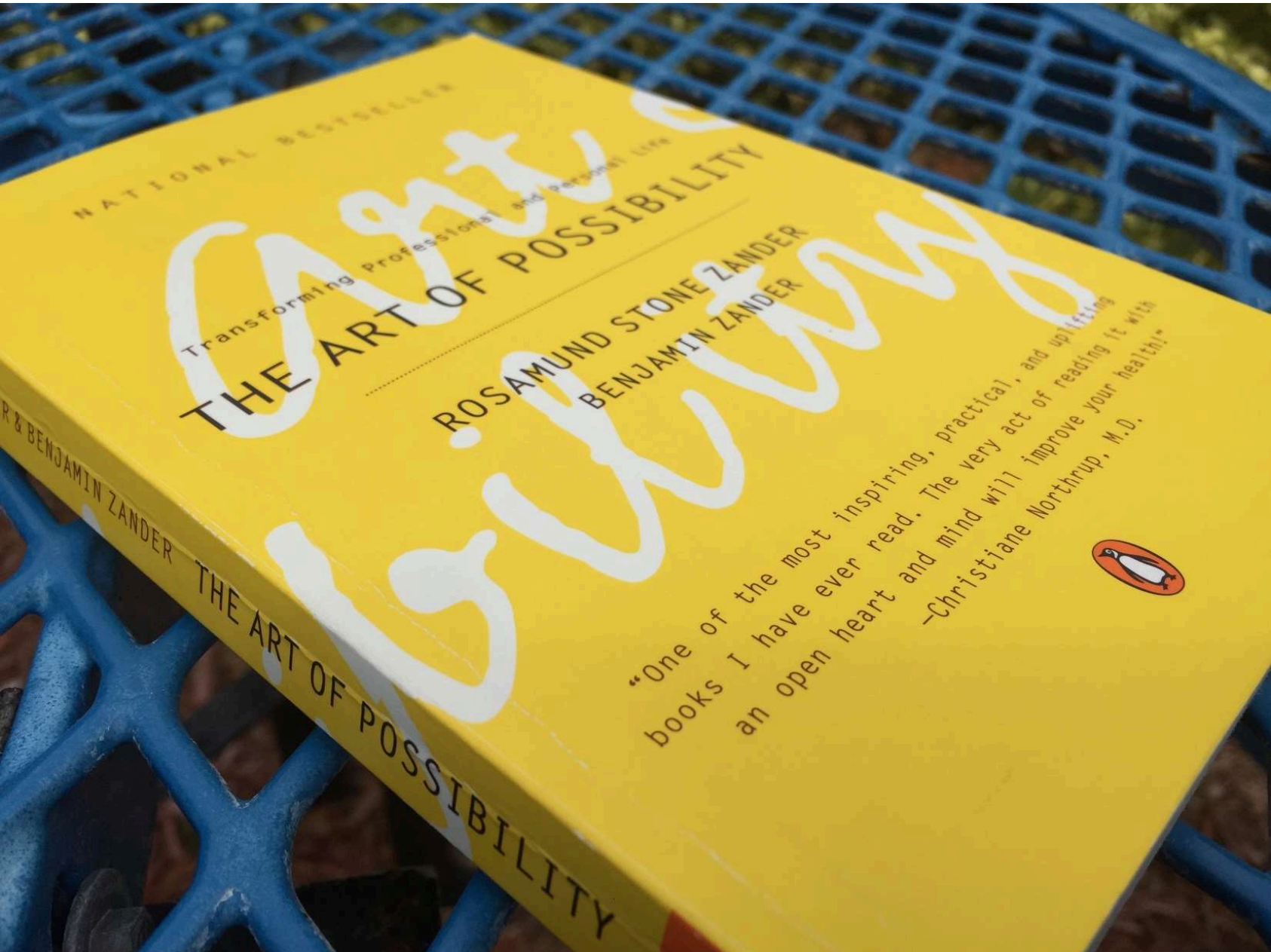
Authentic

(THROUGH)
AUDACITY

THINK

Judgement

You don't have to be great
But you have to start



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“HOW FASCINATING!”



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THAT...”**



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