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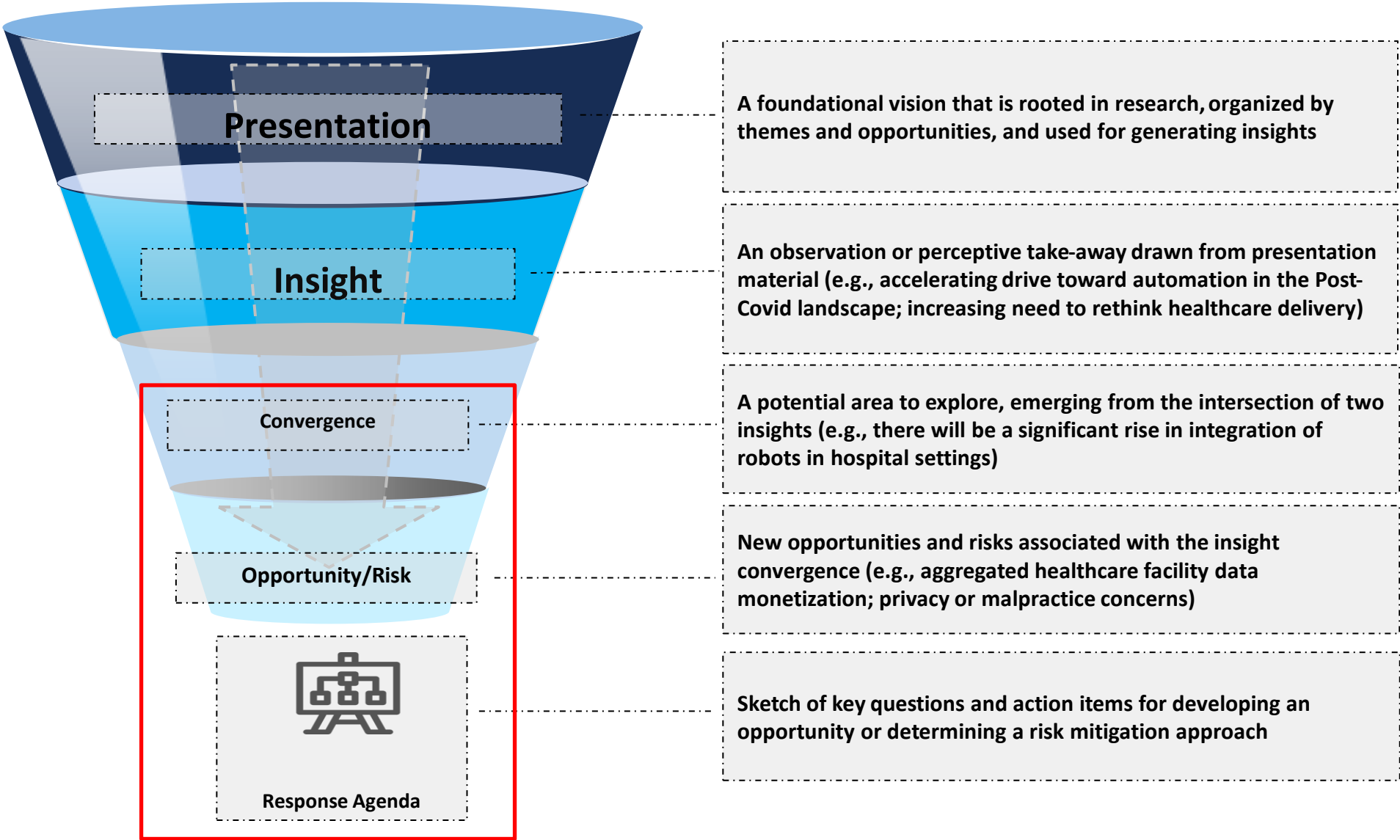
2020 GIL Council Mega Trends Workshop

