

Sessie 28 Digitale inclusie

De inclusieve arbeidsorganisatie

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Maastricht University



Werk wordt

1 Extensiever

- co-creatie
- meerdere werkplekken
- platform

2 Intensiever

- technologische en sociale versnelling
- taakcomplexiteit
- sociale vaardigheden
- werk-privébalans
- verantwoordelijkheid

“zelfuitbuiting in ruil voor autonomie”?

3 Ontworpen voor passend gekwalificeerde mensen zonder beperkingen



Humans 2.0

WEF Davos panel (22 jan 2019) “harnessing the power of people”

“We need a “re-definition of the meaning of employment, community and work. Humans 2.0 accept that technological change is constant, and that organizations are a vehicle to come together to make a positive social impact.”

“The present workforce is willing to adapt, and take responsibility of developing itself, if they identify with the purpose of the organizations they support.”

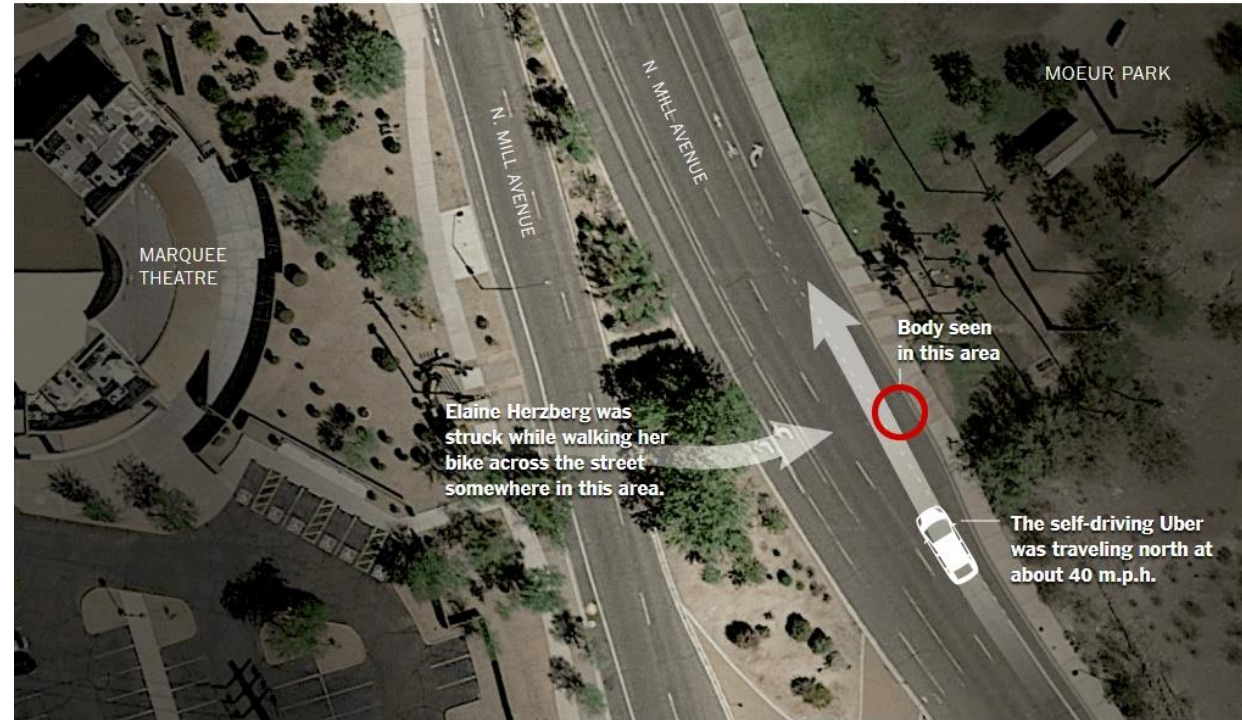
<https://www.brightline.org/events/humans-2-0-designing-and-implementing-a-future-proof-strategy/>



Impact automatisering

- Mentale werkbelasting
- Sitatiebewustzijn
- Vertrouwen & betrouwbaarheid
- Zelfgenoegzaamheid
- Deskilling

(zie bijv. Chen, Barnes, Harper-Sciarini, 2011)



<https://www.nytimes.com/interactive/2018/03/20/us/self-driving-uber-pedestrian-killed.html>



OECD Social, Employment and Migration
Working Papers No. 202

Automation, skills use and
training

Ljubica Nedelkoska, Glenda Quintini



JEL Classification: J20, J21, J23, J24

The missing middle

Lead	Empathize	Create	Judge	Train	Explain	Sustain	Amplify	Interact	Embody	Transact	Iterate	Predict	Adapt
H				Humans complement machines			AI gives humans superpowers			M			
				Human and machine hybrid activities									
Human-only activity				Human and machine hybrid activities						Machine-only activity			

"A richly detailed guidebook leaders need to capture the opportunities of AI and the fourth industrial revolution."

