

COVID-19

Imperatives to prepare for the Workforce of the Future

Today, HR leaders are busy helping CEOs oversee their (remote) workforces and preparing return-to-work strategies for the moment the economy reboots.

During this humanitarian and economic crisis, HR has or should have a loud voice in the boardroom to manoeuvre through the daily challenges and to create the blueprint for what the workforce of the future might look like. HR leaders are confronted with dilemmas: caring and tough, operational and strategic, humble and heroic.

Now more than ever, HR leaders should carve out time to reflect on complex workforce challenges.

Whilst the first priority remains human welfare, we see many other workforce challenges arising with long-term implications to face the new world of work. How can I help my people get through this, ensuring employee well-being and productivity? How can I smoothly navigate my HR function in a VUCA world? How can I digitise while remaining human? How do I align the reward strategy with these new challenges? How can I create reward systems that support more well-being, flexibility and remote working? How can I help my people become change and mentally resilient? How can I help my leaders lead effectively in uncertain times and is this reflected in the executive pay package? How can I leverage my HR capabilities to remain relevant and ensure business continuity?

This is the perfect opportunity to elevate your HR organisation.

The implications of the COVID-19 are interesting sources of reflection. While looking ahead and preparing for the workforce of the future, HR needs to implement new ways of working that are relevant, crisis-proof, impactful and sustainable to lead to competitive advantage.

Our **Workforce of the Future** framework identifies three lenses to boost business continuity by unleashing the potential of your workforce:



Each of these lenses include several **HR implications** and **challenges** that leaders need to address to transform disruption into a competitive advantage. Many challenges await organisations, from developing a workforce strategy that is aligned with the new business reality to implementing a sustainable (remote) working culture and developing new leadership, well-being and reward programmes. Is your organisation ready to handle volatility, uncertainty, complexity and ambiguity?



Workforce priorities that HR needs to address now to transform disruption into a competitive advantage

This isn't a time to sit back and wait for another black swan event to unfold. To be prepared for the future, we help you kick-start your thinking around the most important workforce challenges to boost your HR transformation journey in these uncertain times.



Workforce Strategy

Review your organisational structure to match volatility while being ready for the long term on the basis of scenario planning in the post-governmental support period (e.g. upskilling and re-evaluating C&B).

Consider **rightsizing** to align your workforce with your business objectives. If downsizing is inevitable, do it with empathy, stick to your values, and support career transition. Be **purpose-led and value driven**.

Leverage digital capabilities and the **use of data analytics** to drive the right decisions while keeping the **human touch**.

Monitor accurate workforce parameters and plan your workforce strategically for business continuity. Perform an **impact analysis** and examine your HR documentation and practices to make sure that you have a clear view on your strengths and vulnerabilities.

Prioritise your talent agenda. Look into the available and needed talent, and create a strategy to fill the gaps. Look at sharing talent with other companies.

Align reward policies and procedures to the new business reality (for staff and top management) while taking a flexible and creative approach to managing **your reward system**.

Transform unstructured home working into **culturally embedded effective remote working** policies and habits.

Accelerate the implementation of sustainable mobility policies to support people, planet and profit.

Establish the **right health and safety measures** to ensure compliance and to protect your employees.

Reshape to an agile Global Mobility organisation with focus on assignee safety, effective stakeholder management and business continuity.

Create flexible work environments that foster team and individual effectiveness.



Workforce Environment



Workforce Experience

Communicate early, regularly and in a balanced manner to build trust, clarity and engagement towards your employees and stakeholders. Continuous dialogue with social partners can give you the support you need during a crisis.

Define new leadership competencies to assess and develop future-proof leaders to solve important problems, manage through uncertainty, and navigate paradoxes.

Use your culture as a guideline to make value-based decisions and to implement flexible work solutions.

Continuously **develop workforce capabilities** and **boost your upskilling journey** to enable your workforce to navigate in constantly changing working conditions.

Put employee well-being as a primary objective to support the workforce to go through continuous (business) transformations.

Improve executive and employee engagement by aligning your reward packages with the perceived value.

Embrace disruption and rise to the challenge.

Don't lose sight of the long-term implications of the COVID-19 on **strategy, business operations, technology and experience** and how our current exceptional situation redefines the way organisations can shape and support their **workforce**.

Get in touch with us if you would like to discuss the implications for your organisation and how to tackle your **workforce challenges**.

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