



# MICROTASKING

Session 2: Implications & Strategic  
Perspectives, January 7, 2020



We are meeting on the Dish with One Spoon Treaty between the Anishinaabe, Mississaugas and Haudenosaunee in Toronto. Tkaronto is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples. It is also home to many diverse First Nations, Inuit and Métis peoples.

# WHAT HAPPENS IN A DECADE? 2010-2020

<https://youtu.be/pzW23J1TxC0>

# Hello my name is

What's your name  
and what interests  
you about  
microwork?

What was the most  
important or  
surprising event of  
the past decade for  
you?



# Microtasking project so far

- U of T students collected and analysed 374 signals.
- Researchers found and reviewed 150+ further articles, reports and papers.
- 33 trends were identified, analysed, and organized into a final set of 12 trends.
- The 12 trends were developed into six drivers.
- Two drivers were selected to develop four scenarios.



# What is microtasking?

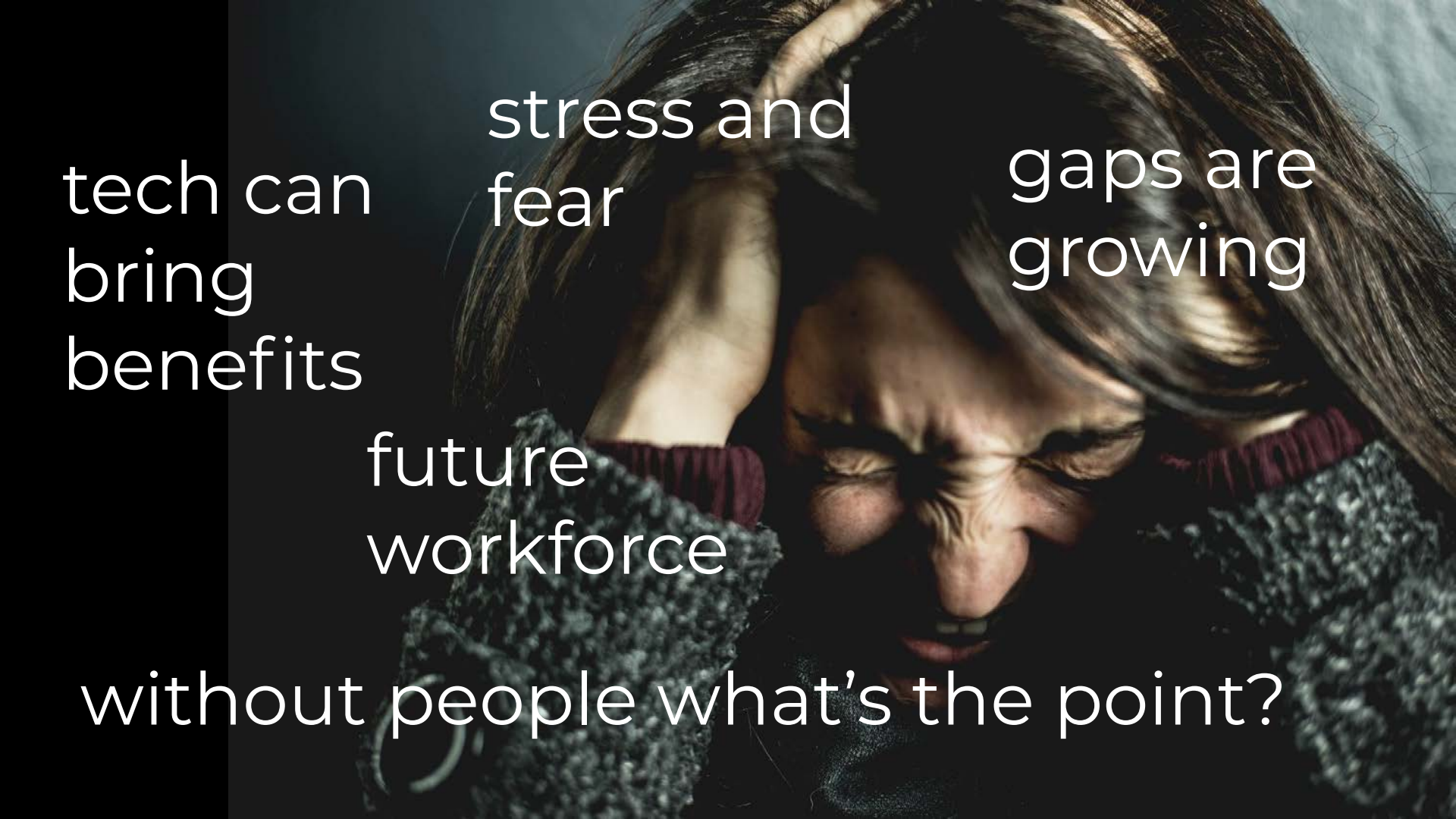
Our working definition is:

