

HYBRID SCENARIO IN A POSSIBLE FUTURE

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SUMMARY: I. *Introduction*. II. *Problem Statement*. III. *Results*. IV. *Conclusions*. V. *Bibliography*.

I. INTRODUCTION

This chapter raises from the management of interactions the view of organizational design to visualize a hybrid labor scenario, intertwining theories, ranging from the systemic, to the theory of complexity and approaching string theory, in addition to a review of the state of the art, among which authors stand out who outline the possible predictable experiences, between advantages and disadvantages, and at the same time, an exhaustive review from a phenomenological perspective, based on the reading of Umberto Eco, Tomás Moro, Heidegger, Peter Sloterdijk, Agamben, Morin and Ilya Prigogine who redesign and configure in their texts, themes about time, space and the dimension of being, and envision an almost immediate destiny that approaches the approach to the problem that lies in the functional differentiation of the way of operating, and in its factuality of operability of the current heterogeneity of structure and productivity. It is found that future is a rethought through prior knowledge and the re-imagining of that vision, despite the fact that the present one undermines the possibility of fate. Simply because the VICA scenarios are stochastic processes; however, in this text, the possibility of a scenario with hybrid work focused on self-organization schemes is discussed, while rethinking everything that a traditional conception visualizes without meaning, without taking advantage of the hermeneutical richness of the process of organizational behavior as a possibility for the future.

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II. PROBLEM STATEMENT

The creation of labor scenarios for the future is a complex construction, currently the World Bank¹ maintains that the great digital division is notorious in society because only some sectors have access to broadband connectivity. The International Monetary Fund (IMF)² has indicated that in Latin America and in this case Mexico, the lack of analog infrastructure has not been enough, for example: for teleworking, there is a risk of unemployment due to intergenerational inequality,³ this occurs due to the difference in schooling and training programs that could lessen the disparity. On the other hand, the International Labor Organization (ILO), and the Economic Commission for Latin America and the Caribbean (ECLAC)⁴ report: that the phenomenon of productive and structural heterogeneity⁵ is imminent in Mexico, so the great economic indebtedness that is generated in families is, in short, due to the lack of connection conditions, and lack of access to formal employment,⁶ since in each home, there may be a cell phone, but they are devoid of basic services, or there are other factors that violate to this cell of the society due to job insecurity and that the unprotected sector waits for options to be offered. In addition, the Organization for Economic Cooperation and Development (OECD)⁷ has detected that the social crisis is due, among several causes, to the fact that individuals do not finish a professional career, either because

¹ Tromben, Varinia; Cea, Catalina and Acuña, Camilo, *Metodología de medición de la cohesión social en América Latina y el Caribe. Aprendizajes y desafíos futuros*, Santiago de Chile-Madrid, Publicación de las Naciones Unidas-CEPAL-AECID, 2022, p. 95, available at: https://repositorio.cepal.org/bitstream/handle/11362/47731/1/S2100928_es.pdf.

² Morales, Yolanda, “Brecha digital en México dificulta teletrabajo: FMI”, *El Economista*, 2020, available at: <https://www.eleconomista.com.mx/empresas/Brecha-digital-en-Mexico-dificulta-teletrabajo-FMI-20200724-0010.html>.

³ Serafini Geoghegan, Verónica, *Cuentas Nacionales de Transferencias en el Paraguay en 2012. Instrumento para las políticas públicas*, CEPAL, 2020, available at: <https://www.cepal.org/es/publicaciones/45842-cuentas-nacionales-transferencias-paraguay-2012-instrumento-politicas-publicas>.

⁴ Enríquez, Alberto, *Gobierno digital. Pieza clave para la consolidación de Estados democráticos en los países del SICA*, México, CEPAL, 2022, available at: <https://repositorio.cepal.org/handle/11362/47811>.

⁵ Cimoli, Mario *et al.*, “Cambio estructural, heterogeneidad productiva y tecnología en América Latina”, *Heterogeneidad estructural, asimetrías tecnológicas y crecimiento en América Latina*, ONU, 2020, available at: <https://repositorio.cepal.org/handle/11362/2800>.

⁶ Espejo, Andrés, *Informalidad laboral en América Latina. Propuesta metodológica para su identificación a nivel subnacional*, Chile, CEPAL, 2022, available at: https://repositorio.cepal.org/bitstream/handle/11362/47726/4/S2100889_es.pdf.

⁷ Ferreyra, María Marta *et al.*, *La vía rápida hacia nuevas competencias. Programas cortos de educación superior en América Latina y el Caribe*, Washington D.C., Banco Mundial, 2021.

these programs are very extensive and long term, or because they do not meet quality expectations, so only those who manage to obtain a degree have the possibility to develop skills for the future and face the dizzying changes of the system.

