

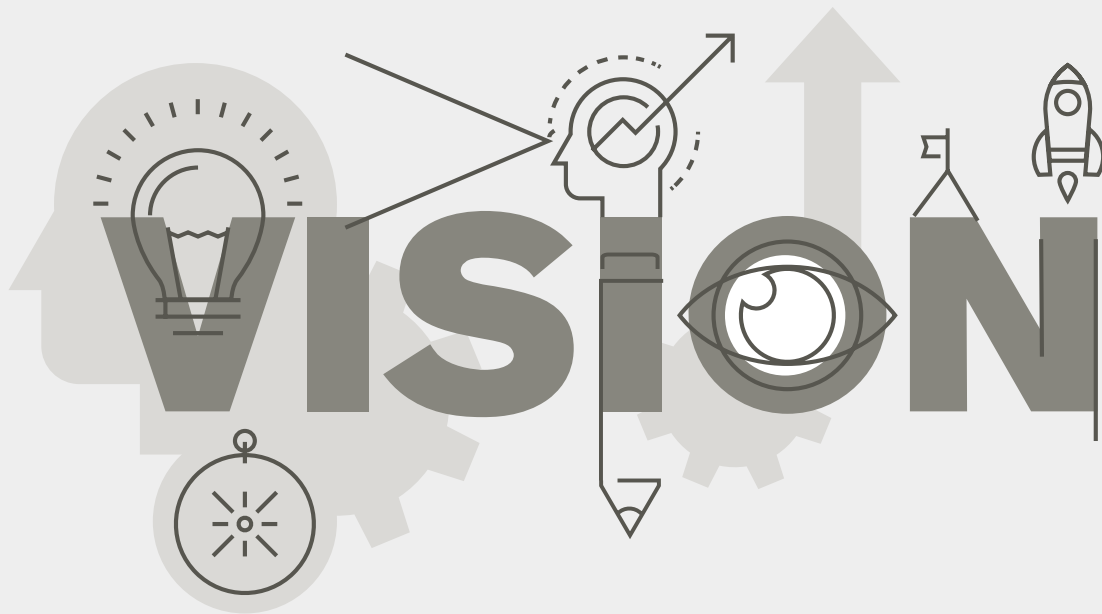
Fujitsu Action Agenda

Six Action Points for successful Workforce Transformation



Why and how to create a strategic interconnection
between digital and workforce transformation

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Introduction

In this Action Agenda, Fujitsu highlights six action points that make digital transformation (DX) more likely to succeed through creating a strategic linkage between digital and workforce transformation.



As highlighted by the sudden, unexpected COVID-19 pandemic, new ways of working are needed. Enabling remote working, in particular, has taken on a new urgency. Even aside from such challenging circumstances, the many transformation programs that are taking place around the world sometimes create employee confusion and dissatisfaction, with the real risk of high staff turnover.

DX is one of the highest priorities on the agenda for any management team, yet within many organizations, the necessity of workforce transformation does not seem to be fully understood. [Research commissioned by Fujitsu](#) shows that, while transformational efforts to date have delivered significant benefits, only a few businesses have established a firm grip on how to re-skill their workforces to build a long-term business strategy.

Successful DX demands significant workforce transformation that takes into account culture, talent and technology. And yet, Fujitsu's research uncovers that many organizations are still not paying sufficient attention to the inevitable evolution of their workforce when planning transformation programs.

Based on extensive experience as a leading global digital and workforce transformation partner, Fujitsu has developed these six action points for successful transformation, for senior management. They advocate a greater level of vision and leadership to acknowledge the close interconnection between digital and workforce transformation. This vision must include measures to reskill the workforce and enhance employee satisfaction to minimize the very real danger of increased staff turnover during a transformation program. As well as communicating the clear benefits of transformation to employees, the costs and complexity that inevitably arise must be acknowledged, planned for and mitigated.

