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INTELLIGENCE
UNIT

WORK IN PROGRESS

Aligning workforce transformation
to business strategy



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About the research

Work in progress: Aligning workforce transformation to business strategy is an Economist Intelligence Unit report, sponsored by Fujitsu and Citrix, that examines the extent of workforce change within organisations and the different approaches that firms take to manage it.

The analysis in the report is based on a survey of 200 executives, conducted in September and October 2019. Respondents are from eight countries: the US, the UK, France, Germany, Ireland, Australia, New Zealand and Japan. They work in 20 different sectors, with the largest representation being from financial services and technology firms. They have senior roles in their organisations, with half being C-level executives and the other half at managing-director or vice-president level. Nearly half (48%) work in organisations employing more than 1,000 people, and 42% in organisations employing between 500 and 1,000.

Additional insights were obtained from in-depth interviews with senior executives and other experts knowledgeable about workforce transformation. Our thanks in particular to:

- Anna Gowdridge, director, 100% Human at Work Programme, Virgin Unite
- Julia Herpel, expert in digital work and innovation, Digital HR Innovation, Deutsche Telekom
- Jennie Sparandara, head of workforce strategies, Global Philanthropy, JP Morgan Chase
- Colin Silvester, group chief information officer, JAC Recruitment
- Michel Servoz, senior adviser, artificial intelligence, robotics and the future of labour, European Commission

The report was written by Denis McCauley and edited by Pete Swabey.

Executive summary

It is widely accepted that technology, as well as economic and demographic trends, are changing the nature of work. It is less clear how the roles and tasks that employees perform will change, and what organisations should do as a result. This report examines workforce transformation, defined as significant and deliberate change to the nature of an organisation's employee base, and how organisations are tying it to their broader strategic goals.

Our analysis of 200 executives across eight countries shows that widespread workforce transformation is under way, with more than eight in ten respondents confirming this to be the case in their organisation. Nearly four in ten respondents say the transformation has been extensive.

The survey also suggests a link between effective workforce transformation and strategic performance. Organisations that have significantly over-delivered on their strategic objectives are more than three times as likely to have extensively transformed their workforce. This is, however, less than a quarter of the survey group.

Other key research findings are:

Digital and workforce transformation are closely intertwined. Technology is both a driver and enabler of workforce transformation. The most common changes made by organisations as part of workforce transformation have been increased investments in technology and digital-skills training.

CEOs and CIOs lead the charge on workforce transformation. Among respondent organisations, the chief

executive officer (CEO) is most likely to lead workforce transformation initiatives. However, in European and North American organisations, as well as those with more than 1,000 employees, the chief information officer (CIO) is more likely to lead, further highlighting the intertwining of workforce and technology transformation.

Organisations focus equally on training and technology. Instead of choosing between investing in their skills base and investing in technology, respondent organisations are doing both. Many (39%) are also looking to design or improve the employee experience. Tactical measures such as changing human resources policies or re-designing organisational structures are employed less frequently.

Cost and complexity are the price of workforce transformation. The most common negative consequences of workforce transformation are one-off costs and increased employment overheads, both cited by over three-quarters of respondents. Most organisations also report unwelcome increases in organisational complexity and staff turnover.

Lack of vision and leadership are the primary barriers to workforce transformation. Resistance to change and a lack of understanding of the ideal workforce are the two most cited barriers to workforce transformation. Taken together, both suggest that management in many organisations is failing to think strategically about what transformation requires and how to motivate employees toward being part of the future workforce.

1. Introduction: drivers of workforce change

The nature of the work we do has always evolved, albeit with periods of relative consistency interspersed with episodes of acute change. In the current moment, however, the “future of work” is a topic of particular focus.

It falls on executives to think clearly about the pressures that are shaping their workforce, and to act decisively.

And little wonder. In the past 20 years, white-collar workers have witnessed their office-bound working style become more flexible, as technology advances have made it possible to work efficiently from anywhere. Internet platforms powered by cloud computing have given rise to the so-called “gig” economy, in which individuals make themselves available to employers for temporary assignments, applying the scale and convenience of e-commerce to labour markets. Perhaps most compellingly, advances in artificial intelligence (AI) have revived fears of technological unemployment, as machines grow increasingly capable of performing tasks that were once only performed by humans. Workers, and the organisations that employ them, are understandably curious about what the future holds.

It falls on executives to think clearly about the pressures that are shaping their workforce, and to act decisively. An organisation’s use of AI, for example, does not presage large-scale redundancies, believes Michel Servoz, senior

adviser to the president of the European Commission on AI, robotics and the future of labour, but it does require a re-think of the tasks that employees perform. “Too many managers are thinking about AI simply as a way to increase productivity,” he says, “but they actually need to think about its impact on the business model and how they organise work.”

Another factor that contributes to the changing nature of work is customer behaviour. Due partly to technology, customers are increasingly knowledgeable and self-reliant, says Jennie Sparandara, head of workforce strategies, Global Philanthropy, at investment bank JP Morgan Chase. “That changes the way we think about customer-facing staff, such as call-centre operators, who are now handling higher order or more sophisticated calls as mobile and automated systems take care of the more mundane tasks,” she says. “Such changes have been hitting our lines of business for some time, and we see them accelerating.”

Whereas some workers may be forced to pursue part-time employment, including “gig” work, others are going this route by choice. In Japan, where the pressures of corporate life are famously intense, younger generations are increasingly opting to take temporary and contract roles, according to Colin Silvester, CIO at Tokyo-headquartered JAC Recruitment. “There is clearly an advantage for us in terms of flexibility, and the ability to scale the workforce as business and projects dictate.”

Meanwhile, as documented in The experience of work, a previous EIU research programme, employers are increasingly concerned with providing an employee experience that

promotes productivity and engagement. This reflects a growing awareness that the contribution that employees make to the success of the organisation is influenced by their subjective experience working within it.¹

There are opportunities and challenges in the transformation of work. Organisations that can turn it to their advantage will become more adept at achieving their strategic aims.

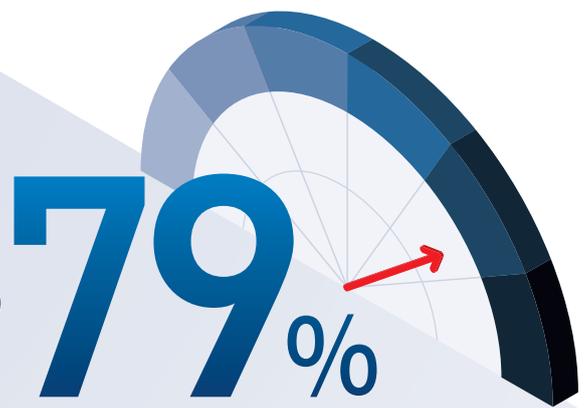
Senior managers must decide, for example, about the desired combination of human and machine labour, and the types of skills they need their employees to master. They must

also consider the desired balance between full-time staff and contract employees, the role of gig workers, whether most staff work on-site or remotely, and whether a flat or hierarchical organisational structure fits their needs.

This report examines workforce transformation—defined as significant and deliberate change to the nature of an organisation's employee base and the way in which it is deployed. It asks how such transformation should be conducted and, in particular, how it can support the pursuit of strategic aims.

¹ Economist Intelligence Unit, "The experience of work", June 17th 2019, theexperienceofwork.economist.com/

2. Taking a strategic approach to transformation



of respondents say their workforce transformation will accelerate

Most organisations represented in our survey are pursuing workforce transformation. Nearly four in ten (38%) respondents say their organisations have carried out “extensive” transformation in the past three years, while 45% say there has been “some” change in that time frame. Workforce transformation is being pursued most aggressively in North America, judging by the survey results: 68% of respondents there claim to have carried out “extensive” transformation—more than double the figures in Europe and Australia/New Zealand, for example.

The extent of transformation differs—in some cases considerably—depending on the constitution of an organisation’s workforce. For example, those employing mostly knowledge workers are more likely to have carried out “extensive transformation” than organisations with mostly non-knowledge

workers (41% versus 29%). Organisations whose employees, according to surveyed respondents, are more open to change (in new technologies and working styles) are more than twice as likely than the rest to have transformed “extensively” (50% versus 19%).

Furthermore, nearly eight in ten respondents (79%)—and almost all (96%) of those in North America—say their workforce transformation will accelerate in the next three years.

The survey provides some indication that workforce transformation can be deployed in support of strategic objectives.



Figure 1: Transformation in action

The extent to which respondent organisations have transformed their workforce in the past 3 years (% of respondents)



Source: The Economist Intelligence Unit

Respondents who say their organisation has “significantly exceeded its strategic objectives in the past three years” are more than three times as likely to have transformed their workforce “extensively” (72% versus 21% of other respondents).



Senior managers are thinking about how to train people to be better at the job they’re doing today, without realising that their workforce will need completely different skillsets in the next five to ten years.”

*Anna Gowdrige,
director, 100% Human at Work Programme,
Virgin Unite*

However, according to Anna Gowdrige, director of the 100% Human at Work Programme at Virgin Unite, the charitable arm of the Virgin Group, few organisations are thinking about changes occurring in work and their workforce when considering their overall strategy. “Senior managers are thinking about how to train people to be better at the job they’re doing today, without realising that their workforce will need completely different skillsets in the next five to ten years. I haven’t come across many organisations

that are thinking about how to fundamentally re-skill the workforce to build a long-term business strategy.”

“Companies need to look beyond existing functions and ask themselves about the roles that are likely to exist in their organisation in the future,” says Ms Gowdrige. “They also need to determine the roles and tasks that are unlikely to be automated. As AI and other technologies advance, they’re going to need people who are more collaborative, more creative and good at problem solving.”

Envisioning the ideal workforce

So, what is compelling organisations to transform their workforce? The survey reveals that a demand for skills is a prominent driver. When organisations were asked what requirements their strategic aims had placed on their workforce during the past three years, the top answer was an increased need for digital skills, followed by a need for other high-value skills. In fourth place was a growing need for “human” skills, such as creativity and communication.