Although, the same document of the OECD, raises possibilities to solve the social and labor crisis. In this chapter we expose that the viable proposals would be reforms to the modernization processes in which many authors agree that it is no longer enough, since the changes in the heterogeneity⁸ and flexibility of the programs or in the productive or structural operation of the management of the Government of the Nations have to do with the epistemological disruption and the construction of a conception of vision of the agents of change, in addition to the forms of organization that they would apply to provide solutions. It is in this way that the following lines, through a theoretical construction; we propose the idealization of a hybrid scenario and describe in detail the axiology of this research.

1. *Objective*

To visualize a hybrid scenario from the lived experience and the perspective of the contemporary subject that will allow the design of a possible future.

2. *Methodology*

Qualitative research: hermeneutic phenomenological method, through a construction of the thought of Humberto Eco, Thomas More, Heidegger, Peter Sloterdijk, Agamben, Morin and Ilya Prigogine and a discussion in an analytical matrix of contemporary authors.

3. *Developing*

The creation of meanings is a very fashionable term, and very complex for its definition, so for the development of this chapter we will approach an approach of three theories, the systems theory, the complexity theory and

⁸ See the biography “Raúl Prebisch y los desafíos del siglo XXI”, “Heterogeneidad estructural”, CEPAL library, available at: <https://biblioguias.cepal.org/portalprebisch/SXXI/heterogeneidadestructural>.

the string theory with the intention to give understanding to the term. Before addressing these theories, we emphasize that this word in turn refers to other concepts, so we will start with design.

This, according to Manzini,⁹ is a word derived from the Italian “disegno”, drawing, design, that for coming, the vision and strategy of the future represented in multiple ways. In this way, vision and strategy are two concepts that refer, on the one hand, to “insight” and, on the other hand, to the perspective of organizational design, (a vision of Mintzberg), in the case of the first, the insight is by its translation, the internal vision of the individual, that is to say his perception, being defined as the means by which stimuli affect an organism or an individual and result in their behavior.

For Ackoff, it is what is known as introspection and it supposes that through introspective planning the design of the desired organization can be idealized, but the above is only possible through two conditions, the first one is that it must be technologically feasible; and in second one, it must survive the current environment.¹⁰ For the first case, the definition of it will be taken up later and for the second, reference is made to the point on the design of the strategy proposed by Mintzberg; the creation of the strategy is part of the “School of Design” cited by Mintzberg,¹¹ which proposes “Design is the result of the environment”. This assertion shows the responsibility of management to safeguard its culture and select creative ideas in collective construction of the actors involved; Therefore, Fullan suggests the perspective of adapting to change in a non-linear way, but from a mentality that faces adversity, urgent situations, and emotions. It is in this sense that creative thinking (design thinking)¹² is a technology that has impacted today as a method approach applied to people and businesses. It is then that in order to safeguard oneself in turbulent environments such as the VICA¹³

⁹ Puentes-Lagos, David E. and García-Acosta, Gabriel, “Tecnología y pensamiento futuro del trabajo desde la ergonomía en momentos de crisis global”, *Revista de Salud Pública*, Bogotá, vol. 14, issue 1, junio de 2012.

¹⁰ Ackoff, Russell L., *Cápsulas de Ackoff. Administración en pequeñas dosis*, México, Limusa, 1992.

¹¹ Mintzberg, Henry; Ahlstrand, Bruce and Lampel, Joseph, *Safari a la estrategia. Una visita guiada por la jungla del management estratégico*, Barcelona-Buenos Aires-México-Montevideo-Santiago de Chile, Granica, 1999.

¹² Malynovska, Galyna *et al.*, “Design Thinking Method Implementation in Personnel Certification Procedures”, *European Integration Studies*, issue 15, 2001, available at: <https://eis.ktu.lt/index.php/EIS/article/view/29134>.

¹³ Rodríguez-Castellanos, Arturo; De Goñi Oslé, José María and Delgado Guzmán, José Alfredo, “Complejidad, personas y organización: ¿hacia un nuevo humanismo?”, *XXVIII Congreso Internacional de AEDEM*, Tokyo, European Academic Publisher, 2019, available at:

scenarios, and to have creative thinking, empathy and research skills are required, since according to the creative thinking approach, the bridge between these two steps of thought is counting with internal vision, which allows connecting emotions, beliefs or meanings with others or understanding the idea from the recreation of creativity. Understanding this as the association of generating ideas, adaptation and improvement as part of creative thinking in the design process of disruptive visual language of traditional paradigms.

So, going back to Mintzberg, it is at this moment that the organization of VICA environments is designed through and with others, that is, it is a key point in management. For Daft, this is the moment of the response capacity of the collaborators, it corresponds to the stimuli of the environment due to their vertiginous changes, and that affects the design of the organizational structure that adopts a new organic system or continues with the mechanistic¹⁴ one in your administration.