Richard Sear
September 2020

VIRTUAL WORKSHOP AGENDA

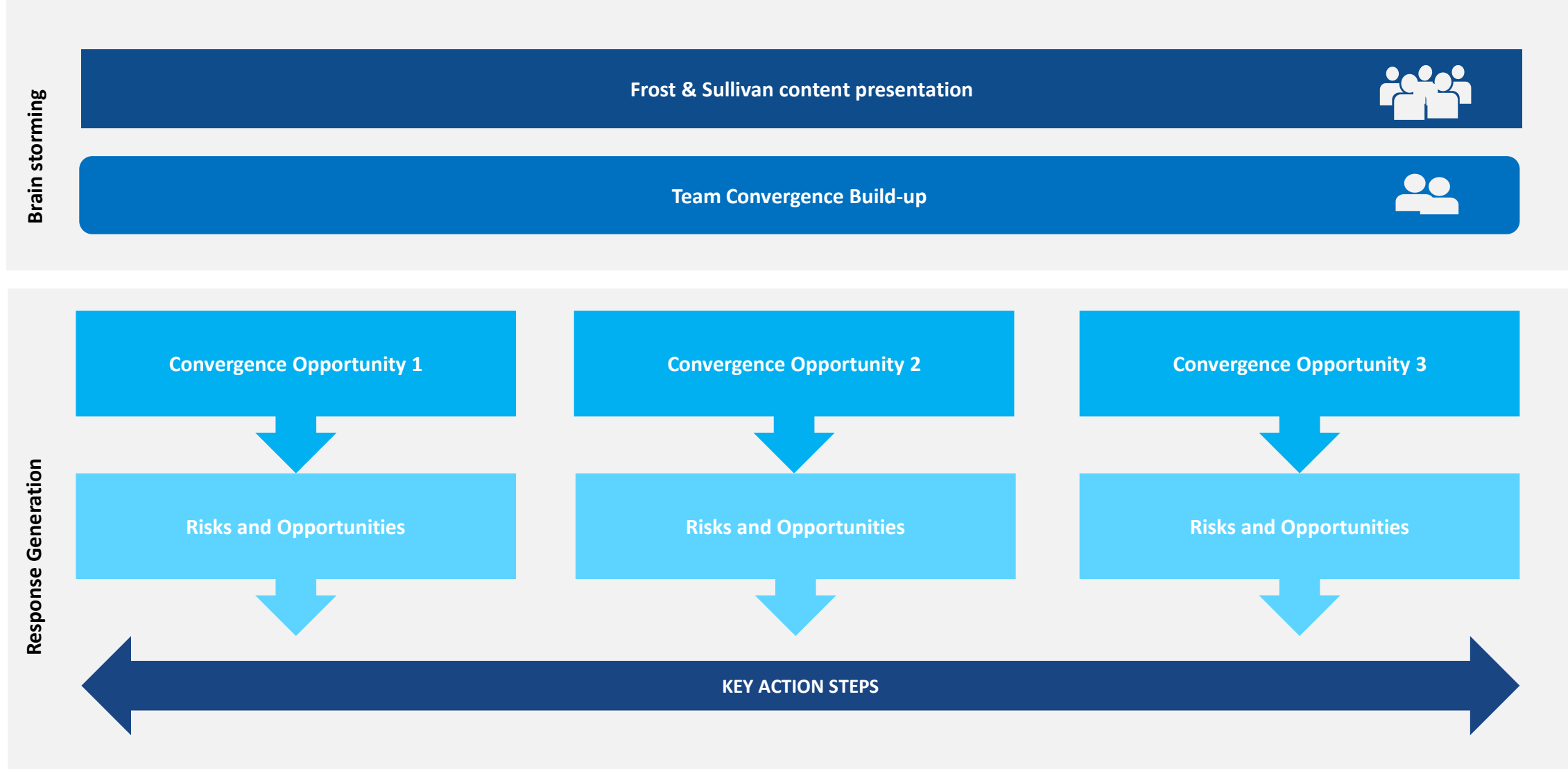
Time -- CST	Activity	Objective	Tools*
Day 1			
12:00pm to 12:10pm	Welcome, Introductions, and Workshop Context	Greet and underscore key workshop goals and outcomes	
12:10pm to 1:10pm	Part 1: Mega Trends to 2030 (Post COVID)	To understand and identify key findings from recent project work	Presentation, 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

