

# **HARNESSING REVOLUTION**

**Creating the  
future workforce**



**Dr. Kyriacos Sabatakakis**  
Country Managing Director  
Accenture

# NEW WORKING ENVIRONMENT

DIGITAL IS DISRUPTING WORK AND THE WORKFORCE



## HOW work is organized

By 2025, 45% of workers will be contractors



## WHAT work is performed

Technology has made us five times more productive since 1972



## WHO performs the work

80% of companies currently don't have the skills and capability to analyze and interpret big data



## HOW work is led and orchestrated

The average number of direct reports for CEOs has doubled in the last two decades

# NEXT HORIZON SKILLS

IN SUCH A RAPIDLY EVOLVING LANDSCAPE, THE ABILITY TO ANTICIPATE AND PREPARE FOR FUTURE SKILLS REQUIREMENTS IS INCREASINGLY CRITICAL



**In 2015**



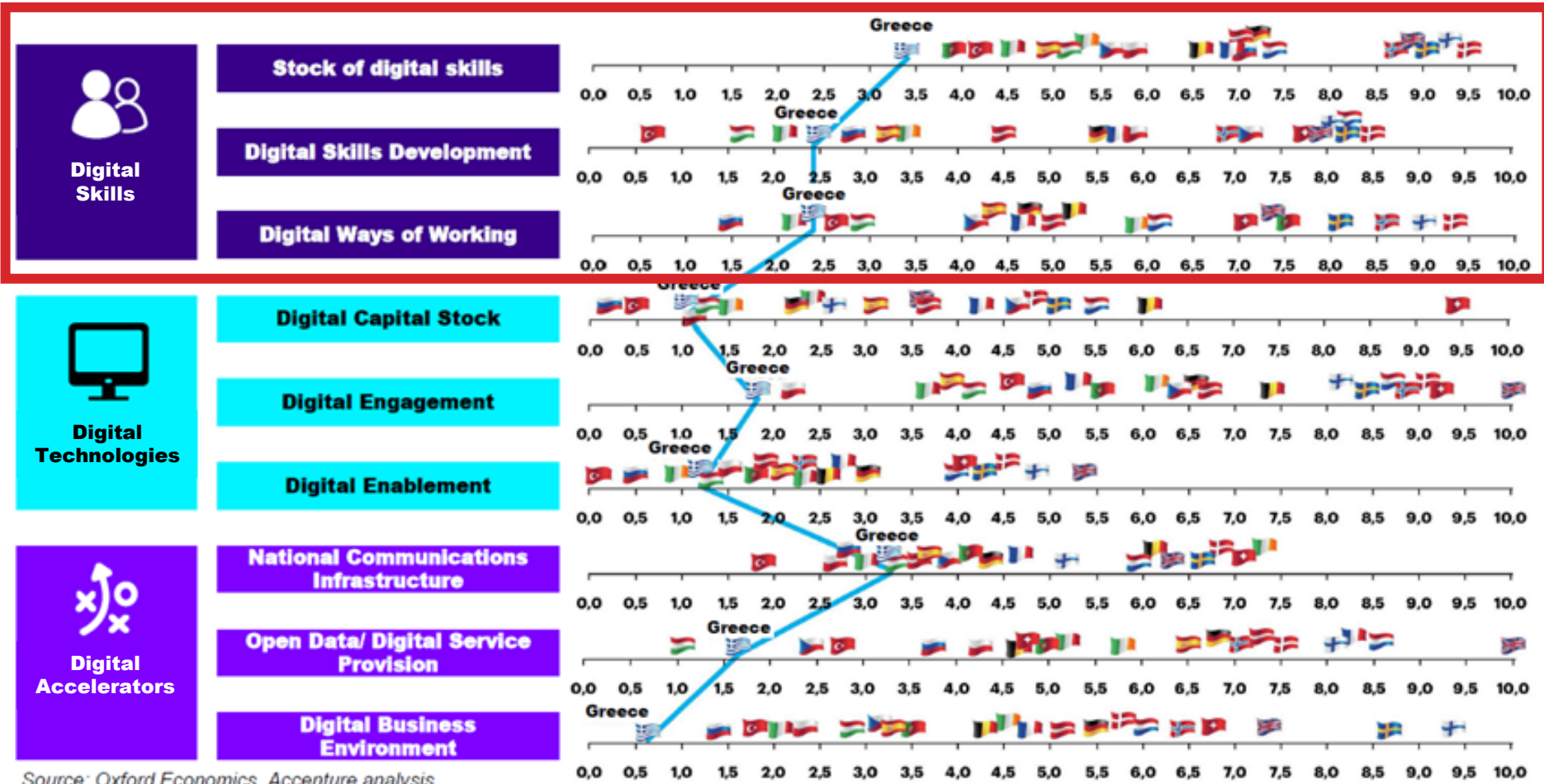
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment & Decision Making
9. Active Listening
10. Creativity

