

shaping tomorrow with you



Let's reimagine the workforce: how Europe measures up

See how your peers in Europe are transforming their workforces
– and how these efforts compare around the world.



Let's reimagine the workforce: the key points in Europe

- ◆ Organizations have started to transform, but haven't made extensive changes like others around the world
- ◆ The CIO is more likely to lead than the CEO
- ◆ There's more focus on training and skills
- ◆ The biggest barrier is lack of data
- ◆ Organizations want an experienced, efficient and tech-savvy workforce



1

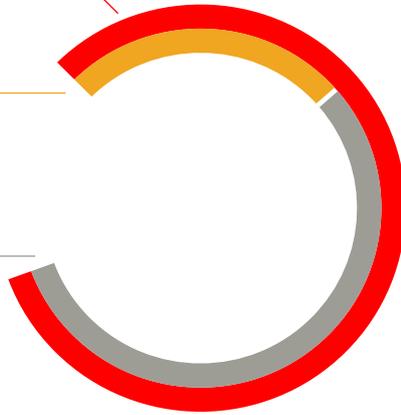
What's the state of workforce transformation in Europe?

Europe

82% of organizations have transformed their workforce in the last three years.

26% Extensively

56% Somewhat

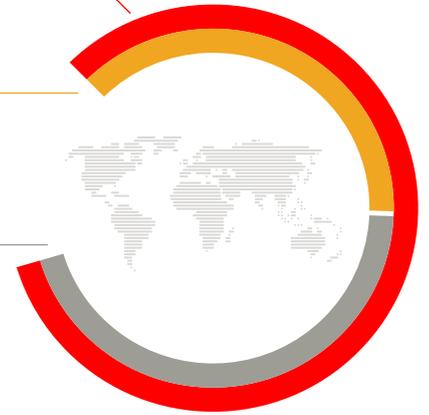


Global

Globally 83% have transformed their workforce.

38% Extensively

45% Somewhat



How many organizations in Europe have delivered on their strategic objectives?



70% achieved what they aimed to – across defence, innovation and growth goals.



24% significantly exceeded their goals

compared to 34% globally



Why does the workforce need to change?

From improving profitability to innovating to developing new business models, organizations across Europe have a wide range of strategic objectives.

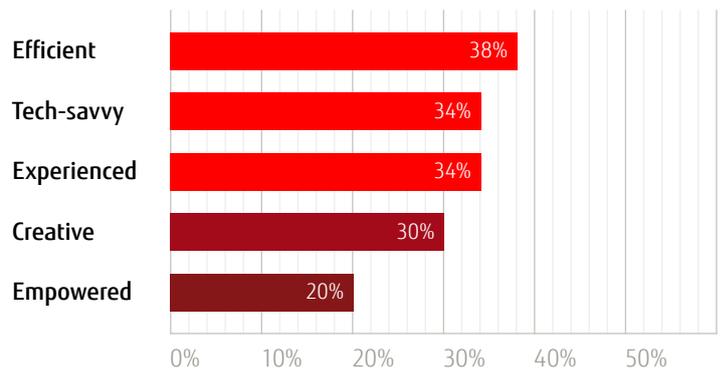
And to achieve them, their workforces need to change.

To meet these goals, organizations in Europe want a workforce with more:

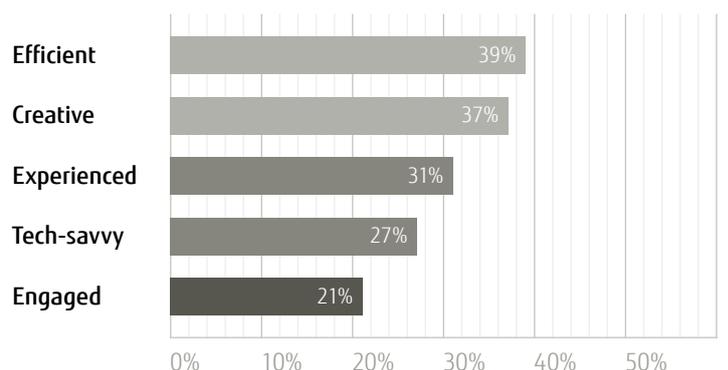
- Digital skills
- High-value skills
- Collaboration
- Employees
- Tasks and jobs that are automated

So, what does the ideal workforce look like?

