THRIVING IN AN AGE OF DISRUPTION

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Novemberr 2017

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DISRUPTION IS STEALING THE HEADLINES

AI, Robotics and technological advances such as 3D printing are disrupting industries and redefining value chains

WE KNOW DISRUPTION WILL IMPACT JOBS AND SKILLS

Employment outlook across job families 2015 - 2020

Source: Future of Jobs Report, World Economic Forum

GROWTH (Thousands)

- **+492** Business and Financial Operations
- **+416** Management
- **+405** Computer and Mathematical
- **+339** Architecture and Engineering
- **+303** Sales and Related
- **+66** Education and Training

DECLINE (Thousands)

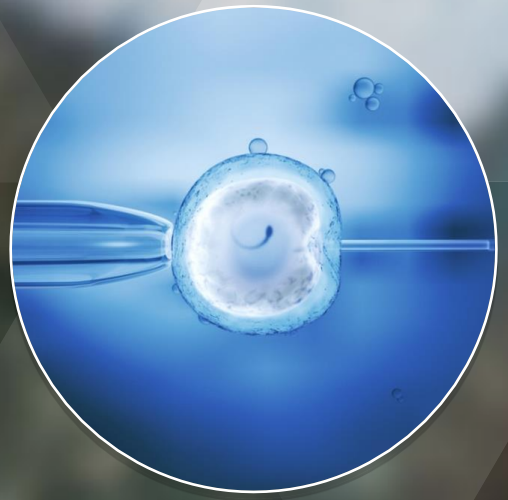
- **-4759** Office and Administrative
- **-1609** Manufacturing and Production
- **-497** Construction and Extraction
- **-151** Arts, Design, Entertainment, Sports and Media
- **-109** Legal
- **-40** Installation and Maintenance

SEISMIC SOCIO-CULTURAL SHIFTS ARE UNDERWAY

The traditional family is fast becoming atypical

Rapid acceleration in longevity

Shifts in migration, racial and ethnic diversity



Changes in fertility and parenthood

The rise of the Free Agent

Importance of our digital identity

THESE CHANGES ARE RAISING CRITICAL QUESTIONS

BUSINESS LEADERS

How can we build for an unknown future?

STRATEGY

CAPABILITIES

LEADERSHIP & CULTURE

HR

How can we attract & retain tomorrow's workforce?

TALENT MANAGEMENT

EVP / TOTAL REWARDS

ENGAGEMENT & EMPOWERMENT

EMPLOYEE

What does career success mean in today's world?

CAREER ASPIRATIONS

WORK & LIFE DEMANDS

SAVINGS & RETIREMENT

THRIVE IN AN AGE OF DISRUPTION

Redesign
the world of work

Build
a better talent engine

Contribute
to a new HR Agenda

IT'S A
HUMAN STORY

IT'S A HUMAN STORY

"VITALITY & GROWTH"

