

|| HUMAN
|||| TO
|| HYBRID

The next workforce frontier

CAPITA





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Foreword

We are living in an age of monumental technological change. As a society, technology continues to reshape, redefine and re-imagine the ways in which we interact with each other, and perform even the most fundamental daily tasks. And with the inception and adoption of new technologies such as Artificial Intelligence (AI), automation and machine learning, the shift towards a fully tech-enabled state only continues to gain momentum.

Arguably, we've only scratched the surface in terms of realising the potential of these technologies to revolutionise our understanding of what it is to be a human living in a digital world. With a myriad of impact points across our personal lives, we must also consider the subsequent implications of this changing landscape on our working lives.

Undoubtedly, new technologies, combined with changing working behaviours and more agile corporate structures, promise to effect significant change on the future world of work. We can expect to see new dynamics in the relationship between employer and employee, and changes to the way that organisations resource 'work' between human and digital labour.

But the transition to a 'hybrid state' – where humans work seamlessly alongside technology – needs direction. We believe that this journey relies on three strategic levers that business leaders must recognise in their transformation initiative: digital, data and people.

Digital - The role of changing technologies and their impact on the whole employee experience

Data - Unlocking the power of data and analytics to guide future decisions

People - Focusing on the skills, culture and leadership needed to thrive in the new hybrid workforce

To date, most studies into the 'future of work' have focused primarily on the role and impact of technology. They explore how businesses can reap the benefits of AI, robotics and automation within the workplace, to drive efficiencies, streamline processes and speed up service delivery. Other studies have looked specifically at the changing skills requirements within the workforce, predicting how organisations will need to train and develop their people to prosper in the future.

Of course, both of these approaches have merit but they fail to grasp the sheer scale and complexity of the changes that are already happening within UK workforces today. In addition, most reports have approached the transformation of resourcing models and structures from a 'technology first' perspective, focusing on digital adoption, but severely neglecting the 'people' aspects of these changes.

More than ever before, it is people that will be crucial to business success in the future. In an economy where all organisations have fast, scalable and affordable access to technology to handle operational processing tasks, it will be the skills, creativity and ambition of people that will truly differentiate brands, drive innovation and deliver growth. Technology in itself should not be viewed by businesses as the key to future success; instead it should be regarded as a powerful enabler, giving people the support, time and confidence to take on higher value, strategic work, and to fulfil their potential.

This is what we mean when we talk about the shift from a Human to Hybrid workforce – a future workforce where humans work seamlessly and harmoniously alongside technology, understanding and appreciating one another's role and recognising each other's strengths and weaknesses.

Throughout 2019, we will be presenting a comprehensive study of current and future workforce dynamics in the UK, providing businesses and HR leaders with deep insight into the impact of these dynamics on the employee lifecycle. We'll be revealing the attitudes, concerns and aspirations of business leaders, employees and HR professionals when it comes to changes within the workforce and where organisations need to look for greater alignment between employee expectations and business needs.

This paper shows that 72% of business leaders see the transition to a hybrid workforce as the biggest challenge they face over the next five years. It's clear that a strong vision and focussed plan will be vital, especially as more than half of employees will leave their organisations if they don't manage the transition effectively.

Our research puts three strategic pillars firmly in the spotlight – digital, data and people. This cements the notion that achieving a fully optimised workforce depends on more than technology alone.

At Capita we have the unique advantage of being able to look at this changing world of work from every angle. Our experience and expertise spans business strategy and leadership, technology and the entire employee lifecycle – from recruitment and learning and development, through to employee engagement and retention. By taking a holistic view, we can enable organisations to create a clear vision of the type of workforce that will allow them to thrive in the future, ensuring every part of the organisation and employees themselves are invested in throughout the transformational journey.

Our goal is to help organisations in the UK prepare and build a workforce that can compete and deliver better outcomes in the future economy. A workforce that is built around people, but supported, enabled and empowered by technology, data and insight.