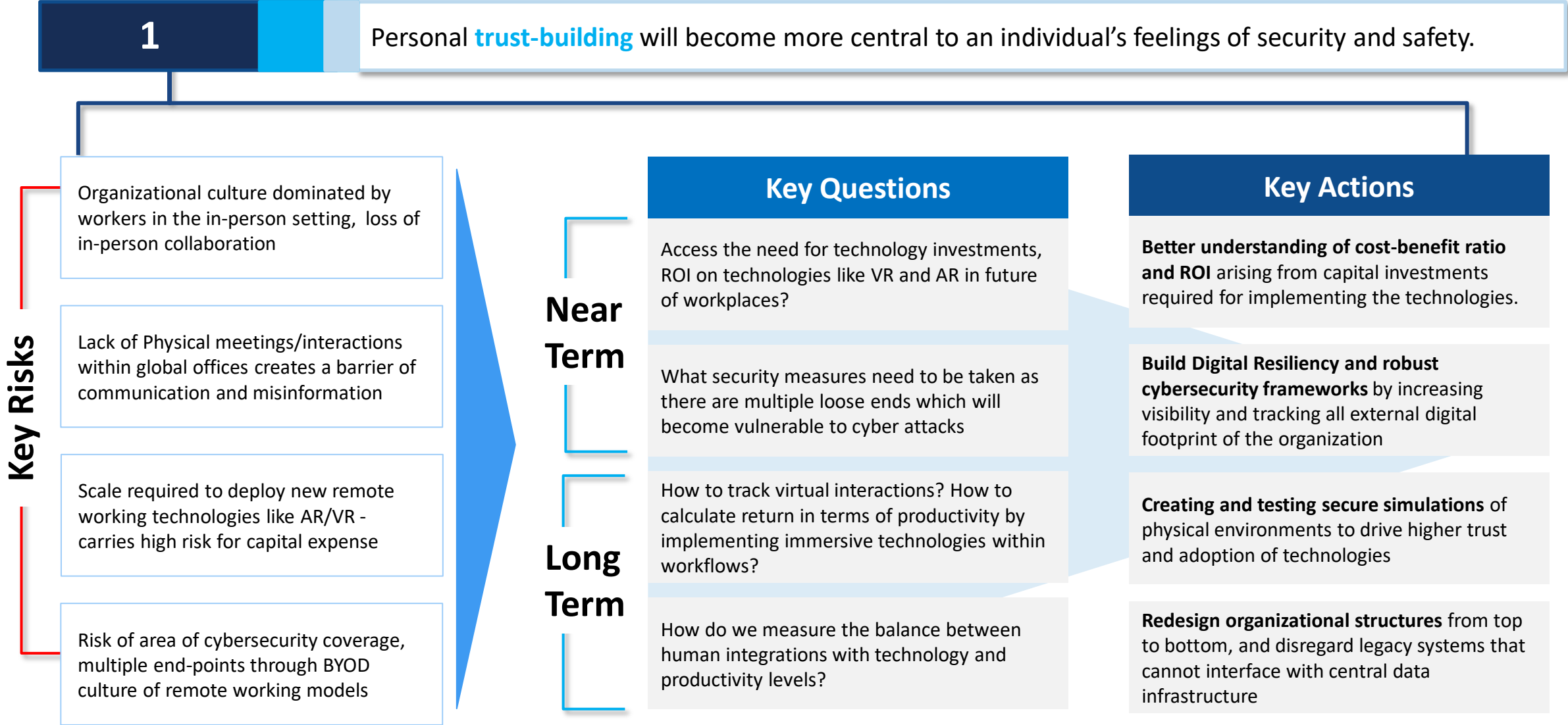
More frequent and consistent touch points from corporate HQ may increase governance as well as drive **more local responsibilities**. Innovation collaboration between local and corporate levels must be synergistic.