The top five qualities respondents in Europe want in their people:



Compared to organizations around the world:

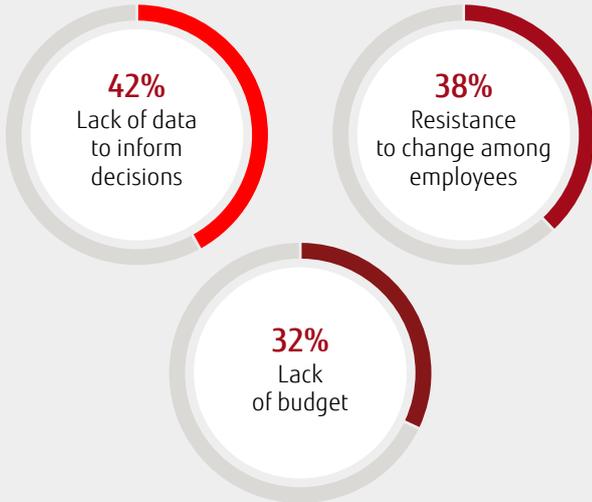


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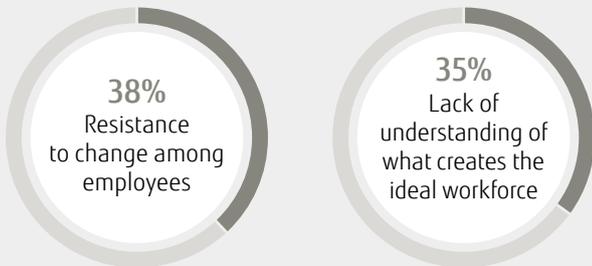
What are the barriers to workforce transformation?

A lack of data and resistance to change are causing issues.

The biggest barriers and challenges in Europe:



Globally, the biggest barriers are:



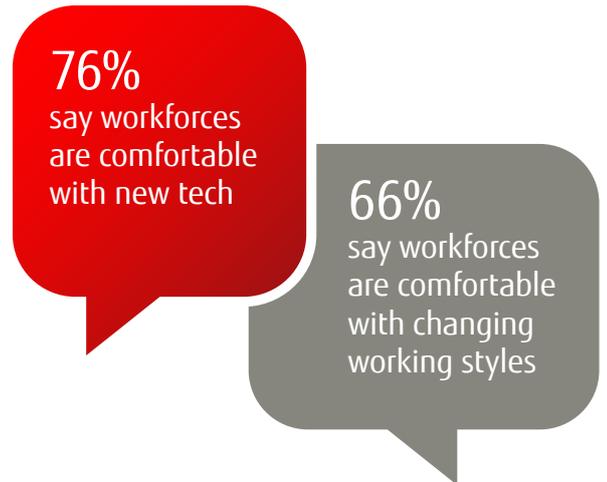
So, while resistance to change is common, lack of data is a key barrier unique to organizations in Europe.

Before setting out, you need to prepare for the price of workforce transformation.

