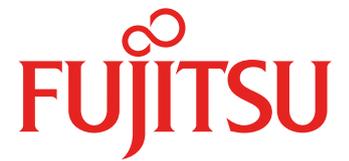


shaping tomorrow with you



# Reimagining the workforce: how North America measures up

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



# Reimagining the workforce: the key points in North America

- ◆ Organizations have transformed extensively – more than the rest of the world
- ◆ The CIO more likely to lead workforce transformation than the CEO
- ◆ There's more focus on employee experience and new technology
- ◆ Organizations are supporting their workforce transformation by investing in technology and employee wellbeing
- ◆ Organizations want an efficient, creative and engaged workforce



# 1

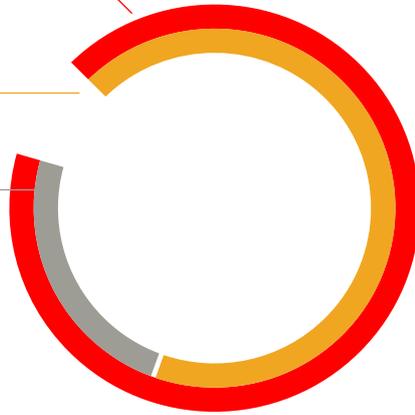
# What's the state of workforce transformation in North America?

## North America

92% of organizations have transformed their workforce in the last three years.

68% Extensively

24% Somewhat

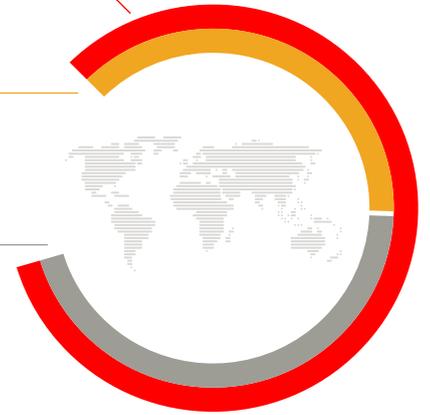


## Global

Globally 83% have transformed their workforce.

38% Extensively

45% Somewhat



## How many organizations in North America have delivered on their strategic objectives?



90% achieved what they aimed to – across defense, innovation and growth goals.



60% 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 North America have a wide range of strategic objectives.

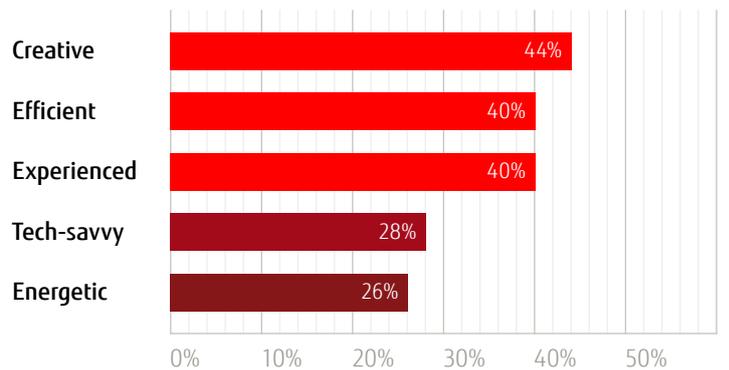
And to achieve them, their workforces need to change.

To meet these goals, organizations in North America increasingly need:

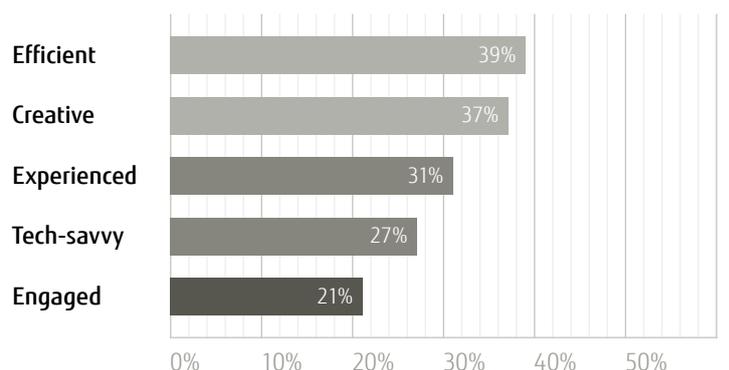
- High-value skills
- Workforce mobility
- Tasks and jobs that are automated
- Employee engagement
- Workforce agility

