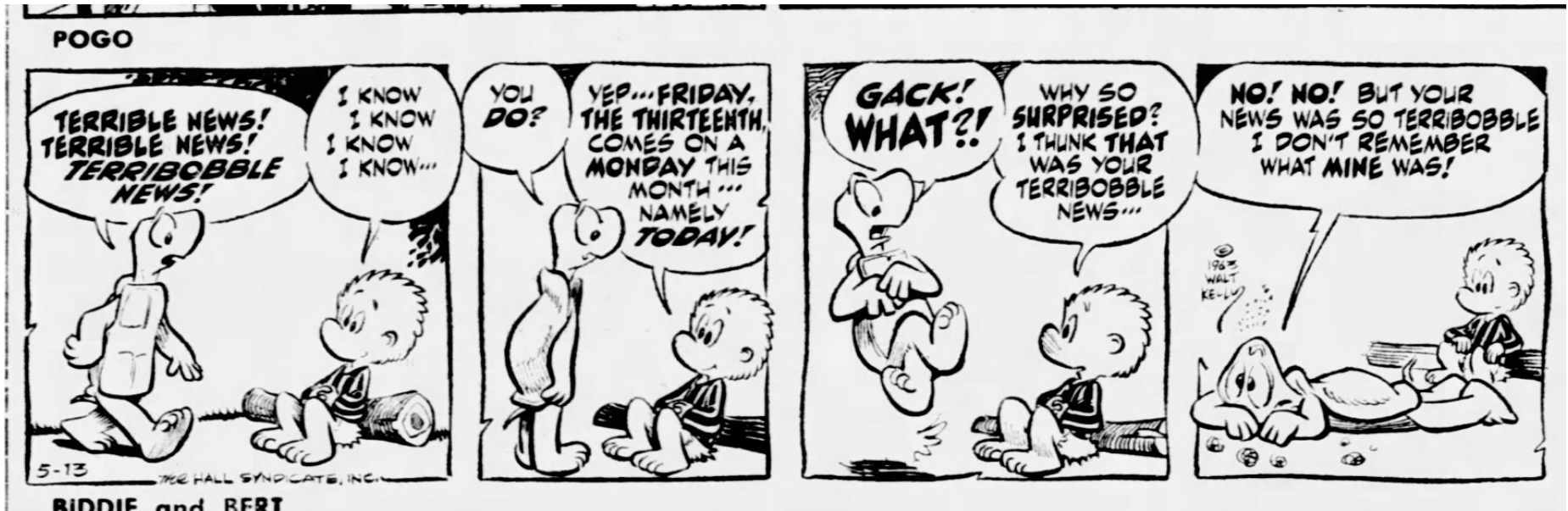


The Changing World of Work

Keeping the Job





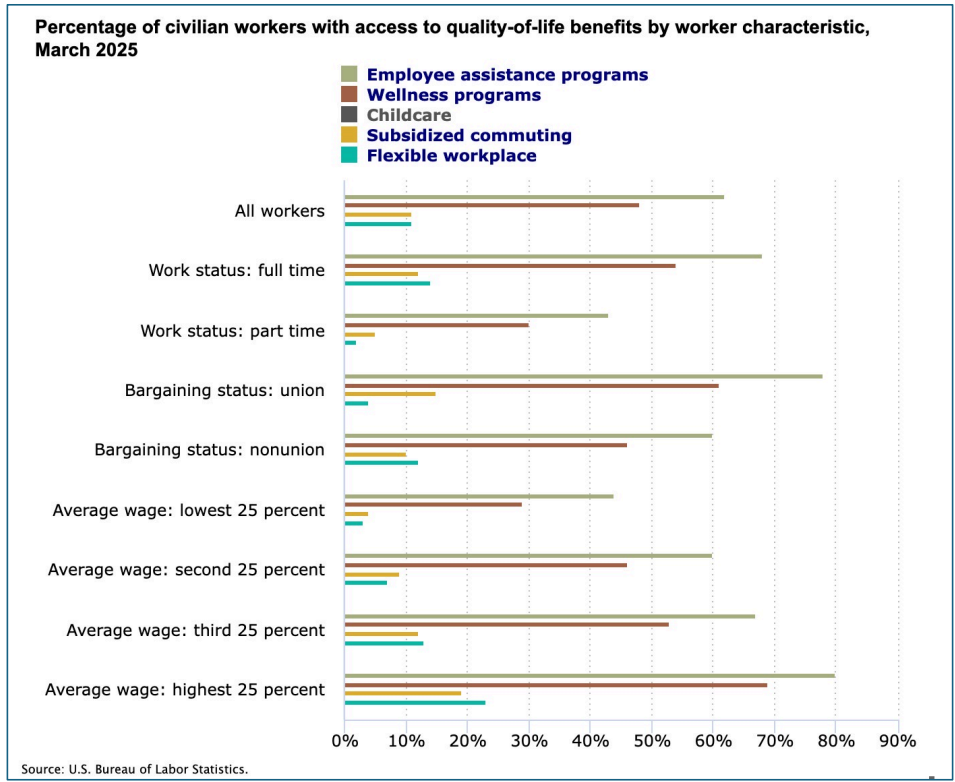
Beware the Ides of April



Course outline

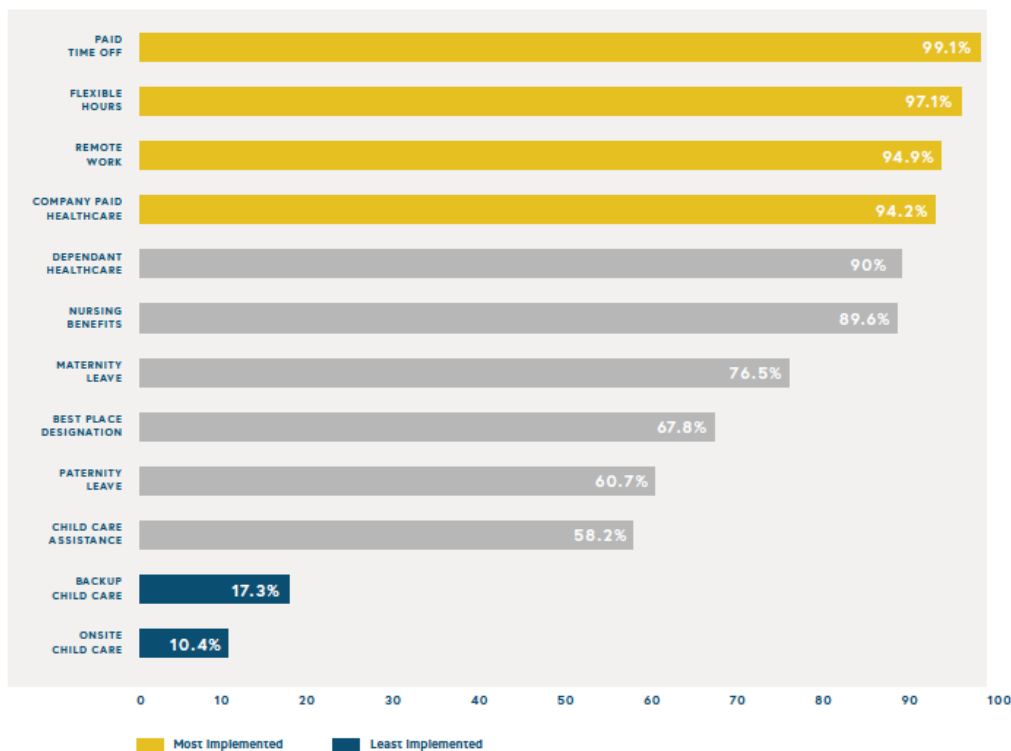
Date	Topic	Notes
3/23	Finding a job: What's it like out there?	
3/30	Doing the job	
No class meeting on 4/6		
4/13	Keeping the Job	
4/20	Losing the Job	Lori MacGregor, Reignition Project
4/27	Looking Ahead	Shannon Curtis, Assumption Career Development





