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# Shaping Your Workforce Experience

Looking beyond the 100-year-old era of  
commuting to work and working a 9-5 job



**Work** isn't longer defined by jobs, **the workplace** isn't a specific place, and many **workers** aren't traditional employees

*We identify seven megatrends that are shaping the future of work:*



### **Technology is everywhere**

The broad spread of technology has changed the way workers can access their work and the workplace and gives employers increased capabilities in accessing a remote workforce



### **AI, Cognitive Computing, Robotics**

The cost of novel technologies has decreased drastically and is allowing organizations to explore these types of solutions to a larger extent



### **Tsunami of Data**

The amount of accessible data has increased 9 times in the last two years, and it is increasing exponentially. This allows for novel ways of working but requires workers to obtain skills to process the information.



### **Jobs vulnerable to automation**

Organizations will be able to do more with less, which will impact the type of work required by the workforce



### **Explosion of the workforce ecosystem**

Employers are building ecosystems with a mix of contingent workers, consultants, contractors, and outsourced service deliveries.



### **Change in nature of career**

Changes in skill requirements as well as increasing demands from workers towards employers are rapidly changing career models



### **Diversity and generational change**

Remote work, global mobility, and a generational shift are all increasing the importance of workplace culture and ways of working.

**...and your workforce experience is crucial to respond effectively to this changing world**

Organizations with a highly engaged and involved workforce are **2x** more likely to be innovative, and **1.6x** more likely than their peers to anticipate and respond to change effectively.



# To deliver exceptional workforce experiences and business success, organizations must **re-architect work, unleash the workforce and adapt the workplace**

Organizations must shift from a tactical, siloed approach to how work gets done, to a strategic model that considers investments in talent, technology, and real estate holistically.

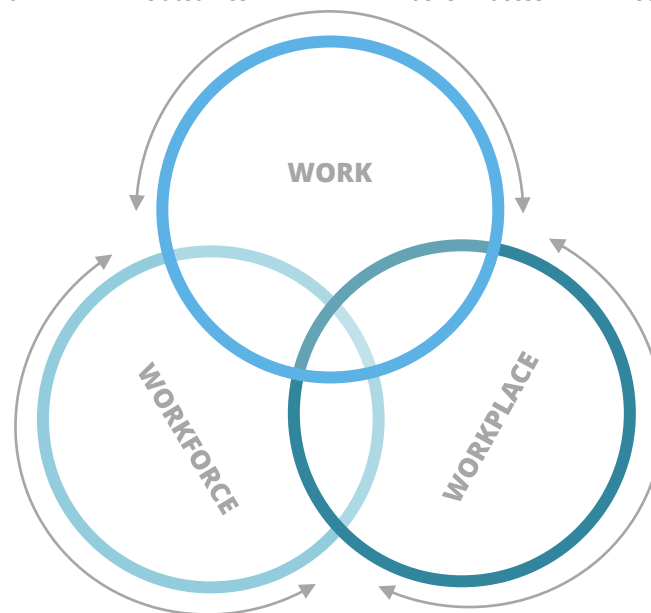
## WORK

The **activities performed** and technology applied to produce work outcomes and create value



## WORKFORCE

The combination of **skills, jobs, teams, and talent models** (FTEs, contingent workers, gig workers, etc.) to perform the work



## WORKPLACE

The **context and environment** in which work is done including physical design, technologies, collaboration, culture, and workforce preferences





# To redefine your work, workplace and workforce, **several interlocking elements need to be addressed**

A sustainable workforce experience makes work better for humans and humans better at work™.