Action point 1: Lead from the front

Culture and scale influence the leadership of workforce transformation initiatives. However, this role is often devolved to CIOs rather than being led by CEOs. Just like at Fujitsu, where President and Representative Director Takahito Tokita is also Chief Digital Transformation Officer, it is the role of leaders to present a vision of the future workforce and to motivate employees to embrace it.



Fujitsu's Recommendations:

- » **CEO engagement is vital.** CIOs have an important role to play but so does the CEO and Chief Human Resources Officer. Many organizations are failing to think strategically about what transformation requires and to motivate employees towards being part of the future workforce.
- » **A clear view of your strategic vision is needed.** The challenge here is predicting the future in a rapidly changing world. Focus on the capabilities you need not the specific skills – factors such as being curious, creative, collaborative – as these stand the test of change.
- » **Focus on understanding what initiatives drive the greatest value to employees.** When you have your strategic vision, evaluate how transformation initiatives can drive you forwards. Deploy tools such as Fujitsu's ResultsChain to obtain a clear view of the value you can expect to derive from DX initiatives, where to prioritize investment and to understand how you can flex as things change.

Action point 2: Create a vision for re-skilling the workforce

Many organizations are not yet paying sufficient attention to the inevitable evolution of their workforces when planning transformations. Instead, there is a heavier focus on training people to be better at the job they are doing today, without taking into consideration how to transition the workforce to address the skills and types of work that will be needed in the future.



Fujitsu's Recommendations:

- » **Think longer-term.** Senior managers are currently not looking at the issue strategically enough. They should take a five-to-ten-year horizon and think deeply about the type of functions and roles they will need in the future, and how to fundamentally re-skill the workforce to fulfill those needs. Companies need to look beyond existing functions and ask themselves what roles are likely to exist in the future, and which roles and tasks are unlikely to be automated.
- » **Establish whether your future vision is based on growth, innovation or defense.** Success demands a clear-sighted appraisal of your workforce needs. Organizations more focused on growth want a workforce first and foremost that is experienced. Those pursuing innovation-oriented objectives value creativity above other qualities. And organizations pursuing defensive objectives desire a workforce that is, above all, efficient.

» **Create workforce flexibility, enabling people to work effectively from remote locations.**

Where exactly are we when we are 'at work'? The very notion of a workspace is under debate. With global delivery, matrixed organizations, high-velocity team re-structuring and the risk of sudden disruptions such as COVID-19, flexibility of work location and access to resources is now profoundly paramount.

» **Plan for a blended workforce.** We see businesses trying to increase productivity and efficiency, and this is having a positive effect. What we are not seeing is planning for building a blended workforce that is diverse in workstyles, flexible enough to embrace varying work hours and different work colleagues (even including robots, chatbots and AI). As AI and other technologies advance, organizations will need people who are more collaborative, more creative and good at problem solving.


Action point 3: Technology needs to be aligned with your vision

Workforce transformation often requires substantial upgrades to technology. The more successful organizations are at transforming their workforce, the more likely it is they required significant digital upgrades.



Fujitsu's Recommendations:

- » **Ensure your digital and workforce transformations are closely intertwined.** The two are not identical but they share many common objectives. Technology change is both a driver and enabler for workforce transformation. DX should be viewed as part of a larger workforce transformation that takes into account, culture, talent and technology.
- » **Focus on outcomes, not technology.** Have a clear view of the outcomes you are seeking, and the initiatives need to get you there. Tools such as Fujitsu's ResultsChain™ allow you to assess the realization of business benefits. It articulates the value of products and services and allows senior management to build the case for DX investment.



» **Invest to boost productivity.** Outdated technology and outmoded working practices stifle productivity, demotivate employees and fail to foster a culture of innovation and collaboration, both inside and outside their organization. Workers feel their productivity is declining despite longer working hours – and are now ready and willing to embrace the assistance of AI to tackle this.