**In 2020**



1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment & Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

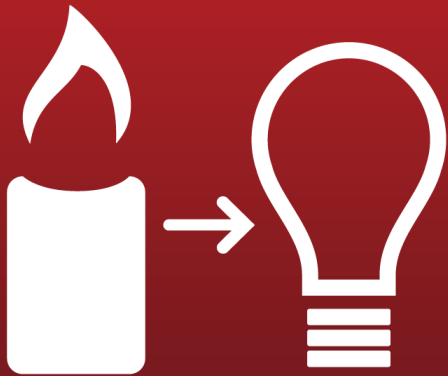
# GREECE SCORES AT THE LOWER END WITH 17,8 POINTS



- Austria
- Belgium
- Czech rep.
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Netherlands
- Norway
- Poland
- Portugal
- Russia
- Spain
- Sweden
- Switzerland
- Turkey
- UK

Source: Oxford Economics, Accenture analysis

# A RAPIDLY CHANGING LANDSCAPE



The **very concept of work** is being redefined as different generations enter and exit the workforce amidst a **rapidly changing** technological landscape.

**Responsive** and **responsible** leaders must act now to ensure their people are relevant and adaptable to keep pace with technology change.

Creating the **future workforce** — now — is not just an HR issue. It's the responsibility of the very highest levels of an organization.

# THE GOOD NEWS:

People are positive about digital technology's impact on the workplace

**84%**

of workers surveyed are excited about the impact of digital on their job

**66%**

believe that digital technologies will improve the quality of their work

# PRIORITIES FOR LEADERS

Three actions will help leaders navigate and shape the future workforce

**1** Accelerate reskilling people

**2** Redesign work to unlock human potential

**3** Strengthen the talent pipeline from its source

# ACCELERATE RESKILLING PEOPLE



The skills gap is widening. Job loss due to automation is at risk if relevant skills are not developed at a **faster pace**.

Accenture modeling shows that improving relevant skills, including digital and human skills like **leadership, emotional intelligence** and **creativity**, would reduce the share of jobs at risk of being fully automated.

**85%** of people are ready to invest their free time in the next six months to learn new skills.



# ACCELERATE RESKILLING PEOPLE

## WHAT TO DO FOR TOMORROW, TODAY

**Reskill top to bottom** — Preparing the workforce for digital must include even the highest echelons of the organization.

**Keep building on what you have** — Upskill your existing workforce to fill skill gaps and take on new roles.

**Adopt a “learning as a way of life” mindset** — Shift from point-specific training to lifelong learning.

**Use digital to learn digital** — Digital tools can be paired to workers’ learning styles, circumstances and environments.

REDESIGN  
WORK  
TO UNLOCK

# HUMAN POTENTIAL



**Demographics, attitudes and the physical composition** of the workforce have changed thanks to digital.

Millennials are helping drive a new **value system** in the workplace.

The Accenture Worker Values Index reveals that **emotional factors** – well-being, status and engagement – are **more important motivators** than rational factors—income and benefits.

# REDESIGN WORK TO UNLOCK HUMAN POTENTIAL

## WHAT TO DO FOR TOMORROW, TODAY

**Create a more flexible workforce model** — People want project-based, gig-like work and your business needs it to remain competitive.

**Embrace more collaborative work** — Provide more autonomy to encourage experimentation.

**Enable change through platforms & ecosystems** — Meet the needs of individuals and create a community through a range of services: training, coaching, feedback and access to new roles and projects.

**Tap into boomers** — Wisdom workers and recently retired executives can help coach talent coming up through the ranks.

# STRENGTHEN THE TALENT PIPELINE FROM ITS SOURCE



Changes brought about by the Fourth Industrial Revolution are widening the **global talent shortage**. A gap that will only worsen as advances in technology further increase existing talent mismatches.

Accenture Research analysis of O\*NET data from 2011 to 2014 reveals a rise in demand for uniquely human skills: **creativity, critical thinking** and **empathy**.

# STRENGTHEN THE TALENT PIPELINE FROM ITS SOURCE

## WHAT TO DO FOR TOMORROW, TODAY

**Foster national and cross-border programs** — Public-private partnerships can help address reskilling at its root cause.

**Bring personal influence to bear on industry groups** — By banding together, companies can wield greater influence toward shaping the future workforce.

**Collaborate with academia** — Work with the education sector to design curricula that develop relevant skills at the beginning of the talent supply chain.

# THE WAY FORWARD

**“Creating the future workforce now is the responsibility of every CEO. Those leaders who make their people a strategic business priority and understand the urgency of this challenge will be the ones that make the greatest gains in growth and innovation.”**

**Mark Knickrehm**

GROUP CHIEF EXECUTIVE, ACCENTURE STRATEGY

**THANK YOU**