What to Know About the Growing Popularity of Employer-Sponsored Child Care

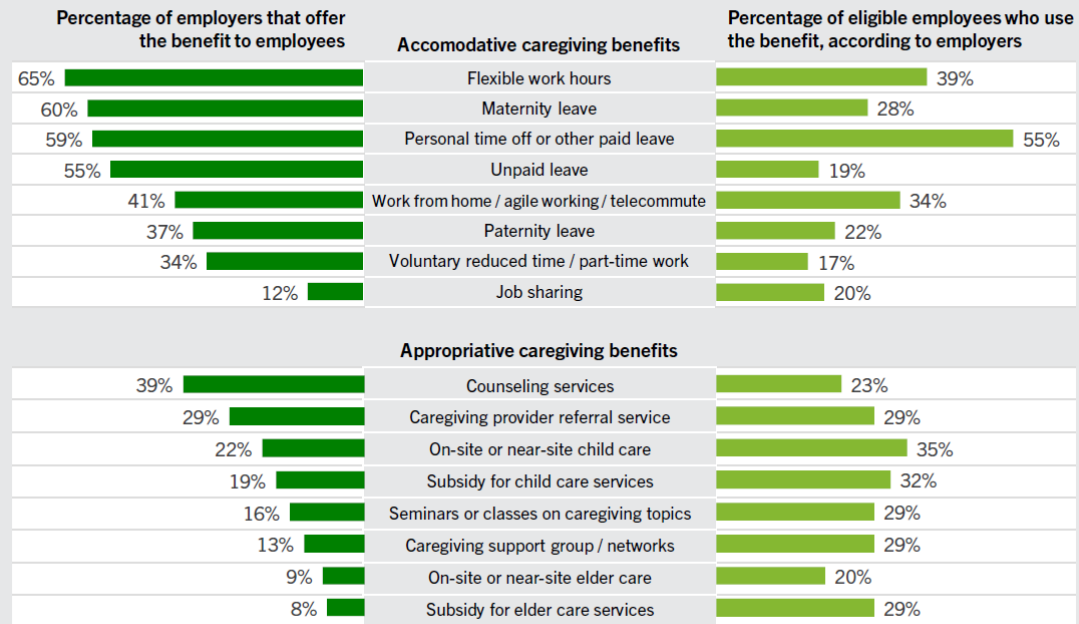




Incentivizing Employer-Supported Child Care in Massachusetts



Figure 13: Availability and usage of benefits: Despite eligibility, employees don't use many of the benefits offered



Source: "Survey of U.S. Employers on Caregiving." Project on Managing the Future of Work, Harvard Business School.

Growing Caregiving Crisis Hurting Firm Profitability, Employee Productivity



May your commute be
only half as awful as
the job you're
commuting to.



someecards

For many New Englanders, working in Boston means an
exhausting commute





Eating a tarantula to build team spirit

'Survivor' Style Corporate Retreat Descends Into Hellish Nightmare



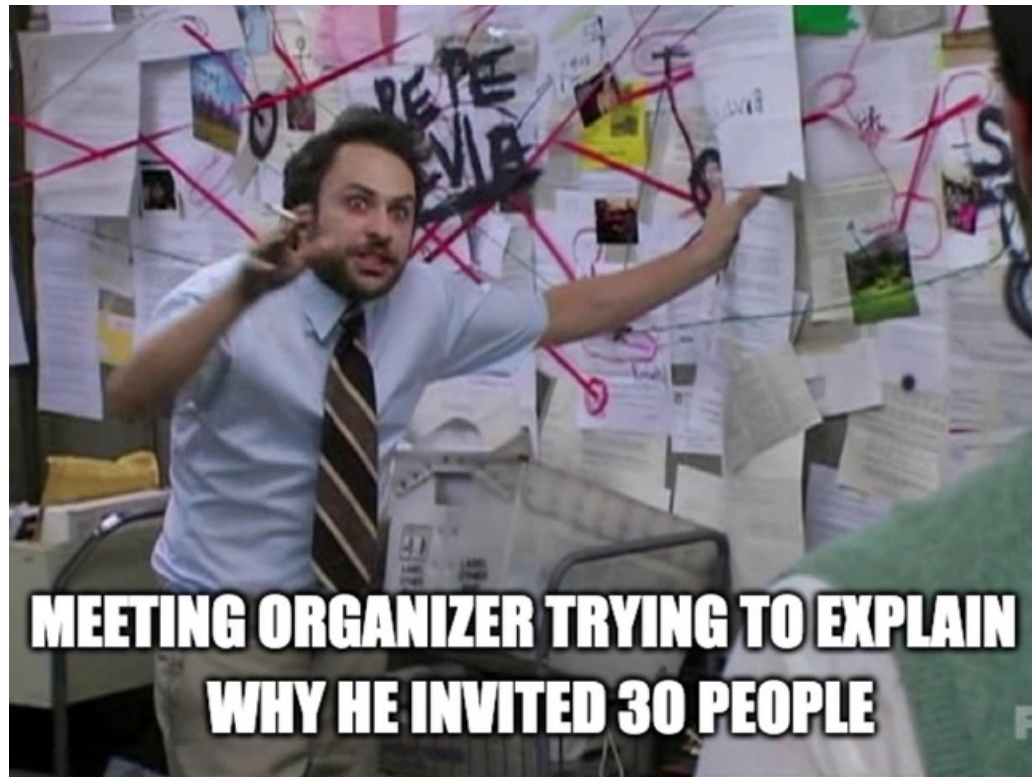
“Must be willing to work in a fast-paced and exciting environment.”

The environment:



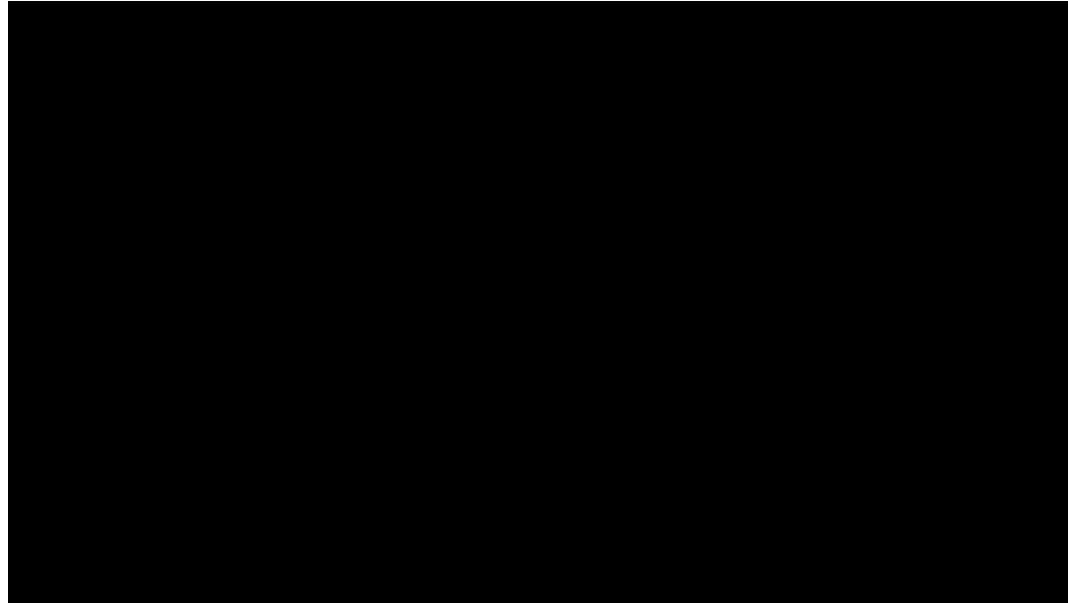
Welcome Back to the Office. You Won't Get Anything Done