**Erika Bannerman,
Executive Officer,
Capita People Solutions**

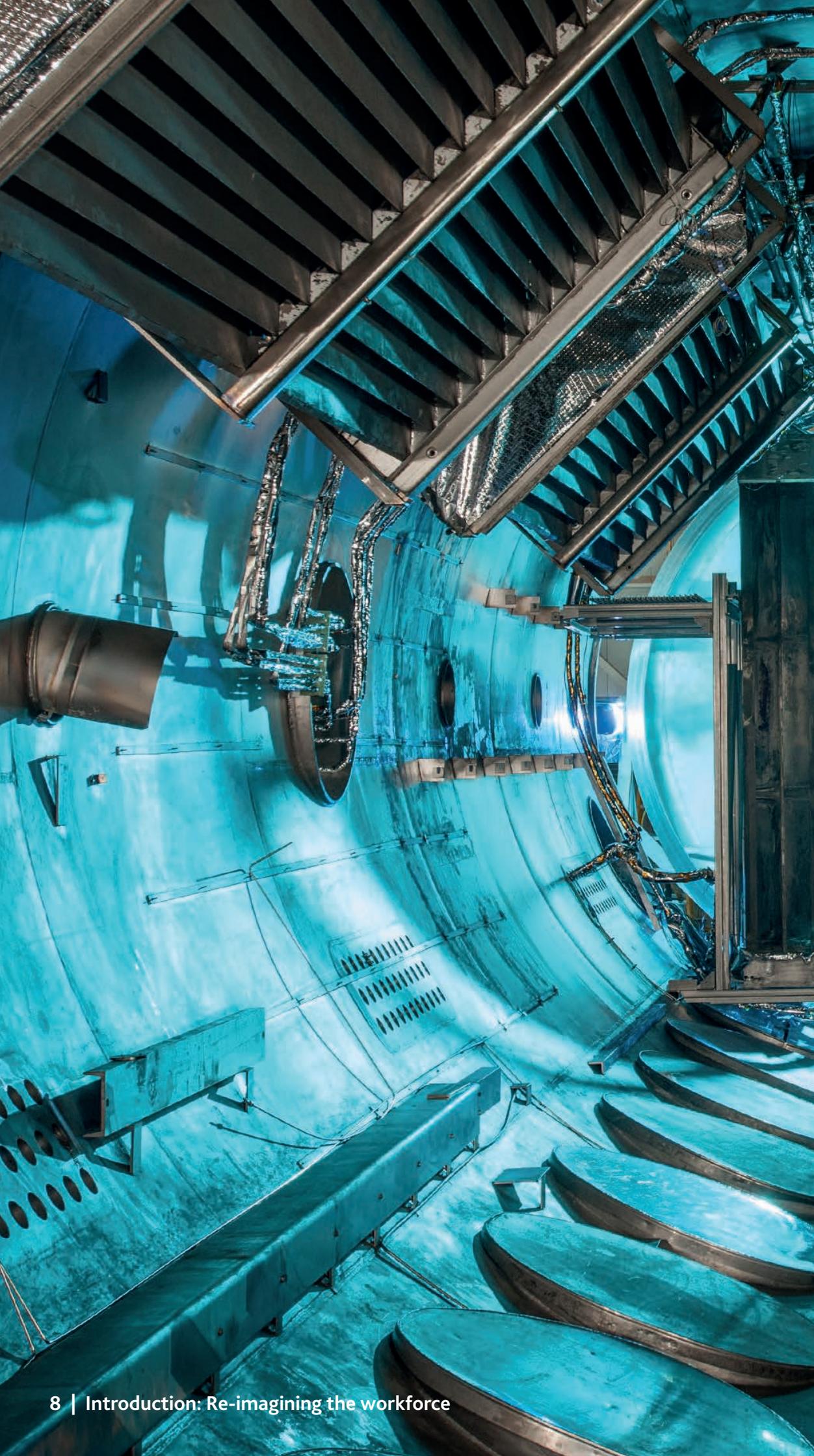
Introduction: Re-imagining the workforce