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

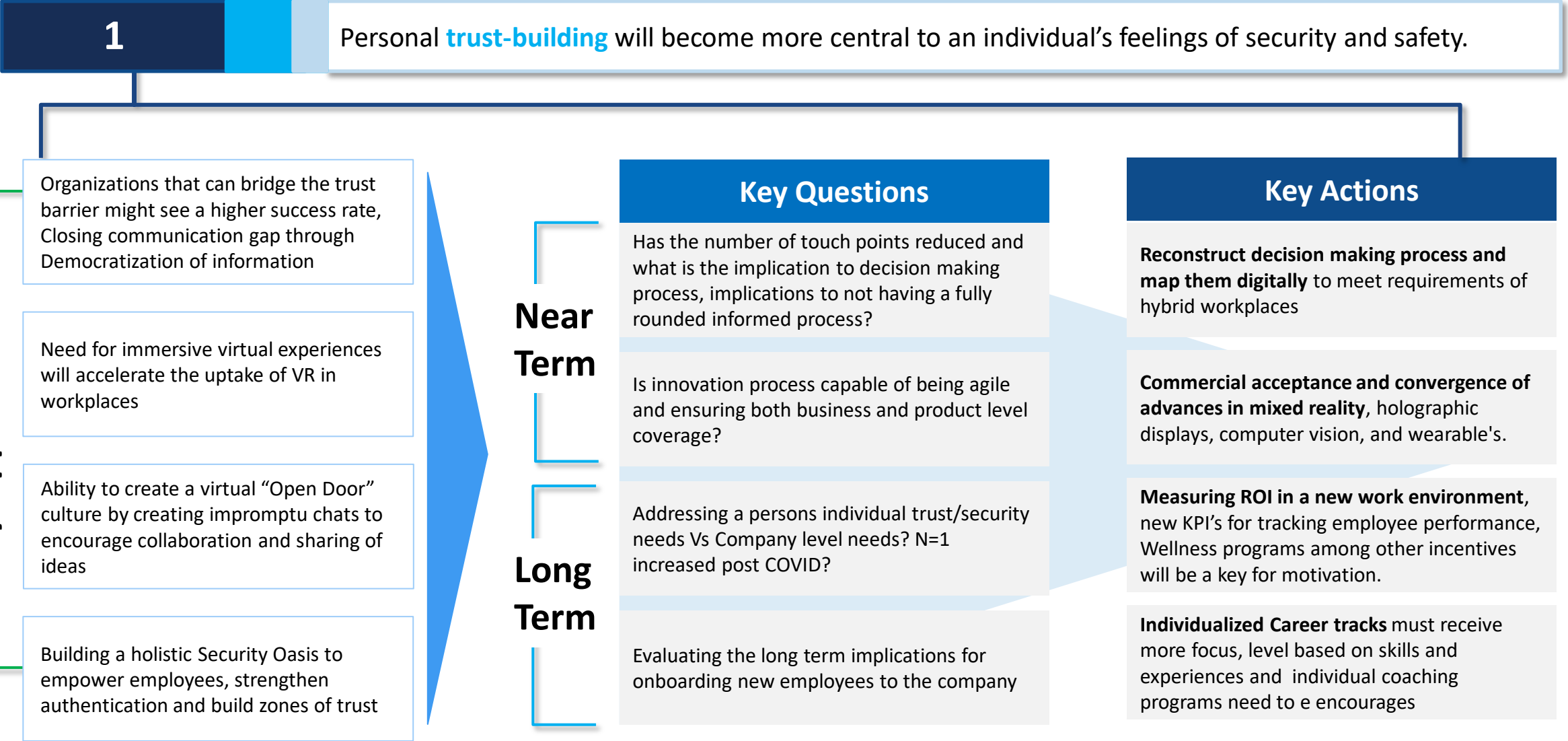
AVOIDING DOWNSIDES FOR REMOTE WORKING MODELS INCLUDING **HYPER LOCALIZATION OF ORGANIZATIONAL CULTURE** WILL REQUIRE COMPANIES TO **REIMAGINE COMMUNICATION BOUNDARIES** TO FIT HYBRID WORK SETTINGS



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



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?

