

How Hybrid Work Will Make Work More Intelligent

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ABSTRACT

We are in the middle of the most significant change to work practices in generations. For hundreds of years, physical space was the most important technology people used to get things done. The coming Hybrid Work Era, however, will be shaped by digital technology. The recent rapid shift to remote work accelerated the digital transformation already underway at many organizations, and new types of work-related data are now being generated at an unprecedented rate. For example, the average Microsoft Teams user spends 252% more time in the application now than they did in February 2020.

During the early stages of the pandemic, we saw the direct impact of digital technology on work in its ability to help people sustain collaboration across time and space. But looking forward, the new digital knowledge captured in the Hybrid Work Era will allow us to reimagine work at an even more fundamental level. AI systems, for example, can now learn from the conversations people have to support knowledge re-use, and even learn how successful conversations happen to help drive more productive meetings.

Historically, AI systems have been hindered in a work context by a lack of data; the development of foundation models is changing that, creating an opportunity to combine general world knowledge with the knowledge and behaviors currently locked up and siloed as we work. The CIKM community can shape the new future of work, but first must address the challenges surrounding workplace knowledge management that arise as we have more data, more sophisticated AI, and more human engagement. In this talk I will give an overview of what research tells us about emerging work practices, and explore how the CIKM community can build on these findings to help create a new – and better – future of work.

CCS Concepts/ACM Classifiers

• Human-centered computing ~ Human computer interaction (HCI) • Computing methodologies ~ Artificial intelligence

Author Keywords

Future of work; hybrid work; productivity; knowledge management; artificial intelligence

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BIOGRAPHY

Jaime Teevan is Chief Scientist and Technical Fellow at Microsoft, where she is responsible for driving research-backed innovation in the company's core products. She leads Microsoft's future of work initiative, which brings researchers from Microsoft, LinkedIn, and GitHub together to study how the pandemic has changed the way people work. Previously she was Technical Advisor to CEO Satya Nadella and led the Productivity team at Microsoft Research. Jaime was recently inducted into the SIGIR and SIGCHI Academies, and has received numerous awards for her research, including the Technology Review TR35, Borg Early Career, Karen Spärck Jones, and SIGIR Test of Time awards. She holds a Ph.D. in AI from MIT and a B.S. from Yale, and is an Affiliate Professor at the University of Washington.



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