Bad meetings destroy your soul





Explain it as you would to an eight-year-old



The employee dilemma



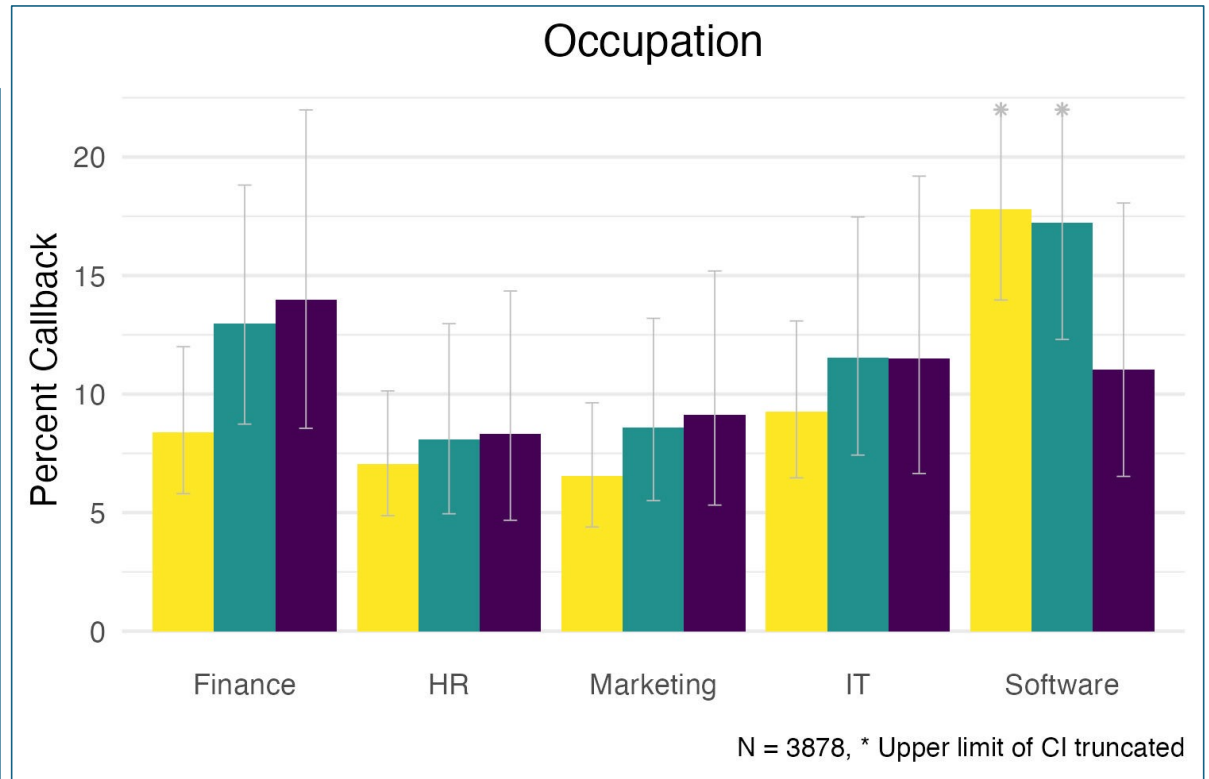
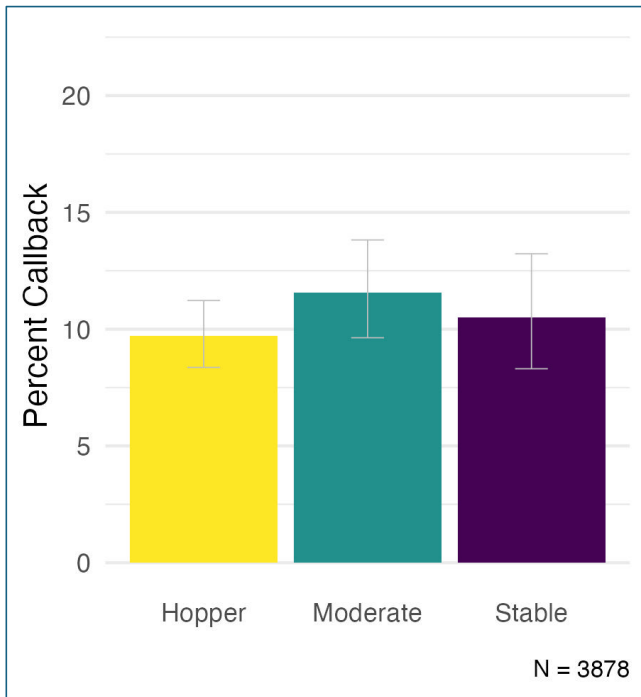
Staying employed while employed





A Framework to Implement Academic Digital Badges When Reskilling the IT Workforce





Do employers care about job-hopping?

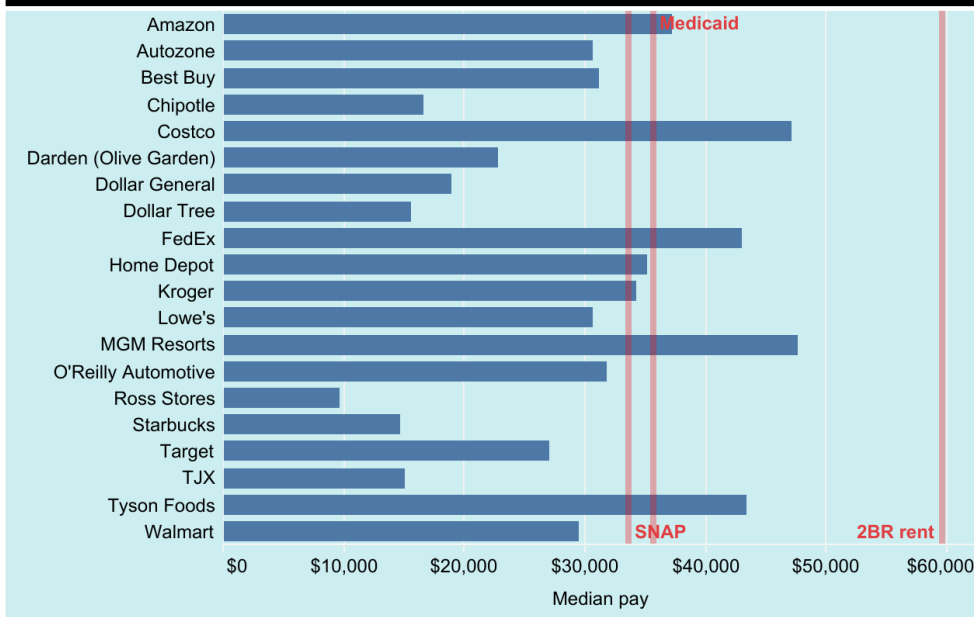




Time vs. Competencies



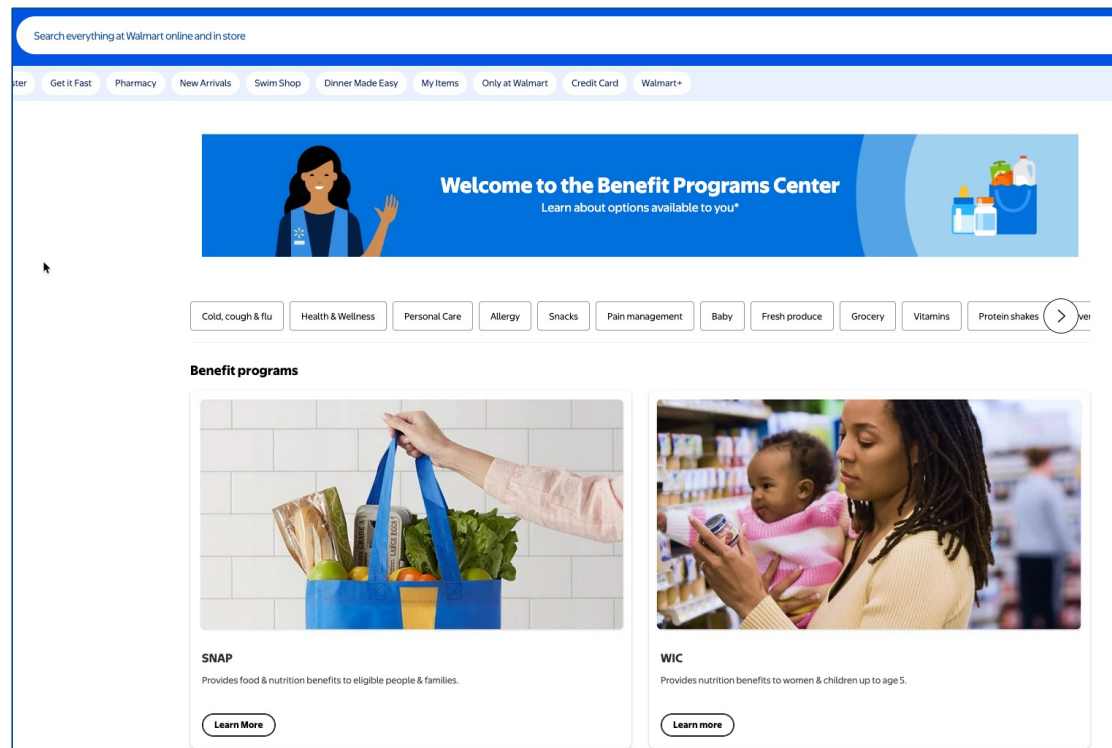
Median Pay at Most Top 20 Low-Wage Firms Doesn't Cover Basics
 Median pay v. income levels for SNAP/Medicaid for a 3-person family and for 2 BR rent, 2024



Source: Institute for Policy Studies analysis of company proxy statements

Meet the 20 Corporations That Are Major Culprits in the Affordability Crisis





Monopsony

Why don't Walmart workers walk away from low pay?