Spreitzer, et al, 2005

SU-MEI

Senior professional, Married, no dependents

GM of AsiaPac Product Development

Goal: Executive position, Board experience

Tenure: 20 years with company, 5 years in role

Retention Risk moderate, Burnout Risk high

JAMES

Young Professional, 2 young children

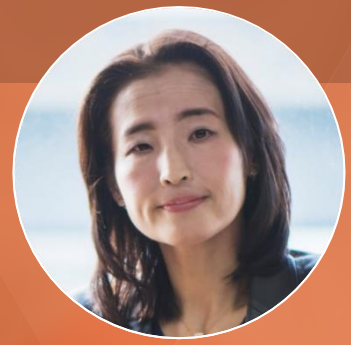
Sales Executive – including travel

Goals: success in new role, balance

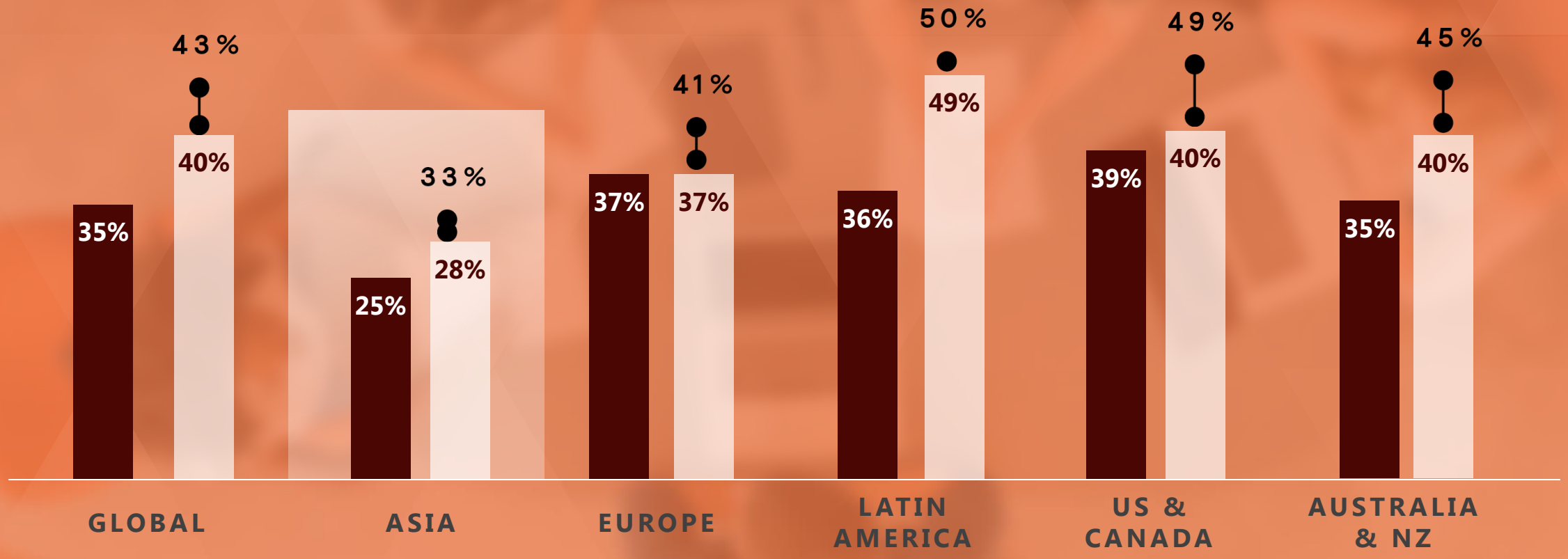
Tenure: 3 years with company, just promoted to team lead

Retention risk low, burnout risk moderate

WHEN WOMEN THRIVE RESEARCH



% FEMALE IN PROFESSIONAL & ABOVE LEVELS, 2015–2025



MERCER THRIVE RESEARCH

800+ PARTICIPANTS

57 COUNTRIES

26 INDUSTRIES

52%

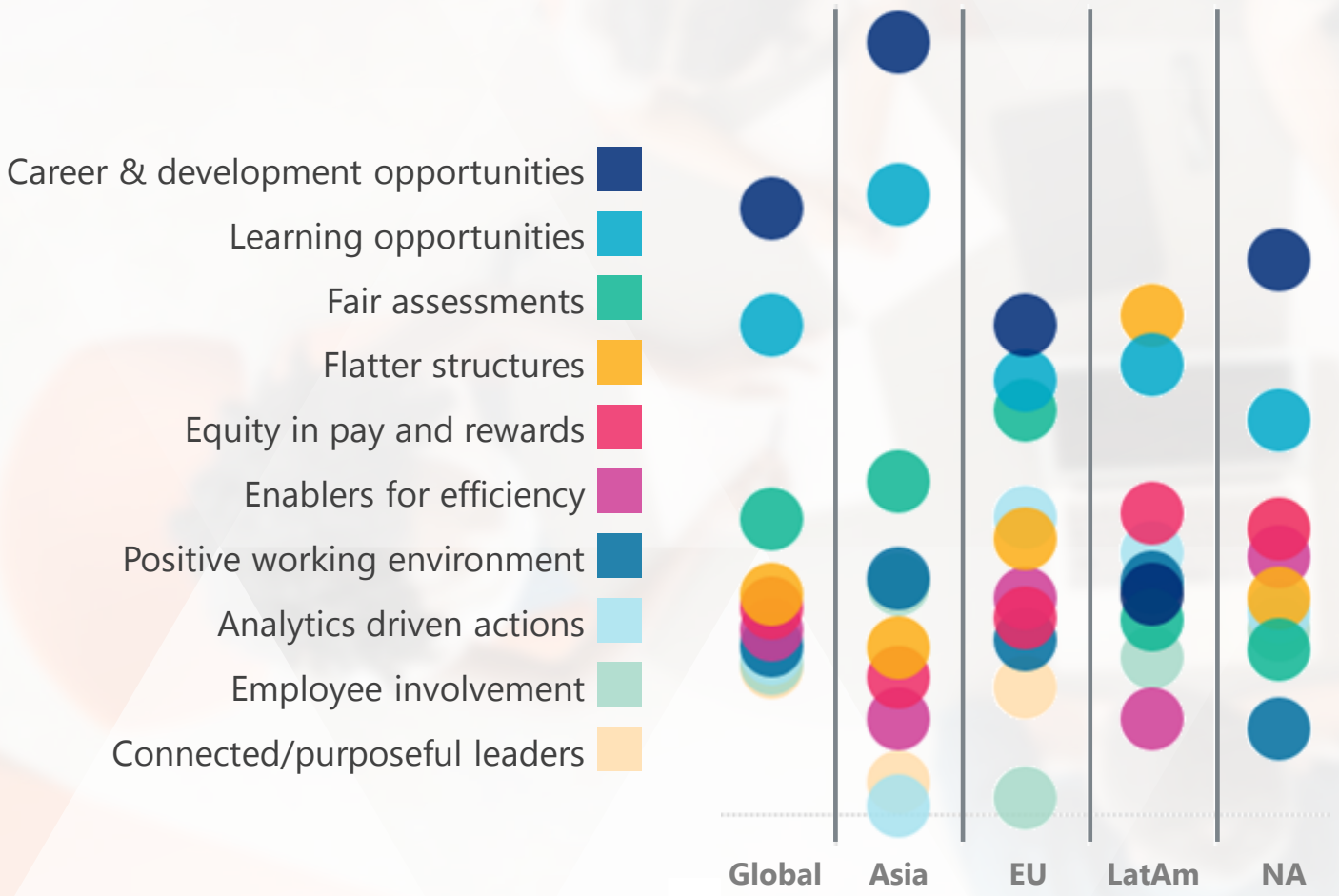
"My organization **is** committed to creating an environment *where employees are able to Thrive*"