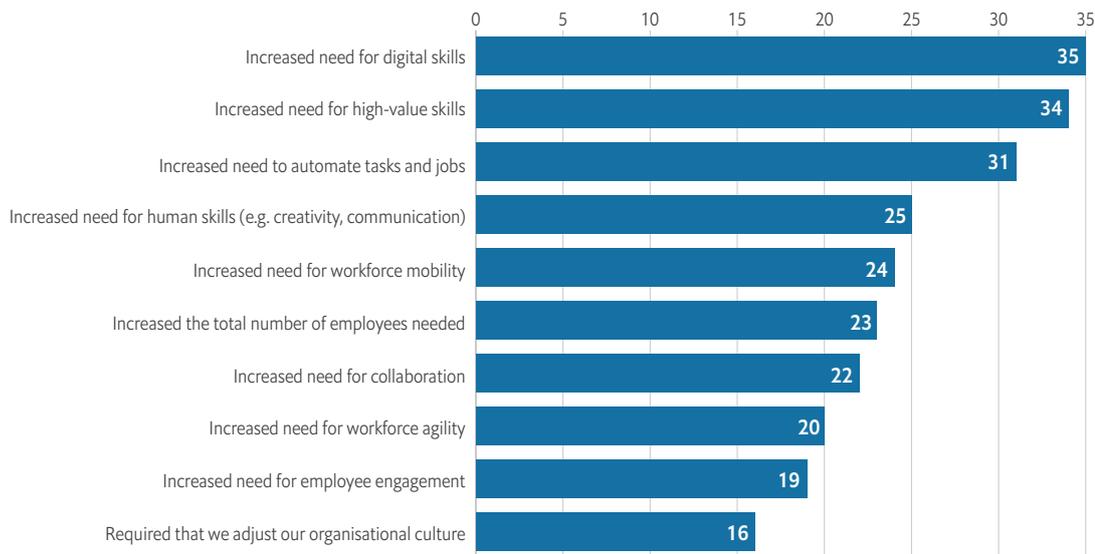
Workforce requirements differ to some extent, depending on the type of strategic objectives organisations are pursuing. We placed respondents in three categories, depending on the nature of the primary strategic objective: those focused on growth, on innovation or on defence.²

The need for digital and high-value skills is consistent across the three groups. However, organisations that focus on innovation identify

² The growth set of strategies are overseas expansion, growing market share and expanding into adjacent markets. Those pursuing innovation may be focused on developing new business models, innovation in operations and practices, innovation in products and services, or improving organisational agility. Finally, there are three defensive strategies: maintaining market share under pressure from disruptive rivals, improving profitability by reducing costs and maintaining shareholder value.

Figure 2: Drivers for transformation

Workforce requirements needed to achieve the strategic objectives (10 most common responses)
(% of respondents)



Source: The Economist Intelligence Unit

the need for automation as their primary requirement and, perhaps unsurprisingly, place a high value on creativity. Those focused on defence are more concerned with efficiency.

We also asked respondents to describe their organisation's ideal workforce—one well-positioned to deliver their strategic objectives. Two qualities stand out in the survey group as a whole: efficiency and creativity. However, there are marked differences between groups pursuing different strategic

aims. Organisations that are more focused on growth want their workforce first and foremost to be experienced.

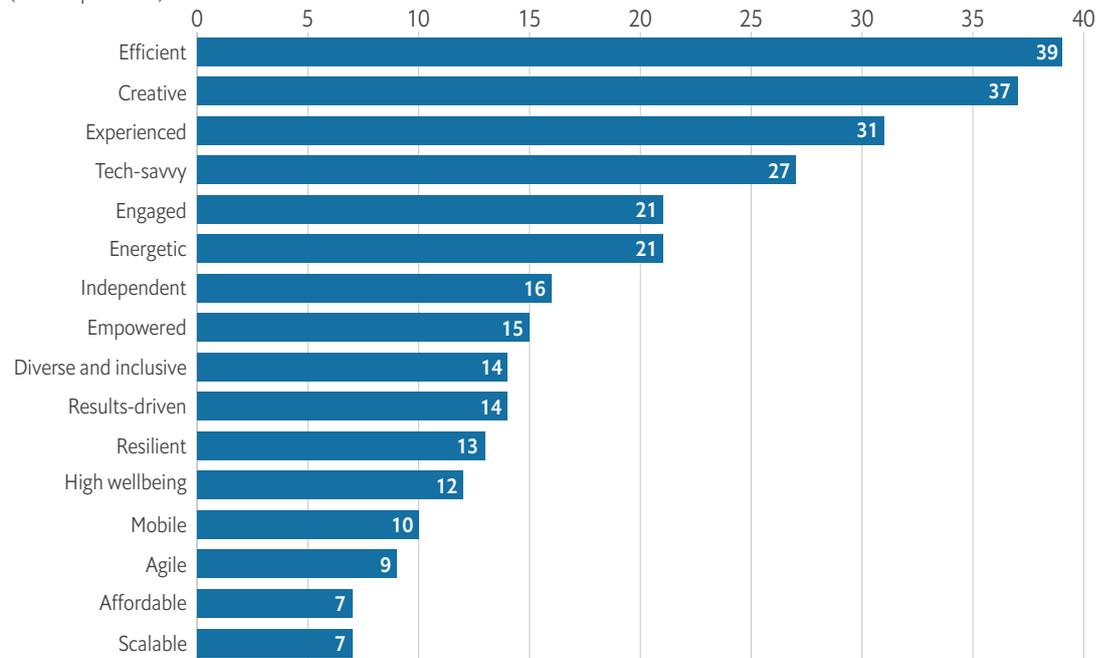
The make-up of the workforce also influences the characteristics that respondents consider ideal. Organisations that mostly employ knowledge workers value creative and tech-savvy workers more so than others.

If only implicitly, organisations know that the constitution and application of their workforce should reflect their particular ambitions.



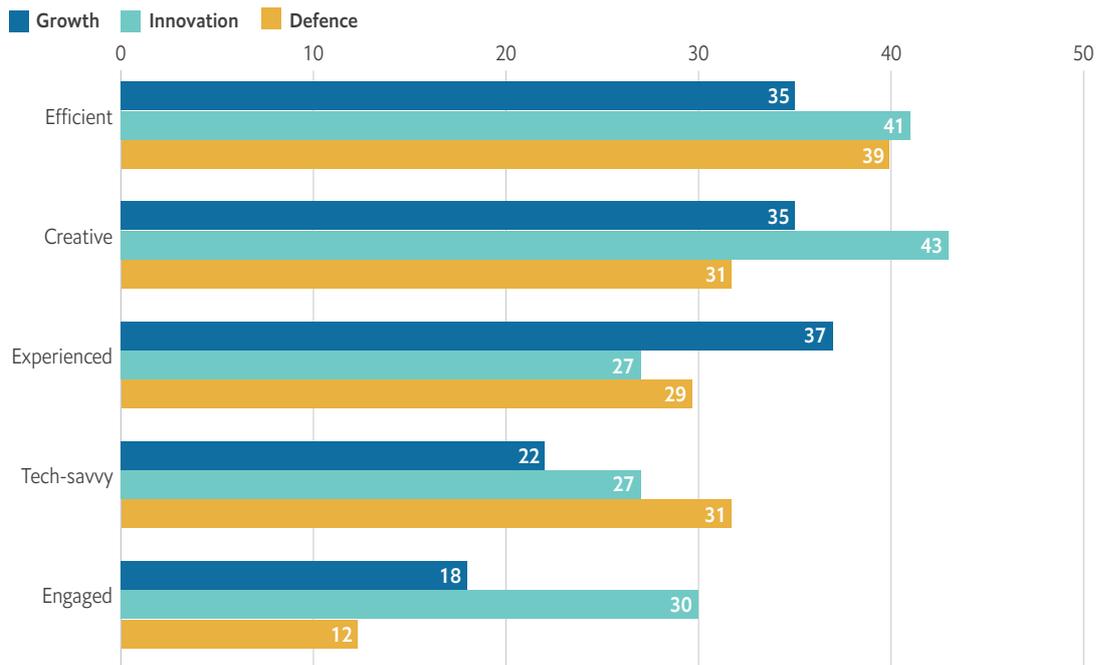
Figure 3a and 3b: The ideal workforce

Characteristics of the ideal workforce needed to achieve strategic objectives
(% of respondents)



Source: The Economist Intelligence Unit

Characteristics of the ideal workforce, by organisation's type of strategic objective
(% of respondents)



Source: The Economist Intelligence Unit.

75%



3. The integral role of digital

Although there are many common features between workforce transformation and digital transformation, as we will discuss below, there are also distinctions. Building a workforce that possesses attributes such as efficiency, creativity and experience requires a good deal more than technology deployment and digital skills training. Attention must be given to specifically human factors, such as employee engagement, wellbeing, working styles and even remuneration policies.

“There isn’t a direct, linear relationship between workforce and digital transformation,” according to Colin Silvester. “Desired skillsets, age profile, work time and location flexibility, for example, are not digital factors. But there is definitely a blurring between the two sets of initiatives,” he says.

Ms Sparandara of JP Morgan Chase sees workforce and digital transformation as “closely related. There may not be a Venn diagram with perfect overlap, but there are certainly areas that are deeply shared

of respondents say their workforce and technology transformations share common objectives

between the two,” she says. “To help employees build skills at scale, for example, digital tools have to be a significant part of the solution.”

A deep intertwining

The overlap of technology and workforce transformation is clearly evident in the survey. Three quarters of respondents (75%) state that their workforce transformation and technology transformation initiatives “share common objectives”. This is especially true

Figure 4: Shared objectives

Our workforce transformation and technology transformation initiatives share common objectives (% of respondents)

Strongly agree Somewhat agree



Source: The Economist Intelligence Unit

among respondents whose organisations have transformed their workforce “extensively” (92%) and those who have “significantly exceeded” their strategic objectives (87%).