The Atlantic: The Walmart Effect



Surveillance pay systems use real-time monitoring of worker behavior and emotions to automate both companywide wage structures and individual pay decisions

Two types of automated compensation decision-making systems, the data they use to make their calculations, and which sectors are deploying them

Automated workforce compensation decision-making systems			Automated wage calculation decision-making systems		
Workforce data collected and analyzed	Firm use	Sectors deployed	Individual data collected and analyzed	Firm use	Sectors deployed
<ul style="list-style-type: none"> • Historical and real-time traffic • Video, audio of worker behavior • Customer satisfaction reports 	<ul style="list-style-type: none"> • Workforce wage structures <p>(This may include bonus structure, productivity quotas, etc.)</p>	<ul style="list-style-type: none"> • Logistics (transportation, delivery, warehouse) • Health care • Customer service • Manufacturing • Retail • Hospitality • Finance • Education 	<ul style="list-style-type: none"> • Efficiency, speed, location • Task, shift duration • Emotion and sentiment • Speech patterns 	<ul style="list-style-type: none"> • Individual wage determination and task allocation <p>(This may rely on predictive analytics, real-time behavioral evaluation, etc.)</p>	<ul style="list-style-type: none"> • Logistics (transportation, delivery, warehouse) • Health care • Customer service • Retail • Hospitality

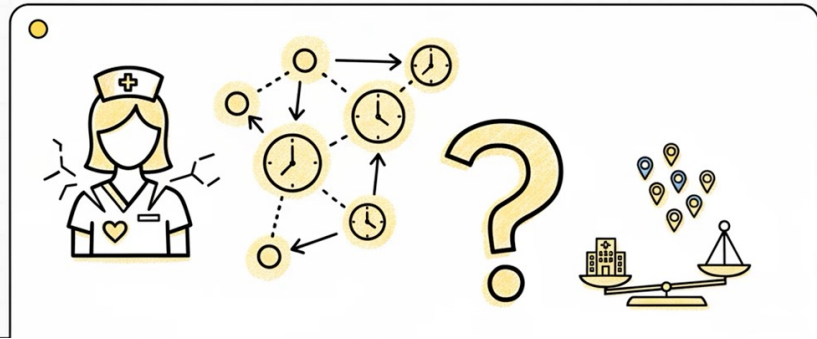
Source: Veena Dubal and Wilneida Negrón, "How Artificial Intelligence Uncouples Hard Work from Fair Wages Through 'Surveillance Pay' Practices—and How to Fix It" (Washington: Washington Center for Equitable Growth, 2025).



Employers are using your personal data to figure out the lowest salary you'll accept