48%

"My organization **is not** yet committed to creating an environment *where employees are able to Thrive*"

HOW TO THRIVE: REGIONAL DIFFERENCES

TOP 10 GLOBAL THEMES IN TERMS OF WHAT MADE A DIFFERENCE IN TERMS OF THRIVING



NOTABLE REGIONAL DIFFERENCES FROM GLOBAL RESULTS:

ASIA:

Career & development opportunities	+5.7%
Strategic workforce planning	+3.2%
Analytics Driven Actions	-4.3%
Work life balance	-3.4%

EUROPE:

Analytics Driven Actions	+4.1%
Employee involvement	-3.8%

LATIN AMERICA:

Flatter Structures	+8.2%
Career & Development Opportunities	-10.7%

NORTH AMERICA:

Connected & Purposeful Leaders	+3.3%
Fair Assessments	-4.0%

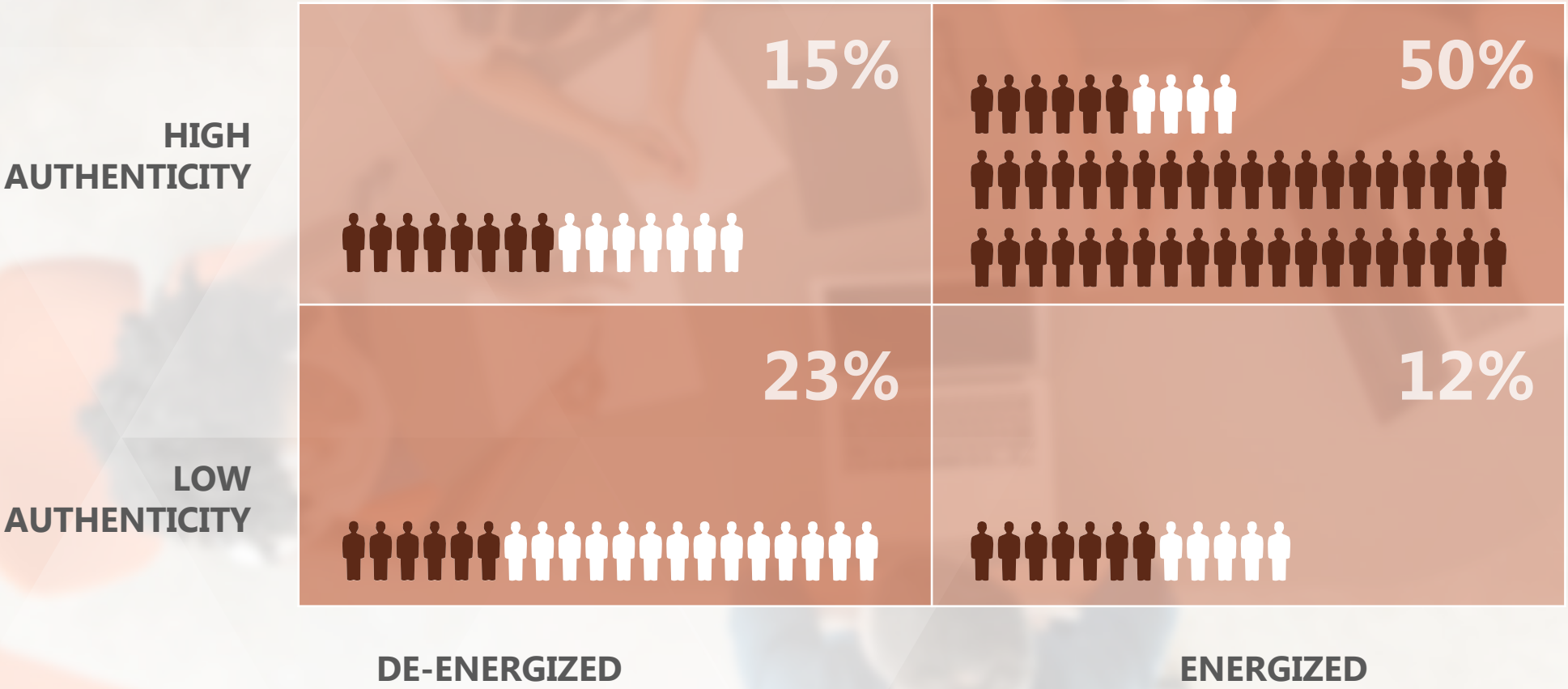
CONFIRMATION OF THRIVE DIMENSIONS

Key Drivers Rank Ordered by Statistical Impact

Trust	*I trust senior leadership.*
Contribution	*My work gives me a feeling of personal accomplishment.*
Agility	*My organization responds effectively to changes in the business environment.*
Career Paths	*I like the possible career paths for me at my organization.*
Trusting Environment	*There is a climate of trust within my organization.*
Societal Impact	*My organization takes a genuine interest in the well-being of communities in which it does business.*

ENERGY AND AUTHENTICITY DRIVE COMMITMENT

IMPACT ON SATISFACTION & COMMITMENT



A NEW MANDATE: THRIVING IN AN AGE OF DISRUPTION

Where will you focus your efforts in 2018?