When asked what changes their organisations have made as part of workforce transformation in the past three years, the most common response is increased investment in technology. The second most common, joint with increased salaries, is greater investment in workforce digital skills.

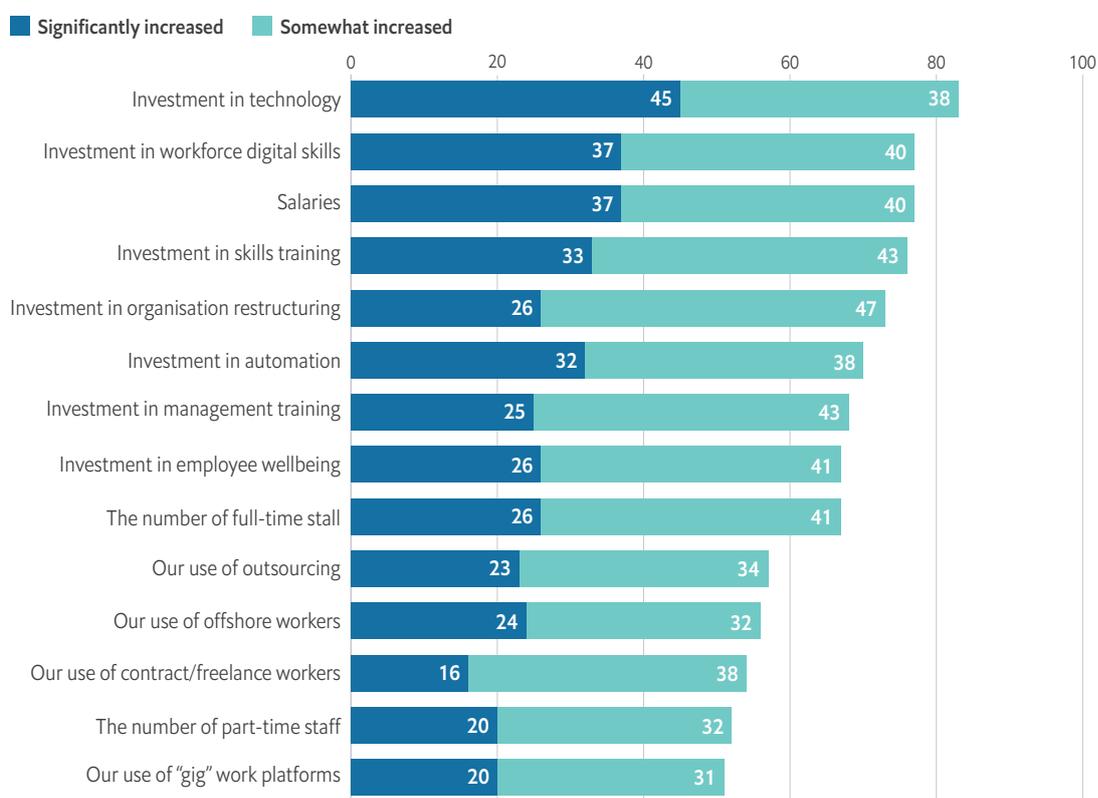
Workforce transformation often requires a substantial upgrading of technology, the survey also shows. Nearly four in ten respondents (38%) report that their workforce transformation has required considerable modernisation of their

existing technology infrastructure. The more successful organisations have been at transforming their workforce, the more likely it is that they’ve upgraded their infrastructure significantly.

There are fewer reasons for legacy technology to hinder transformation today than in the past, believes Mr Silvester. “The barriers to changing infrastructure are falling every year,” he says. “To support home working ten years ago, for example, we would have had to make some fairly substantial infrastructure changes. Now I can just spin up some resources in the cloud, make that secure, make it available to someone in a browser in their home, and off we go. There are still limitations of antiquated architecture, but they’re becoming much easier to resolve.”

Figure 5: Transformation tactics

The most common workforce adjustments in the last three years (% of respondents)



Source: The Economist Intelligence Unit

Transforming a telecoms giant

National telecoms carriers face unique transformation challenges. Many are among the largest employers in their country, with large contingents of workers focused on getting the most out of decades-old network infrastructure. Digital and workforce transformation are imperative for most to enable new business models, and several of the world's leading telcos are attempting just that. AT&T in the US is one, having retrained 180,000 of its 250,000-strong workforce since early 2018.³ Telstra, Australia's incumbent carrier, has embarked on an initiative to develop an "agile at scale" workforce model.⁴

Germany's Deutsche Telekom—one of the world's largest telcos with 216,000 employees spread across 31 countries—is undergoing a transformation of its own. In the past 20 years it has evolved from a predominantly fixed-line voice carrier to a provider of diversified mobile, broadband, cloud and other services to consumers and enterprises. This has involved considerable workforce change over that period, or what Julia Herpel, digital work and innovation expert in the company's Digital HR Innovation team, calls "continuous transformation". "Especially in the past decade it has involved continuous upskilling and reskilling of our workforce," she says.

The telco has now embarked on a set of change initiatives designed to foster agile work across the organisation. Originating in the domain of software development and emphasising autonomy, responsiveness and cross-team collaboration, agile working principles are now applied by Deutsche Telekom and other organisations to areas of operation beyond IT. Ms Herpel and her team are responsible for leading HR's contribution to that effort.

The agile initiative, says Ms Herpel, is closely linked to the organisation's digital

Deutsche Telekom's agile initiative is closely linked to the organisation's digital transformation efforts and, to assist their co-ordination, digital and agile "strategic pillars" have been set up within HR.

transformation efforts and, to assist their co-ordination, digital and agile "strategic pillars" have been set up within HR. They must be closely co-ordinated, she says, because "We cannot just put, say, new collaboration technologies in front of people and tell them to go and collaborate." Helping staff understand and adopt agile working practices, she says, will ensure they know how to use the technologies to enable better collaboration.

The agile initiative naturally involves a considerable degree of training. The telco's New Work Academy, managed by HR, is the vehicle to deliver it. Originally set up to introduce employees to design-thinking principles, the unit has trained around 25,000 employees in the past three years in agile working, according to Ms Herpel.

In Germany, large-scale workforce initiatives must usually be supported by the works council, the enterprise body that represents employees, and gaining such support is not always a straightforward task. In this case, the council needed to ensure that agile ways of working did not contravene labour regulations and standards, such as those governing work hours. In this context, the Manifesto of Agile Work signed in July 2019 by the company's management and its works council⁵ will, believes Ms Herpel, help ensure that agile principles truly take root throughout the telco.

³ Lauren Weber, "Why Companies Are Failing at Reskilling", The Wall Street Journal, April 19th, 2019.

⁴ Rohan Pearce, "Telstra to begin transition to 'Agile at scale' from July", ComputerWorld, May 10th, 2019.

⁵ Deutsche Telekom, "Guardrails agreed for agile working", July 11th, 2019.



of respondents say their workforce transformation has increased organisational complexity

4. Taking charge of transformation

Identifying the leader of a major enterprise initiative usually offers a clue about the levers that management aims to pull to ensure its success. Among the survey group, the CEO is most likely to be the leader of a workforce transformation initiative. That response, however, is heavily weighted both geographically, toward Japanese organisations, and in terms of size, toward smaller firms, with between 50 and 1,000 employees. In Europe and North America, and in organisations employing more than 1,000 people, it is the CIO who is most likely to take the reins of workforce transformation. Different cultural attitudes toward corporate management roles may help to explain the regional differences.



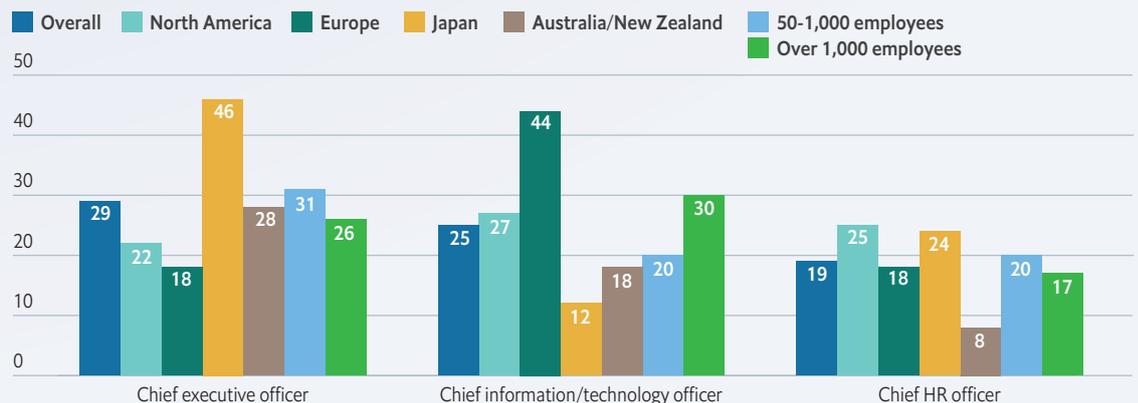
In companies where the CIO is not playing a leading role in this effort, workforce transformation is likely to come unstuck fairly quickly.”

*Michel Servoz,
senior adviser, artificial intelligence, robotics
and the future of labour,
European Commission*

And in large, sprawling organisations, there appears to be a widespread assumption that the CIO is best able to oversee a

Figure 6: Leading workforce transformation

Which, if any, C-Suite executive led your workforce transformation initiatives?
(% of respondents)



Source: The Economist Intelligence Unit

workforce initiative that is so closely intertwined with digital transformation.

The CIO as workforce transformation leader makes complete sense to Michel Servoz of the European Commission. In Europe and North America, he believes, “the CIO is now the most important driver of change in any organisation. In companies where the CIO is not playing a leading role in this effort, workforce transformation is likely to come unstuck fairly quickly.”

Mr Silvester, group CIO at JAC, agrees. “Many workforce initiatives come down to me,” he says. “In order to collaborate more effectively with our offices abroad, I need to ensure that we’ve got the right communications platform installed. In order for people to work at home, I’ve got to create a secure platform for them to do that.”