With the right planning, you can prepare for – and overcome – these issues. Organizations in Europe have faced:



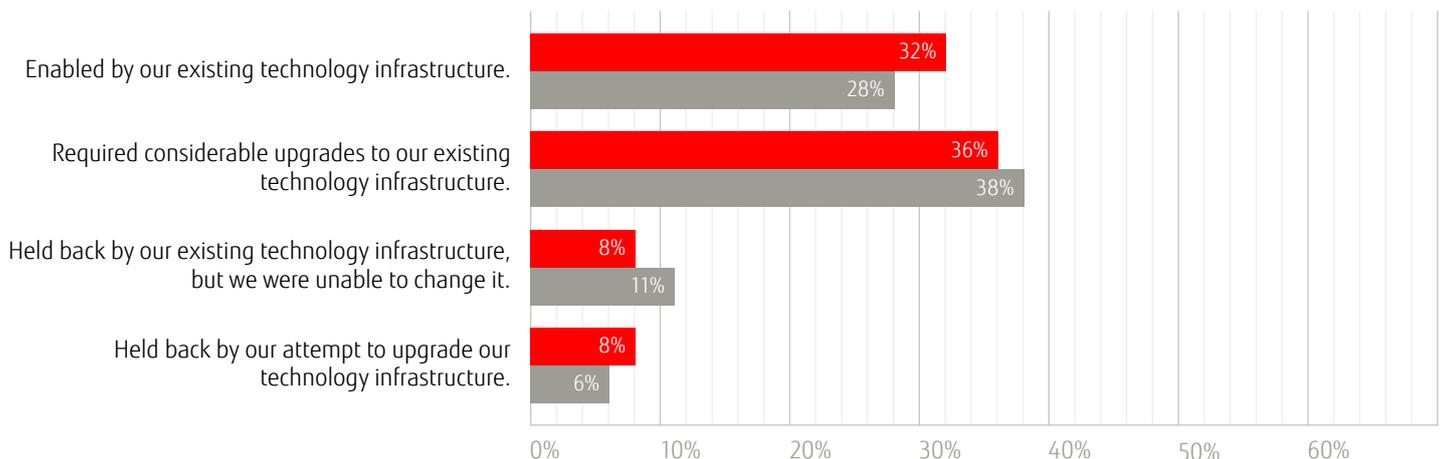
How happy are workforces in Europe?



Does existing IT help or hinder in Europe?

Compared to global figures, organizations in Europe can do more with what they already have in place.