4 STEPS TO GET STARTED

PEOPLE STRATEGY

CRAFT
A FUTURE-FOCUSED
PEOPLE STRATEGY

VALUE PROPOSITION

CURATE
A COMPELLING
VALUE PROPOSITION

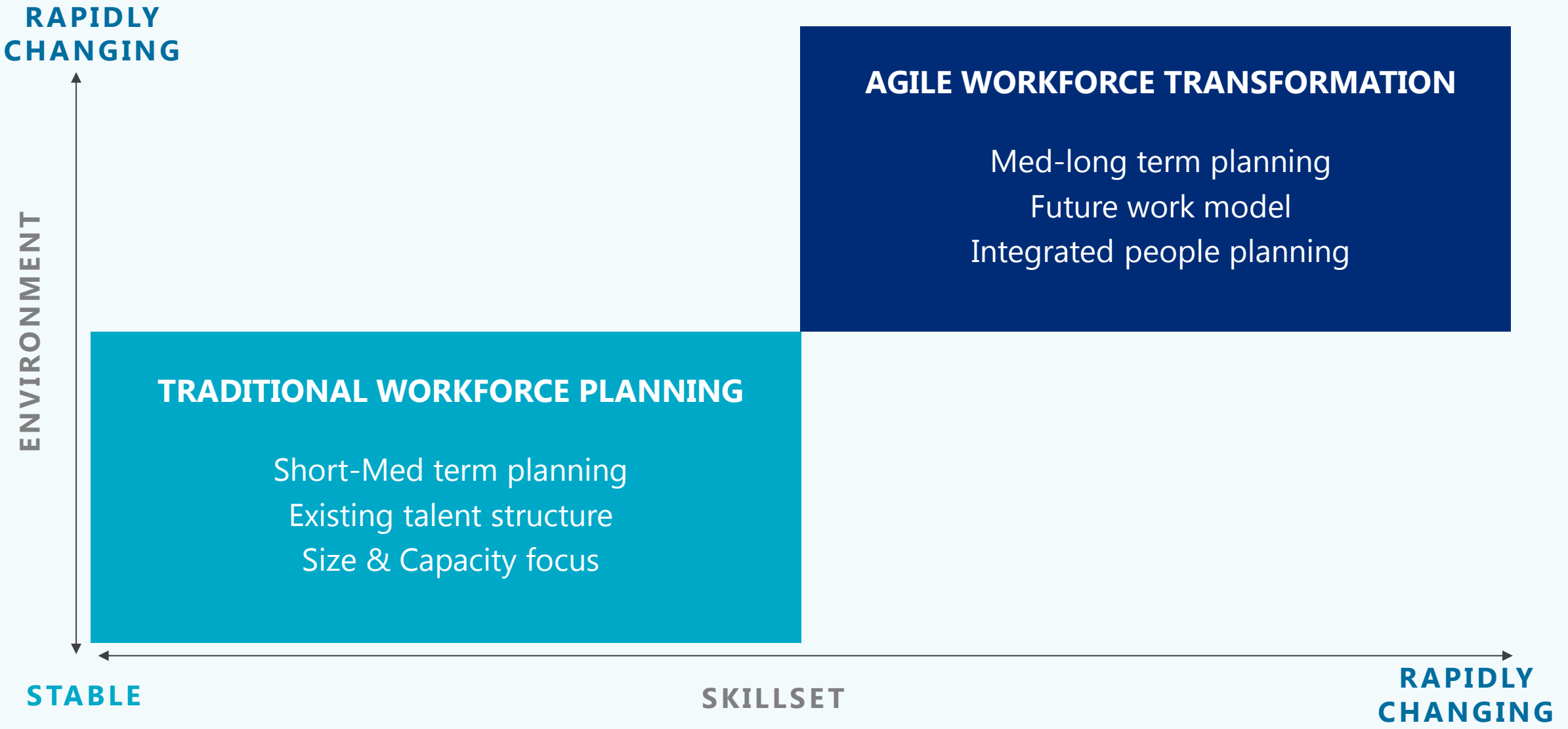
WORK ENVIRONMENT

CREATE
A THRIVING
WORK ENVIRONMENT

DATA-DRIVEN MINDSET

CULTIVATE
A LAB
MINDSET

ARE WE HEADING IN THE SAME DIRECTION?.


RAPIDLY CHANGING
ENVIRONMENT
AGILE WORKFORCE TRANSFORMATION
Med-long term planning
Future work model
Integrated people planning
TRADITIONAL WORKFORCE PLANNING
Short-Med term planning
Existing talent structure
Size & Capacity focus
STABLE
SKILLSET
RAPIDLY CHANGING

Digitt

Negative earnings

Rising debt

Tanking stock price