Interestingly, nowhere is the chief human resource officer (CHRO) in the lead of such initiatives. Anna Gowdrige sees advantages in the transformation leader being someone other than the CHRO. If it is viewed as strictly

an HR initiative, she says, it runs the risk of being side-lined in executive suite discussions.

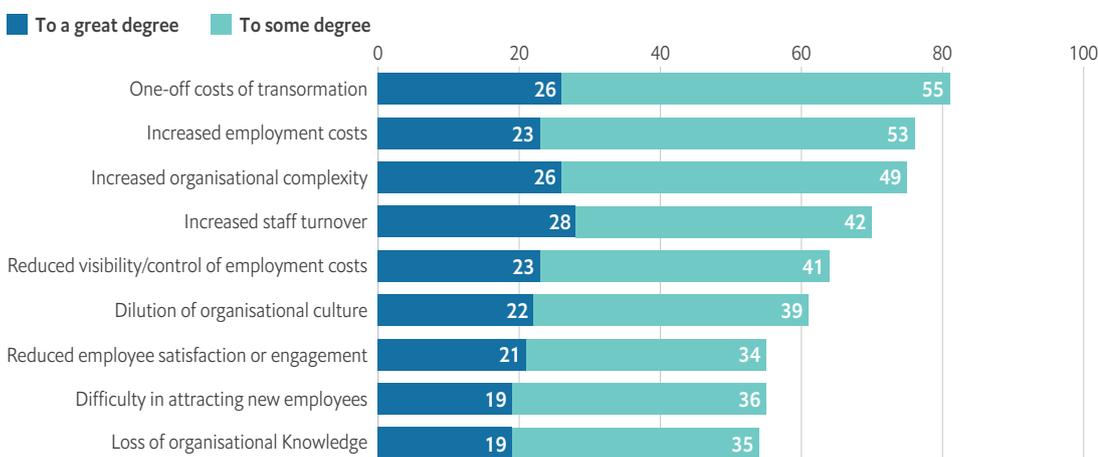
Levers to pull, and pitfalls to avoid

To listen to some “future of work” narratives, one might imagine that humans are now pitted against technology in competition for work. The survey indicates, however, that investments in technology and human capital are not mutually exclusive: the most common measures undertaken to support workforce transformation are technology adoption (cited by 56%) and skills training (54%).

Another 39% (and 53% in North America) have also undertaken to design or improve the employee experience—a concept, fast gaining traction which holds that the totality of an employee’s involvement with the organisation, from recruitment through to departure, influences their contribution to its success more than individual factors.⁶ More organisations have employed this holistic approach than have taken more tactical steps, such as changing HR policies, re-designing organisational structures or re-designing processes.

Figure 7: The price of transformation

The most common costs or challenges encountered as a result of workforce transformation (% of respondents)



Source: The Economist Intelligence Unit

Inevitably, however, workforce transformation initiatives—even when successful—have costs and unwanted side effects. The most common of these, experienced by over three-quarters of respondent organisations, have been one-off transformation costs and increased employment costs (cited by 81% and 76%, respectively). In many cases, such costs may not be unexpected, but management will arguably have been less ready for the increased organisational complexity that three-quarters of respondents report as a result of transformation. What is also likely to be unwelcome is the increased staff turnover encountered by 70% of firms (with 28% saying the increase in turnover has been extreme).

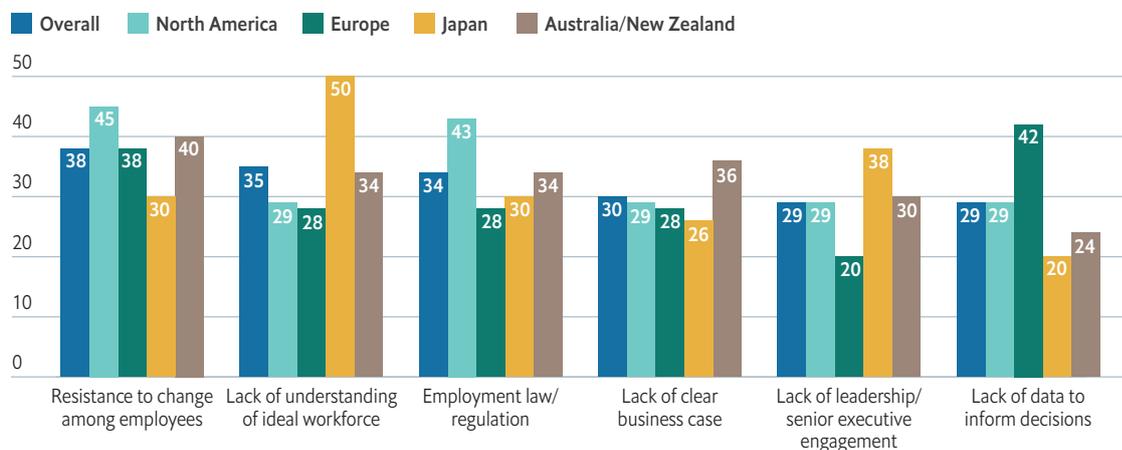
The more extensive the transformation, the more likely it is that organisations will

have dealt with these negative impacts. For example, organisational complexity increased for 82% of those that transformed their workforce “extensively”, compared with 72% of the rest. And 76% of that group experienced a rise in staff turnover, versus 66% of the rest.

Resistance to change is a frequent accompaniment to major technology or workforce initiatives, and it is the most common barrier to workforce transformation. Nearly as common, cited by 35% of respondents, is a lack of understanding of what constitutes the ideal workforce. The prevalence of both these barriers reflects a failure of management, as it is the leadership team’s job to present a vision of the future workforce and motivate employees to embrace it.

Figure 8: Barriers to transformation

The most common barriers to workforce transformation (% of respondents)



Source: The Economist Intelligence Unit

⁶ See, for example, MIT Center for Information Systems Research, “Building Business Value with Employee Experience”, June 6, 2017.

Open source transformation?

As debates continue about the impact that AI and other emerging technologies may have on the workforce, some organisations have sought answers themselves. Two initiatives, both launched in 2013 as not-for-profit programmes, are 100% Human at Work, organised by Virgin Unite, and New Skills at Work, managed by JP Morgan Chase. In addressing the skills challenges they and other organisations face, their work naturally touches on issues relevant to workforce transformation. Both companies aim to facilitate the sharing of best practices in this area.

According to Jennie Sparandara, who heads the JP Morgan initiative, many firms do not have the resources to consider how workforce transformation will impact their business. Her corporate philanthropy

unit funds organisations that facilitate discussion among businesses about how they address common skills development and transformation challenges. “The idea is to create economies of scale in gathering and disseminating best practices in workforce change,” she says.

Virgin Unite’s 100% Human at Work programme involves around 400 companies in its network, according to its director Anna Gowdrige. “I spend a lot of time talking to businesses around the world that are experimenting with new models for work, and seeing what innovations are working and what aren’t.” In addition to sponsoring research and organising discussion among senior executives, the programme hosts a “lab” in which members brainstorm and experiment with different types of workforce initiatives.

Conclusion

Some organisations have made considerable progress in workforce transformation, but this does not mean they've effectively managed the process. Although some executives may expect resistance to change and be resigned to a temporary increase in staff turnover, few would welcome more organisational complexity, a dilution of corporate culture, or reduced levels of employee satisfaction and engagement as a result of transformation, as many of our survey respondents have experienced.

Although there is no “one size fits all” approach to workforce transformation, our research shares some lessons learned and valuable insights for managers of organisations that are embarking on workforce transformation projects. These include:

Let strategy inform the make-up of the workforce. Many organisations are making decisions about skill needs and training, the use of temporary labour, or where staff should be sited without reference to the overarching strategic goals. Such organisations may be left with a workforce that is not suited to deliver those goals.

Develop and articulate a clear vision. Decisions about work organisation are often taken within units and departments, who have their specific objectives in mind. The leadership team must think deeply about the ideal workforce they need for the organisation as a whole. When the transformation is launched, that vision should be communicated clearly to gain staff buy-in.

Understand where digital and workforce transformation do not overlap. There is no doubt that the two sets of initiatives should be co-ordinated closely. In most cases, though, digital should be viewed as an enabler of workforce transformation and not its determinant. Many nondigital factors

need to be leveraged in support of the desired workforce change.

Accept that there will be costs, but have plans to minimise their impact. Any major change initiative will entail costs. Workforce transformation will need investment in skills development and some upgrading of technology infrastructure, among other outlays. However, vigilance is needed to ensure the initiative does not unduly increase complexity or harm employee morale.



This is not pre-determined. Executives can shape their own future workforce by the decisions they make.”

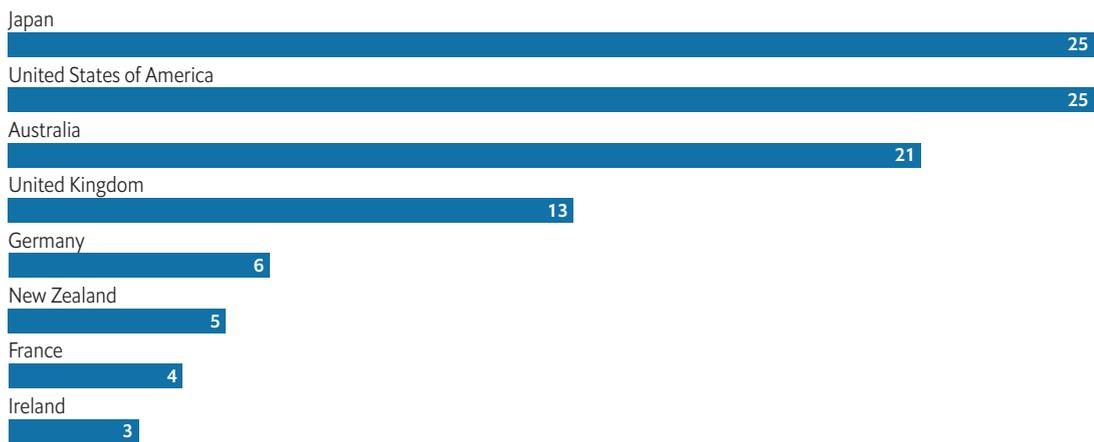
Whatever decisions executives make about the workforce they aspire to have, they must not delay in embarking on a thorough consideration of their options. Too many executives are putting such efforts off, says Michel Servoz, because they think the shape of the future workforce will be determined by technology and that they'll have little choice in the matter. “But this is not pre-determined,” he says. “Executives can shape their own future workforce by the decisions they make, while policymakers can help shape it at a broader, economy-wide level.”