For Kast and Rosenzweig; the relationship between the environment and the subsystems is the design of the organizational structure, or also known as sociotechnical subsystems,¹⁵ which through the form of organic system non-formal communication network designs are developed, for this article we focus on those definable in the psychosocial subsystem (this consists of individual behavior, motivation, role and position relationships, group dynamics and influence systems; which are also affected by feelings, values, attitudes, expectations and aspirations of people within the organization) and in the structural subsystem, which are network organization charts, collaboration charts or organic scenario schemes that flow in a system and interrelate among all its elements.

According to Mintzberg, the key is in the different forms of organization to obtain different results that even with the same groups of studies and similar contexts, it is the organic structure or schemes of organic scenarios that create the monitoring of social research; this explains the conduct or organizational behavior. This is transcendental, because it would allow hy-

https://www.researchgate.net/publication/335835473_Complejidad_Personas_y_Organizacion_Hacia_un_Nuevo_Humanismo.

¹⁴ García Garnica, Alejandro and Torres, María del Carmen, “La relación entre los procesos de comunicación y la estructura organizacional: un análisis desde el enfoque de la Teoría Organizacional”, *Ideas Concyteg*, vol. 5, issue 58, abril de 2010, available at: https://www.researchgate.net/publication/286455174_La_relacion_entre_los_procesos_de_comunicacion_y_la_estructura_organizacional_un_analisis_desde_el_enfoque_de_la_Teoria_Organizacional.

¹⁵ Kast, Fremont E. and Rosenzweig, James E., *Administración en las organizaciones. Enfoque de sistemas y de contingencias*, México, McGraw-Hill, 1994.

brid work schemes and new work scenarios for the future; it only remains to focus on its design and description of behavior. But the discussion continues, lies in order to be possible, of the approximation of several points to be discussed. Among these, the theory of systems as the one that has been able to let the networks of the environment and the study of independent organizational behavior flow, that is, each of its parts has qualities, characteristics and properties different from the others, but inseparable when the organization is seen as a whole, so other theories such as complexity give rise to more inclusive studies and broad perspectives.

Edgar Morin agrees with Mintzberg on the need to have a strategy¹⁶ to start dealing with complexity and encourages its development with the integration and involvement of those involved, this strategy is the method and this is the thought that he calls noosphere¹⁷ and at the same time is an immaterial entity of abstraction that in turn challenges metaphysics by naming them objective beings endowed with self-organization and autonomy, qualities of complexity.¹⁸ Since for metaphysics the more matter is more objective and the less matter is more abstract and away from the truth.¹⁹ But Morin emphasizes that by highlighting the importance of the abstraction of the noosphere, it becomes an object. Since these characteristics are a different order that must be seen in another way, because many variables do not necessarily have to follow a deterministic behavior, it can be non-linear or unknown. But according to Morin, the elements that include complexity thanks to the autonomous agent and the strategy manage to be determined and ordered so as not to disintegrate. In this order of ideas we refer to stochastic processes, these are: a succession of random variables (stochastic) that evolve as a function of another variable, generally time. This phenomenon is known as Brownian movement. One-way Brownian movement is a function of time, it is unidirectional, it is the random motion observed in some microscopic particles found in a fluid medium (for example, pollen in a drop of water) and this behavior allows us to in time predict the unpredictable.

However, it seems that it is not enough just to think about that complexity but, in addition, string theory is an infinite possibility of explaining many

¹⁶ Morin, Edgar and Pakman, Marcelo, *Introducción al pensamiento complejo*, Barcelona, Gedisa, 1994, p. 118.

¹⁷ Morin, Edgar. *El método 4. Las ideas*, Madrid, Cátedra, 1992.

¹⁸ *Ibidem*, p. 125.

¹⁹ Vinolo, Stéphane, “El sueño de la metafísica”, *Revista de Filosofía*, vol. 47, issue 1, 2022, pp. 195-211.

enigmas, in addition to the fact that the random direction is bidirectional, complicating the prediction by the “n” probabilities to happen, but what makes us trust a theory that is difficult to test?

Ilya tells us, it is well known, that the problem of the unification of forces is the order of the day, string theory and superstrings are the instruments with which unification is attempted, but a universe that is only unified would be static. complicated maybe but not evolutionary; we therefore need something more than a unification of evolutionary freedom, the transformation of space time into matter, at the moment of the instability of the vacuum corresponds to an explosion of entropy to an irreversible phenomenon, for example: what is the future of our universe? According to the classical image, in the case of an open universe, it has to disperse as if signing its own end; here, on the contrary, a new birth is possible, if with the conditions that have allowed the first instability they can reproduce. We see that instability plays a role at all levels of nature, so other universes may be born.²⁰

For the exact and social sciences, it continues with very interesting studies, but specifically for the social sciences, we would return to the fact that these strings, which are not visible to the human being, but are abstract, stand out in the device element that Agamben takes up from Michael Foucault and he said that a device is the interrelation between the elements of a heterogeneous device such as structures.