## So, what does the ideal workforce look like?

The top five qualities respondents in North America want in their people:



Compared to organizations around the world:



# 2

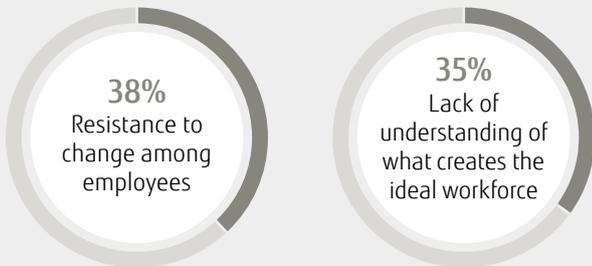
## What are the barriers to workforce transformation?

### Resistance to change and regulations are causing issues.

The biggest barriers and challenges in North America:



Globally, the biggest barriers are:



So, while resistance to change is shared, organizations in North America face quite different barriers to the rest of the world.

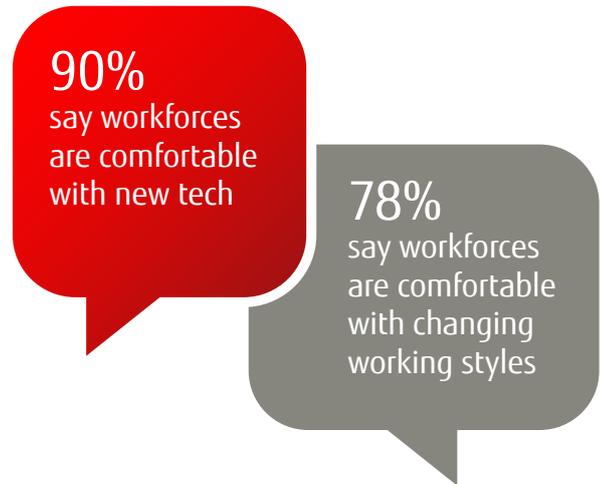
### Before setting out, you need to prepare for the price of workforce transformation.

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



49% of North American organizations said they encountered increased staff turnover to a great degree – compared to 28% globally.

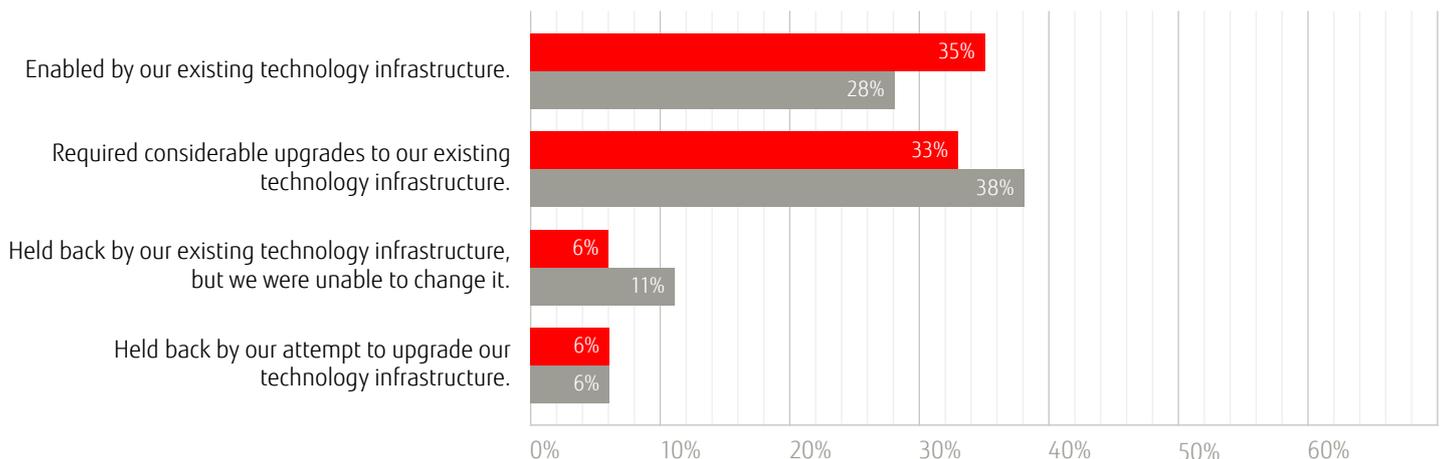
### How happy are workforces in North America?