Divining the future of work may seem like guesswork, but tying transformation to their own strategic objectives is the best way for organisations to ensure that their future workforce will be ready for whatever challenges—and opportunities—technology throws at them.

Appendix

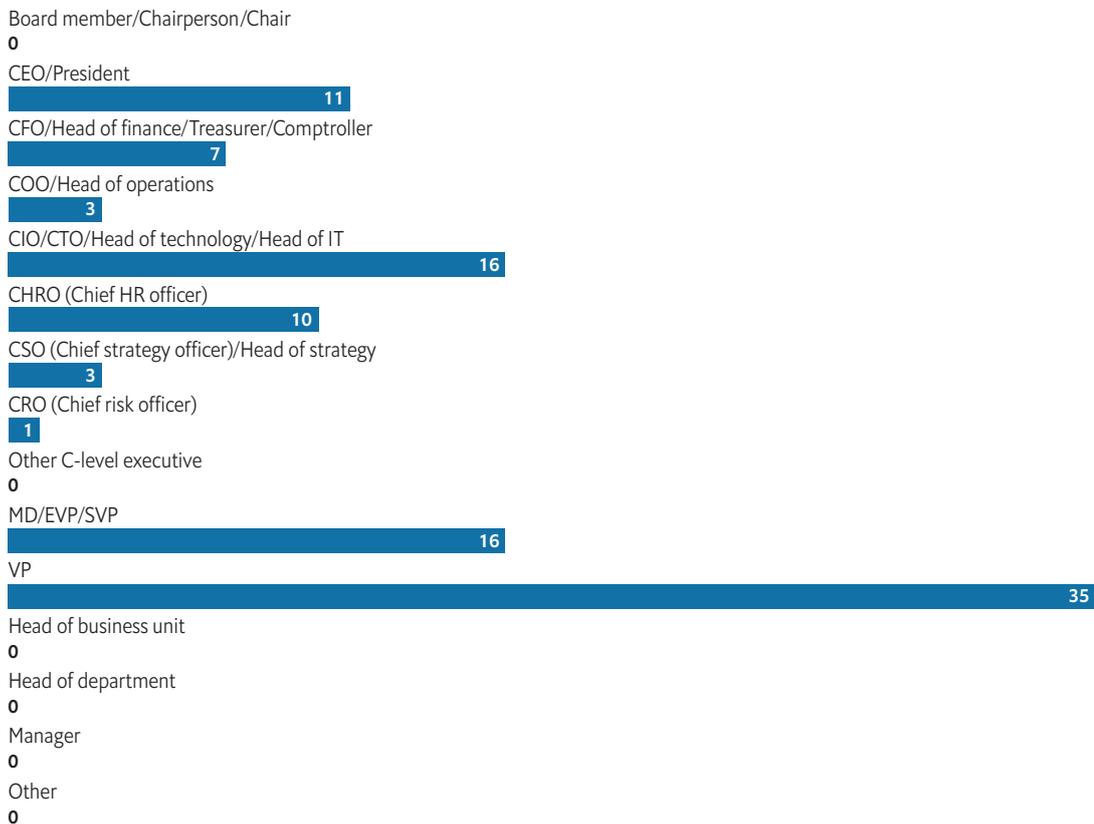
Q1. Where are you personally located? Select one.

(% respondents)



Q2. Which of the following best describes your title? Select one.

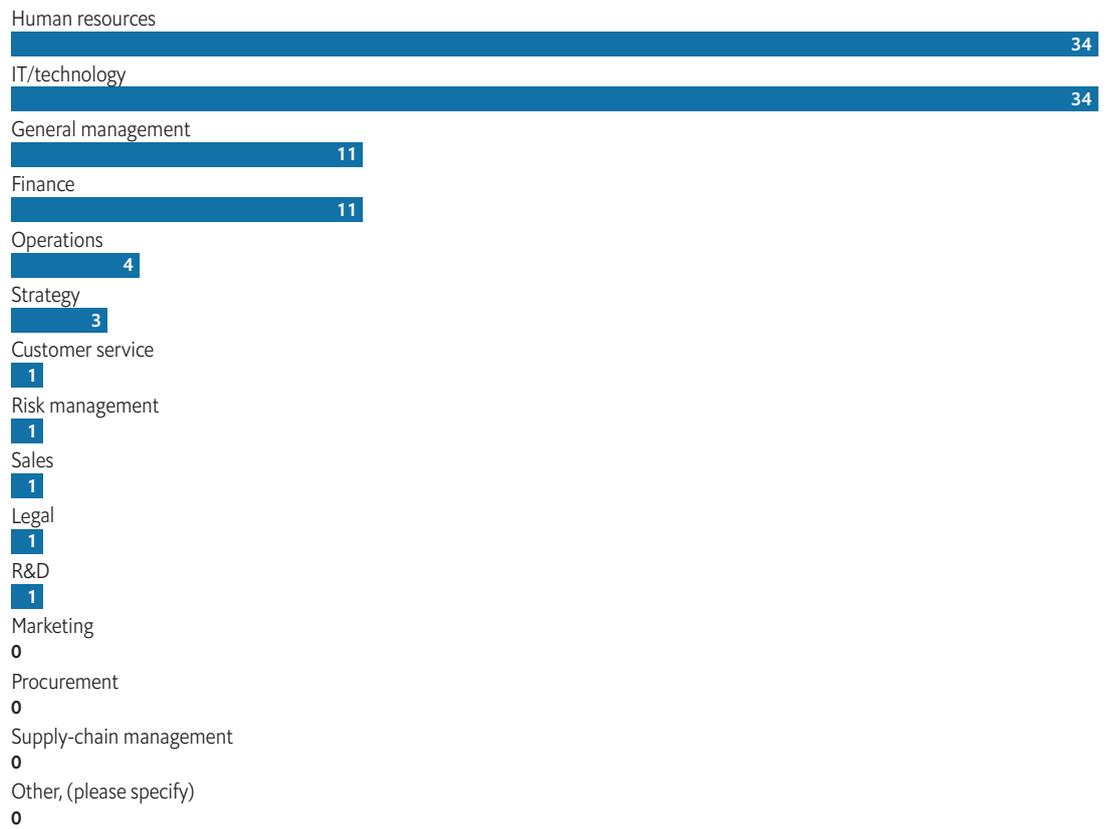
(% respondents)





Q3. What is your main functional role? Select one.

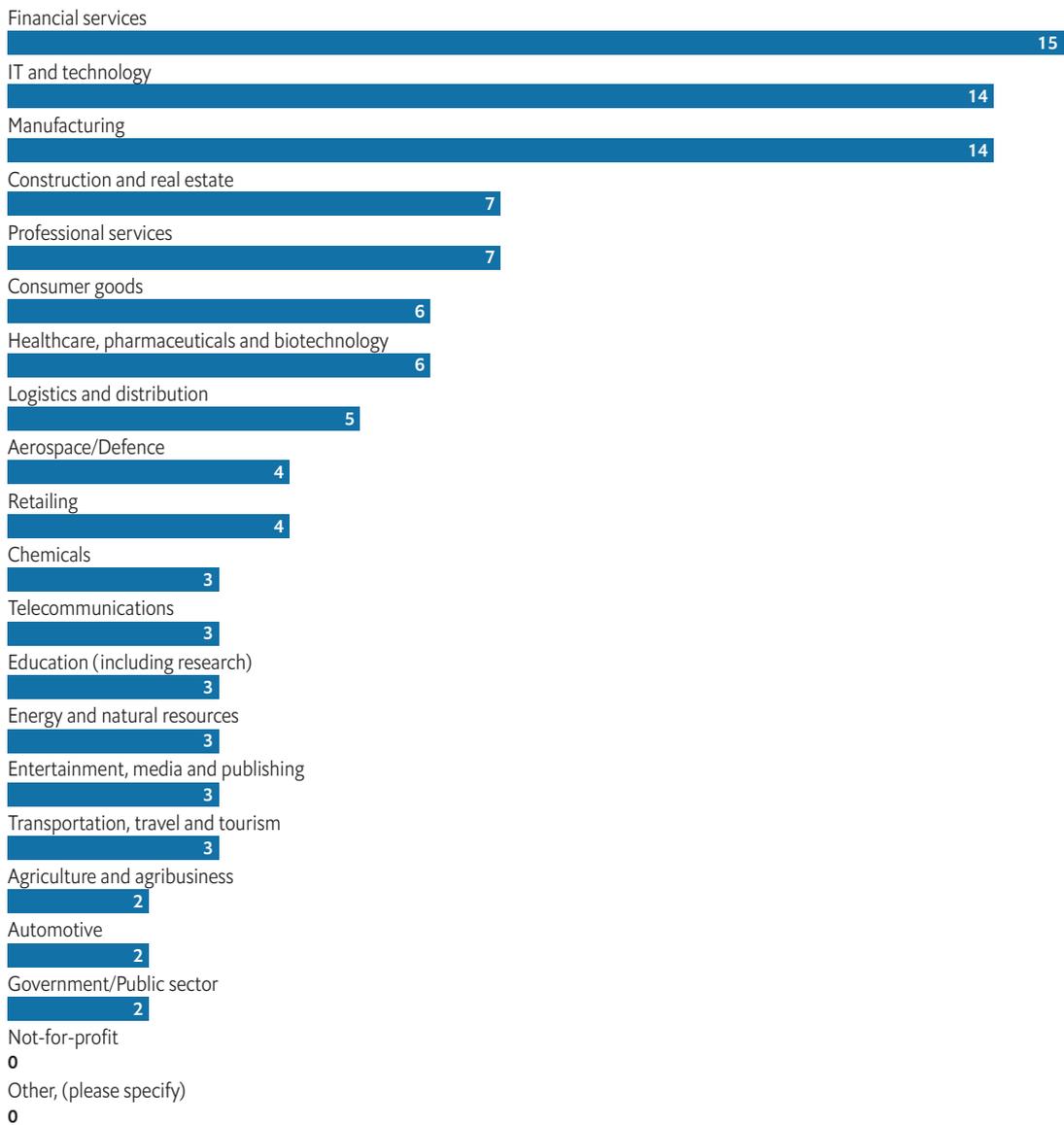
(% respondents)





Q4. What is your company's primary industry? Select one.

