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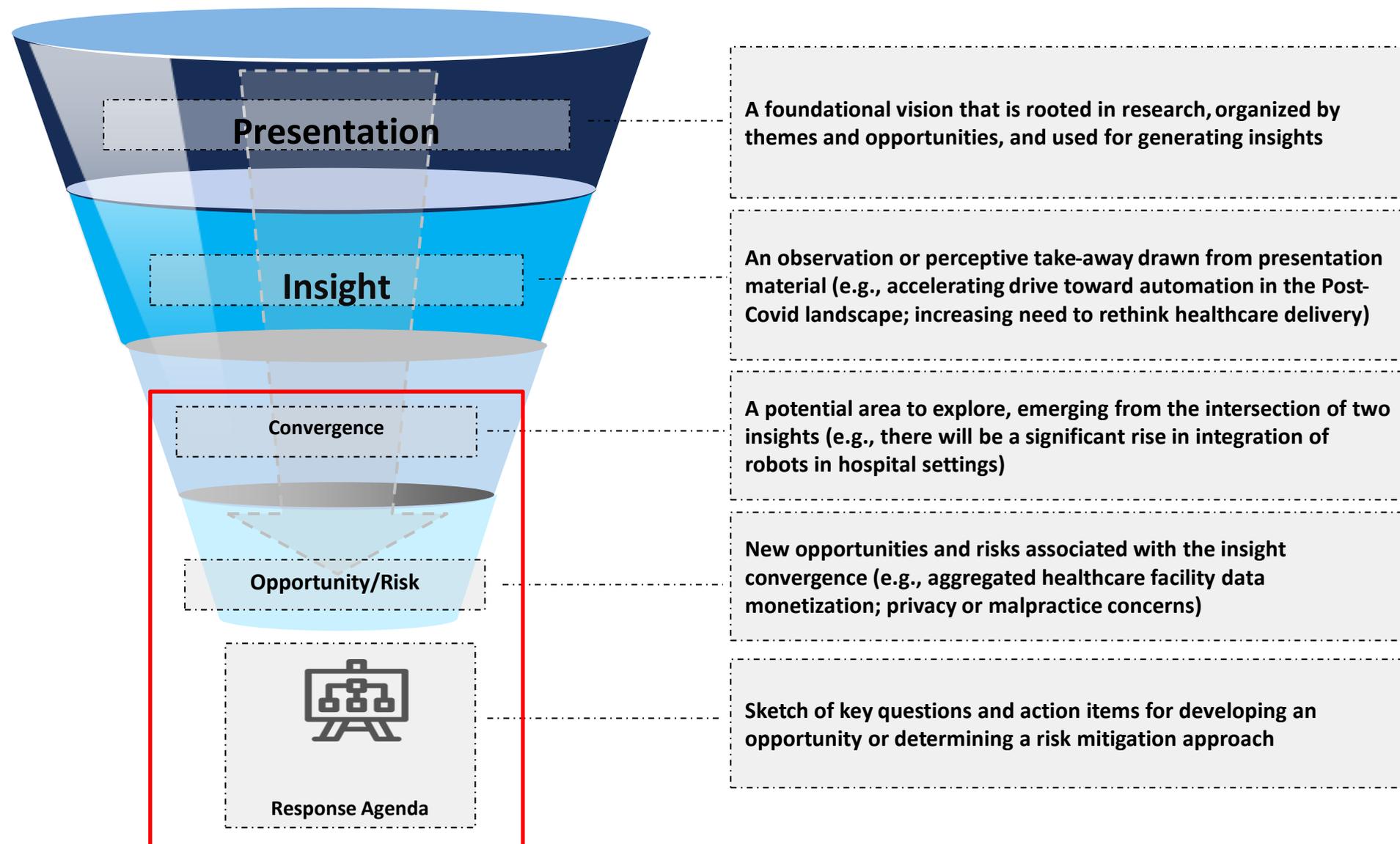
2020 GIL Council Mega Trends Workshop