■ Europe ■ Global

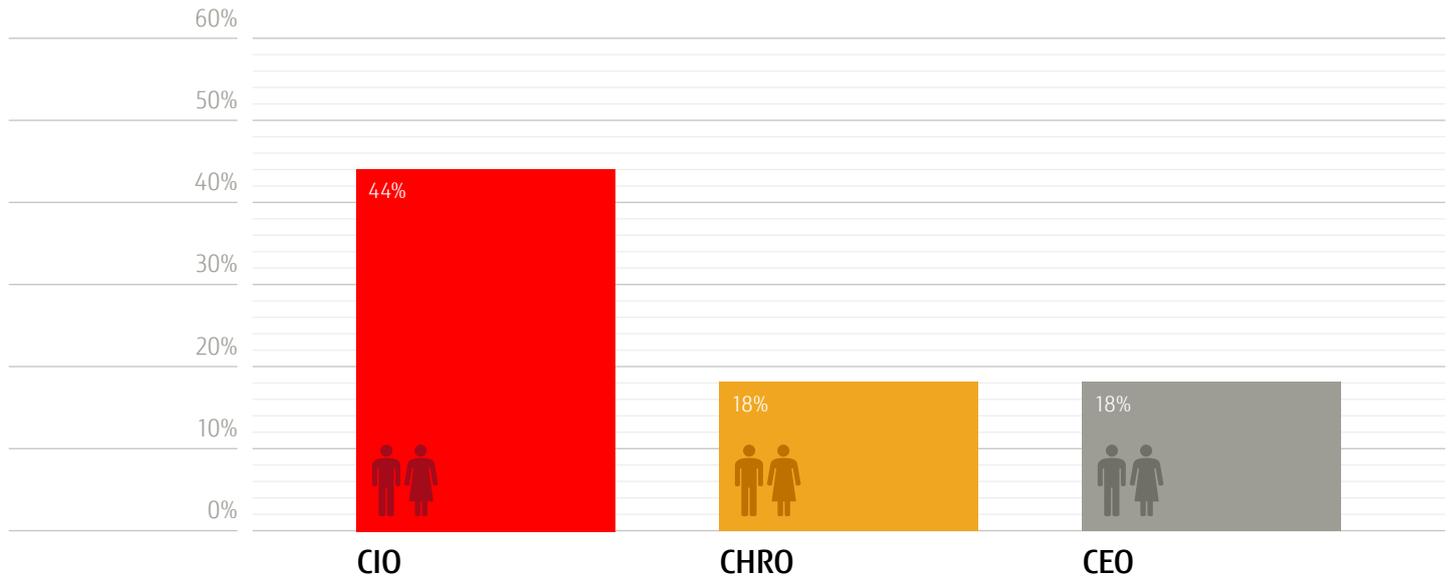


3

Who leads workforce transformation in Europe?

To avoid the barriers and challenges, you need the right leaders.

According to our respondents, it's led by the:



This is a big regional difference. CIOs are far more likely to lead workforce transformations in Europe – almost twice as likely as they are globally.



76%

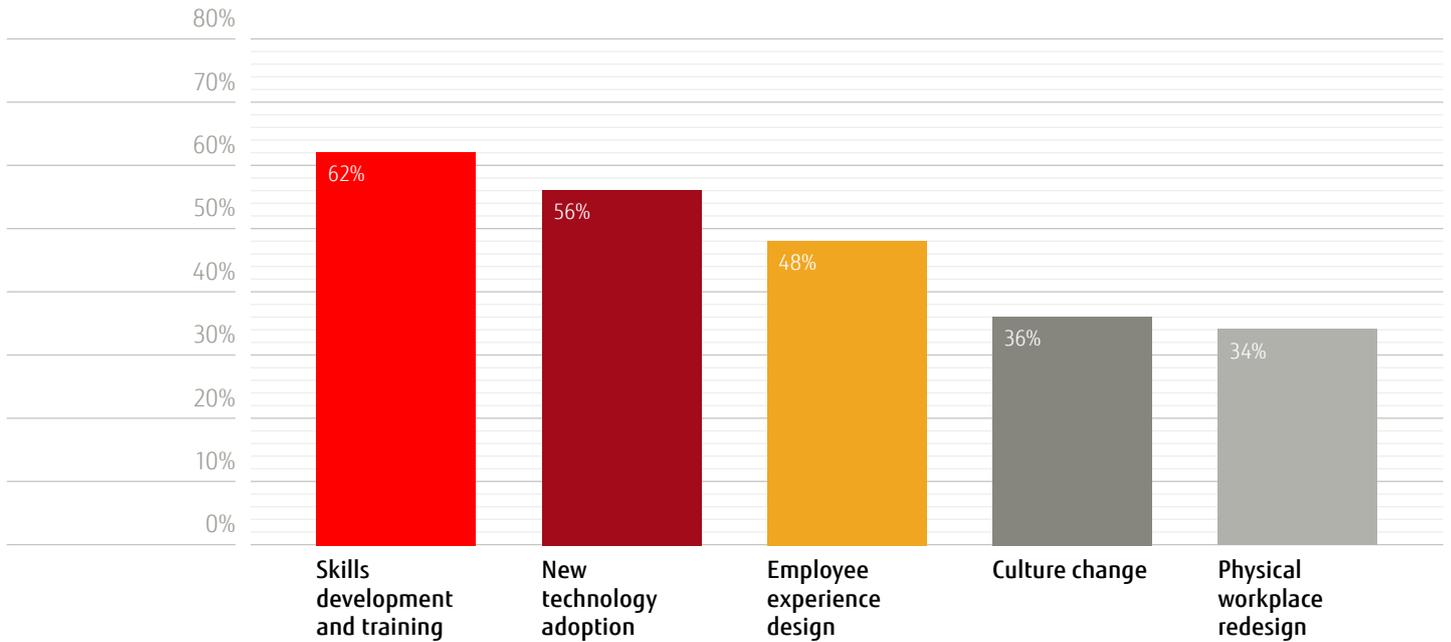
of organizations in Europe think **workforce transformation** should be represented in the **board of directors**.