'Work' today has become almost unrecognisable from what it was two generations ago. Seismic changes in working patterns and behaviours as technology and the internet have changed the way businesses engage and transact with their customers. We've seen increased talent mobility, a rapid rise of the gig economy, demand for new digital skills outstripping supply, and an employee-driven labour market where organisations battle to source the talent they need. But the changes to date will pale into insignificance with the transformation we're likely to experience over the next 10 years. Professor Klaus Schwab predicts that the coming years will be "characterized by a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human."¹ This much-anticipated set of events is set to change everything about the way we live, work and communicate with one another over the coming years, due in large part to widespread adoption of technologies such as AI, Machine Learning and the Internet of Things.

Much has been written about the impact that these new technologies will have on the world of work, and a great deal of the narrative has been negative, focusing on the potential for mass job displacement due to automation, increased unemployment and bleak descriptions of humans working alongside or subservient to robots, with little of the personal interaction, culture and collaboration which characterises workplaces today. However, there are growing signs that the picture is changing as the real opportunities and limitations of emerging technologies become clearer.

¹ Professor Klaus Schwab , 'The Fourth Industrial Revolution', 2016





The World Economic Forum estimates that globally by 2022, 75 million current job roles will be displaced by the shift in the division of labour between humans, machines and algorithms, but 133 million new job roles may emerge at the same time.²

²World Economic Forum, 'Future of Jobs Report, 2018'

The workforce of the future will involve a blend of human labour and technology. Organisations that are able to successfully manage the transition from a human to hybrid workforce over the coming years will be the ones that thrive.

Without doubt, our roles and the type of work that we do will change extensively over the coming years, meaning that the skills required to perform most jobs will shift considerably. But perhaps even more significant will be the need for us to adapt to a new cultural environment in which we can operate effectively and harmoniously alongside these new technologies in a way that enables us to become more efficient, productive and fulfilled in our work.

As business leaders, we're all aware that we are standing on the edge of a period of monumental change and recognise the need to re-imagine every part of our organisations, particularly how our operations are resourced and 'work' is carried out.

However, faced with such a huge, unprecedented challenge, knowing how to manage this shift, and where to start, is an entirely different matter.

To date, academic contributions and research studies in this field have almost exclusively focused on the future of work through the prism of 'technology-first', centring on how organisations can utilise technology to drive efficiencies and re-think their resourcing models. With this study, we have looked to take a 'people-first' approach to the future of work. This stems from the belief that it is people and skills, rather than technology, which will continue to differentiate brands and determine success in the future.

Certainly, technology will become an ever-more critical enabler for people, there to support and empower workforces to adapt and thrive in an unpredictable future environment. But it will be the ability of organisations to develop highly skilled, agile and engaged workforces, and to maximise the creativity, vision and ambition of their people, that will make the difference.

What is Human to Hybrid?

The research defined 'Human to Hybrid' as "the new dynamic where humans will work in a fully digitised and technologically-optimised environment, and increasingly work alongside robots and AI, over the next ten years".

Research Methodology

Capita People Solutions undertook comprehensive, independent research amongst both business leaders and employees, comprising of:

- Interviews with 500 business leaders (board directors, senior directors and heads of departments) within organisations in the UK. All respondents worked for organisations with more than 100 employees and 75% worked for organisations with more than 500 employees. Respondents came from a representative sample of industries
- Interviews with 2,031 employees within organisations in the UK. All respondents worked for organisations with more than 100 employees and 68% worked for organisations with more than 500 employees. Respondents came from a representative sample of industries and job roles/ functions

All research was conducted by Insight Avenue in November/December 2018 and January 2019.

The research reveals that both business leaders and employees in the UK are fully aware of the changes that are set to impact the world of work over the coming years and they are positive about the shift from a human to hybrid workforce. However, despite recognising the need to transform their organisations and their workforces to pave the way to a hybrid workforce, business leaders remain uncertain about how to approach this shift and many are lacking the vision, strategy and support to drive change.