Therefore, we again allude to the importance of networks, meanings and relationships between elements. For Agamben, these devices are a debate for humanity and for Oliveras they are symbolic devices visible in art.

In this sense, we allude to the communication process in which there are aspects of content, relationship and symbology, this is how the information in communication is what is defined as the content of the message that the receiver communicates through symbols and signs; while the interpretation of the message is what is known as a relationship, when elucidating the message, it is reflected in the receiver and he responds in feedback. Likewise, these relationships interact in what is known as the management of interactions, which is the organization and coordination of self-directed teams that drive the actions of the organizational levels to communicate and achieve the goals proposed by the strategic level. These self-managed teams may be linked through the collaboration of various information technologies on one or more projects, but they are in two or more places. Returning to the starting point of development in which intranet technology (internal network), represents the third main element of virtual teams, improves com-

²⁰ Prigogine, Ilya, *El nacimiento del tiempo*, Barcelona, Tusquets, 1998.

munication between members, facilitating planning and interaction and fulfilling the condition of being feasible in the technology.

So far, the importance of theoretical interrelation has been described, but also the results in which various authors agree on the creation of meanings for communication and the connection of ideas in the design of relationships. This design is key to visualizing scenarios in the future, but it is not enough to know that the actors can be visualized and integrated for its construction, this does not fix the problem mainly in Latin America and specifically in Mexico. The discrepancies between developed countries and underdeveloped countries date back to the transition from the ancient State to the modern State, while some European countries and others like the United States built cities, in Mexico the political system has standardized through institutionalization the forms of government²¹ this has brought with it rigid and mature structures that have endured through time. And that have stagnated the country in economic, social and environmental development.

In management modernization processes, they are known as functionally differentiated systems, but not in their operation, but rather in their factuality of operating. This means, through programs that over time have brought almost unbeatable socioeconomic and labor problems, which have fallen on the aforementioned power preserves, that is why the great challenge is not to operationalize from these, but from the operability, that is, promote citizen participation from communities to reinforce national identity and limit what is known as consumerist activism²² that only decouples national identity. This would be a challenge, like the great one of employing the Economically Active Population (EAP), reduction of the informal economy and proclaiming for decent work.

Organizationally, this organizational behavior has a foundation and is known as the theory of interdependence of resources,²³ a theory that represents the relationships of interactions to preserve their autonomy, it consists of creating strategic relationships in complex organizations, with rigid or bureaucratic structures and Most of them are mature and have difficulties in accepting changes when the technical core is highly specialized, so there may be a high degree of autonomy that affects the decisions of the

²¹ Zamorano Fariás, Raúl, “Modernidad, sociedad y constitucionalismo en América Latina”, *Revista Enfoques*, vol. 5, issue 7, 2015, pp. 109-145.

²² Bauman, Zygmunt, *Vida de consumo*, trad. de Mirta Rosenber y Jaime Arrambide, México, Fondo de Cultura Económica, 201.

²³ Daft, Richard L., *Teoría y diseño organizacional*, 10a. ed., México, Cengage Learning, 2010.

same employee. In addition, the degree of uncertainty and the threats of the environment provoke resistance to administrative changes, which is why this type of organization experiences inter-organization to preserve its autonomy and that is why inter-politics is often favored the interaction of the members, so that each dependency of the organization is perceived as small groups of power that limit the transformation. One solution to the above is to encourage this extreme radicalization of the operational levels to be guided towards collaboration, keeping employees busy, but towards collective intelligence²⁴ that drives organizational results that transcend multiple operations. In other words, designing scenario schemes would in turn require rethinking work schedules, selecting multitasking and diversified processes and activities that, when interacting with other entities or procedures, allow the rotational communication of “n” task instructions. That by means of an avatar²⁵ the programming of routine activities is carried out, the scenario is idealized. With the elements already described, from the organizational point of view it is possible to design it from the following idealization:

- 1) A thought that integrates aspects of the three theories already mentioned, from self-directed teams.
- 2) A non-continuous cyclical process that allows guiding interactions, made up of four phases: coordination, introspective planning, self-organization and assessment. The first three have already been defined, the fourth would consist of grading the emotional and self-efficacious reach for Branden²⁶ is knowing oneself capable of achieving what the responsible individual determines, likewise, for Bandura,²⁷ it can be defined as the judgments that everyone makes about their capabilities, based on which he will organize and execute his actions in such a way that they allow him to achieve the goal set, from the scope of the desired performance.
- 3) The design of process lines through rotating multi-activity procedures that connect with “n” tasks of the following process as appropriate in time and space. For these last two concepts are addressed in this article in two other thematic axes.