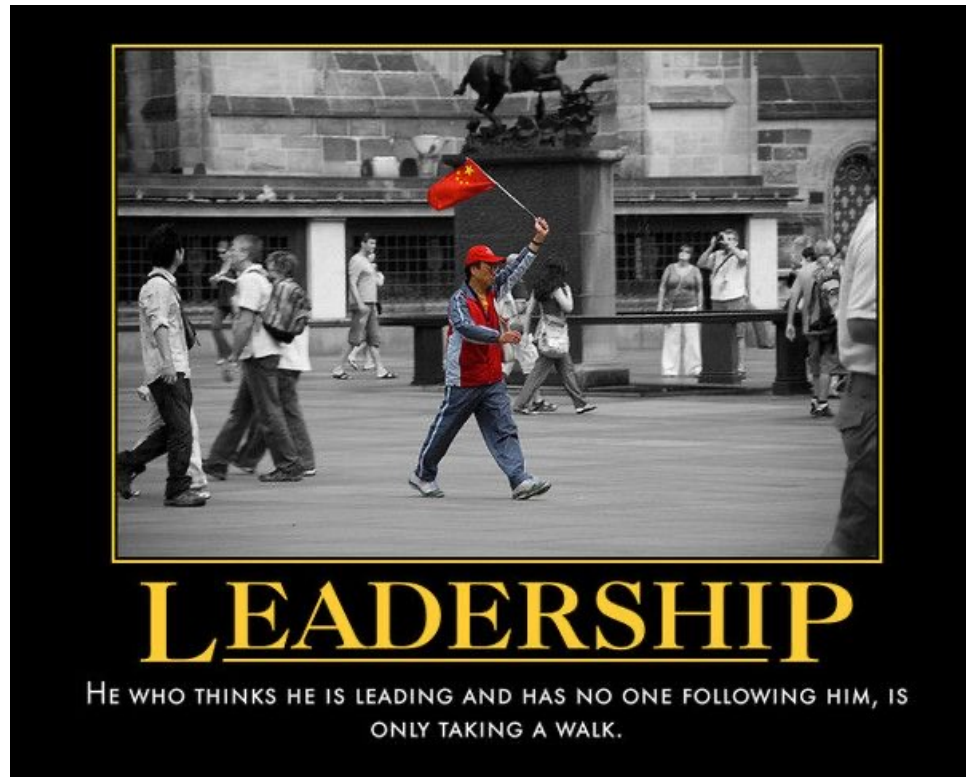


The Gig Nurse



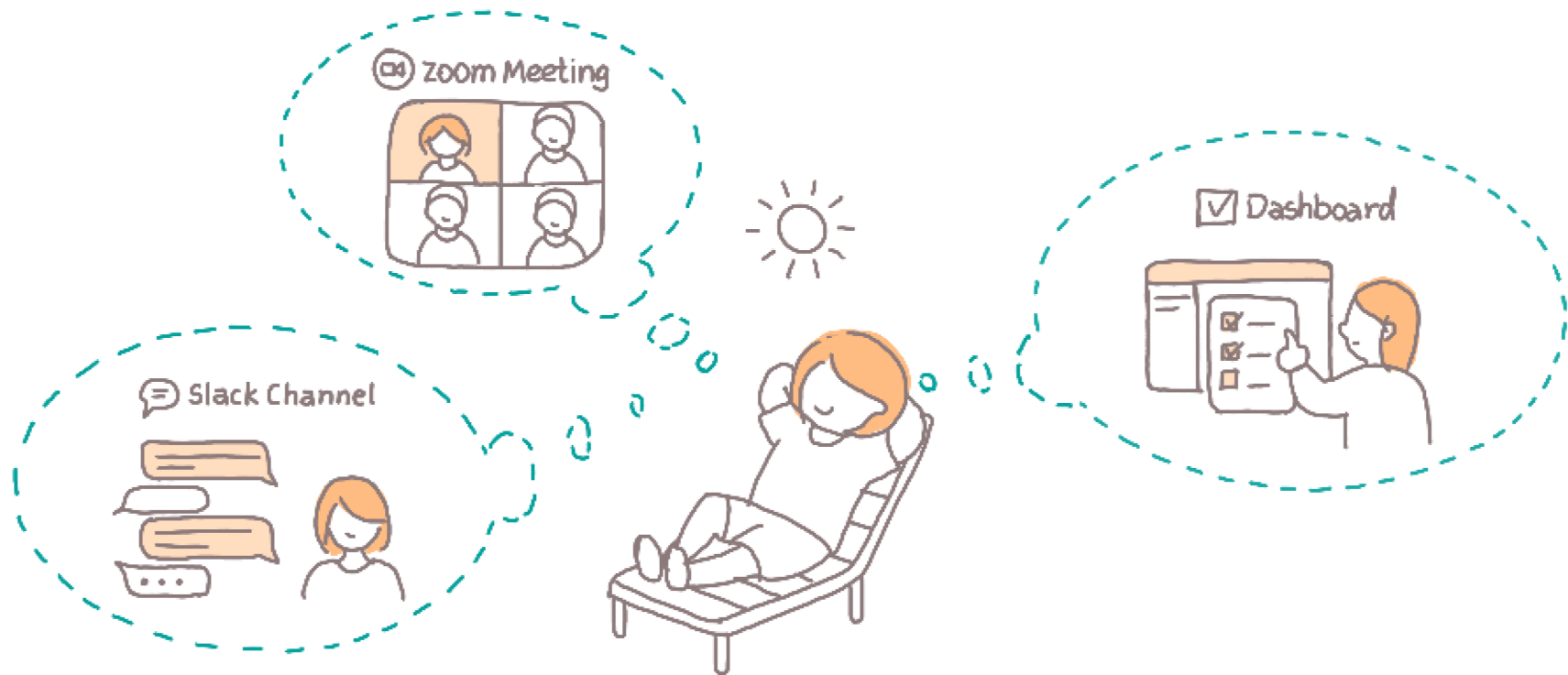
It gets worse





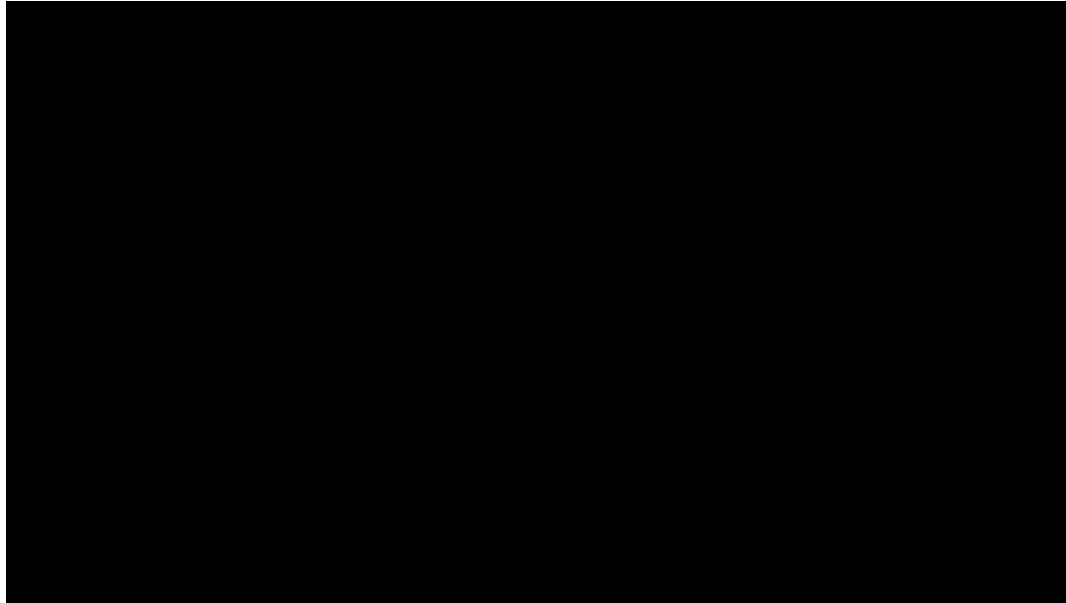
How to Find Leaders Early Using Neuroscience and AI





If you love your boss, imagine how much more you'll love their AI twin





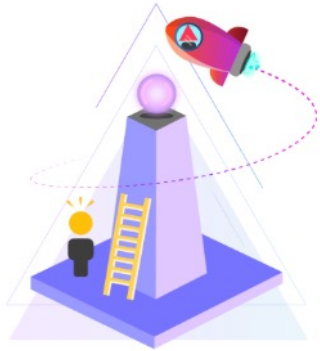
Burger King will use AI to check if employees say 'please' and 'thank you'





Lyft CEO says robotaxis could create a new role for humans: the 'car tender'





46% of workers fear skill obsolescence within 5 years



Time constraints and irrelevant training remain **major hurdles** to upskilling



Only 4% believe generative AI makes engagement in training less important

Skill Obsolescence



Executive Summary

The Signaling Gap

Oversupply of generalists

Labor market operating in mismatch, workers promote one set of capabilities while employers pay for another.

Why it matters

Workers compete on “safe” signals that no longer differentiate talent. Employers lack, want and reward capabilities that workers under-signal.

WAsX example

Generalist skills appear most frequently in worker profiles, placing them firmly in surplus, while skills such as technical depth, scientific methods, analytical precision, digital execution, and work stewardship are undersupplied.

Skills Have Price Tags

Skill value is role-specific, not universal

A skill correlated to increased pay in one role and/or industry can be correlated to reduced compensation in another.

Why it matters

WAsX challenges the long-standing assumption that some skills are always “high value”, as value is governed by the micro-economy of each role.

WAsX example

Signaling strategic analysis is correlated with validation lead salaries being over \$10K lower, while sales representative salaries are nearly \$8K higher.

-\$10k vs. +\$8k

AI Is Redistributing Value

AI is reshaping what skills are worth

Gen AI is correlated with reduced demand for routine, structured cognitive work and increased demand for judgment, coordination, compliance, and domain expertise.

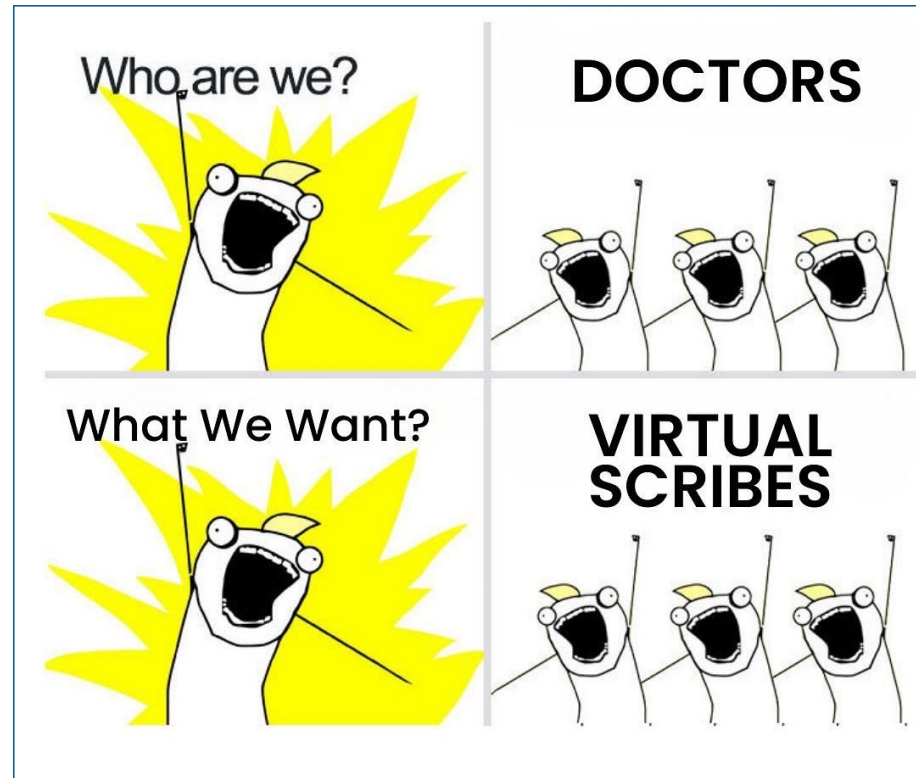
Why it matters Instead of automating work away, AI is redistributing economic value across the skills spectrum.

WAsX example

Declining demand for writing and routine analysis; rising demand for regulatory or compliance-related and operations management skills.