Perception of disarray

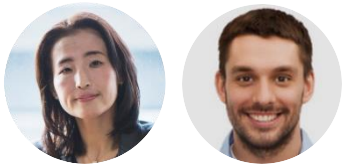
Swift downfall after sustained performance

External factors
Digital disruption
New competitors

New products/services
Marketing campaign

HUMAN ELEMENT MISSING

WHAT DID WE LEARN

ALIGN	DEFINE	DETERMINE	DESIGN	DRIVE
VISION	FUTURE	STRATEGY	SOLUTIONS	PERFORMANCE
	ORG CAPABILITIES LEADERSHIP & CULTURE SKILLS & KNOWHOW WORK MODEL & CAPACITY		 STRUCTURE PERF. MNGMT & PAY WELLBEING	

Design Future Focussed HR Processes
Take an integrated approach

Design Solutions For Real People
Invest in change management

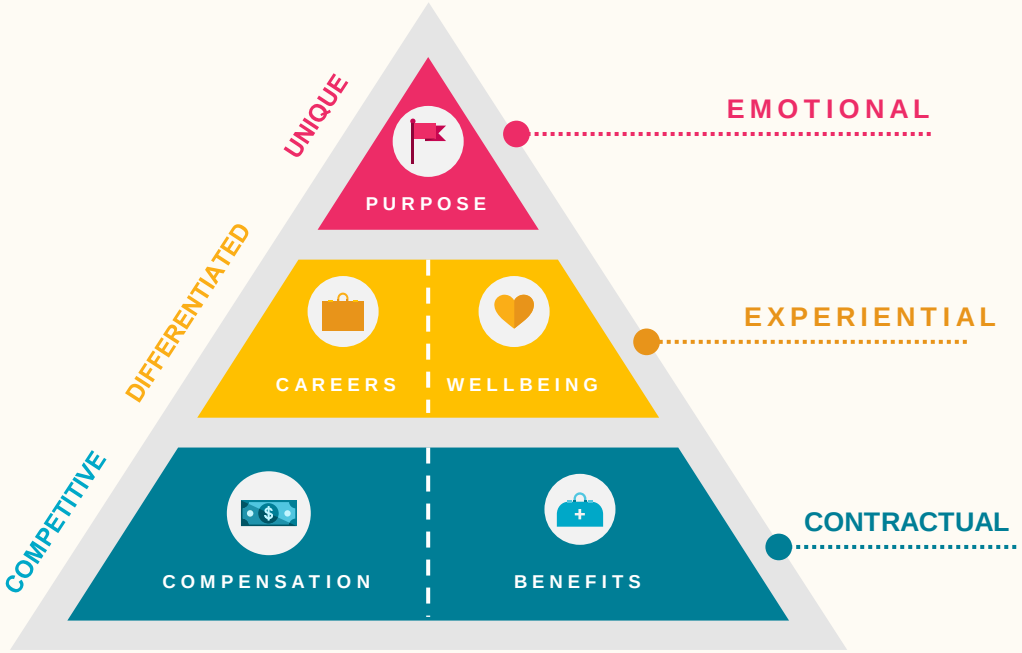
ONLY
2 IN 5
EMPLOYEES
SAY THEIR
COMPANY HAS