(% respondents)





Q5. What is your organisation's annual budget in U.S. dollars? Select one.

(% respondents)

Less than \$50m

0

\$50m to less than \$100m

0

\$100m to less than \$500m

0

\$500m to less than \$750m



\$750m to less than \$1bn



\$1bn to less than \$2bn



\$2bn to less than \$5bn



\$5bn or more



Not sure

0



Q6. Approximately how many employees work for your organisation globally? Select one.

(% respondents)

Less than 50

0

51-100



101-500



501-1,000



1,001-5,000

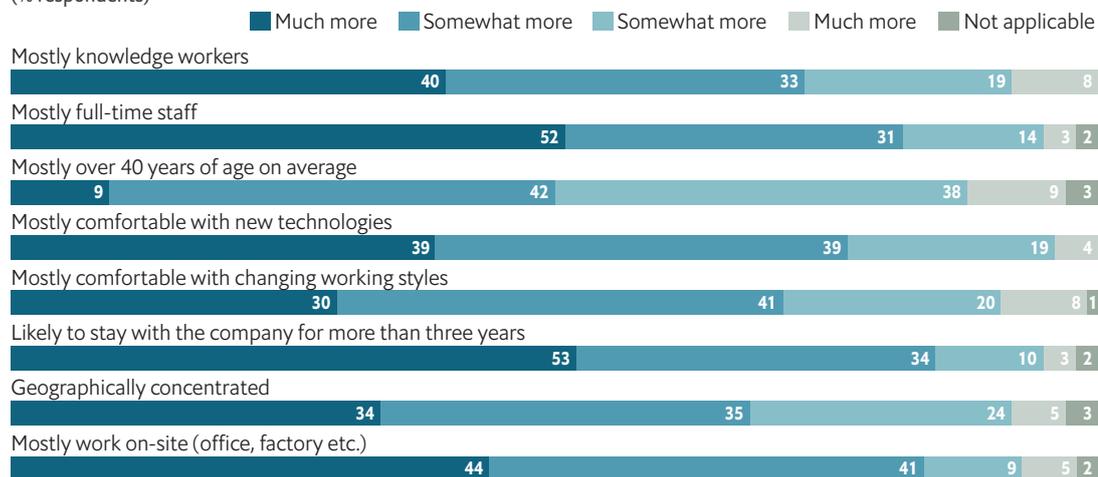


5,001 or more



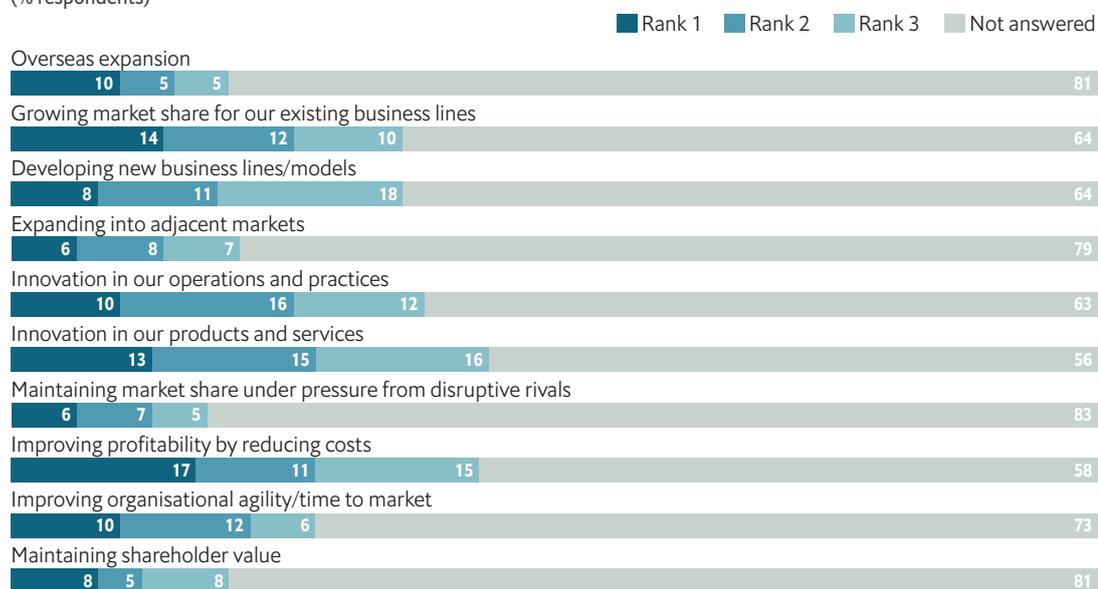
Q7. Using the following spectrum, how would you describe your company's....

(% respondents)



Q8. Which of the following strategic objectives have been your company's highest priorities over the past three years?

(% respondents)

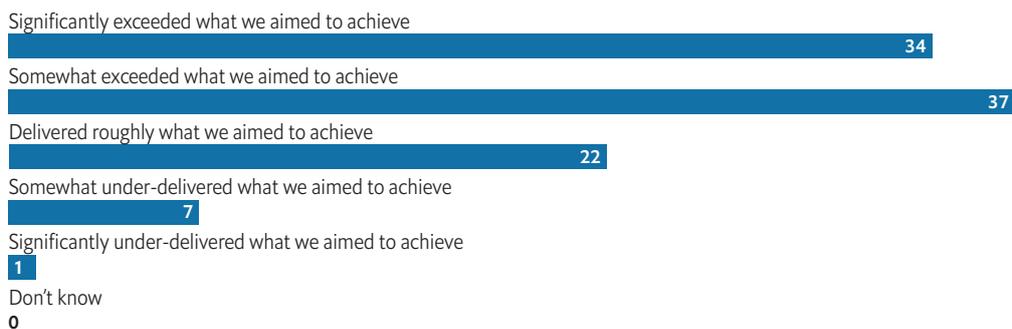




Q9. Over the past three years, to what extent has your company delivered on these strategic objectives?

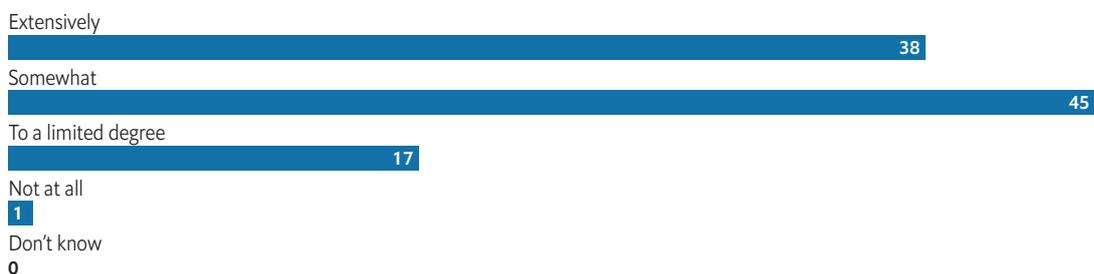
Select one.

(% respondents)



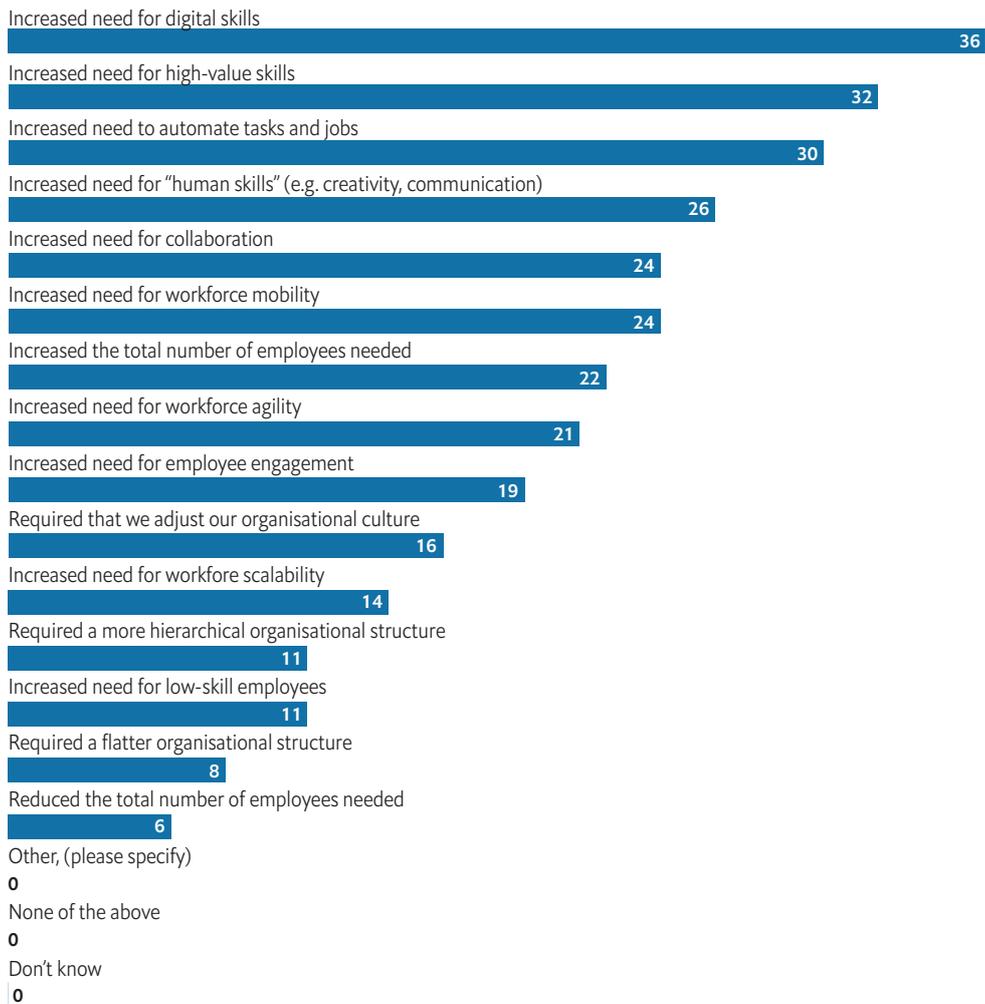
Q10. To what extent has your organisation transformed its workforce in the past three years? Select one.