» **Move faster.** There are fewer reasons for legacy technology to hinder transformation today than in the past. The barriers to changing infrastructure are falling every year – cloud adoption makes it practical and economic now to provide flexible, secure resources to your people, wherever they are, at very short notice. There are still limitations because of antiquated architecture, but these are becoming much easier to resolve.

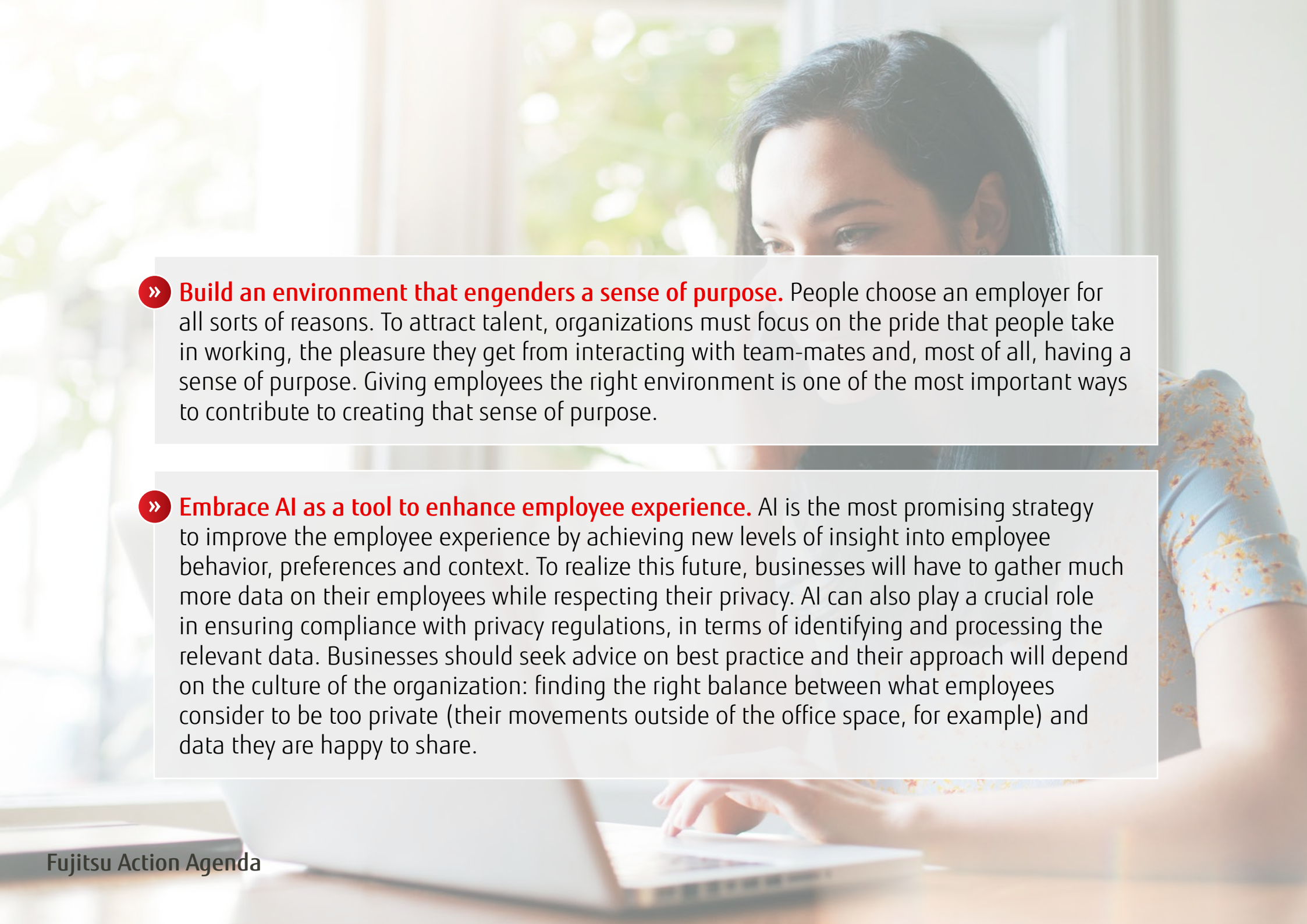
Action point 4: Focus on employee satisfaction to stem the flood of staff turnover

Fujitsu's research tells us that just 39% of organizations have deliberately set out to design or improve the employee experience as part of a transformation program. There is a price to be paid for this blind spot, with 70% of firms reporting increased staff turnover as a direct consequence of transformation, and 28% saying the increase in turnover has been extreme.