A COMPELLING
DIFFERENTIATED
VALUE PROPOSITION

A WORKPLACE FOR ME

Give me a chance to contribute to a greater purpose

97% of employees want to be recognized and rewarded for a wider range of contributions



A tale of two workforces

CORE WORKERS

BENEFITS

CAREER

TRAINING

INCENTIVES

SECURITY

CULTURE

COMMUNITY

FLEX WORKERS

FLEXIBILITY

CONVENIENCE

MOBILITY

VARIETY

SELF-SERVICE

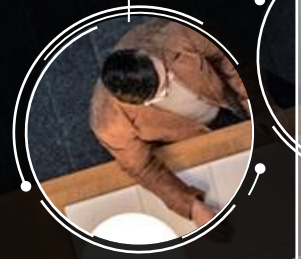
TRANSACTIONAL

EMPLOYEE VALUE PROPOSITION

CREATING PERSONAS

EMPLOYEE DEMOGRAPHICS | LOCATION DEMOGRAPHICS | NEEDS | INTERESTS | BEHAVIOURS | COMMUNICATION PREFERENCES

SAMPLE PERSONAS ▶ STRIVER | FREE AGENT | STARTER | LONG-TERM LOYAL | URBAN AMBITIONS | MANAGERIAL CORE | FREE AGENT | STARTER



Age: 30's

Service: 4 year average

Pay: 100K

Lifestyle: Suburban, married

Cares: Their future, smart about how to perform, connected all the time, want help in getting ahead and balancing career and life

92%
BASE PAY COMPETITIVE

16%
PROMOTED IN LAST 2 YEARS

45%
HAVE DEPENDANT CHILDREN

Translate your EVP into an IVP
Use personas. Take relevant action

Use Technology to Stay Connected
Listen and learn

EMPLOYEE VALUE PROPOSITION

SHOW ME THE WAY: In a career ambiguous future, helping employees to **feel empowered** to **drive their career forward** is a smart strategy

FINDING: Those who feel they can drive their career forward were 8x more likely to feel **energized at work**