(% respondents)



Q11. How, if at all, has your top strategic objective changed your company's requirements of its workforce over the past three years? Select the top three.

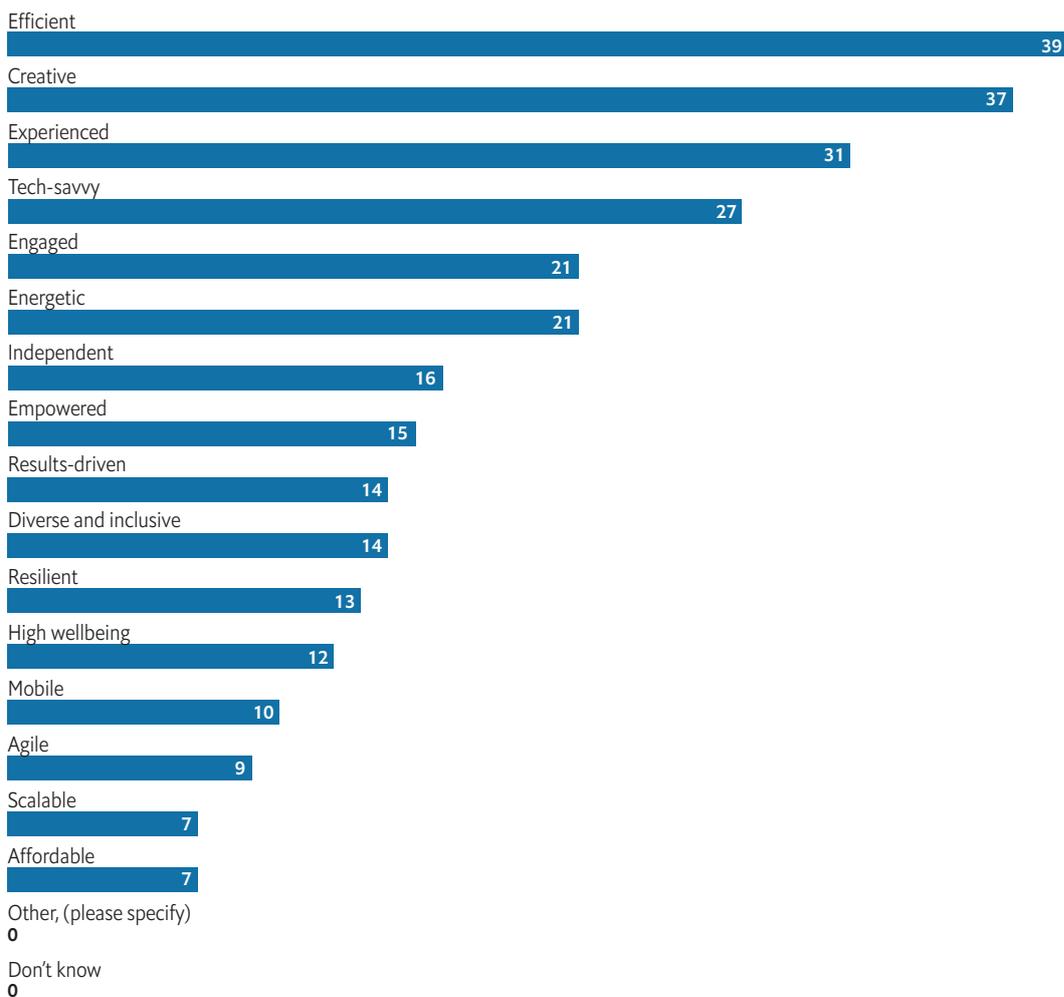
(% respondents)





Q12. Which of the following characteristics best describe the ideal workforce for your company and its strategic objectives? Select up to three.

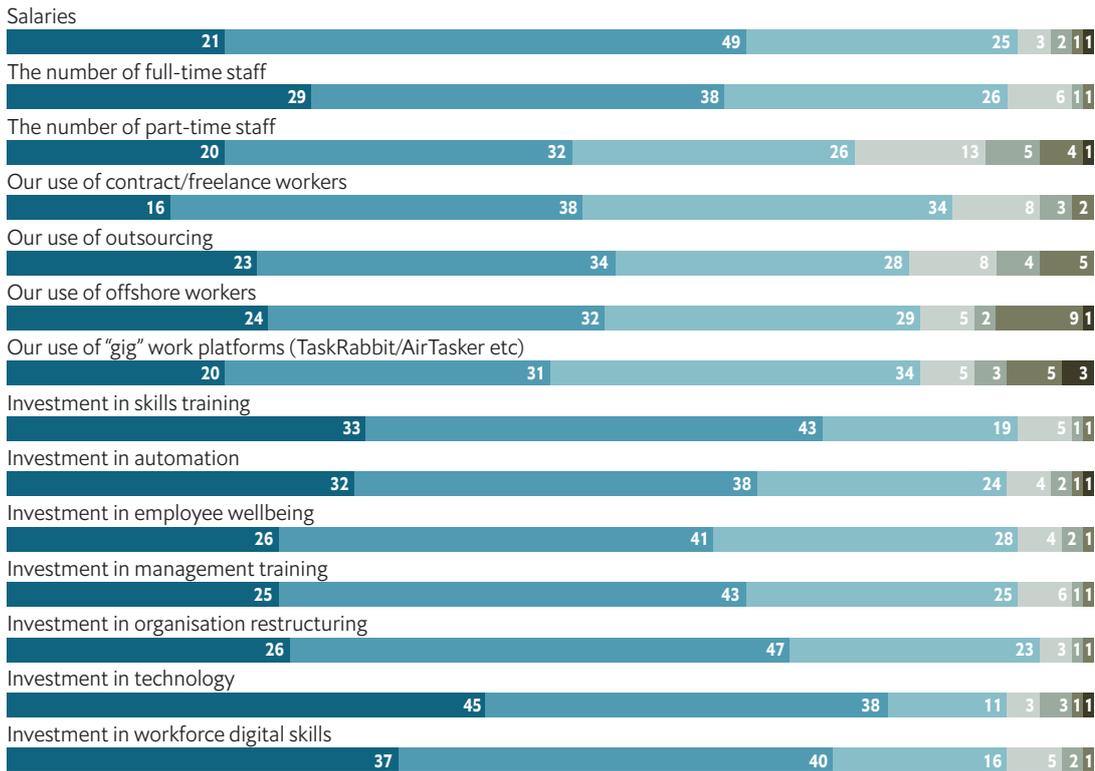
(% respondents)



Q13. How, if at all, has your organisation adjusted each of the following dimensions of its workforce as part of its workforce transformation in the past three years?

(% respondents)

■ Significantly increased
 ■ Somewhat increased
 ■ No change
 ■ Somewhat decreased
■ Significantly decreased
 ■ Not applicable
 ■ Don't know



Q14. How effective have the adjustments you identified in the previous question been in supporting....

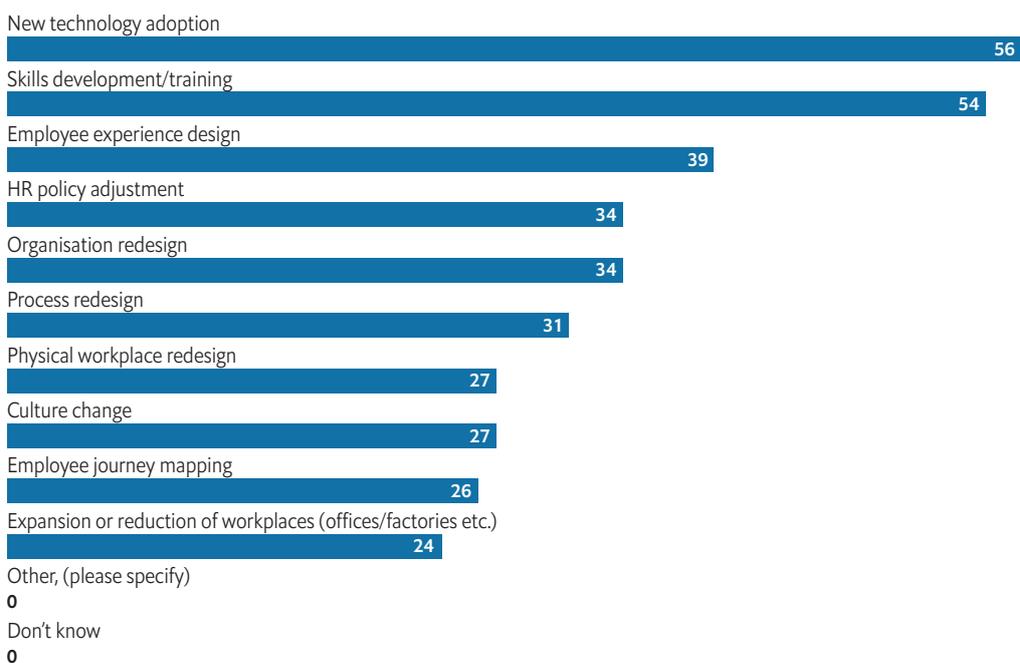
(% respondents)