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September 2020

VIRTUAL WORKSHOP AGENDA

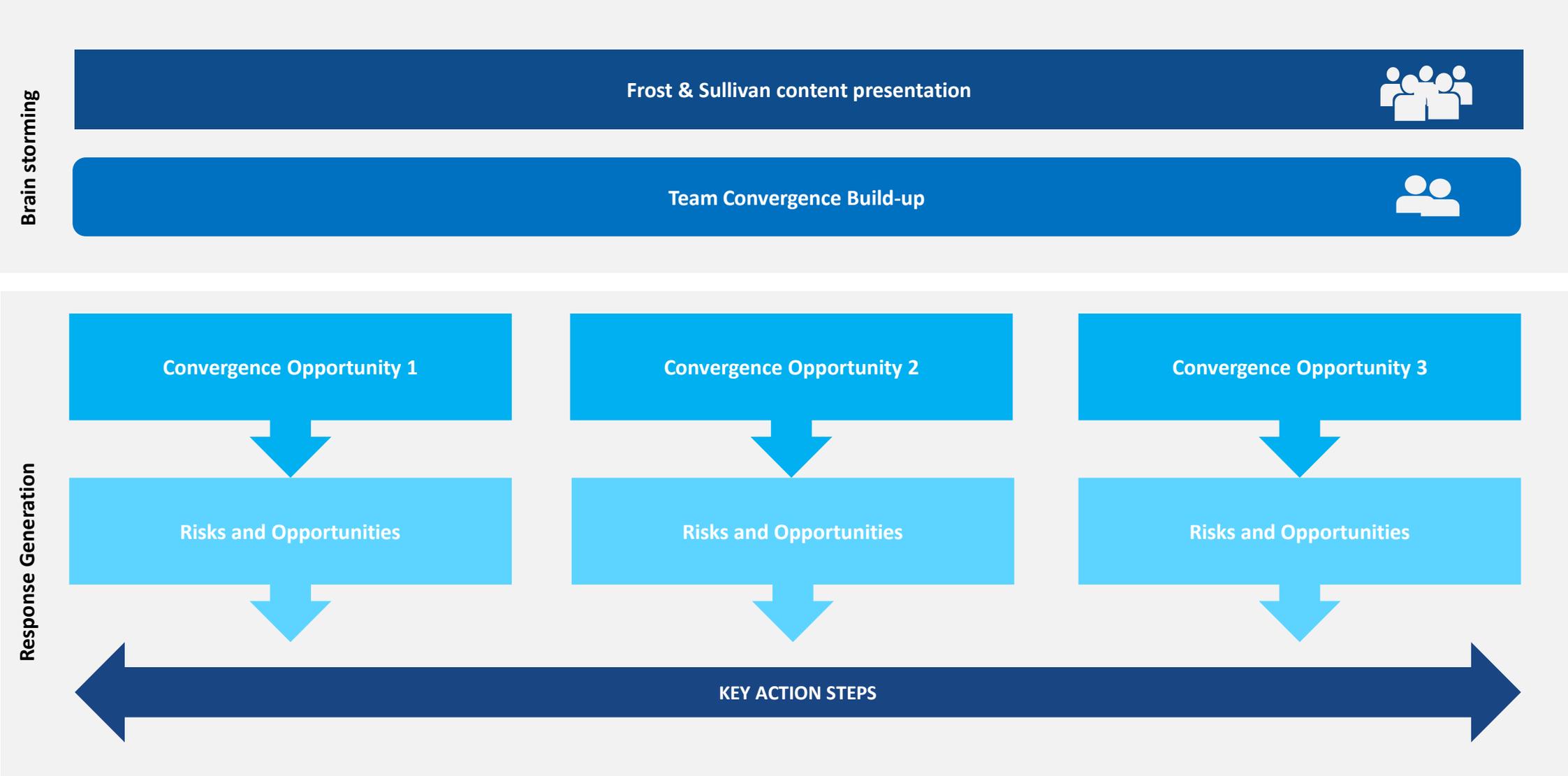
Time -- CST	Activity	Objective	Tools*
Day 1			
12:00pm to 12:10pm	Welcome, Introductions, and Workshop Context	Greet and underscore key workshop goals and outcomes	
12:10pm to 1:10pm	Part 1: Mega Trends to 2030 (Post COVID)	To understand and identify key findings from recent project work	Presentation, targeted note-taking
1:10pm to 1:40pm	Part 2: Mega Trends to 2030 (Post COVID)	To understand and identify key findings from recent project work	Presentation, targeted note-taking
1:40pm to 2:10pm	Brainstorm Insight Ideation	To foster targeted insight ideation stemming from key findings. The plenary group will develop and share insights stemming from prior exercise (non-confidential outcomes).	Guided insight ideation
2:10pm to 2:40pm	Convergence Development	To solidify insights from ideation into cross-insight convergences emerging from post-Covid shifts. The plenary group will develop convergences.	Guided convergence development
2:40pm to 3:00pm	Convergence Voting	Each participant selects a convergence "team" for Day 2 exercises.	Rank voting
Day 2			
12:00pm to 12:10pm	Day Two Welcome, Objectives for the Day	Underscore key objectives and goals for the day	
12:10pm to 1:00pm	Convergence Build Out: Risks and Opportunities	To refine and align on convergences and pinpoint related convergence risks and opportunities. Small teams will be assigned according to each individual's voting preferences from Day 1.	Guided discussion
1:00pm to 2:00pm	Convergence Response Agenda	To document an initial team learning agenda to identify convergence risks and opportunities. Small teams will determine and elaborate on must-do action items.	Action item documentation
2:00pm to 3:00pm	Group Open Discussion	For teams to share openly (within confidentiality areas) of any commentary or experiences that would assist workshop participants	Plenary group sharing

