



Looking at the future of HR

Workforce Shaping | part of KPMG Powered HR

September 2020



Why organizations adopt Workforce Shaping as part of their HR strategy

We are entering a new era. The impact of the Fourth Industrial Revolution — the term used to describe the convergence of AI, RPA, Machine Learning (ML), and cognitive platforms — and the consequences of the recent global pandemic, are forcing HR functions to shape their workforce to consist of all worker types*, who are able to cope with working in a flexible, dynamic and ever changing environment. The traditional way of performing work is being disrupted and organizations are forced to think outside the box and reinvent how they plan their workforce of the future.

Questions that occur in many organizations:

- Is my current organizational structure sustainable and effective, even during the global pandemic?
- Do we have a market-ready agile workforce, coupled with a strong pipeline of people with diverse skillsets — are we future-ready?
- How does our horizon look like for the upcoming three months, six months or five years?

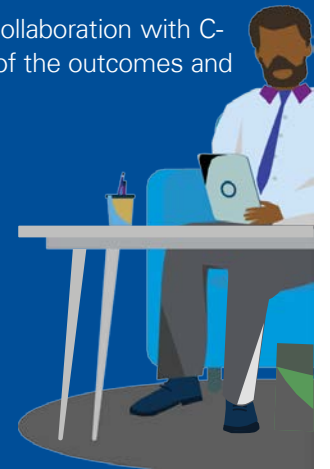
(Future) workforce choices depend on the right people (data) and the right processes and analytics. People data is more than just a dashboard, even more than just predictive, but rather prescriptive as to what organizations need to do. For instance, have you thought about your regretted losses, the quality and the quantity of (internal) applications and the percentage and type of training your employees took. Insights in this kind of information help you to make strategic choices in order to achieve your future ambitions and goals, rationalized from a backward-looking perspective on how your future workforce should look like.

How Workforce Shaping could add value to your business

- 1** The world of work is changing and requires a new mindset and actions. Pathfinding HR organizations are investing heavily in Workforce Shaping roles and believe this is one of the skills/capabilities needed by the HR function.

Understanding that, although Workforce Shaping still may require strategic workforce planning in some capacity, Workforce Shaping starts from future business scenarios and then 'works back' in order to be prepared for the enormous levels of disruption and potential productivity gains driven by AI.
- 2** Focusing on upskilling the workforce and ensuring they have the right capabilities to work in the future-state environment.
- 3** Maximizing the success of Workforce Shaping through collaboration with C-suite leadership, as they should be the ultimate owners of the outcomes and the actions arising.
- 4** Establishing regular refreshes of Workforce Shaping scenarios through considering what the organization and workforce could look like and could be capable of achieving in the future.