²⁴ Malone, Thomas W., *Superminds. The Surprising Power of People and Computers Thinking Together*, Nueva York, Little, Brown Spark, 2018.

²⁵ Mejía, Iván, “Deconstruyendo el cuerpo humano”, *El cuerpo post-humano: en el arte y la cultura contemporánea*, México, UNAM, Escuela Nacional de Artes Plásticas, 2005.

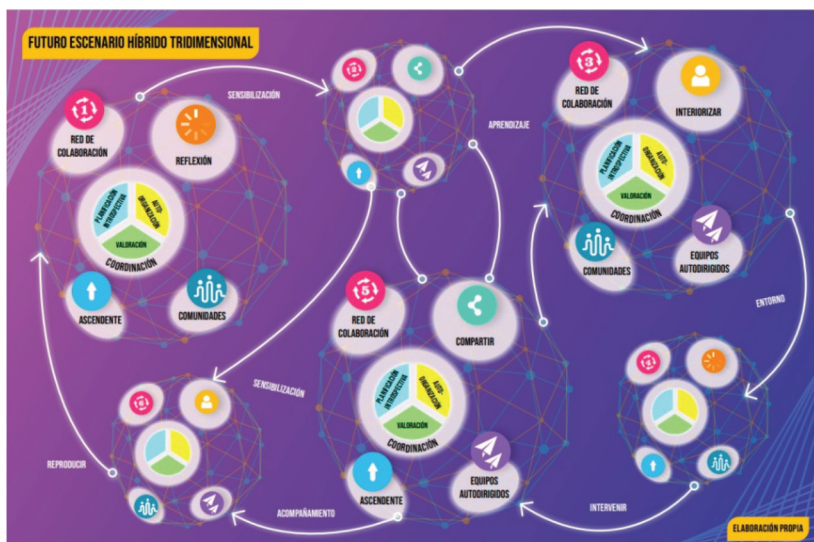
²⁶ Branden, Nathaniel, *Poder de la autoestima*, Barcelona, Paidós, 1993.

²⁷ Bandura, Albert, *Self-Efficacy: The Exercise of Control*, Nueva York, H. W. Freeman, 1997.

- 4) The interconnection between multi-activity procedures, recreate dialogic learning in the interaction of individuals and those who manage (assimilate) the information they need, first reflect on it, then internalize it, to finally reproduce it, thereby creating a process of management. By reproducing the information, efforts are joined and networks of peers are formed with nodes of communion, these nodes represent the agents of change, an agent that facilitates learning, to provide solutions to a complex, singular and ever-changing reality, which sensitizes the collaboration networks.

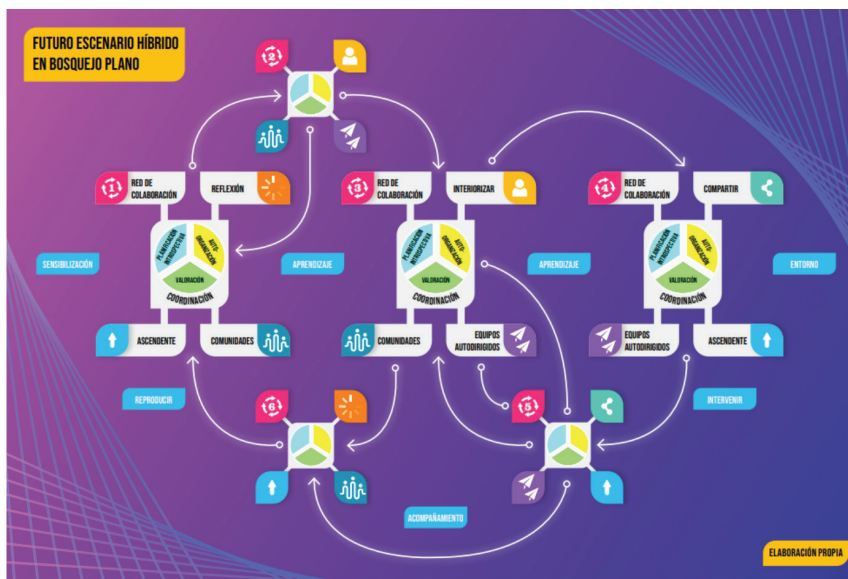
Remaining a hybrid scenario because it combines a thought, guides interactions in the integration of a process and designs the multivariety in time and space (see schemes 1 and 2).

SCHEME 1. FUTURE TREE DIMENSIONAL
HYBRID SCENARIO



SOURCE: self made.

SCHEME 2. FUTURE HYBRID SCENARIO IN FLAT SKETCH



SOURCE: self made.