KEY DEFINITIONS



- The definitions and funnel serve as a useful reference to help guide participant understanding, discussion, and output.

METHODOLOGY



KEY FINDINGS

1 **Building personal trust** will be integral to the success of new remote working models, rethinking post-pandemic organizational culture requires **building coherent models** that fit both, virtual and in-person work.

2 **Outcome not activity based KPI's** will help develop both accountability and autonomy within smaller teams helping them overcome pitfalls of organizational silos

3 In a virtual setting, leaders will **mimic “open door” culture by incorporating unstructured “Open Chats”** with employees to encourage cross pollination of ideas and common interests to maintain serendipitous innovation

4 Possibility of **one large labor market across the globe** will allow companies to break out of regional hiring trends, **discrepancies in pay based on spatial mismatch** will seem to fade and opportunities will be more wide spread across the globe

5 **Building microhubs** instead of a central HQ will allow cultural and social consistency within smaller teams by breaking organizational silos

CONVERGENCE STATEMENTS

THE IMPACTS OF THE PANDEMIC HAVE THROWN US INTO A DECENTRALIZED DIGITAL WORLD; **ELEVATING TRUST AND LOCALIZING INNOVATION** WITHIN AN ORGANIZATION WILL BE KEY FOR BUILDING **SUSTAINED RESILIENCY**



1

Workplace intimacy of the office has the potential to dissolve, with more disparate work settings. Personal **trust-building** will become more central to an individual's feelings of security and safety. Employees will require more visibility and transparency. Positive leadership is important to maintain an ecosystem of credibility and reliability

2

More frequent and consistent touch points from corporate HQ may increase governance as well as drive **more local responsibilities**. Innovation collaboration between local and corporate levels must be synergistic.

3

Post-COVID, major companies will look into **redefining job descriptions and talent sourcing strategies** to fit the requirements of the new normal.

CONVERGENCE STATEMENT 1—TOP IDENTIFIED RISKS

AVOIDING DOWNSIDES FOR REMOTE WORKING MODELS INCLUDING **HYPER LOCALIZATION OF ORGANIZATIONAL CULTURE** WILL REQUIRE COMPANIES TO **REIMAGINE COMMUNICATION BOUNDARIES** TO FIT HYBRID WORK SETTINGS

1

Personal **trust-building** will become more central to an individual’s feelings of security and safety.

Key Risks

Organizational culture dominated by workers in the in-person setting, loss of in-person collaboration

Lack of Physical meetings/interactions within global offices creates a barrier of communication and misinformation

Scale required to deploy new remote working technologies like AR/VR - carries high risk for capital expense

Risk of area of cybersecurity coverage, multiple end-points through BYOD culture of remote working models

Near Term

Long Term

Key Questions

Access the need for technology investments, ROI on technologies like VR and AR in future of workplaces?

What security measures need to be taken as there are multiple loose ends which will become vulnerable to cyber attacks

How to track virtual interactions? How to calculate return in terms of productivity by implementing immersive technologies within workflows?

How do we measure the balance between human integrations with technology and productivity levels?

Key Actions

Better understanding of cost-benefit ratio and ROI arising from capital investments required for implementing the technologies.

Build Digital Resiliency and robust cybersecurity frameworks by increasing visibility and tracking all external digital footprint of the organization

Creating and testing secure simulations of physical environments to drive higher trust and adoption of technologies

Redesign organizational structures from top to bottom, and disregard legacy systems that cannot interface with central data infrastructure

Source: Frost & Sullivan

CONVERGENCE STATEMENT 1—TOP IDENTIFIED OPPORTUNITIES

INVESTING IN IMMERSIVE TECHNOLOGIES LIKE VR/AR WILL ALLOW COMPANIES TO CULTIVATE THE CULTURE OF INFORMAL INTERACTIONS WITHIN TEAMS TO DRIVE COLLABORATION AND IMPROVE INFORMATION SHARING WHILE BUILDING TRANSPARENCY AND TRUST

1

Personal **trust-building** will become more central to an individual’s feelings of security and safety.