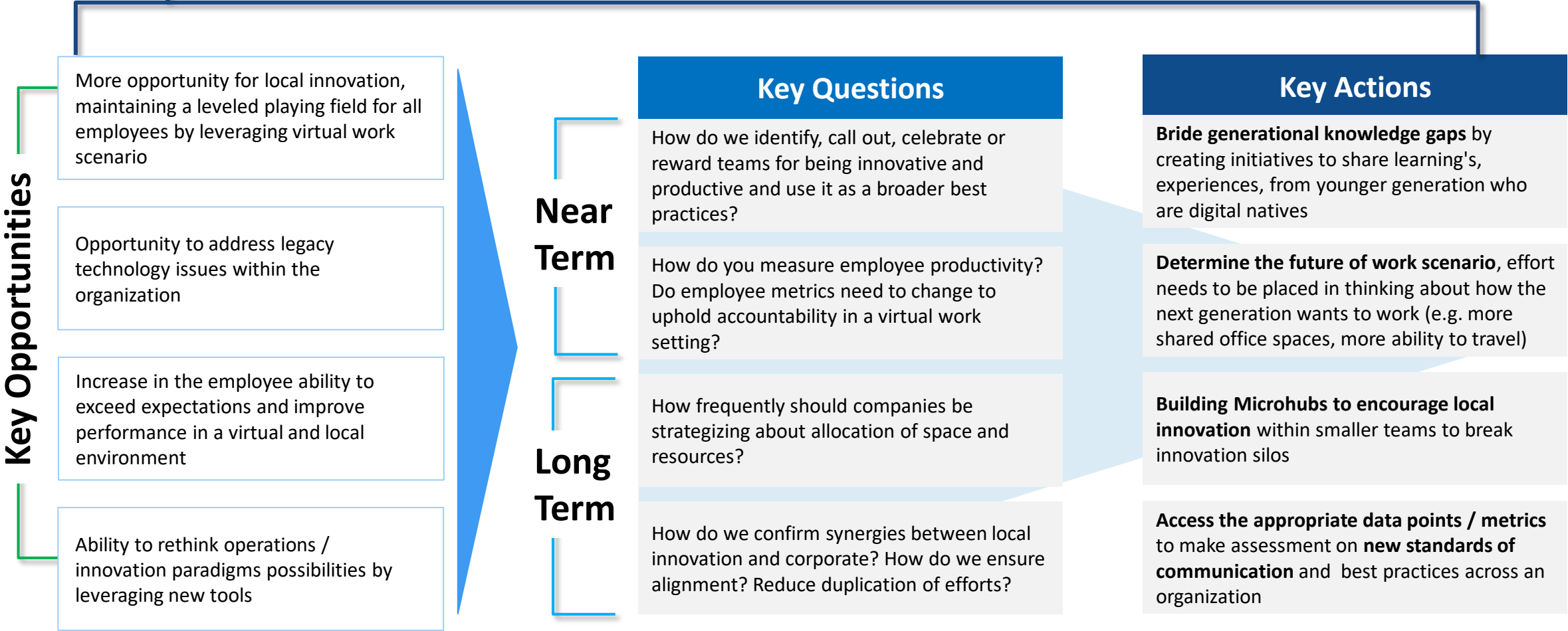
Key Actions
Understand the current supply-demand gap for meeting technology needs, creating a technology roadmap to address when tech will be available
Determine what the best practices are in terms of mentoring and counseling
Determine appropriate virtual tools and approaches that will work well with 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