■ Entirely
 ■ Mostly
 ■ Somewhat
 ■ To a limited extent
 ■ Not at all
 ■ Don't know



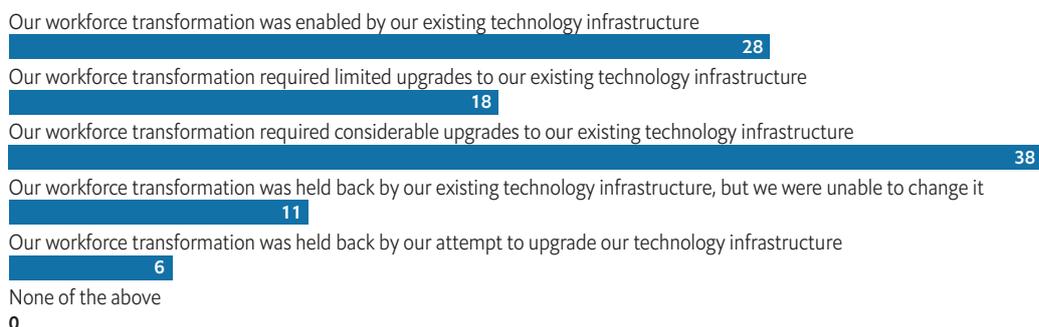
Q15. Which of the following measures did you undertake in support of your workforce transformation initiatives? Select all that apply.

(% respondents)



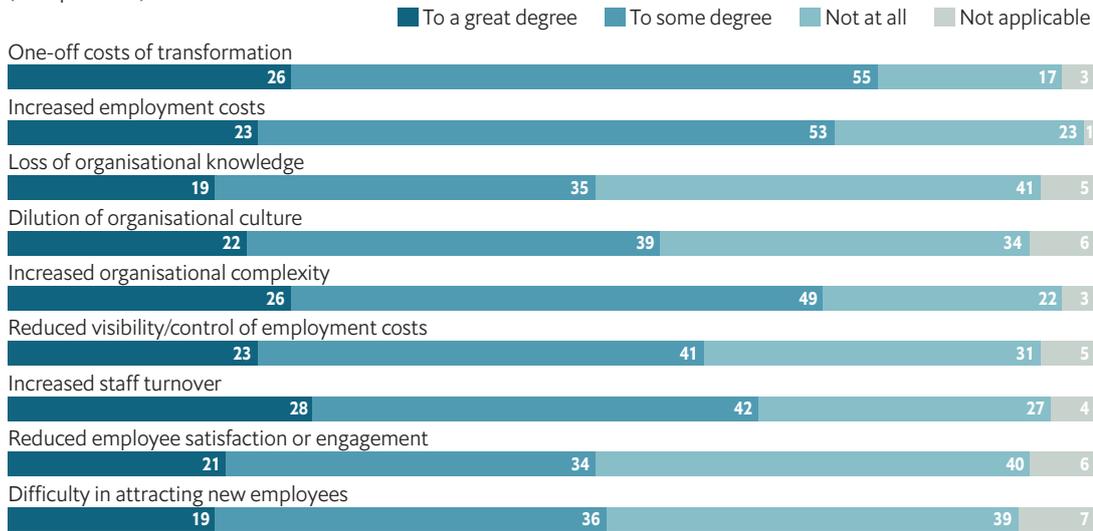
Q16. Which of the following best describes the role of technology in your company's workforce transformation? Select one.

(% respondents)



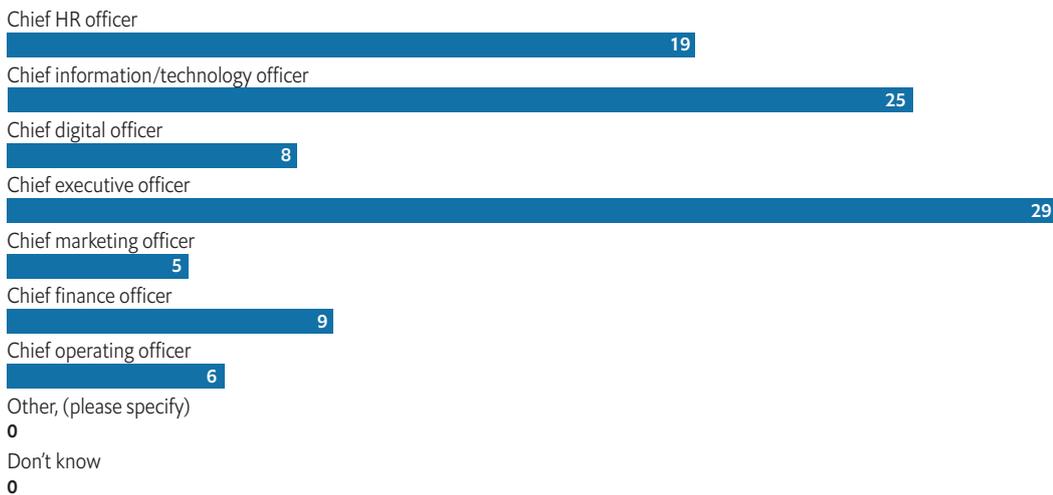
Q17. To what extent did your organisation encounter the following negative outcomes as a result of its workforce transformation

(% respondents)



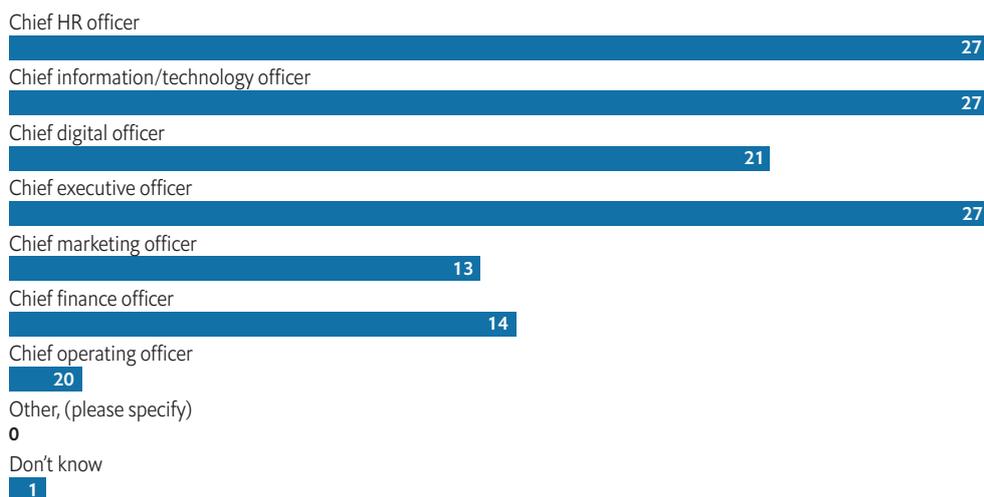
Q18a. Which, if any, C-Suite executive led your workforce transformation initiatives? Select one.

(% respondents)



Q18b. Which, if any, C-Suite executive played an active but secondary role in your workforce transformation initiatives? Select one.

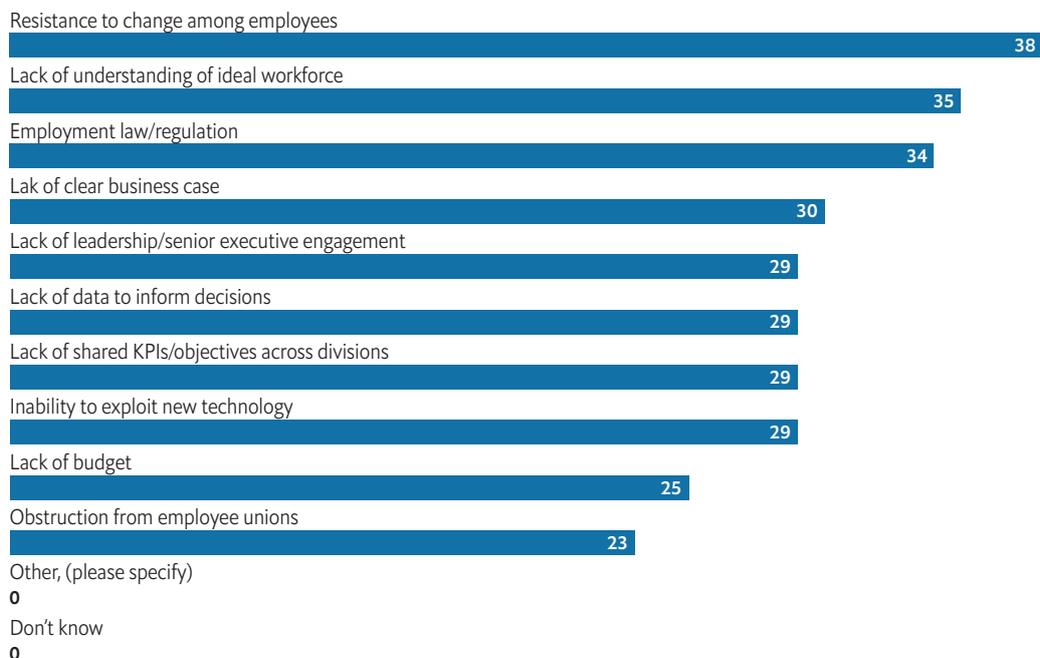
(% respondents)



Q19. What were the main barriers your organisation encountered to workforce transformation?

Select top three.

(% respondents)





Q20. To what extent do you agree with the following statements?

(% respondents)

■ Strongly agree
 ■ Somewhat agree
 ■ Neither disagree
 ■ Somewhat disagree
 ■ Strongly disagree
 ■ Don't know



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