Key Opportunities

Organizations that can bridge the trust barrier might see a higher success rate, Closing communication gap through Democratization of information

Need for immersive virtual experiences will accelerate the uptake of VR in workplaces

Ability to create a virtual “Open Door” culture by creating impromptu chats to encourage collaboration and sharing of ideas

Building a holistic Security Oasis to empower employees, strengthen authentication and build zones of trust

Near Term

Long Term

Key Questions

Has the number of touch points reduced and what is the implication to decision making process, implications to not having a fully rounded informed process?

Is innovation process capable of being agile and ensuring both business and product level coverage?

Addressing a persons individual trust/security needs Vs Company level needs? N=1 increased post COVID?

Evaluating the long term implications for onboarding new employees to the company

Key Actions

Reconstruct decision making process and map them digitally to meet requirements of hybrid workplaces

Commercial acceptance and convergence of advances in mixed reality, holographic displays, computer vision, and wearable's.

Measuring ROI in a new work environment, new KPI's for tracking employee performance, Wellness programs among other incentives will be a key for motivation.

Individualized Career tracks must receive more focus, level based on skills and experiences and individual coaching programs need to e encourages

CONVERGENCE STATEMENT 2—TOP IDENTIFIED RISKS

UNEQUAL ACCESS TO TECHNOLOGY HAS LED TO A **DIGITAL DIVIDE** THAT HAS HAD IMPLICATIONS TO **PRODUCTIVITY AND PERFORMANCE** OF THE REMOTE WORKFORCE, MAINTAINING **UNIFORMITY IN ACCESS** TO TOOLS AND TECHNOLOGIES ACROSS LOCAL OFFICES IS KEY TO BREAK **INNOVATION SILOS**

2

More frequent and consistent touch points from corporate HQ may increase governance as well as drive **more local responsibilities**.

Key Risks

Technology disparities globally will cause uneven accessibility to growth

Cultural barriers will follow with loss of non-verbal cues. Hybrid workplace will risk communication barriers between in-person and remote team members

Difficulty in tracking value through virtual meetings, Harder to maintain attention on screen

Creativity loss caused by smaller communities. Being remote will compromise the ad hoc moments

Near Term

Long Term

Key Questions

Analyze what physical technologies need to exist, performing technology audit processes to avoid lag due to legacy systems

How do leaders help employees with emotional and other assistance needs?

How do you ensure global workforce is able to thrive in the new working environment?

Will the hybrid approach work? What are the efficacies and benefits?

Key Actions

Understand the current supply-demand gap for meeting technology needs, **creating a technology roadmap** to address when tech will be available

Determine what the best practices are in terms of **mentoring and counseling**

Determine appropriate virtual tools and approaches that will work well with existing relationships compared to new employees

Defining the KPIs that will help make better organizational decisions, **identify companies to benchmark against** for successful transformation to remote working models

CONVERGENCE STATEMENT 2—TOP IDENTIFIED OPPORTUNITIES

REDEFINING THE FOOTPRINT FOR **CREATIVITY AND INNOVATION** WITHIN AN ORGANIZATION WILL ALLOW FOR **SYNERGISTIC COLLABORATION** WITHIN LOCAL AND GLOBAL OFFICES, USING **TECHNOLOGY AS A KEY ENABLER** TO OPTIMIZE INNOVATION WORKFLOW CAN BREAK GEOGRAPHIC BARRIERS.

2

More frequent and consistent touch points from corporate HQ may increase governance as well as drive **more local responsibilities**.

Key Opportunities

More opportunity for local innovation, maintaining a leveled playing field for all employees by leveraging virtual work scenario

Opportunity to address legacy technology issues within the organization

Increase in the employee ability to exceed expectations and improve performance in a virtual and local environment

Ability to rethink operations / innovation paradigms possibilities by leveraging new tools

Near Term

Long Term

Key Questions

How do we identify, call out, celebrate or reward teams for being innovative and productive and use it as a broader best practices?

How do you measure employee productivity? Do employee metrics need to change to uphold accountability in a virtual work setting?

How frequently should companies be strategizing about allocation of space and resources?

How do we confirm synergies between local innovation and corporate? How do we ensure alignment? Reduce duplication of efforts?