Time and Space

Humberto Eco, figures a scenario of three characters, the reader, in search of answers, the apocalyptic as the one who will give him answers and the superman who emerges from the community, nostalgic and without reason for being. This superman is the one forged by the masses and their auditory visual communication, which, although we do not like it, is that universe in which we are immersed and configured as a historical and little participatory culture. “These masses have often imposed an own ethos”,²⁸ and he has cultivated fantastic stories, myths and legends to ignore, and why not? And make others responsible, and let these others make decisions for the masses. In turn, individuals are leading and idealizing a journey to the eternal return, where they hardly age, but if they leave us a legacy of sym-

²⁸ Eco, Umberto, *Apocalípticos e integrados*, Barcelona, Lumen, 1965, available at: https://perio.unlp.edu.ar/catedras/hdelconocimiento/wp-content/uploads/sites/42/2020/06/Eco_Umberto_Apocalípticos_E_Integrados_1984-1-36.pdf.

bology.²⁹ In this sense, Eco alludes to the past as a determinant of my future decisions, stresses that decisions future will be argued in terms of a structure of temporality. That is to say, the hero will be able to save humanity from future decisions so, when he decides, he decides my path and protects all the present in turn past. Having already described the above, they are understood from Husserl's phrase about the future as an "ideal theology".³⁰

So, defining the future is, in turn, the evolution from the past to the future and vice versa, it is an art of narrative language in which the notion of temporal order is forgotten, in an imaginative universe, for Eco, this assumption allows epistemological disruption to investigate and create, in turn to give oneself to the world.³¹ Although this creative activity allows introspection to be activated, it should be noted that planning is a lever that operationalizes perception to drive towards idealization but with the possibility of going into the future and coming back. Otherwise, staying in a creative state is useless for decision-making and the flow of projects.

As can be seen, the man of mass culture is in a stupefied state in which deciding or not is a difficult situation within his structure that makes him, according to Eco, a man who has been defined as a "heterodirected" man:³²

A hetero-directed man is a man who lives in a community as a "straight" man. A hetero-directed man is a man who lives in a community with a high technological level and within a special social and economic structure (in this case, based on a consumer economy).

Likewise, the stupefied man lets them decide for him, stops initiating projects and planning, remaining in an eternal finite. On his own, Tomas Moro, in *Utopia*, defines space as that ideal place for the common good, in his work he emphasizes that in order to conjecture the future it must remain this forever,³³ he takes us to an idealized field towards the future as an infinity that, unlike Eco, this one in the return to the present creates a field of essential values to coexist, leaving us a possibility of the future. For Martin Heidegger, language is being, which allows us to do, so the possibility of visualizing a future is for what it is. For Husserl, being is before the world, we can understand that there are stimuli to which it responds, but for Heidegger, the world as conceived by being is. Due to the foregoing, the conception of perception changes if we conceive it as that which is by the being that con-

²⁹ Campbell, Joseph, *El héroe de las mil máscaras*, 3ra. ed., Girona, Atalanta, 2022.

³⁰ Eco, Umberto, *op. cit.*, p. 49.

³¹ *Ibidem*, p. 274.

³² *Ibidem*, p. 275.

³³ Moro, Tomás, *Utopía*, Buenos Aires, Colihue, 2006.

ceives it, given this it is necessary to investigate for each being, what it is. From language, this interpretation of being is possible³⁴. And so, the future is like a way to go. However, Peter Sloterdijk *Staatliche* disrupts this idea of being because he calls it domestication and invites us to rethink this rupture of society, which he calls a theme park, freeing oneself and creating projects that debate current life, up to the moment in which the individual is called By its very nature, this analysis is typical of the approach to the problem, since international organizations highlight this passivity of citizenship and the promotion of flexible structures so that power for power's sake, which has weighed on Latin America for years, is eradicated. for the same being. It is at this moment that humanism, through what Sloterdijk exposed, is that it reaches its breaking point and the new humanism begins. Now, these³⁵ "improvements" of the human being can lead, perhaps sooner than one thinks, to question even the very nature of what is meant by "humanity".

And it is then that man, when questioning himself, recreates a thought that comes. It is as if the future became a being to reflect and project itself, Agamben states.³⁶ Reasonably, Edgar Morin, questions Where is the world going? and configures a past, present, future, that shows unknowns about progress and what it has brought with it and questions whether the future is dangerous. Therefore, visualizing a hybrid scenario has advantages and disadvantages that he exposes with different authors in the discussion of this chapter. Meanwhile, Morin agrees with Sloterdijk in relation to the fact that the powers of the State:³⁷ today they can destroy the planet, tomorrow they will be able to manipulate life and denature nature, as well as subjugate the human mind, they also tell us that the past and the present seem to see nullify any attempt to foresee the future. This is how it seems that projecting a hybrid labor scenario leaves much to be desired by bringing with it a social and political ideological burden from centuries ago. However, Ilya Prigogine affirms:³⁸ time itself is an object of science, it must have its place in the structure of modern science and this place, in my opinion, is fundamental in the first. The universe must be thought of as an irreversible evolution, revers-

³⁴ Heidegger, Martin, *Carta sobre el humanismo*, trad. de Rafael Gutiérrez Girardot, Madrid, Alianza Editorial, 2000.