4

Split the focus between people and technology

Many workforce transformation initiatives are related to technology. However, in Europe, skills development is slightly more important.

European organizations support their workforce transformation initiatives with:

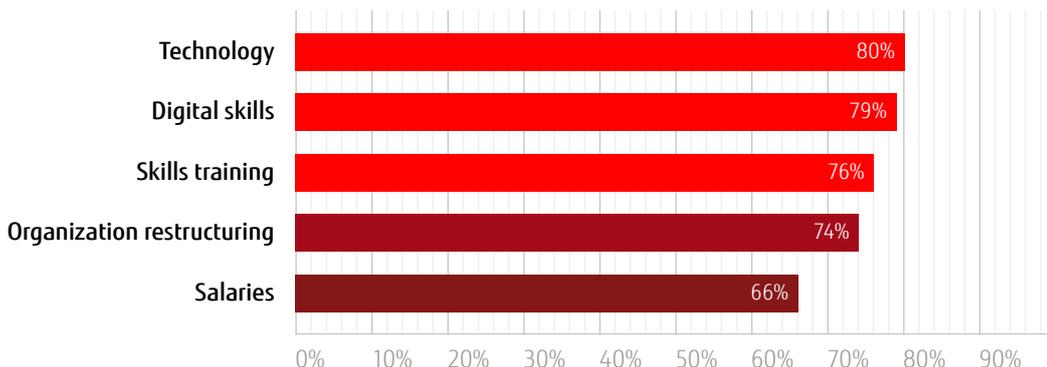


Employee experience is a critical consideration in transformation – more so than traditional approaches like organization and process design. So it's good to see it ranking so highly in organizations in Europe.



Where's the money going?

Organizations in Europe have increased their investments in:



This equal focus on technology and people is key to success. Organizations need to invest in both, if they want to create their ideal workforce.

Plus, **70% of organizations** say their workforce transformation and digital transformation share common objectives.

5 What can you do to help with your workforce transformation?

1 Let strategy inform the make-up of the workforce.

Make decisions about your workforce based on your strategic goals. From skills and training to using contractors, build a workforce that can deliver on your aims.

2 Develop and articulate a clear vision.

Leadership teams must think deeply about the ideal workforce that's needed for the whole business. Each department will have their own specific objectives in mind.

3 Understand where digital and workforce transformation do not overlap.

These two initiatives need to work in parallel. But digital should enable workforce transformation – not hinder it. There are plenty of non-digital factors to think about with workforce change.

4 Accept there will be costs but make plans to minimize their impact.

Any major change initiative will entail costs. With workforce transformation, you need to invest in skills development and upgrading technology. But you need to be vigilant to make sure it doesn't unduly increase complexity.



6 It's time to transform

For your business to thrive in a post-pandemic world, you need to transform your workforce. Flexibility, empathy and empowerment are crucial to meeting increased employee expectations in these unprecedented times.

You've seen what organizations across Europe have done. Now, what will you do?

Whether it's finding the right tech, managing change or training your people, we can help you reimagine your employee experiences.



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You can read more about
the **digital workplace**
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What do we mean by workforce transformation?

It's the agility to move with evolving workforce requirements in the post-Covid 19 era. It might include flexible working arrangements and training your staff to develop new skills.

All statistics come from research by The Economist Intelligence Unit, sponsored by Fujitsu and Citrix. Taken from 200 respondents from across Europe (50), the US (50), Japan (50), and Australia and New Zealand (50). Company annual revenue: 50% \$100m-\$1bn, 50% \$1bn+.

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