Fujitsu's Recommendations:

- » **Don't overlook the human factor.** Building a workforce that possesses attributes such as efficiency, creativity and experience requires a good deal more than technology deployment and digital skills training. Attention must also be given to specifically human factors such as employee engagement, wellbeing, working styles, remuneration policies and people with hidden disabilities. For example, Fujitsu has developed an assistive technology solution for its own employees. BuddyConnect™ is an app designed to support employee well-being ensuring neurotypical and neurodiverse employees can thrive in their working environment. As well as linking them with an at-work buddy, this includes a number of other support features such as a color-coded wellbeing tracker allowing users to record how they're feeling: green for great, amber for not-so-great and red for when you are, as one user put it, "having a bit of a meltdown".



» **Build an environment that engenders a sense of purpose.** People choose an employer for all sorts of reasons. To attract talent, organizations must focus on the pride that people take in working, the pleasure they get from interacting with team-mates and, most of all, having a sense of purpose. Giving employees the right environment is one of the most important ways to contribute to creating that sense of purpose.

» **Embrace AI as a tool to enhance employee experience.** AI is the most promising strategy to improve the employee experience by achieving new levels of insight into employee behavior, preferences and context. To realize this future, businesses will have to gather much more data on their employees while respecting their privacy. AI can also play a crucial role in ensuring compliance with privacy regulations, in terms of identifying and processing the relevant data. Businesses should seek advice on best practice and their approach will depend on the culture of the organization: finding the right balance between what employees consider to be too private (their movements outside of the office space, for example) and data they are happy to share.

Action point 5: Deal with cost and complexity – they are the price of workforce transformation

One-off costs, increased employment overheads and unwelcome increases in organizational complexity are a baked-in risk with workforce transformation. But these can be minimized.



Fujitsu's Recommendations:

- » **Accept that there will be costs but have plans to minimize their impact.** Any major change initiative will entail costs. Workforce transformation will need investment in skills development and some upgrading of technology infrastructure, among other outlays. However, vigilance is needed to ensure the initiative does not unduly increase complexity or harm employee morale. ResultsChain enables the mapping of individual initiatives to the benefits they support and the value they deliver. This allows a clear focus on achieving the biggest benefits, most cost effectively.
- » **Avoid adding additional complexity to the workspace.** Employees can experience complexity as a negative result of DX. There are methodologies that minimize that risk, such as [Fujitsu's Human Experience Design \(HxD\) approach](#), which uses persona and journey mapping to ensure the needs of individual users are taken into account and that complexity is not increased.

Action point 6: Sell the benefits of workspace transformation to the workforce

Despite the complexity and the inevitable misgivings that many employees will feel, there are huge benefits for workers who can upskill to digital skills. They will be in high demand; they can make a real impact for their organization and have purpose in what they do.



Fujitsu's Recommendations:

» **Communicate! Employee resistance is the biggest barrier to workforce transformation.**
Don't pretend that everyone will be a winner, but don't hide the benefits either. Explain that most transformation programs lead to increased salaries, retraining opportunities and technology upgrades.

» **To transform what your employees do, you need to change the way they think.**
Driving behavioral change within an organization can only succeed if it is developed with the workforce, not inflicted upon them. It is only by truly understanding your people that you can begin to change the workstyle habits of individuals in the workspace. You will only extract true value when your new workspace is based around transforming your workforce.

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