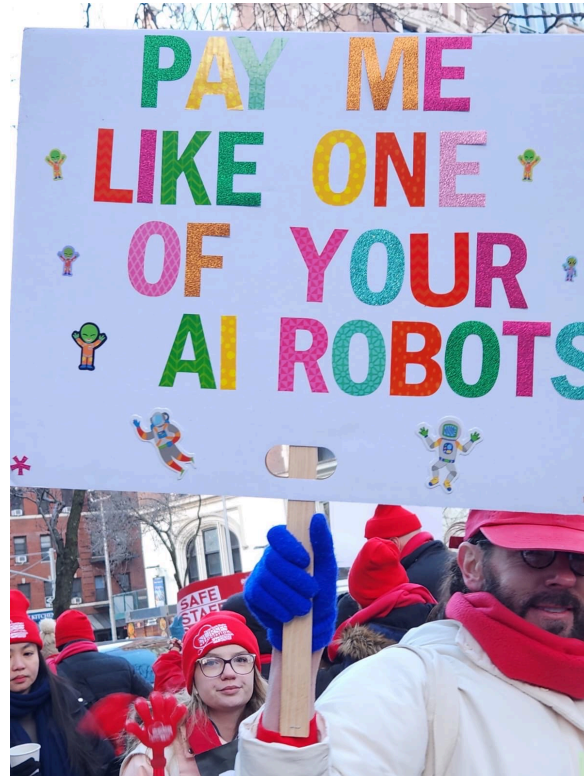
Skills Mismatch (Warton-Accenture Skills Index (WAsX))





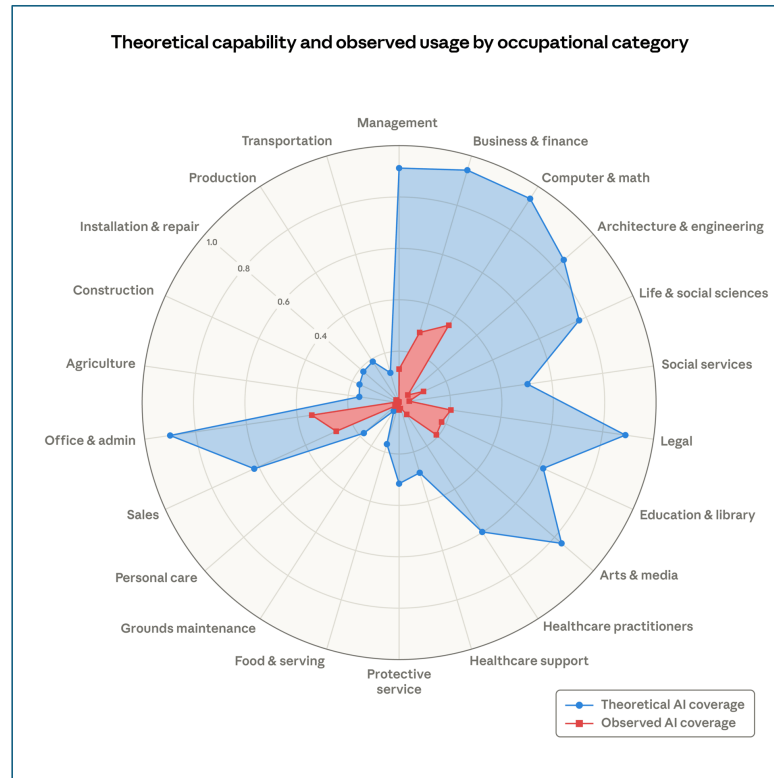
Time saved with AI scribes for medical professionals \approx 16 minutes/day





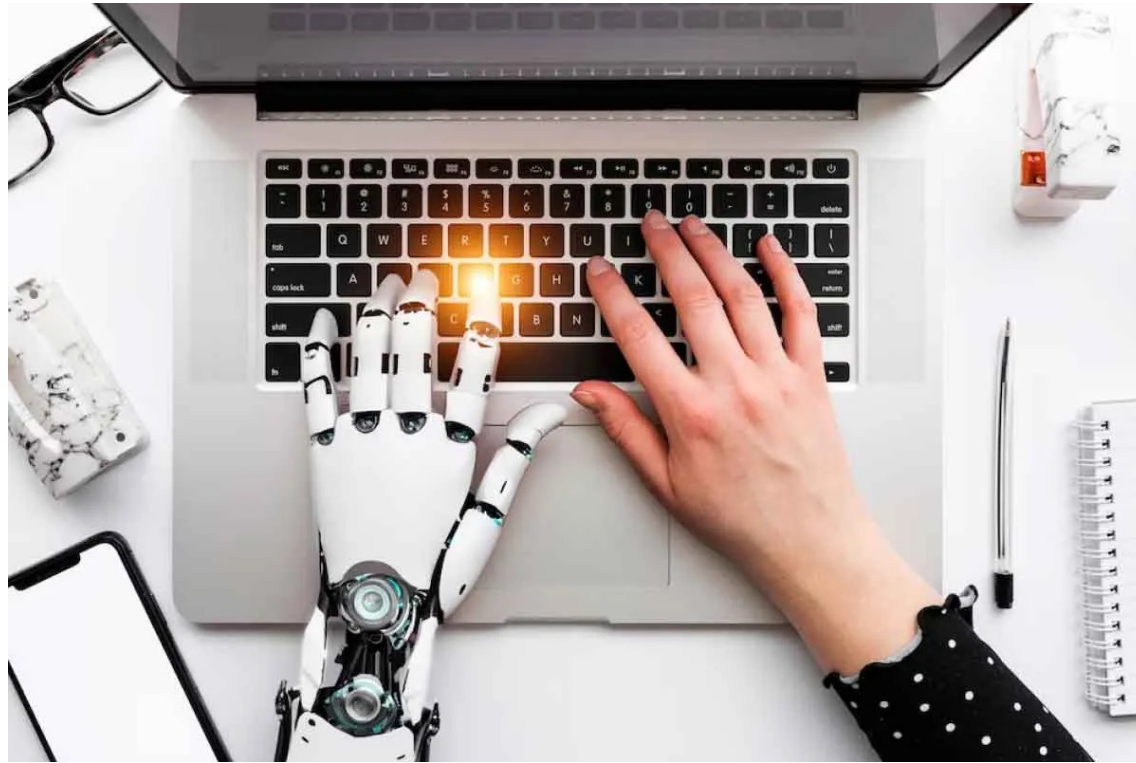
The Nurses Union Breaking Ranks to Fight AI in Hospitals





Anthropic: Labor market impacts of AI: A new measure and early evidence





‘There’s a lot of desperation’: skilled older workers turn to AI training to stay afloat



How lower-wage Americans say they feel about AI

Survey of 3,048 workers with Bachelor's degrees or less earning under \$50k conducted Oct. 28-Nov. 11, 2025

How do you feel about AI?

Positive 48%

Negative 52

Is the U.S. government prepared to address the opportunities and challenges posed by AI?

Prepared 44%

Not prepared 56

If you could, would you stop AI companies from developing technology that could eliminate a lot of jobs?

No 30%

Yes 70

Data: HarrisX poll; Note: Margin of error is ± 3.1 pp; Chart: Axios Visuals

Most lower-wage workers think AI threatens their jobs



'Hows work going?'

Me: Yeah everything's on track!