³⁵ Rodríguez-Castellanos, Arturo; De Goñi Oslé, José María and Delgado Guzmán, José Alfredo, *op. cit.*

³⁶ Oliveras, Elena. *La cuestión del arte en el siglo XXI*, Argentina, Paidós, 2019.

³⁷ Morin, Edgar. *¿Hacia dónde va el mundo?*, España, Planeta, 2011.

³⁸ Prigogine, Ilya, *op. cit.* pp. 132-135.

ibility and classical simplicity are then particular cases. At the same time, it determines that the future cannot be predicted because it is an open and complex scenario. However, Ilya tells us that, almost at the end of the century, we are still unable to foresee where the future takes us, but we can be sure that a dialogue is opening between man and nature³⁹ and that we are in a time when which we can create new forms both in art and in literature, science and above all in relationships with nature. It is here where, despite restricting the possibilities of visualizing a scenario, an analytical matrix is presented that enables a discussion and results (see next table).

DOCUMENTARY DISCUSSION ON ADVANTAGES AND DISADVANTAGES OF THE CONTEXT IN HYBRID LABOR SCENARIOS

Disadvantages

Coexistence in society oriented to the search for emotional experiences, prioritizing the quality of life and health, maintains that it's possible through communication. Consumption is present in the family, in religion, in politics, in unionism, in culture and in the time available. Running away from suffering. It's sought to equalize so that the only differences that exist are the consumables.

The very people responsible for the technological revolution —characters like Microsoft founder, Bill Gates, and Facebook founder, Marc Zuckerberg— are admitting by the first time that the unemployment caused by technology, called technological unemployment, could become the great global conflict in the 21st century, Zuckerberg has said that “technology and automation are eliminating many jobs [and that] our generation is going to have to deal with tens of millions of jobs that are going to be replaced by automation, like self-driving cars.

Frey and Osborne created an algorithm which they fed with data and examples of what kinds of jobs are already being displaced by this technology and were asked to cross-reference it with the 702 jobs listed by the US Department of Labor. The algorithm produced a ranking starting with jobs that have a 99% chance of being replaced by robots, drones, self-driving vehicles and other intelligent machines. In this category are the telemarketers —sellers who offer products by phone—, which have already been replaced in many countries; insurance salesmen; the account auditors; librarians and customs agents. These occupations are being replaced by computer programs that can accumulate information, process

³⁹ Prigogine, Ilya, *¿Tan solo una ilusión?*, Barcelona, Tusquets, 1993.

it, and make projections for the future much better than humans, the algorithm concluded.

Among the jobs with a 97% chance of disappearing are telephone operators and store clerks, as they are being replaced by e-commerce and human-like (or humanoid) robots. Osborne responded that “the probability of a job being automated is closely related to the level of skills or studies”. Other futurologists I interviewed agreed that academic training and skills such as creativity, originality, social and emotional intelligence—which should also be taught in universities—will be key to the professions of the future. The new university majors will be increasingly interdisciplinary and will include technological skills and critical thinking skills, problem solving and interpersonal skills.

According to Bracken, what we see is “the loss of a common public culture” and the formation of a “new 500 channel universe”. The individualization of the news can lead to political manipulation, because the algorithms of platforms like Google or Facebook are designed to satisfy the consumer, not to fulfill the future of work.

When automation advances further, work becomes more intellectual as it mobilizes people’s cognitive dimensions. Reinvent or die.

Advantages

Sociology and economics have created multiple ways to see the technological past, to reconstruct it; the future requires another sight. The engineering and the design that work in the studies of the future and its thought, allowed to push this investigation with the purpose of generating alternatives for the thought.

Engineering and design are the key to the projection of new technologies for working, based on principles such as will and freedom.

Amazon bought more robots, but also hired more people, because of some jobs that seem routine at first glance require common sense. Bostrom added: Common sense is very difficult to automate and is necessary, for example, to know if the construction plan for a skyscraper is wrong because someone entered the wrong data into the computer. By this moment, artificial intelligence cannot emulate the common sense of humans, explained.

Some of the world’s leading futurologists say that there will be jobs that will cease to exist, but the vast majority will not, they will only be transformed. Many of the things we do today will be made by intelligent machines, which will require us to update ourselves more than we have done so far, in many cases we will reinvent ourselves.