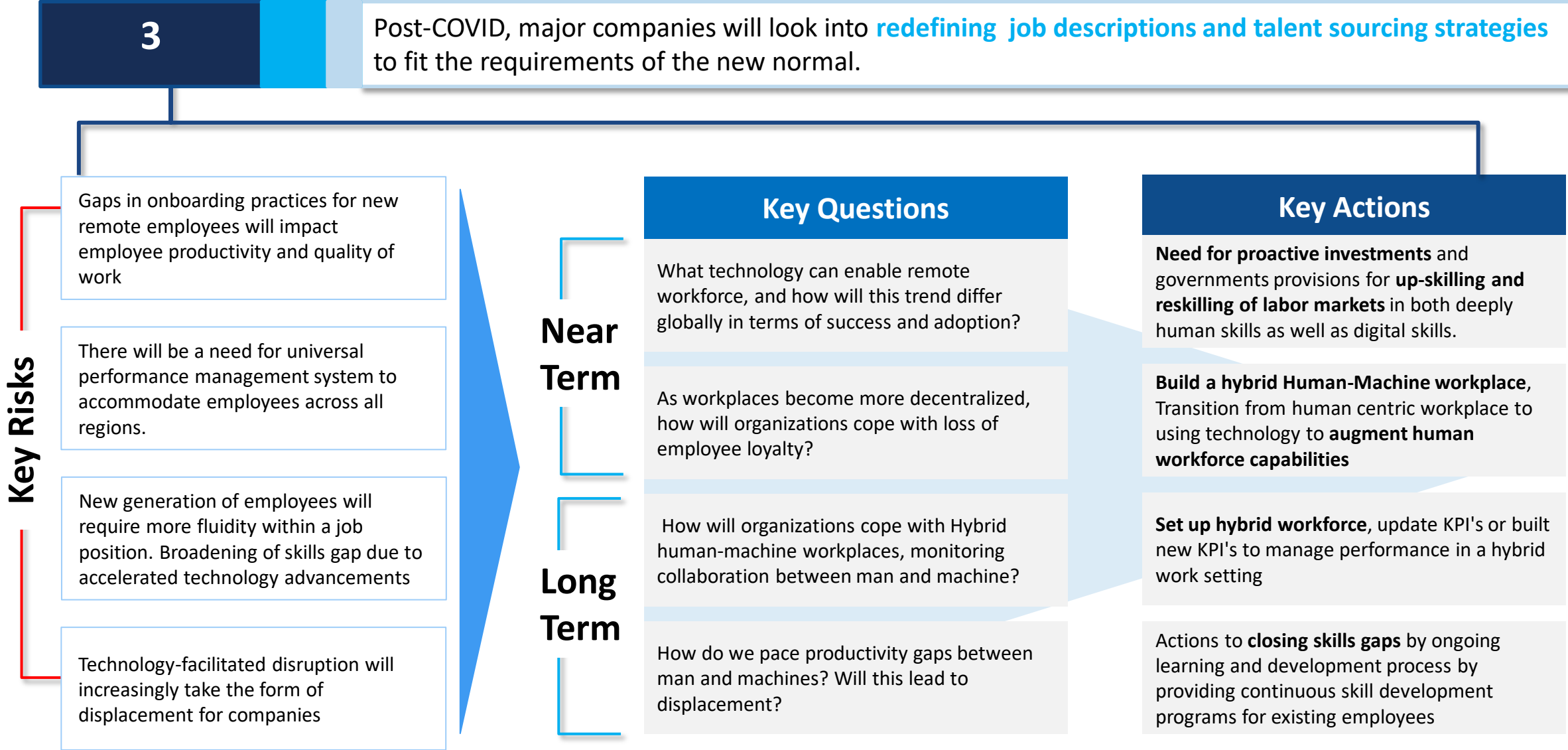
More frequent and consistent touch points from corporate HQ may increase governance as well as drive **more local responsibilities**.