AI Doesn't Reduce Work—It Intensifies It

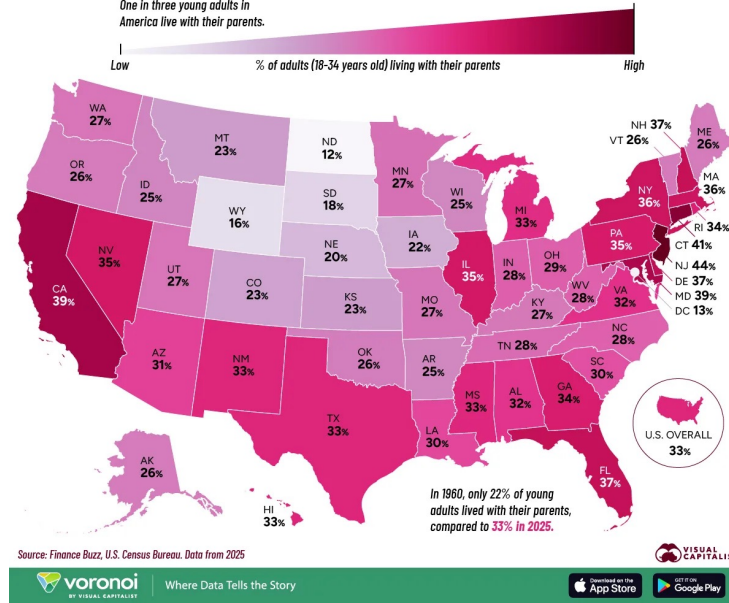


YOUNG ADULTS

Living with their Parents



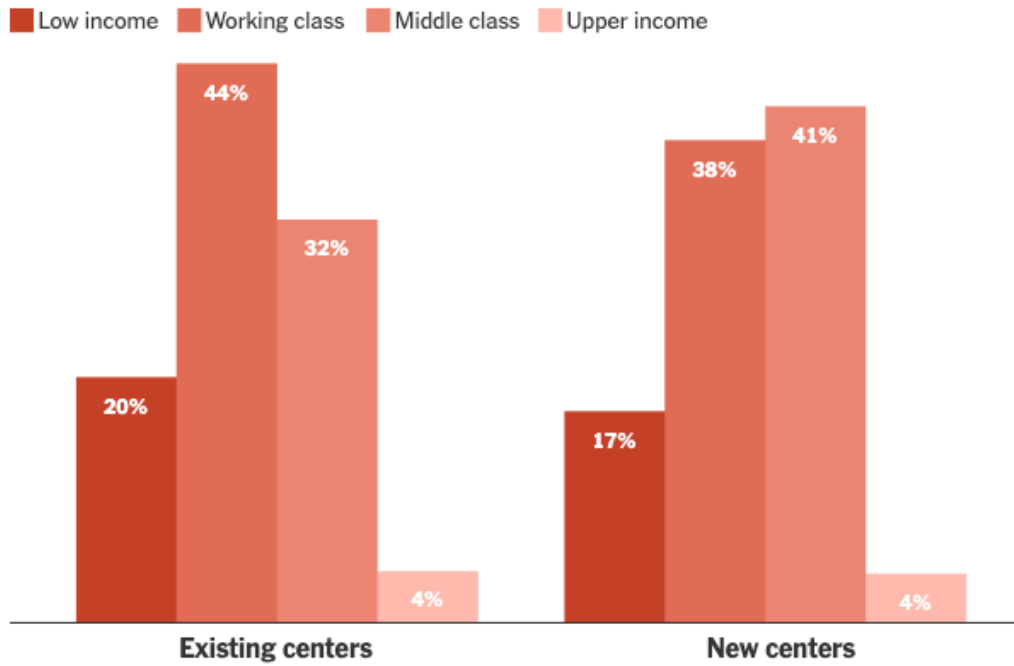
One in three young adults in America live with their parents.



Mapped: Where Young Adults Live With Their Parents Most



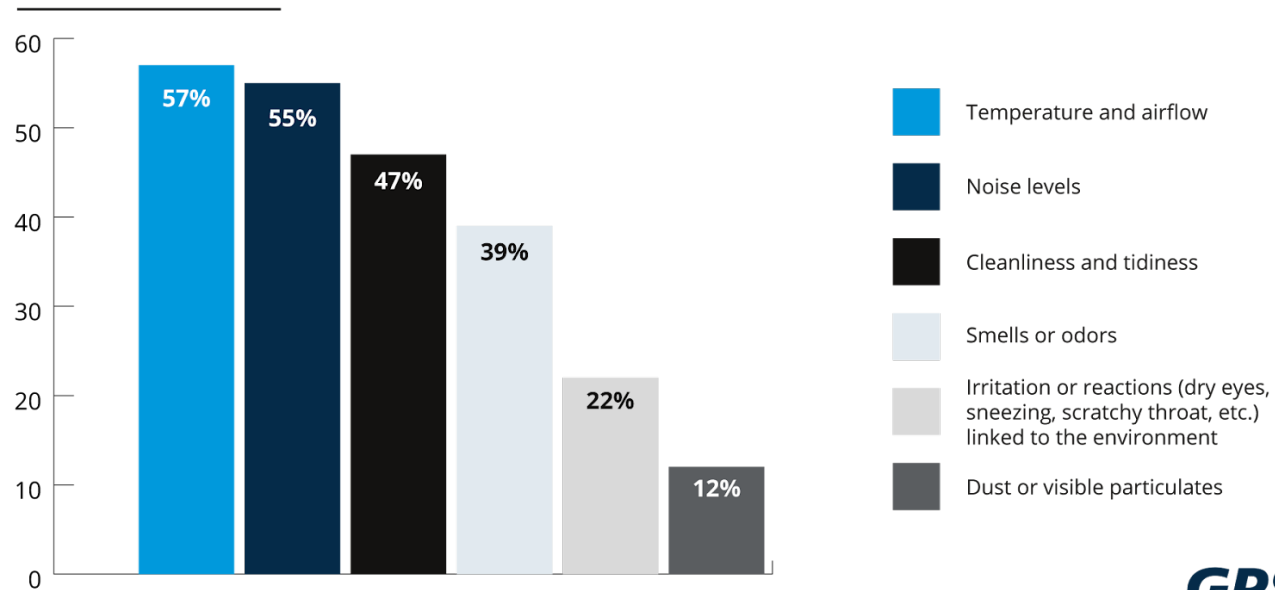
The nationwide share of existing and new plasma centers located in each income group



The Middle-Class Suburbanites Who Sell Their Blood Plasma to Get By



Which of the following conditions most influence your productivity at work?



61% of Workers Would Trade Better Amenities for Fresher Air at Work



When your manager calls in sick and you realise “today is gonna be a good day”



More Money Makes People Happier, But Not at Work



A promotional poster for the 'FUCKUP' event series. The background is a blue-tinted underwater scene with a broken laptop on a tiled floor. The text is arranged on the left side, with the event name 'FUCKUP' in large white letters. Below it, the location 'Boston' is in a white box. Three bullet points describe the event: 'Honest Speakers.', 'Hard Lessons.', and 'No Sugarcoating.'. A yellow box contains the date 'Thursday, May 28 @ 6 PM'. The venue 'Trident Booksellers, 338 Newbury St, Boston' is listed at the bottom. The hashtag '#ShareTheFailure' is in the top right corner.

FUCKUP

A global event series that shares stories of **professional failure.**

Boston

Honest Speakers.
Hard Lessons.
No Sugarcoating.