- Microwork is not part of the standard employment relationship (i.e., someone is not an 'employee' making a wage).
- The work involves taking on short tasks (i.e. 15 minutes to a few hours).
- A microjobber usually takes on a variety of different tasks from a variety of different firms/people.
- Microtasks are found and undertaken on an internet platform.

Microtasking is not just work that is small or different. We have focused on the kind of microwork that is crowdsourced or 'spliced' onto other ways of earning. It also has a connection with AI, logistics, and machine learning.

**we asked how participants felt about  
microwork after they reviewed the  
drivers for the first session.**

Here is what was said  
(photo submitted by participant)



tech can  
bring  
benefits

stress and  
fear

gaps are  
growing

future  
workforce

without people what's the point?



# Inputs from session 1 resulted in four scenarios that felt much brighter.

Four scenarios were developed  
(photo submitted by participant)

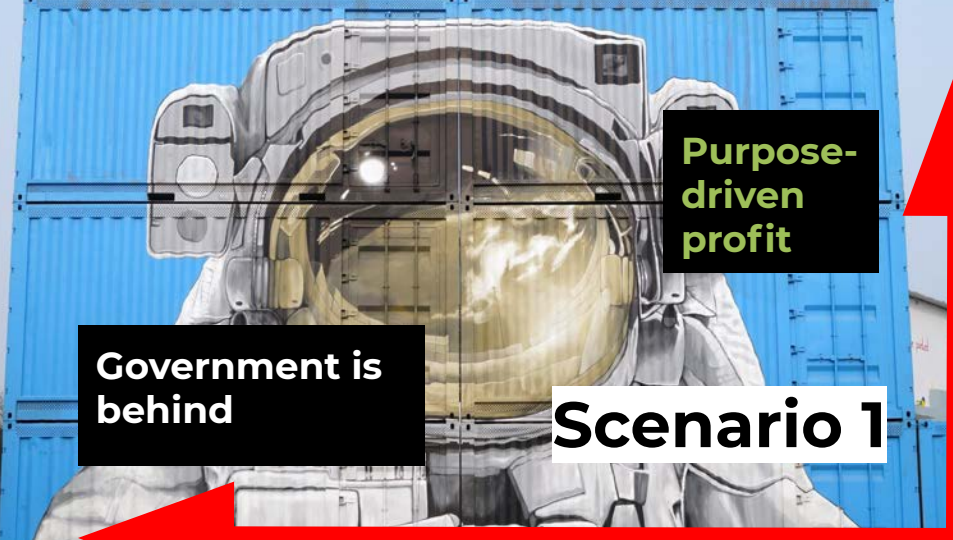


**1 PURPOSE-AIMED CONGLOMERATES**

**2 PROFITABLY PUBLIC**

**3 SOCIAL IMPACT FRANCHISE**

**4 CORPORATE COOPERATIVISM**



**Purpose-driven profit**

**Government is behind**

**Scenario 1**



**Purpose-driven profit**

**Scenario 2**

**Government is proactive**



**Government is behind**

**Scenario 3**

**Profit before purpose**



**Scenario 4**

**Government is proactive**

**Profit before purpose**



# Next Steps

**Today:** Each group will consider implications of their scenario. The most **important** and most **surprising** will be used for strategic perspectives.

**Final Report:** The strategic perspectives will provide a set of prompts for program designers, policymakers, strategic planners, and other stakeholders.



# Today: Part 1, Implications

To uncover the complex and interdependent aspects of the possible future being considered.