## Footprint & Presence:

Location strategy and aligning the physical footprint to workforce priorities and ways of working

## Culture & Ways of Working:

Processes, behaviors, and relationships that enable value creation

## Purpose & Intent:

Understand why you have a workplace and how it drives business outcomes and workforce experience

## Collaboration & Knowledge Sharing:

Overview of available communication channels and access to knowledge bases on an organizational level



## Workforce Strategy & Plan:

Adaptation of the talent model and strategy to meet current and future business needs

## Critical Skills:

Key skills and roles that drive value today and in the future

## Employee Value Proposition:

Differentiation of the employer brand in the market and conviction to the talent we want to attract

## Technology Enablement:

How technology is changing the jobs we do and how work is done productively

Take the time to **align on your vision** of the future before you **design an action plan** and finally organize yourself to **deliver your reshaped workforce experience**

Understanding the why, what, how, when and who of your strategy to bring your workforce experience to life



## ALIGN

- Begin with the end in mind when defining your workforce experience strategy and vision
- Provide a clear link between your vision and your business goals to understand why you need to make the change
- Set how you measure success from where you are today to where you will be in the target future state

## DESIGN

- Identify and analyze the gaps between your current state and target future state
- Define what the catalysts of your transformation are; the core moves that activate, accelerate and support other intended changes
- Determine concrete actions that visibly and imminently show progress towards your vision

## DELIVER

- Identify what behaviors you want to see and set up a plan to guide and stimulate your workforce through the changes
- Create an implementation plan that decides when each step needs to happen to enable a successful transition
- Mobilize your resources and execute the plan to bring your strategy from theory to practice

# **Align** - What is your vision of the future and of your future workforce experience?

Create a shared understanding of what you envision your future to look like, what you aim to change and why.

## **A selection of guiding questions to consider:**

*What are the key value-driving activities in your organization and how will they change in the coming years?*

*What is the ultimate purpose of your workplace and how does it drive business outcomes?*

*How is your employer brand differentiated in the market and is it compelling to the talent you want to attract?*

*How is technology influencing the work your people do and how they do it?*

*In what digital and physical environments do different parts of your workforce perform their work most effectively?*

*Where does your work get done? Who does it? And how can that change to drive better work outcomes?*

# Design – What needs to change to improve your workforce experience?

Draw the blueprint of how you aim to transform your organization and decide what actions to take for the future to take shape.

## A selection of guiding questions to consider:

*How does your talent model and strategy need to adapt to meet current and future business needs?*

*What changes are required to ensure your workforce communicates, collaborates and co-creates effectively now and in the future?*

*How do you enable your key roles and develop the key skills that drive future business value?*

*How do you handle differentiations in ability and autonomy of your workforce to decide where to work?*

*What employment types are most effective and cost-efficient for which types of work to achieve your business goals?*

*How does the physical design and layout of your work environments optimally support the work people are doing?*



## **Deliver** – How do you organize yourself to turn your plans into reality?

Time to make it happen: mobilize stakeholders, execute the plan, monitor the progress and respond to changing circumstances.

### **A selection of guiding questions to consider:**

*What can you learn from how your organization has previously succeeded and failed in similar programs?*

*Who are the critical and impacted internal and external stakeholders you need to have on board to succeed in your efforts?*

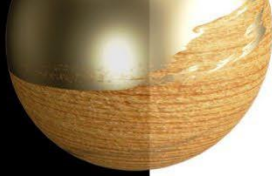
*How do you ensure that changes are noticeable to your organization and that your workforce feel involved in the transformation?*

*What other developments can you build on top of, or do you need to adjust your plans to?*



*If this transformation is to fail, what are the likely causes and what can you do to mitigate them from the start?*

*How can you use the transformation to show, stimulate and enforce your company culture?*





Investing in your workforce  
experience is investing in  
your business



Having **a clear ambition** and an **iterative approach** will help you get started on your journey towards a **future proof workforce experience**

*Key takeaways to start shaping an enhanced Workforce Experience*



**Understand the benefits of a good workforce experience.**

Have a clear view of the value your workforce experience should bring to the individuals, the organization and the external environment.



**View work, workforce, and workplace holistically.**

It is crucial to map different aspects of your internal environment as well as specific dependencies of each of these areas.



**Make it a shared journey.**

Align your strategy on the leadership level and communicate with your organization as early as possible to create common goals to work towards.





## Want to learn more?



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