“In the 20th century, the notion of journalism and newspapers was to serve as a forum for the community, but what we have seen in the last 20 or 25 years is the disintegration of the mass media and a greater tendency towards the micro-

targeting of news”.⁴⁰ Communication skills will be as much or more required than financial knowledge. The call centers, of the past will be renamed “specialized advice centers” and will require employees with more academic training and greater communication skills. “There’s always the risk that a customer will ask a question that’s off the charts, and that’s going to take well-trained employees who can answer those questions”.⁴¹

The bankers of the future will be, to a large extent, data analysts who will be dedicated to exploiting social networks, online shopping and the consumption habits of the people, to look for potential clients and seeing which new products they can offer.

What is coming: a post-professional society. Many scholars of the future of the legal profession predict that, like other professions, lawyers will no longer have an absolute monopoly on the practice of their profession. One of the best-known proponents of this theory is Oxford University professor Richard Susskind, president of the Society for Computing and Law, columnist for the *London Times*, and author of the book *The End of Lawyers?*

III. RESULTS

In the review of the state of the art, it has been possible to find disadvantages and advantages; among these areas of opportunity, the fear of the user or citizen to be controlled either by the State or by artificial intelligence.⁴² Social, political-environmental problems, etc. That according to these authors they coincide with international organizations is due to the digital and generational gap. The excess of work and productivity brings with it a social exclusion that decreases in the disconnection from society and this brings with it the domination by the State.⁴³ The prediction of the future despite a G5 technology, it is difficult to visualize.

Among the advantages, it is important to highlight that there are authors who agree with the critical apparatus of this article in the importance of narrative to create critical thinking in addition to generating National

⁴⁰ Oppenheimer, Andrés, *¡Sálvese quien pueda! El futuro del trabajo en la era de la automatización*, México, Debate, 2018.

⁴¹ *Idem*.

⁴² Grigera, Juan and Nava, Agustín, “El futuro del trabajo en América Latina: crisis, cambio tecnológico y control”, *El Trimestre Económico*, vol. 88, issue 352, pp. 1011-1042, 2021, available at: <https://www.eltrimestreeconomico.com.mx/index.php/te/article/view/1242>.

⁴³ Garza Toledo, Enrique de la y Neffa, Julio César (coords.), *El futuro del trabajo-El trabajo del futuro*, Buenos Aires, CLACSO-ASDI, 2001.

identity.⁴⁴ And that this is considered one of the most beautiful arts because it allows you to travel through time and contradict yourself, in addition to offering life possibilities. Others agree that it seeks to recreate new forms and work scenarios, as well as alternative economic models that provide viable solutions, the opening of borders and global platforms in labor matters and job creation are conceived, those who have passion and love for their work will develop skills for the future.⁴⁵ In an automated world, where most people will be self-employed and many will be entrepreneurs.⁴⁶ Communication skills will be as or more required than financial knowledge. In addition, a hybrid scenario will be created⁴⁷ where virtual reality headsets and glasses could be the new devices that will dominate the technological world, combining the physical world and the digitized world. Civic culture is important to recreate a possible scenario.

IV. CONCLUSIONS

In this chapter a hybrid scenario has been proposed in which it is finally concluded that the human being goes through several stages, among them during the cycle of his life, in the first he develops from harmony, where he is barely aware of his dimension physical, later it distances itself more and more from the spiritual, and from the material; where he possibly achieves a reality where he forgets his own being; consequently, after feeling a state of emptiness and generating questions about his context, the individual in search of his interiority, from the depths of his nature searches within himself, in a form of dialogue, returns to his own interior, to investigate an attitude towards life itself.

In this sense, we can see that the human being goes through cycles and in this future hybrid scenario and like the organic structures that he visualizes from introspection, he creates self-organization together with the technological one but that in turn values, not as a sense of scrutiny, but rather, as a sense of appreciation towards their feelings and emotions. In

⁴⁴ Blanco Illari, Juan Ignacio, "Aspectos narrativos de la identidad personal", *Tópicos*, issue 21, 2011.

⁴⁵ Dirksen, Uta, "Trabajo del futuro y futuro del trabajo. Por una transición progresista", *Nueva Sociedad*, issue 279, 2019, pp. 62-72.

⁴⁶ "¿Por qué Finlandia está cambiando «el mejor sistema de educación del mundo»?", *BBC Mundo*, 2015, available at: https://www.bbc.com/mundo/noticias/2015/12/151201_finlandia_cambio_educacion_ab.

⁴⁷ Schwab, Klaus, *La cuarta revolución industrial*, Barcelona, Debate, 2016.

this sense, in harmony with his interior and exterior, the individual in coordination with the abstract scenarios develops creative thinking and interconnects with others. This is how he achieves survival and collaborates and builds a city, as one of the great challenges that he goes through in search of the light that integrates him to glimpse a possible future.

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