Managing **talent** in the **changing** world of **work**

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March 2018
The rise in unemployment has raised some new alarms around an old scare word: automation.

How much has the rapid spread of technological change contributed to the current high of 5,400,000 out of work?

Labor Secretary Arthur Goldberg last week set up a special group to find an answer. While no one has yet sorted out the jobs lost because of the overall drop in business from those lost through automation and other technological changes, many a labor expert tends to put much of the blame on automation. In Illinois, where 315,000 are unemployed, State Labor Director Robert Johnson says most of them are victims of automation.

Dr. Russell Ackoff, a Case Institute expert on business problems, feels that automation is reaching into so many fields so fast that it has become ‘the nation’s second most important problem.’ (First: peace.)
The world of work is changing

Atkins' Digital Reality Report reveals opportunities and challenges of digital revolution

- Industry leaders remain undecided about convergence of the digital and physical worlds.
- Risk-averse culture preventing organisations from enjoying the benefits.

Virgin Atlantic and British Airways predict Flo will soar

Prototype combines 3D scanning technology with Atkins' engineering expertise to help reduce aircraft downtime

Atkins' Intelligent Mobility Propositions Picking Up Speed

- JM campaign attracts new people and clients in UK and Denmark
- Practice triples from 8 to 30 people
- 18 projects underway across UK and Europe
What’s on our minds?

1. What are the key organisational capabilities to achieve our digital transformation strategy?

2. What are the critical roles to build these organisational capabilities?

3. What are the skills they will need to have in the next 6 to 12 months?

4. What are the current capability levels in these roles?

5. What solutions do we need to address current skill gaps: build, buy, outsource, automation, robotics?
We are **not alone!**

- **56%** of leading organisations do not believe that their current workforce has the digital knowledge or skills to deliver their new strategic goals*
- **42%** are struggling to recruit digital talent*
- **24%** admit they have retention problems*
- **75 to 375 million** people may need to switch occupational categories and learn new skills**

*Source: Talentspringboard Digital Readiness Survey 2017

**Source: McKinsey – What the future of work will mean for jobs, skills and wages Nov 2017
Future worlds: 2030?
The Atkins Digital Academy

Atkins' Core Skills
- Digital skills
- Emotional intelligence
- Creativity
- Problem solving

Digital pilots in universities & think tanks
Empowering Atkins' crowd
Technology adoption awareness
Digital BIM & digital delivery
Creative thinking & problem solving
Generational solidarity workshops
Emotional intelligence
Digital skills life long re-learning
Creating a multi-generational digital workforce

Our educators and engineering population have not been trained with today's digital skills.

Our digital natives have not been afforded the opportunity of time to learn from first principles and have a greater reliance upon technology.

Technology will continue to advance ahead of skills development - the learning ramp is actually a stair case.
THINK BIG > START SMALL > SCALE FAST
Raising the bar of our digital skills

Office365 is one of our primary digital tools, used on a daily basis by all of our workforce.

But not everyone is taking full advantage of the ability to access documents anywhere and collaborate together.

The **O365 Skills Challenge** is an agile, experiment-based approach to explore what's holding people back from a skills perspective.

We're using exploratory, iterative and human-centred methods:

"If the average employee fully used all the digital tools already available to them they would get 50% more done in their daily jobs"

Martha Lane Fox, research by McKinsey
Retaining **future talent** and improving wellbeing in a digital world

Daily, the average person in the UK spends their time:

- **119** minutes on their smartphones
- **97** minutes with their partner

The use of wearables in the workplace:

- **8.5%** increase in employee productivity
- **3.5%** increase in job satisfaction

52% of Microsoft employees admitted to looking at work e-mails just **15 minutes** minutes before going to bed.

*Source: PA Consulting*
The key areas of focus

Using technology to improve the environment we work in for our employees and our clients

Understanding the impact of technology on our Employee Value Proposition
Human Centred Design
Building the right culture to support the digital world
Creating a **Total Digital Practice**

**CULTURE**
- Intergenerational solidarity
- Reverse mentoring
- Gen Y buddy systems
- Promote respectful online behaviors
- Promote equality & inclusiveness
- Introduce flexibility to working patterns
- Review how we measure and reward performance

**FUTURE SKILLS**
- Skills Gap analysis (SWP)
- Generation skills programme
- Career re-invention workshops
- Digital Academy
- Emotional intelligence
- Adaptive leadership
- Coaching
# Inter-generational skills gap