—KLAUS SCHWAB
 Founder and Executive Chairman, World Economic Forum

HUMAN +
Reimagining Work in the Age of AI
MACHINE

PAUL R. DAUGHERTY
 H. JAMES WILSON

HARVARD BUSINESS REVIEW PRESS

"Engineering bottlenecks"

Fijne motoriek

Creativiteit

Sociale intelligentie

Sociale opmerkzaamheid

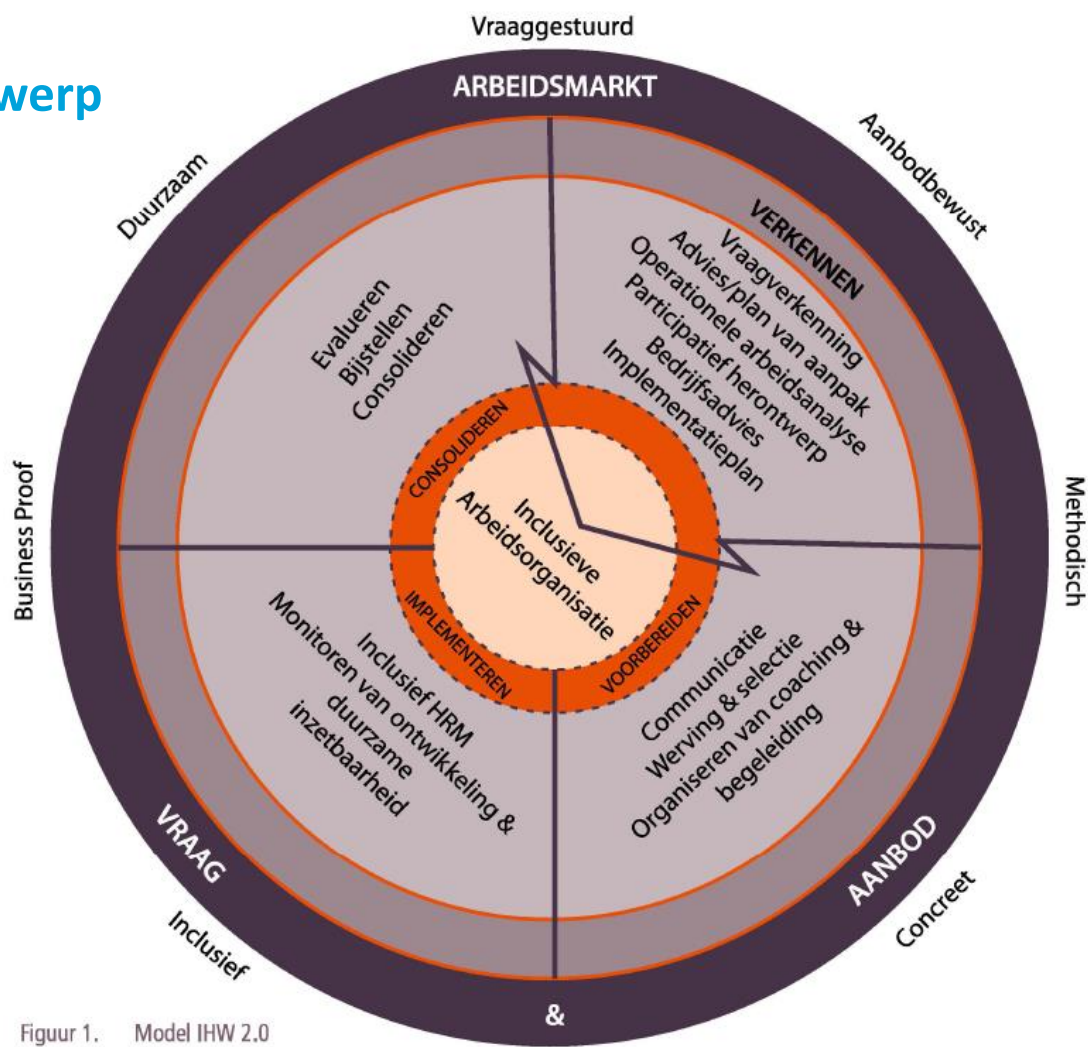
Onderhandelen

Beïnvloeden

Hulp en verzorging

Human and machine hybrid activities					
Humans complement machines			AI gives humans superpowers		
TRAIN	EXPLAIN	SUSTAIN	AMPLIFY	INTERACT	EMBODY
Rehumanizing time			Intelligent interrogation		
Responsible normalizing			Bot-based empowerment		
Judgment integration			Holistic melding		
Reciprocal apprenticing					
Relentless reimagining					