*including permanent, gig, contingent and machine



From insights to action: moving from the old to new

1 Disruptive trends push us to deeply examine the workforce.

Distinct generations exist in the workforce

Serial careers & continuous education

Hybrid working & gig economy

Rise of contingent workforce

Long lifespans lead to multiple careers

Artificial Intelligence

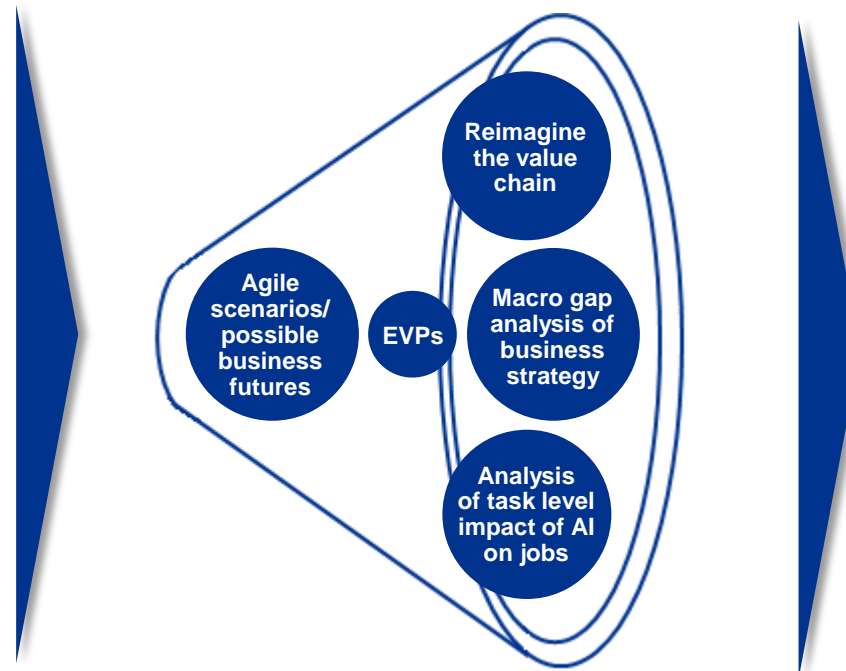
Internet of Things

Data as an asset

Business & operating model disruption

Alternative learning models

2 Insights drawn from Workforce Shaping . . .



3 Help leaders to take action . . .

Workforce strategy aligned to business strategy

AI investment & operational plan

Distinct personas and EVPS cater to worker types and generations

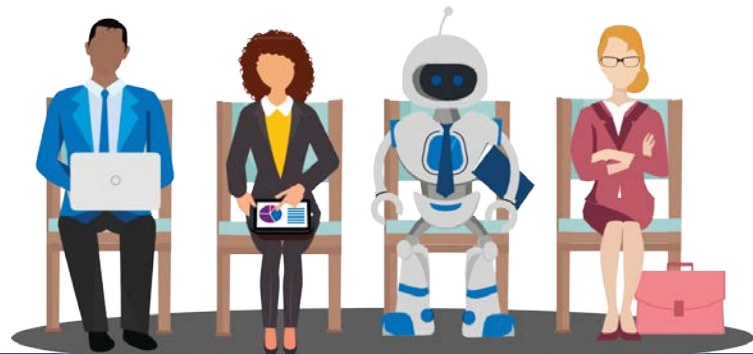
Aligning Learning & Development strategy

Input to feed into refined and diverse recruitment strategy

How to adopt Workforce Shaping as part of the HR organization

Workforce Shaping helps to provide a structured approach to answering the difficult questions related to what your workforce will look like in 5+ years time. What are the strategic steps that you must take to achieve your workforce of the future. As such, it is essential that Workforce Shaping is closely aligned to business strategy.

Create The Workforce Shaper role



Owns and guides the design of how the future state strategic workforce composition should be.

Output from Workforce Shaping helps to inform and influence decision making — what is the size, shape, makeup and capability of our future workforce that matches the future strategy development?

This role helps the organization to:

Understand the macro trends we need to pay attention to (both within our sector and broader)