### Does existing IT help or hinder in North America?

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

■ North America ■ Global

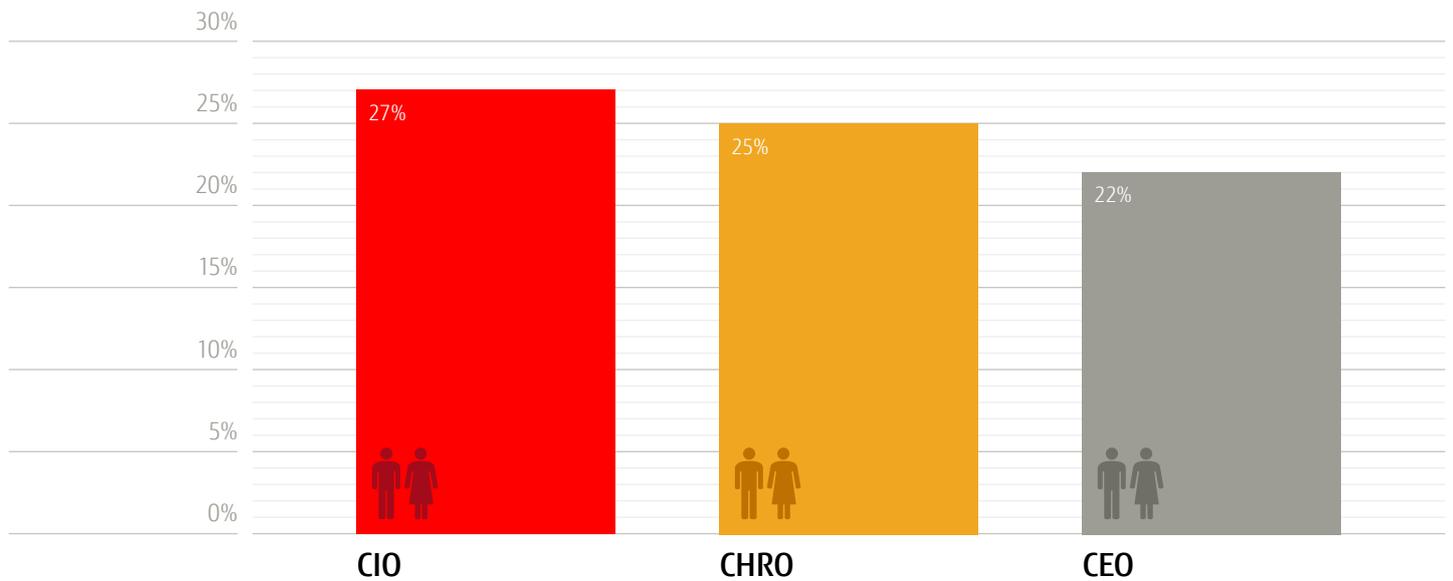


# 3

## Who leads workforce transformation in North America?

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

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



In North America, the CIO is far more likely to lead workforce transformation, while globally, the CEO is more likely to lead (29%). The CHRO plays a more prominent role in North America, compared globally as well (19%).

92%

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

88%

of organizations in North America think they are **more able to adapt to changing strategic priorities** than they were three years ago.

