Let’s reimagine 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.
Let’s reimagine 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
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:

- Creative 44%
- Efficient 40%
- Experienced 40%
- Tech-savvy 28%
- Energetic 26%

Compared to organizations around the world:

- Efficient 39%
- Creative 37%
- Experienced 31%
- Tech-savvy 27%
- Engaged 21%
What are the barriers to workforce transformation?

Resistence to change and regulations are causing issues.

The biggest barriers and challenges in North America:

- 45% Resistance to change among employees
- 43% Employment law and regulation
- 35% Inability to exploit new technology

Globally, the biggest barriers are:

- 38% Resistance to change among employees
- 35% Lack of understanding of what creates the ideal workforce

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:

- Increased staff turnover
- One-off transformation costs
- Increased organizational complexity

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?

90% say workforces are comfortable with new tech
78% say workforces are comfortable with changing working styles

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.

- Enabled by our existing technology infrastructure: 35% (North America), 28% (Global)
- Required considerable upgrades to our existing technology infrastructure: 33% (North America), 38% (Global)
- Held back by our existing technology infrastructure, but we were unable to change it: 6% (North America), 11% (Global)
- Held back by our attempt to upgrade our technology infrastructure: 6% (North America), 6% (Global)
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:

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<thead>
<tr>
<th></th>
<th>CIO</th>
<th>CHRO</th>
<th>CEO</th>
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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.
**Split the focus between people and technology**

Many workforce transformation initiatives are related to technology.
North American organizations support their workforce transformation initiatives with:

- Employee experience design (53%)
- New technology adoption (53%)
- Organization redesign (45%)
- Skills development and training (41%)
- Process redesign (39%)

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:

<table>
<thead>
<tr>
<th>Area</th>
<th>North American Percentage</th>
<th>Global Percentage</th>
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</thead>
<tbody>
<tr>
<td>Technology</td>
<td>98%</td>
<td>83%</td>
</tr>
<tr>
<td>Employee wellbeing</td>
<td>98%</td>
<td>97%</td>
</tr>
<tr>
<td>Skills training</td>
<td>94%</td>
<td>96%</td>
</tr>
<tr>
<td>Salaries</td>
<td>94%</td>
<td>96%</td>
</tr>
<tr>
<td>Number of full-time staff</td>
<td>92%</td>
<td>96%</td>
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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
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.

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.

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.

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.
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.

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.

Email us on askfujitsuhq@ts.fujitsu.com or call us on +44 (0) 1235 79 7711
You can read more about the digital workplace here or in our blog here.

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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