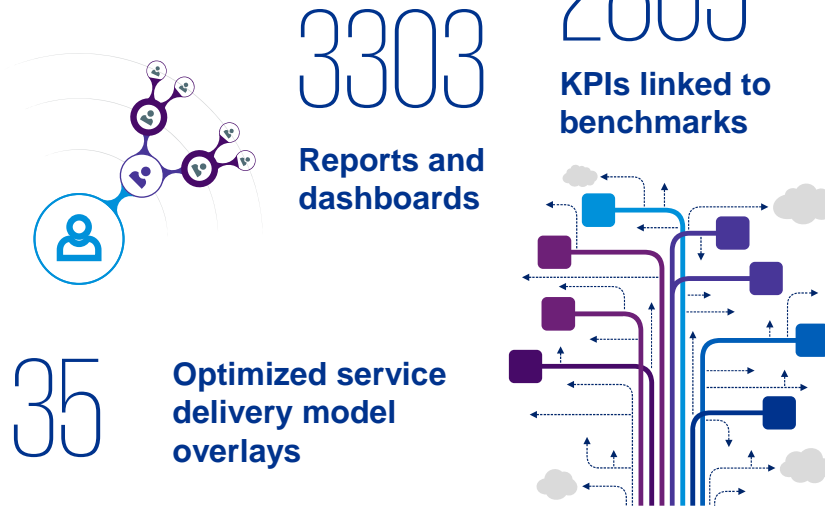
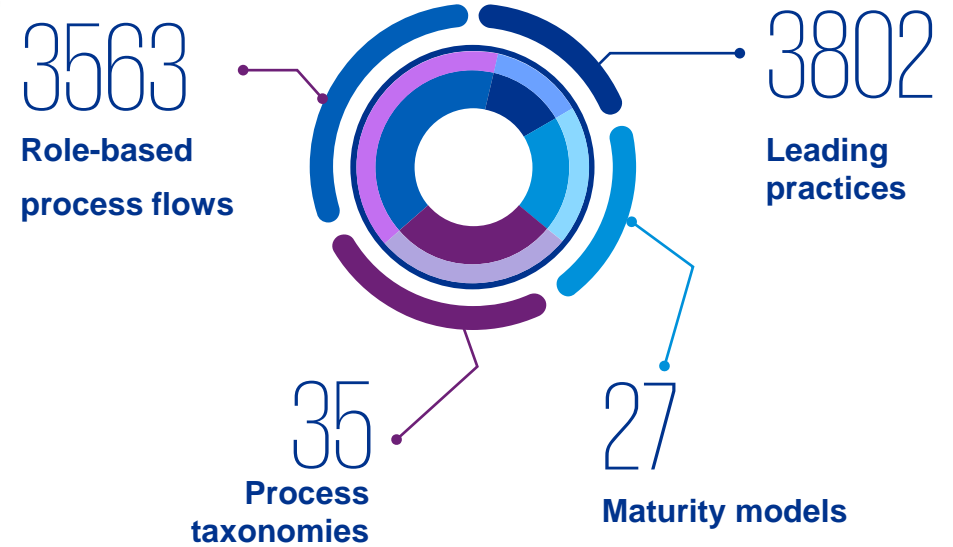
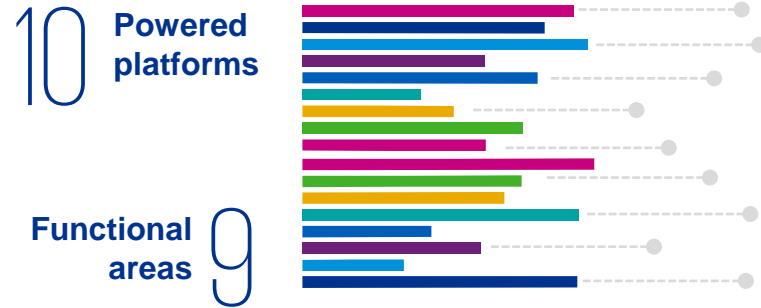
Articulate what kind of organization we want and need to thrive in the future

Allow us to decide on the priorities and actions we need to take

Articulate the link between business strategy and workforce strategy

Workforce Shaping | part of KPMG Powered HR

Over the years KPMG gained all the HR knowledge to help you to successfully integrate Workforce Shaping into your HR function



Let's meet!

Interested to find out what impact Workforce Shaping can have on your business? Contact us:



Alex Baggerman
KPMG Advisory
Finance & Business Services

Mob: +31 6 12990754
baggerman.Alex@kpmg.nl



Ilonka Noorman
KPMG Advisory
Finance & Business Services

Mob: +31 6 31949059
noorman.ilonka@kpmg.nl

Also visit www.kpmg.com/poweredhr to find out more about Powered | HR



Workforce Shaping part of KPMG Powered | HR

“ *Our outcome-driven functional transformation solution combines deep HR knowledge, proven delivery capability and leading technologies to support your organization* ”

Key outcomes sought:

- Data led HR process & expertise
- Proven HR service delivery model
- HR technology enablement
- Flexible and virtual service delivery

How Powered HR helps:

- Immediate access to leading practices and HR service delivery models
- Technology enabled efficiencies and insight
- Guided process with array of HR assets and accelerators
- Transformation of the employee experience
- Today, rather than tomorrow