1. Transpose yourself to the future world described in your assigned scenario.
2. Consider the implications in three stages: First, for yourself individually; second, for your organization or community, and third for Toronto.



# Today: Part 2, Strategic Perspectives

Strategic perspectives assist strategic planners by providing researched prompts that add value to planning.

The emphasis is on “Workforce planners might want to think about...” NOT “workforce planners should do ...”.

The foresight process establishes a credible path strategists to drill-down (should they wish to) into the reasons behind the strategic perspectives.

# Why foresight?

A close-up photograph of a person's hands holding a pair of black-rimmed glasses. The person's face is blurred in the background. Overlaid on the image are four black horizontal bars, each containing white text. The text is arranged from top to bottom: 'REDUCE UNCERTAINTY', 'READINESS', 'CONSIDER FUTURES', and 'IMPROVE PLANNING'. The main title 'Why foresight?' is at the top in a large, white, sans-serif font.

**REDUCE UNCERTAINTY**

**READINESS**

**CONSIDER FUTURES**

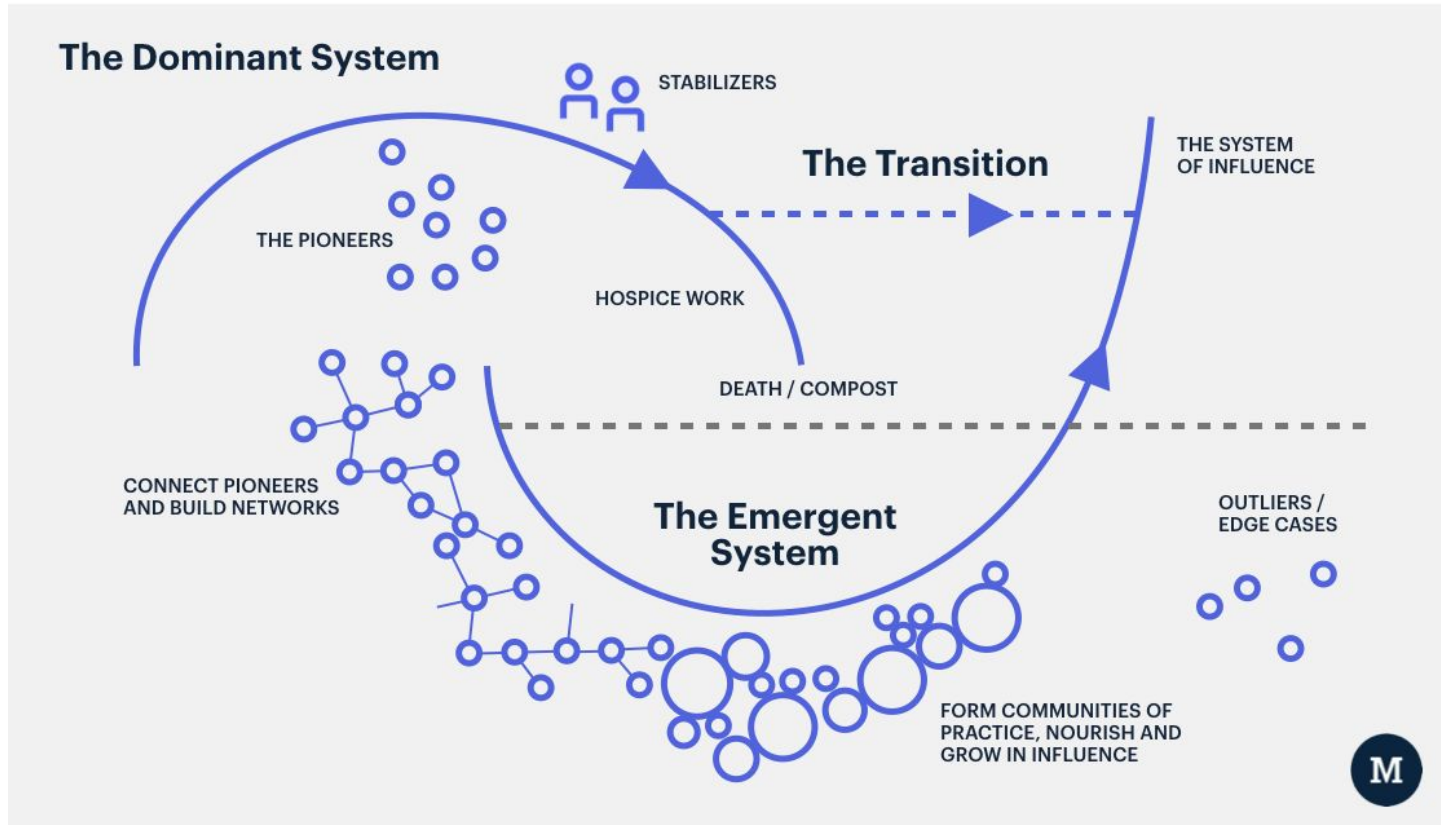
**IMPROVE PLANNING**



**MANAGE COMPLEXITY AND CHANGE**



# Berkana Two-Loops Theory and Systems Change



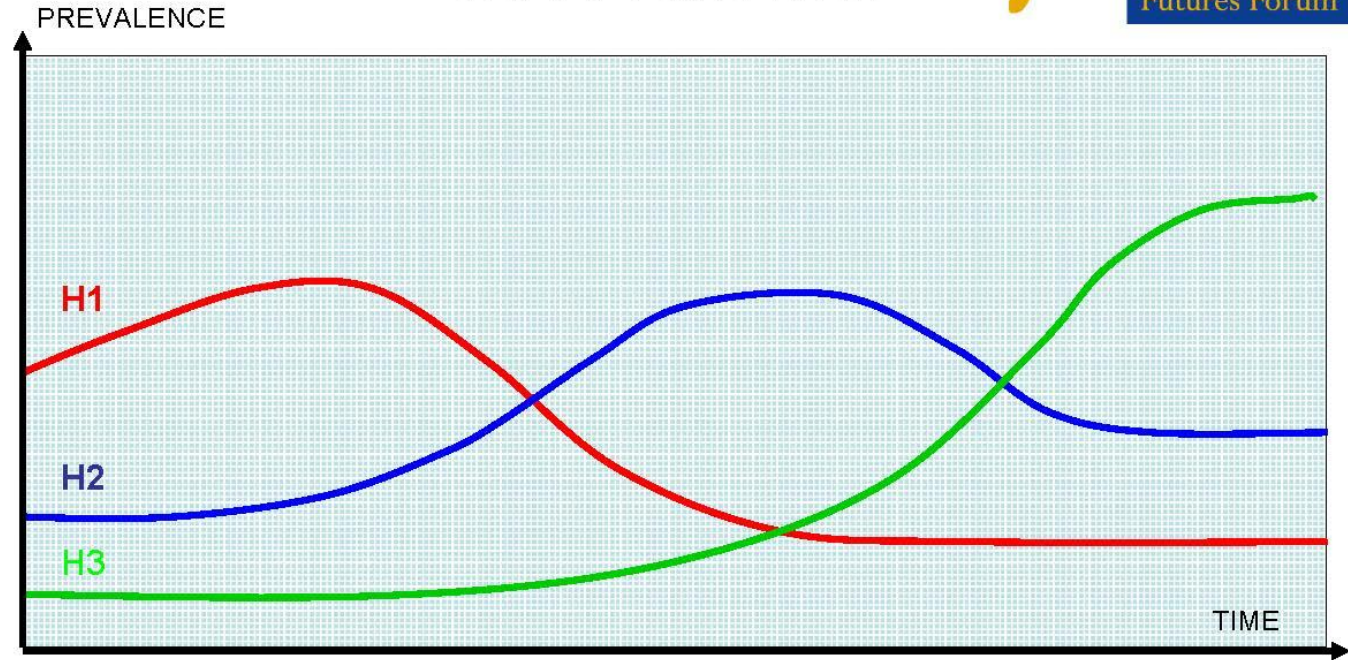
The Moment's interpretation