Inclusief herontwerp



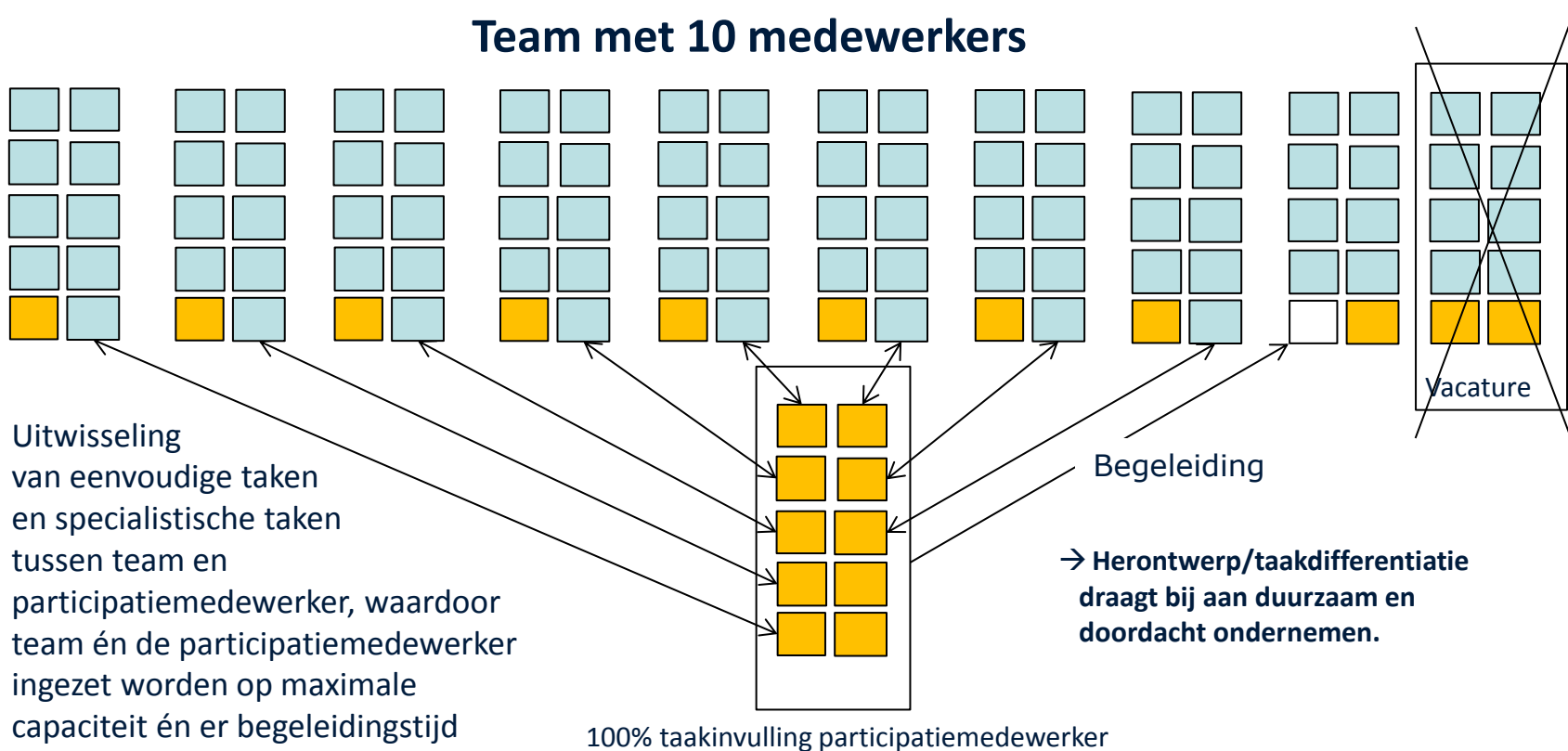
Figuur 1. Model IHW 2.0

Van Ruitenbeek, Mulders & Zijlstra (2019)



Inclusief herontwerp

Team met 10 medewerkers

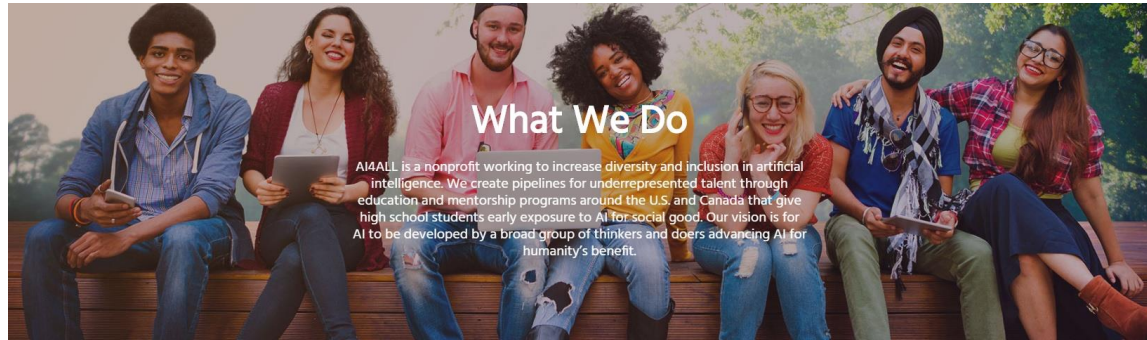


Prioriteer mensen (met beperkingen)

Mensgecentreerd ontwerpen, human-in-command;
“beperking” is het onvermogen om je aan te passen
aan de wereld zoals die nu is ontworpen

“Zoek een persoon die past bij de baan” =>
“Creëer een baan die past bij de persoon”

Help mensen menselijke relevantie te bewaken
(technologisch/digitaal burgerschap; AI4ALL)





Meer informatie?

www.inclusievableidsorganisatie.org