Source: Frost & Sullivan

CONVERGENCE STATEMENT 3—TOP IDENTIFIED RISKS

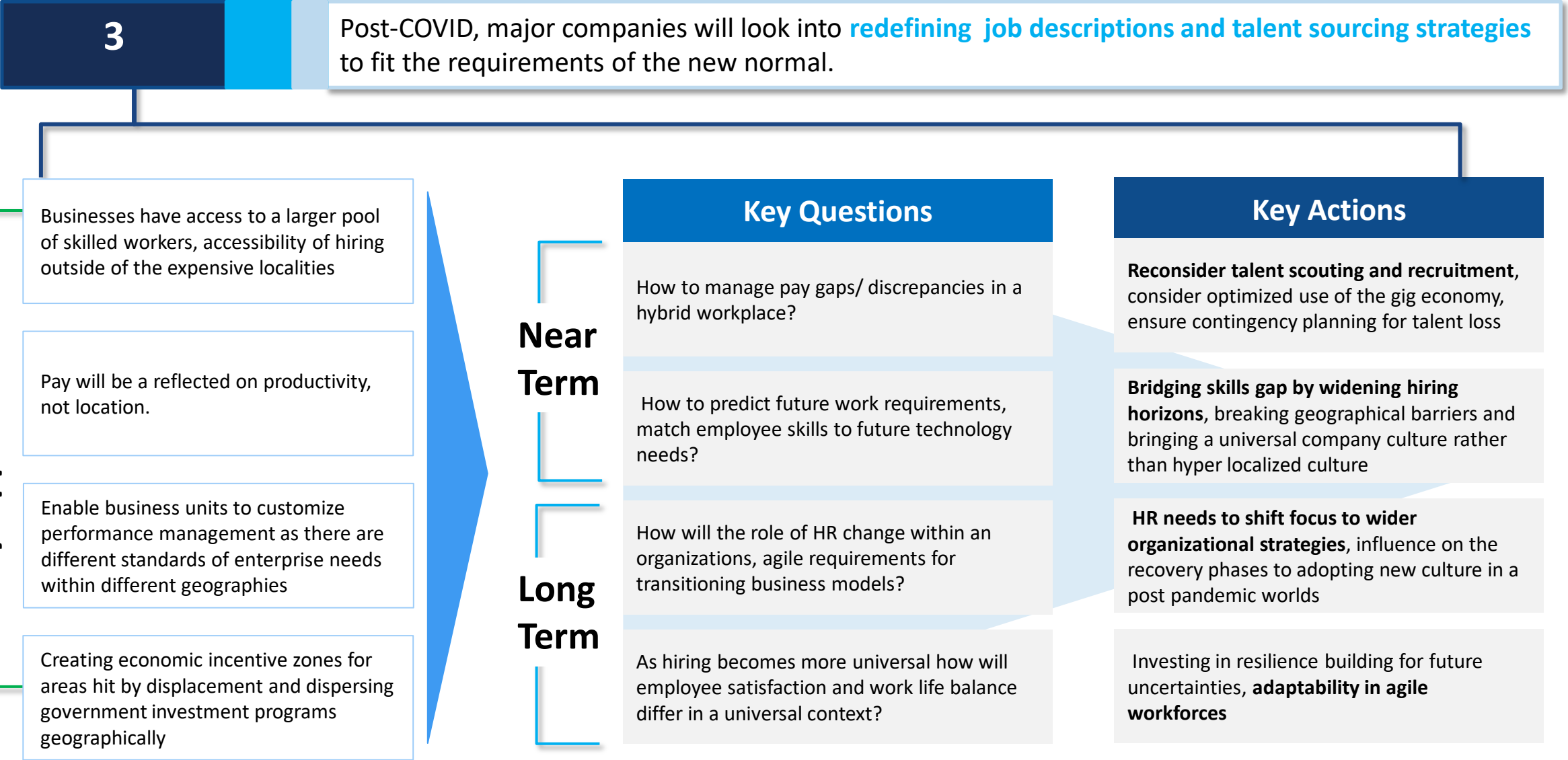
AS COMPANIES GET ACCESS TO LARGER TALENT POOL THROUGH OPTIONS OF HIRING REMOTE EMPLOYEES, DISCREPANCIES IN **REGIONAL HIRING TRENDS** AND CULTURAL MISMATCHES WILL CONSTRICT UNIFORMITY OF TALENT SOURCING



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 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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