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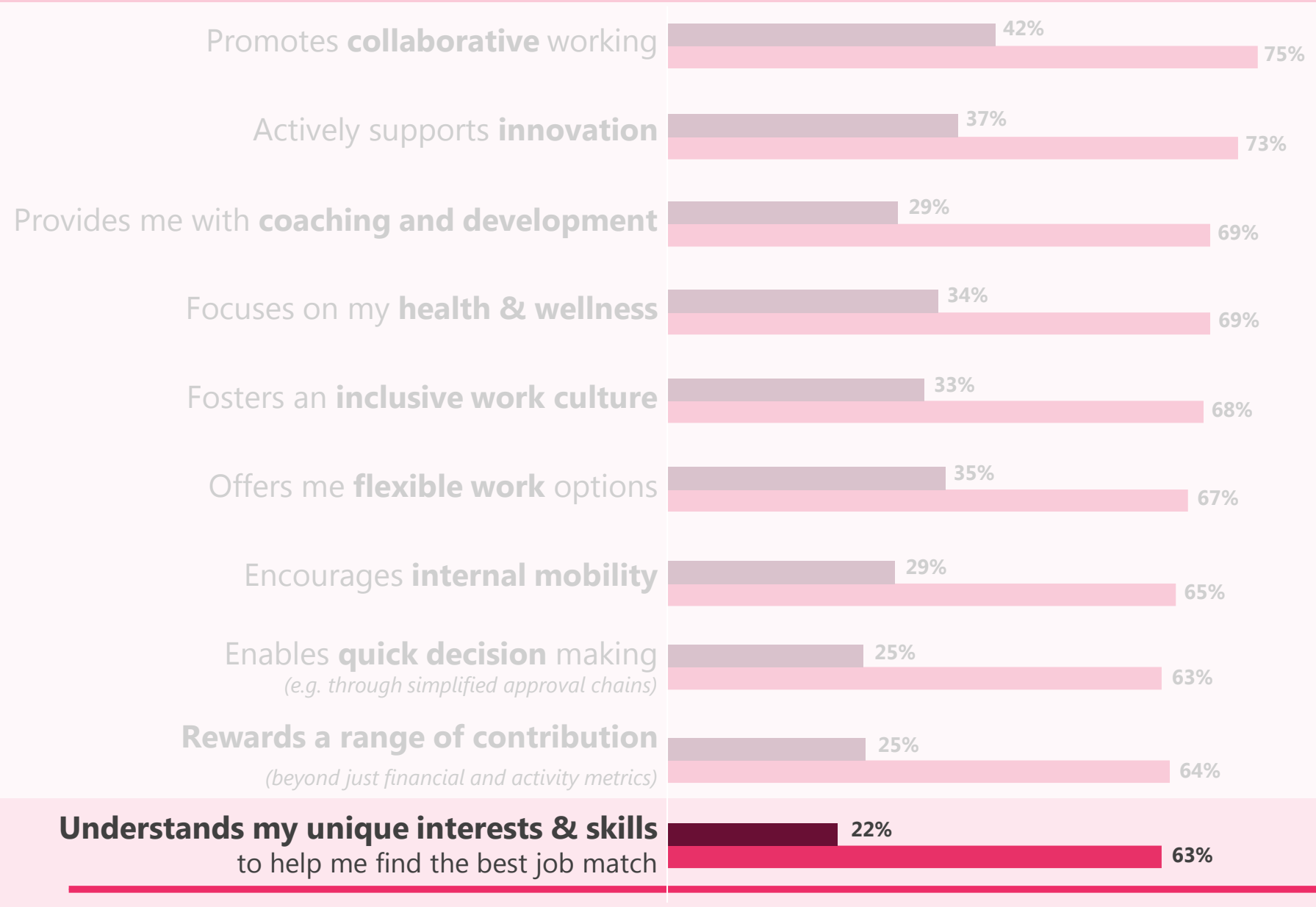
DIFFERENCE BETWEEN THOSE THAT FEEL THEY CAN GROW

*Career empowered employees were **twice** as likely to rate their company as **Thriving***

DIFFERENCE BETWEEN THOSE THAT FEEL THEY CAN GROW



*Career empowered employees were **twice** as likely to rate their company as **Thriving***

CREATE A THRIVING WORK ENVIRONMENT

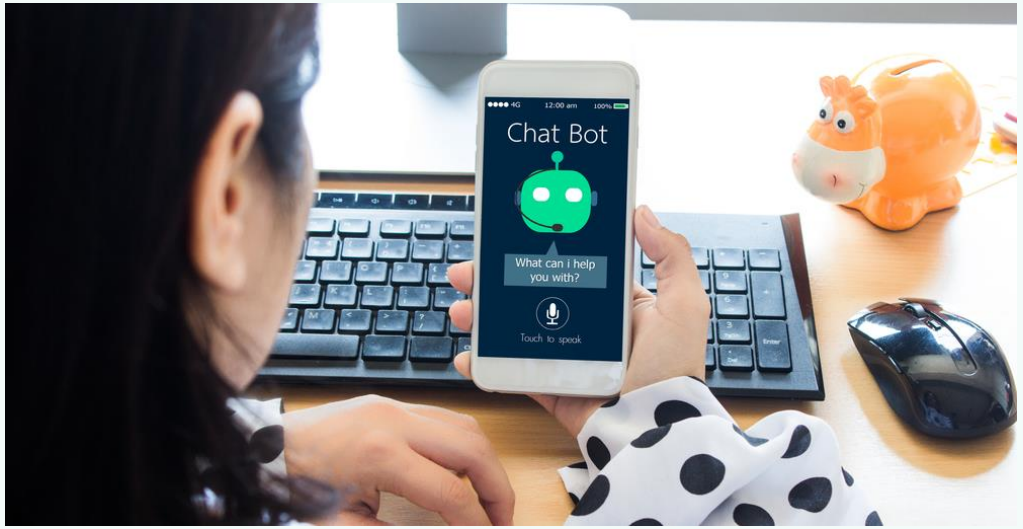
Prioritize Career Pathing & Coaching
Stay on the pulse with employee feedback

Simplify the Employee Experience
Embrace technology that enhances interactions

Where do most people have their creative insights/aha moments?