# Three Horizons: Innovation

## Three Horizons



International  
Futures Forum



**H1** sees  
**H2** as too risky  
**H3** as irrelevant.

**H2** sees  
**H1** as obstructive  
**H3** as inspiring.

**H3** sees  
**H1** as lunacy  
**H2** as promising.

# Business Model Canvas

## Alexander Osterwalder

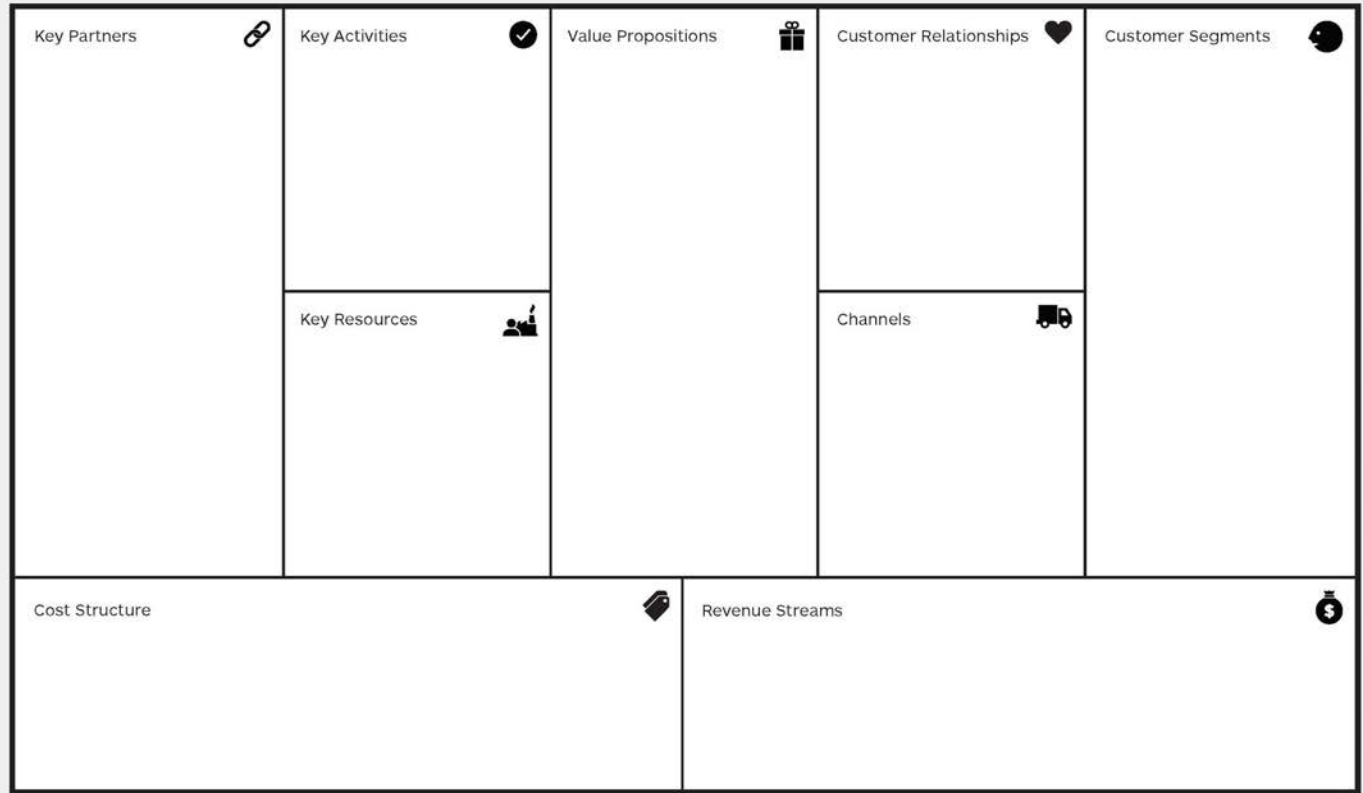
### The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



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DESIGNED BY: Strategyzer AG  
The makers of Business Model Generation and Strategyzer

  
strategyzer.com

# Nonprofit Service Canvas

## Marco Campana

### Nonprofit Service Canvas

Proposed Idea:

Your Name:

<b>What is the problem, gap or issue?</b>	<b>What is your solution?</b>	<b>How does your solution benefit the client?</b>	<b>Why are you uniquely positioned to provide this solution?</b>	<b>Target Group/Client(s)</b>
<b>How is it being addressed today?</b>	<b>How will you measure success?</b>		<b>How will you outreach / market?</b>	<b>Who is your first key target group/client (early adopters)?</b>
<b>What resources are needed to make this proposed solution possible?</b>		<b>What security, privacy &amp; confidentiality concerns do you need to address?</b>		

(option: jump to Digital Marketing Canvas here)

# Social Business Model Canvas | Ana Matic

## Microwork: Social Business Model Canvas

<b>Key Resources</b>  What resources will you need to run your activities? People, finance, access, policy?	<b>Segments</b> Workers/Players	<b>Value Proposition</b> Worker Value Proposition  What do the workers want to get out of their participation?	<b>Aggregate Intervention</b>  What is the larger, combined project? What type of intervention is it?	<b>Key Tasks</b>  What microtask batches are necessary? How will you measure social impact? When and how will you adjust course?
	Clients/Requesters	Client Value Proposition  What do the project owners want to get out of this initiative?		
<b>Key Partners</b>  Stakeholders  Networks  Who are the essential groups you will need to involve and/or impact? Do you need special access or permissions?	Beneficiaries  Who are the people or organization who are affected by this intervention?	<b>Social Impact Measure</b>  How will you measure social impact? When and how will you adjust course?	<b>Channels</b>  How are you engaging your workers? How are you reporting to your clients? How are you reaching your beneficiaries?	
<b>Cost Structure</b>  What are your biggest expenditure areas? How do they change as you increase task complexity, and/or scale up?		<b>Gifts + Surplus</b>  How will you gift and invest the profits?	<b>Revenue</b>  Break down your monetary revenue sources by % What are the non-monetary sources of revenue (ex. research etc)?	