<table>
<thead>
<tr>
<th>GENERATION</th>
<th>GREATEST/SILENT</th>
<th>BABY BOOMERS</th>
<th>GEN X</th>
<th>MILLENNIALS</th>
<th>GEN Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age in 2016</td>
<td>71-93</td>
<td>52-70</td>
<td>36-51</td>
<td>19-35</td>
<td>0-18</td>
</tr>
<tr>
<td>% of global population</td>
<td>5%</td>
<td>15%</td>
<td>20%</td>
<td>27%</td>
<td>32%</td>
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<td>Communication style</td>
<td>Letter</td>
<td>Telephone</td>
<td>Email/SMS</td>
<td>Instant Message</td>
<td>Emojis</td>
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<td>Key technology</td>
<td>Car</td>
<td>TV</td>
<td>PC</td>
<td>Smartphone</td>
<td>AR/VR</td>
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<tr>
<td>Hobby</td>
<td>Reading</td>
<td>Watching TV</td>
<td>Surfing the Internet</td>
<td>Video Games</td>
<td>Music Streaming</td>
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<tr>
<td>Digital proficiency</td>
<td>Pre-digital</td>
<td>Digital Immigrants</td>
<td>Early Digital Adopters</td>
<td>Digital Natives</td>
<td>Digital Innates</td>
</tr>
</tbody>
</table>

*Source: iKinetic, McCrindle, Pew Research, Bruce Feirstein – Vanity Fair, various sources, BoFA Merrill Lynch Global Research*
SUMMARY

We are facing unprecedented change

Make your organization ready:

UNDERSTAND and explore the megatrends
DEFINE the future world of work
EXPLORE approaches to prepare for this world

THINK BIG > START SMALL > SCALE FAST
Thank you!
Rethinking talent for the future

Francis Lake
Head of Organisation Development
CYBG
Who are CYBG?
How I think about Talent...
Obsolescence in (in)action
Talent and Performance

Source: Trump Excel

Source: Intelligent Executive
Building new foundations

Source: Stockfreeimages
Our Culture Journey so far
Our Culture Journey so far

- Great Leadership
- Mindset & Wellbeing
- Values and Behaviours
- People processes
- Our Performance
- Talent Approach
- Career Sponsorship
- Wellbeing
- Aspirations
- Learning
Start with mindset

Mindset & Wellbeing

Values and Behaviours

People

processes

Our Performance

Career Sponsorship

Wellbeing

Learning

Inclusion

Great Leadership

Talent Approach
Co-create values

Our values describe what’s important at CYBG and help us build a high performing culture.

**Be ambitious**
Bring drive and vision to deliver a truly superior customer experience and outcome for CYBG.

**Be courageous**
Challenge yourself and those around you to win for our customers and CYBG.

**Be curious**
Welcome diversity in all its forms, embrace new ideas and alternative views.

**Be all over it**
Don’t wait to be told. Do the right thing and make a positive difference.

**Be connected**
Work with others to increase our speed to market and create a ‘consumer brand’ feel –
Personalise performance

Your Team

Direct Team  Wider Team

- **Goals**
  - 100%
  - have 1 or more current Goals
- **Feedback**
  - 86%
  - have received feedback in the last 4 weeks
- **Check-ins**
  - 86%
  - have had a Check-in in the last 12 weeks

Our Performance

Inclusion

People processes

Values and Behaviours

Mindset & Wellbeing
Shorten the horizon for careers

- Aspirations
- Learning
- Career Sponsorship
- Values and Behaviours
- Processes
- Performance
- Talent Approach
- Great Leadership
- Great Inclusion
- Great Talent Approach
- Great aspirations
- Great learning
- Great career sponsorship
- Great values and behaviours
- Great processes
- Great performance
- Great talent approach

- ‘I Want to Deliver Good Performance’
- ‘I Want to Be Great in my Role’
- ‘I Want to Move, but I’m Not Ready Just Yet’
- ‘I Want to Take the Next Step’

- Get Back on Track
- Develop in Role
- Stretch to Get Ready
- Make the Move
Our Culture Journey so far

- Mindset & Wellbeing
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- People processes
- Values and Behaviours
- Talent Approach
- Career Sponsorship
- Our Performance
- Aspirations
- Wellbeing
- Learning
How is it landing?

Kerry Bircumshaw • 2nd

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5 mons

I love it, it adds real structure and I look forward to receiving and giving feedback. Thank you for the change, making a real difference.

Like  Reply  2 Likes  1 Reply

Alexis Ward • 2nd
Senior Manager, complaints at Clydesdale Bank

5 mons

It certainly has changed our approach in my operation. The ability to keep a diary of feedback and individual examples of working towards goals makes life so easy! Probably the best I have seen in my career. Team goals are landing well and people are motivated to help each other.

Like  Reply  2 Likes  1 Reply

Elissa McKinlay • 1st

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5 mons

A fantastic system that is transforming performance discussions! A really positive step forward.

Like  Reply  5 Likes

Francis,

It was a wow moment when I completed my learning this month.

Kerry Fannan  01/05/2018 04:12 PM

I completed my learning today and it was great! Well done to the learning team to get this delivered in such a short space of time.

Jennifer Glen  6:04 PM

Hi Francis - I've just completed my compliance for the quarter - what a difference so I thought I'd drop a note to say thanks for making this a much more effective way of learning.
Lessons Learned

• We are all individuals
• Go where the energy is
• Build stories, build evidence, build a movement
• Connect the dots
• Involve people all the time
• A community not a hierarchy
• Create nudges
• Intrinsically motivated people with stabilisers