STUDY BY KAUFMAN 2014

RESPONSIVE & INNOVATIVE WORK ENVIRONMENT



IT'S A MINDSET NOT A TECH THING

Leverage Data for Insight
Commit to behaviour change

Invest in Innovation
Create appetite for experimentation

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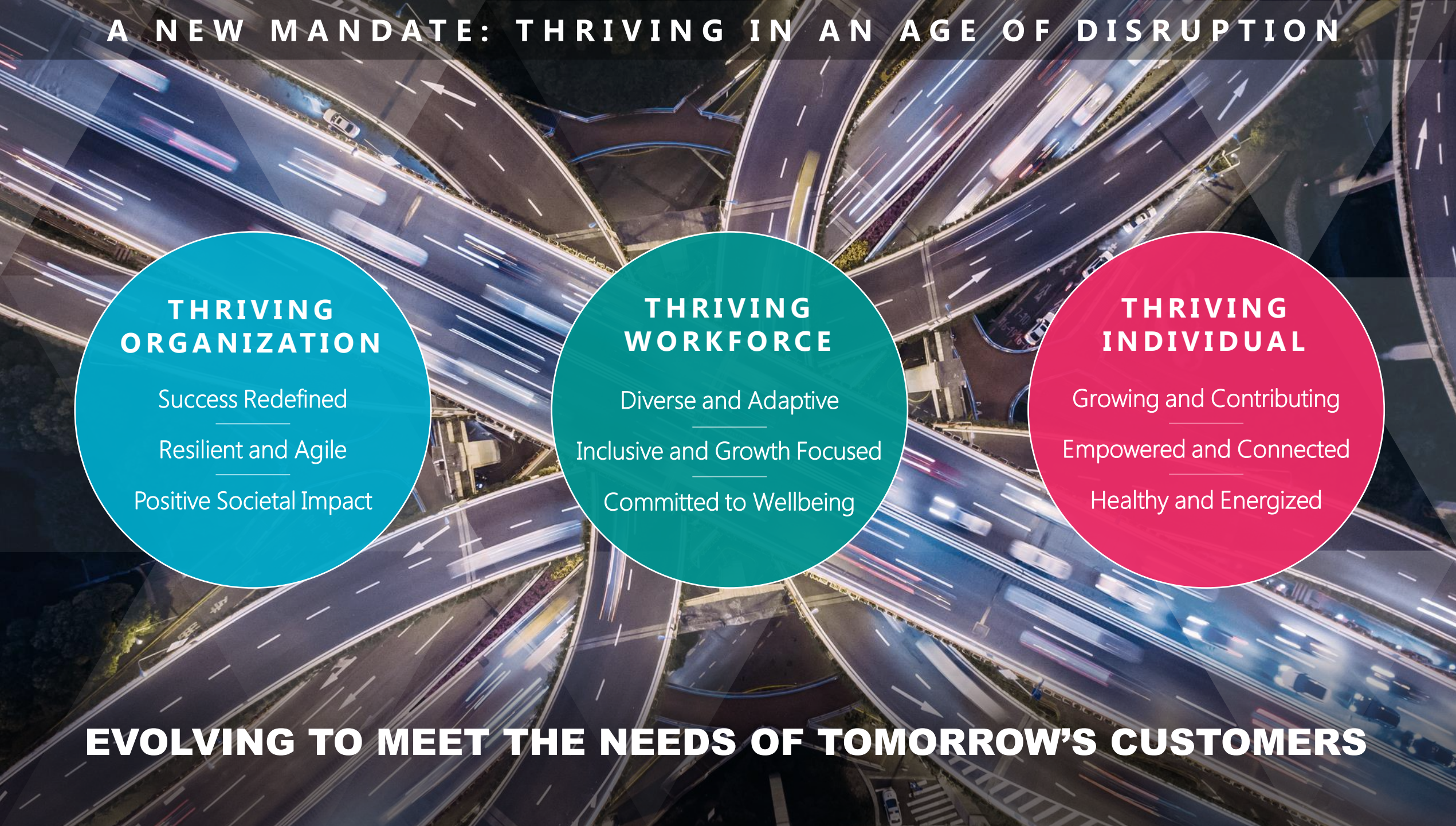

EVOLVING TO MEET THE NEEDS OF TOMORROW'S CUSTOMERS

MAKE
TOMORROW,
TODAY
MERCER