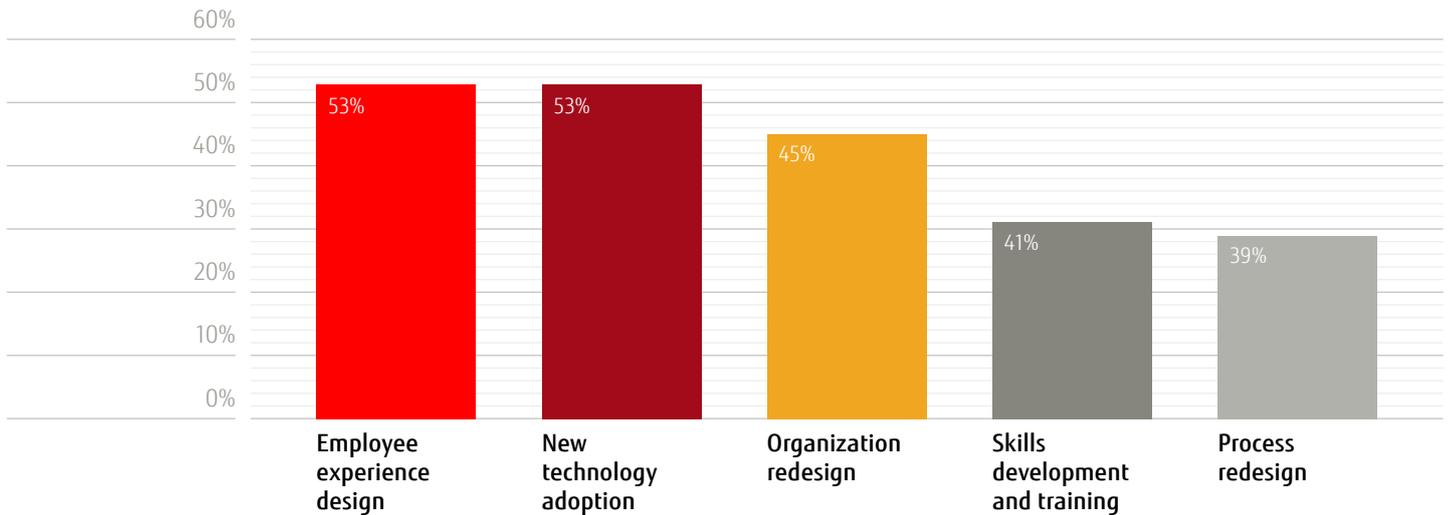


# 4

## Split the focus between people and technology

### Many workforce transformation initiatives are related to technology.

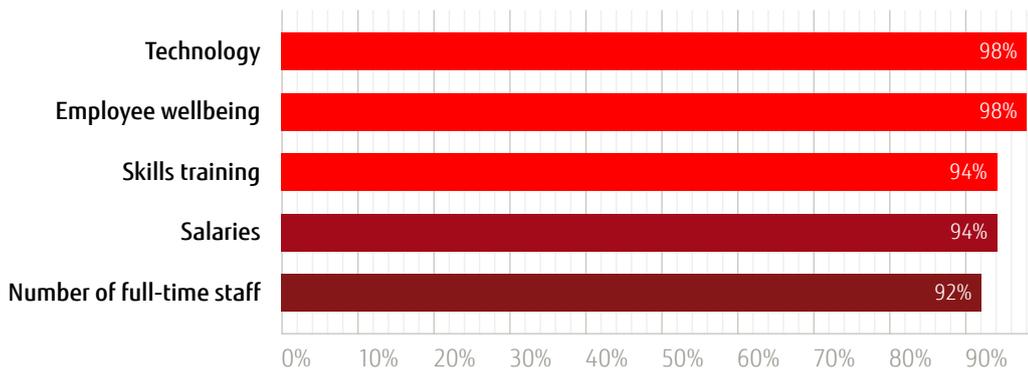
North American organizations support their workforce transformation initiatives with:



This is a clear difference to the rest of the world. Organizations in North America are putting the employee experience first and supporting it with new technology. Once this is in place, employees can develop the skills they need – with the right environment to work in.

### Where's the money going?

Organizations in North America have increased their investments in:



North American organizations have invested highly across the board – from training and employee wellbeing, to numbers of staff and technology. This equal spread of investment may link to the high number of organizations that have extensively transformed their workforce.



98% of organizations in North America have invested in technology – compared to 83% of organizations globally



92% of organizations in North America say their workforce transformation and digital transformation share common objectives



96% of organizations in North America say their workforce transformation will accelerate in the next three years

# 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 North America 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.



Email us on  
[askfujitsu@ts.fujitsu.com](mailto:askfujitsu@ts.fujitsu.com)



or call us on  
**+44 (0) 1235 79 7711**



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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