Key Actions

Bride generational knowledge gaps by creating initiatives to share learning's, experiences, from younger generation who are digital natives

Determine the future of work scenario, effort needs to be placed in thinking about how the next generation wants to work (e.g. more shared office spaces, more ability to travel)

Building Microhubs to encourage local innovation within smaller teams to break innovation silos

Access the appropriate data points / metrics to make assessment on **new standards of communication** and best practices across an organization

CONVERGENCE STATEMENT 3—TOP IDENTIFIED RISKS

AS COMPANIES GET ACCESS TO LARGER TALENT POOL THROUGH OPTIONS OF HIRING REMOTE EMPLOYEES, DISCREPANCIES IN **REGIONAL HIRING TRENDS** AND CULTURAL MISMATCHES WILL CONSTRICT UNIFORMITY OF TALENT SOURCING

3

Post-COVID, major companies will look into **redefining job descriptions and talent sourcing strategies** to fit the requirements of the new normal.

Key Risks

Gaps in onboarding practices for new remote employees will impact employee productivity and quality of work

There will be a need for universal performance management system to accommodate employees across all regions.

New generation of employees will require more fluidity within a job position. Broadening of skills gap due to accelerated technology advancements

Technology-facilitated disruption will increasingly take the form of displacement for companies

Near Term

Long Term

Key Questions

What technology can enable remote workforce, and how will this trend differ globally in terms of success and adoption?

As workplaces become more decentralized, how will organizations cope with loss of employee loyalty?

How will organizations cope with Hybrid human-machine workplaces, monitoring collaboration between man and machine?

How do we pace productivity gaps between man and machines? Will this lead to displacement?

Key Actions

Need for proactive investments and governments provisions for **up-skilling and reskilling of labor markets** in both deeply human skills as well as digital skills.

Build a hybrid Human-Machine workplace, Transition from human centric workplace to using technology to **augment human workforce capabilities**

Set up hybrid workforce, update KPI's or built new KPI's to manage performance in a hybrid work setting

Actions to **closing skills gaps** by ongoing learning and development process by providing continuous skill development programs for existing employees

Source: Frost & Sullivan

CONVERGENCE STATEMENT 3—TOP IDENTIFIED OPPORTUNITIES

SHIFTING FOCUS TO **CLOSING EMPLOYEE SKILL GAPS** BY INVESTING IN **UP-SKILLING** TO MATCH FUTURE LABOR MARKET NEEDS, AS NEW GENERATION WORKERS WILL DEMAND **AGILITY AND FLEXIBILITY** IN JOB DESCRIPTIONS AND CAREER OPTIONS.

3

Post-COVID, major companies will look into **redefining job descriptions and talent sourcing strategies** to fit the requirements of the new normal.

Key Opportunities

Businesses have access to a larger pool of skilled workers, accessibility of hiring outside of the expensive localities

Pay will be a reflected on productivity, not location.

Enable business units to customize performance management as there are different standards of enterprise needs within different geographies

Creating economic incentive zones for areas hit by displacement and dispersing government investment programs geographically

Near Term

Long Term

Key Questions

How to manage pay gaps/ discrepancies in a hybrid workplace?

How to predict future work requirements, match employee skills to future technology needs?

How will the role of HR change within an organizations, agile requirements for transitioning business models?

As hiring becomes more universal how will employee satisfaction and work life balance differ in a universal context?

Key Actions

Reconsider talent scouting and recruitment, consider optimized use of the gig economy, ensure contingency planning for talent loss

Bridging skills gap by widening hiring horizons, breaking geographical barriers and bringing a universal company culture rather than hyper localized culture

HR needs to shift focus to wider organizational strategies, influence on the recovery phases to adopting new culture in a post pandemic worlds

Investing in resilience building for future uncertainties, **adaptability in agile workforces**

3 MAIN SHORT TERM FOCUS AREAS THAT EMERGE FROM THE ACTION STEPS

Invest in business resiliency solutions



- Reevaluate company cyber security budgets
- Building cyber resilience in line with current risk tolerance levels
- Maintaining business/operational continuity
- Scenario planning for future risk assessment
- Work from home enablement

Optimize Returns through workforce motivation



- Incentivizing virtual care and remote digital care
- Focus on mental healthcare
- Work-Life balance through workplace flexibility
- Build trust in productivity

Formalize digital up-skilling strategy



- Agile learning techniques for up-skilling employees
- Best practice audit on pandemic related activities
- Encouraging digital self sufficiency
- Harmonize internal digital transformation

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