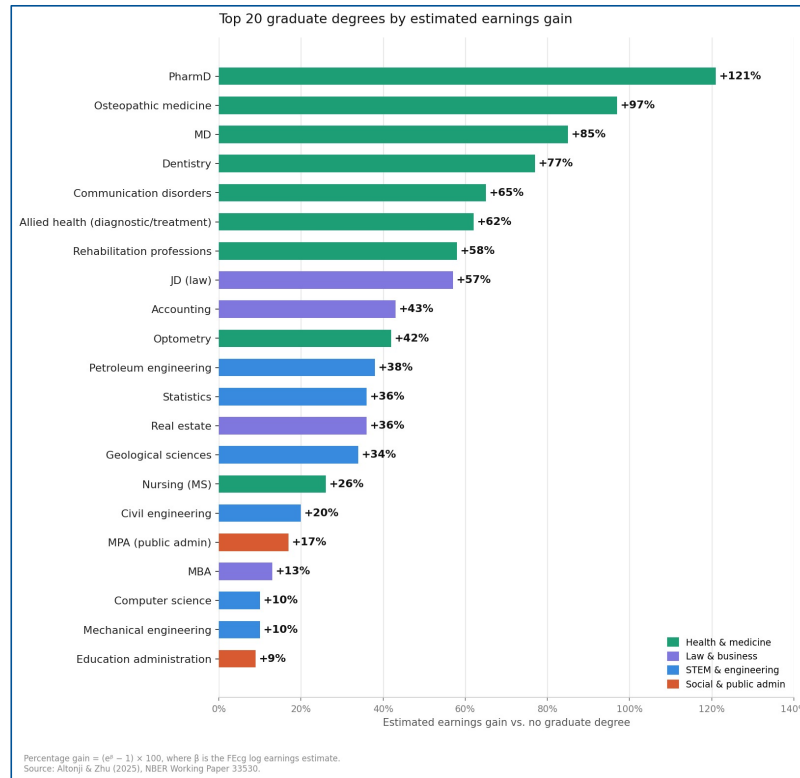
Thursday, May 28 @ 6 PM

Trident Booksellers, 338 Newbury St, Boston

#ShareTheFailure

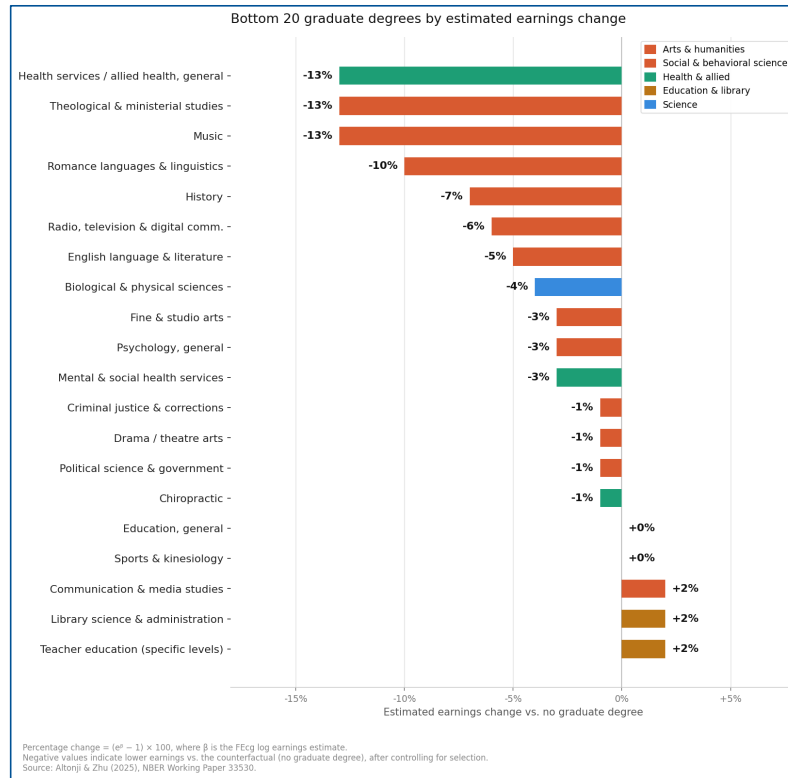
The Global Community to Break the Taboo Of Failure





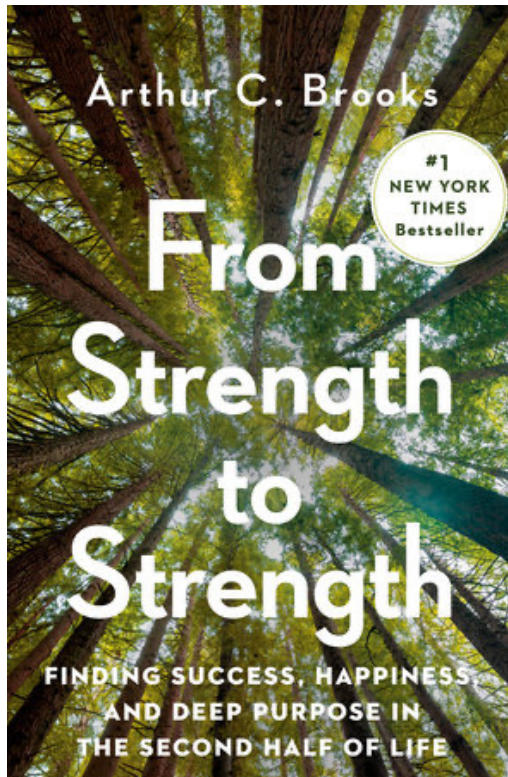
Does graduate school make sense?





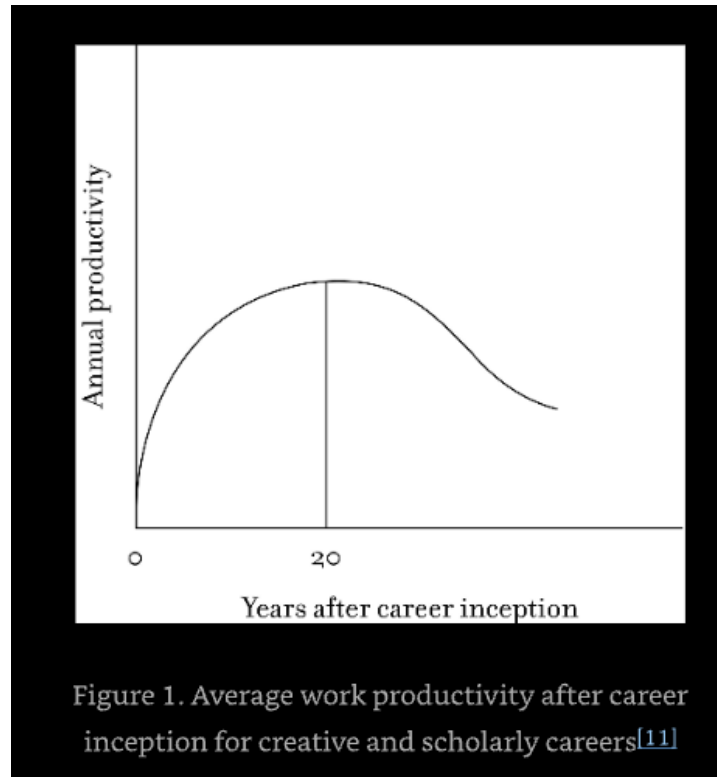
For others, not so much





From Strength to Strength by Arthur C. Brooks





Strength to Strength – Career Half-Life



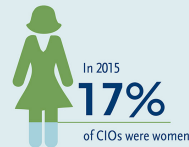


One of Apple's First Employees Looks Back at 50 Years



Women in Technology by the Numbers

THE COMPUTING WORKFORCE IN 2015



WOMEN REPRESENTED:



56%

of women leave their technology careers at the mid-level stage, which is often a critical inflection point in one's career. **This is more than twice the quit rate for men.**



+21%

increase in number of first-year undergraduate women interested in majoring in computer science between 2000 and 2015, **but female computer and information sciences bachelor's degree recipients have declined since 1985.**



Source: National Center for Women & Information Technology

Retaining women in the tech workforce





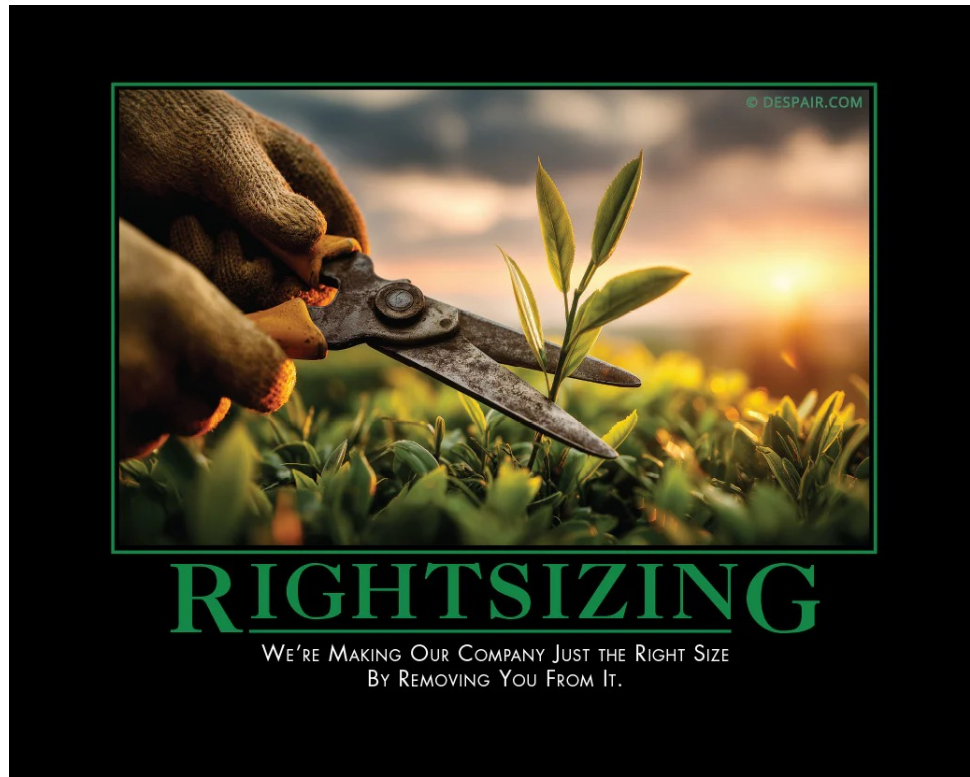
Japan has a bar for people thinking of quitting their jobs & drinks are free





Conclusions (*Modern Times*, 1936)





Next week: Losing the job