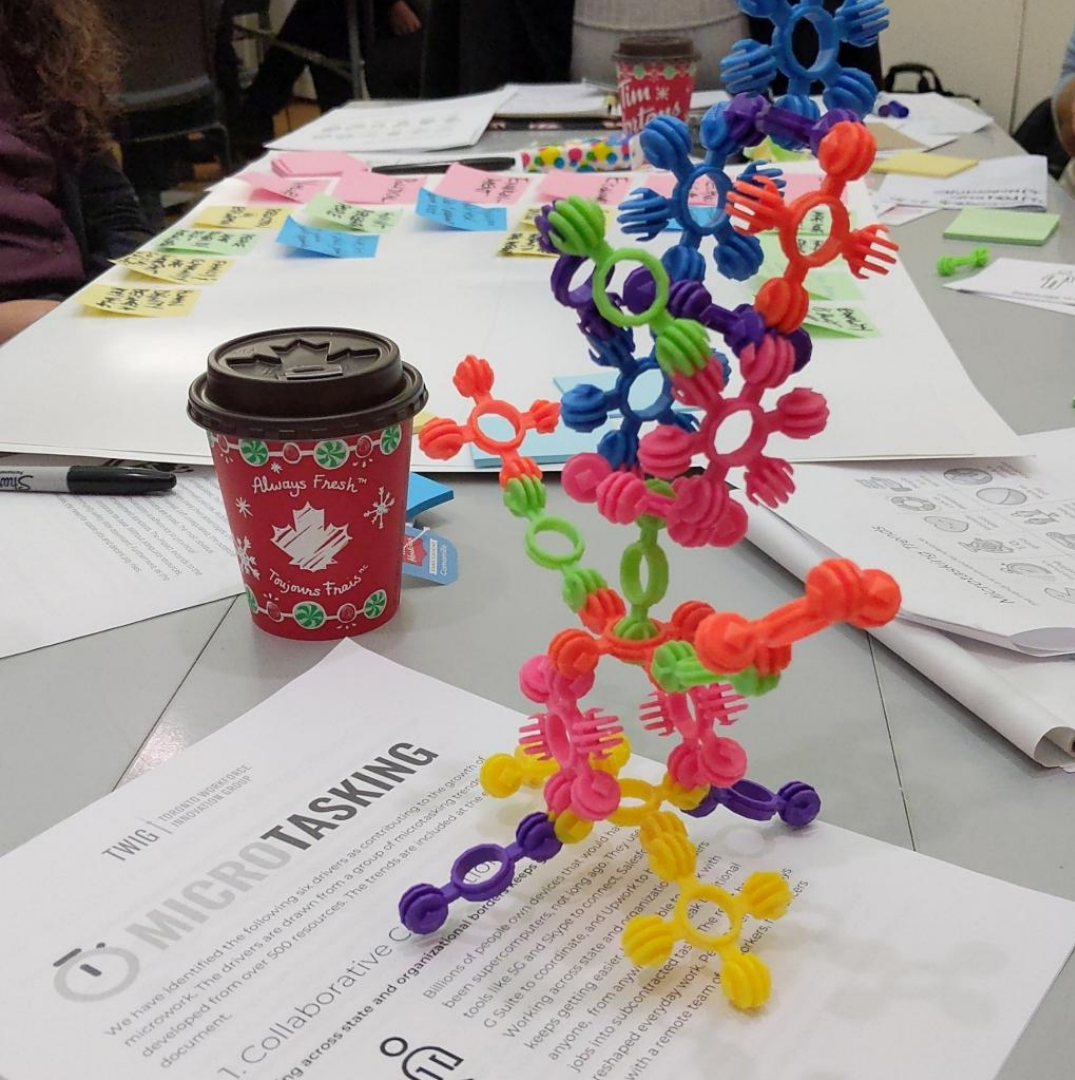
Inspired by the Business Model Canvas



# PRESENTATION

Enabling impact through  
aggregate action

By Ana Matic



# Break-out Sessions



# Part 1, Implications

Scenario-specific. Follow sequence of inquiry:

**Individual first, then organization/community,  
and then Toronto.**

Discuss which of the findings are the most important and surprising in particular for microwork.

Decide on the top **four** most important and surprising.



# 16

**implications were put forward**



# Implications #1-4

- "Micro" political priorities and movements emerge and contribute to democratic reform
- Microwork will drive changes in tax collection
- Microwork will reshape food systems
- "Skills Pack" upgrades cause a change in formal education systems: small task approach; open-source; transferrable; and upgrade-as-you-go)

# Implications #5-8



- Creativity is (re) introduced into microwork
- Value placed on products that are "human-based" and an "experience economy" raises profile of microwork
- Educational institutions more intentionally prepare people for microwork
- Microwork will shape (and be shaped by) AI development



# Implications #9-12

- Microworkers are able to create wealth over time (they get product shares; they can save money via tasks; payment is more than monetary; and organizations are owned by microworkers)
- Microwork intersects with globalization to create deeper divides in skilled vs unskilled labour
- Redefinition of work and inavailability, based on equity and access principles
- Microwork will drive changes in where/if people live and work in Toronto

# Implications #13-16



- Some forms of microwork erode (such as teaching algorithms to recognize cats)
- There is a separation between people who work 9-5, and people who work unpredictable (non-standard) hours
- Start-up investment in social impact microwork and microworkers
- Global movement to re-invent microwork starts in Toronto – as the result of the widening gap between haves and have-nots

# Strategic Perspectives: Group work



## Ana's Group 1

- Reintroduce creativity into microwork
- Microwork will reshape food systems

## Alastair's Group 2

- (Skills Pack upgrades) cause change in formal education system (small task approach, open source, transferrable, upgrade as you go)
- "Micro" political priorities and movements emerge and contribute to democratic reform

# Strategic Perspectives: Group work



## Marco's Group 3

- Educational Institutions more intentionally prepare people for microwork
- Microwork will shape and be shaped by AI developments

## Goran's Group 4

- Value placed on products that are "human-based" and an "experience economy" raises profile of microwork
- Microwork will drive changes in tax collection



## Part 2, Strategic Perspectives

Each group works with two implications.

**What strategic perspectives do you have on these?**

The emphasis is on “Workforce planners might want to think about...” NOT “workforce planners should do ...” .



# 02-2020

**Full report will be completed**



# MICROTASKING

Thank you!  
[microtasking.ca](http://microtasking.ca)