Unsurprisingly, employees continue to have concerns about how the workplace will evolve over the coming years and their own role within it. Whilst open to change and optimistic about the future, workers feel uncertain about their own prospects and are looking to their employers to provide the reassurance, learning and opportunities they need to prepare themselves.

This paper highlights the need for business leaders to recognise the Human to Hybrid challenge and to carefully consider what this shift means for them and for their organisation. It calls for business leaders to develop clear strategies to manage this transition over the coming years. Leadership and vision must come from the very highest levels of the organisation, with CEOs and Board Directors taking ownership, and working alongside HR, IT and operational directors to develop a joined-up, holistic approach.

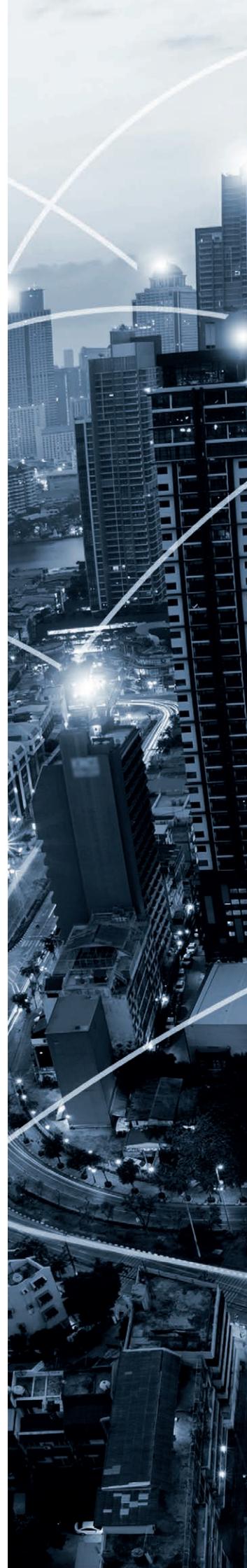
The shift to a hybrid workforce is arguably the most significant challenge and most exciting opportunity for organisations today. Business leaders that manage the transition successfully can set their organisations up to prosper in the future.

Hybrid on the horizon

The transition from a Human to Hybrid workforce is both imminent and urgent.

The research reveals that business leaders are fully aware of the scale of the Human to Hybrid challenge and most claim to have a good understanding of what this shift will mean for their organisation and workforce over the next five years.

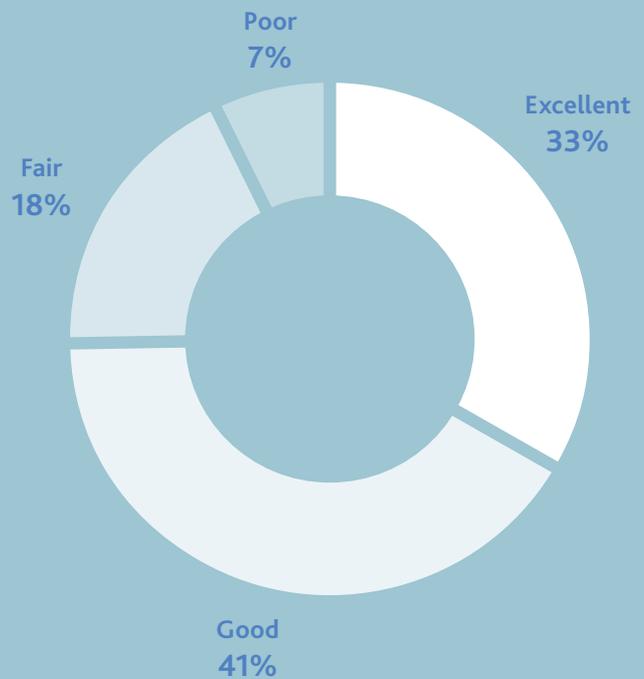
72% of business leaders see the transition to a hybrid workforce as the biggest challenge that businesses are facing over the next five years and 93% believe that they need to start proactively managing this shift over the next 12 months.





Understanding of Human to Hybrid and the impact on organisation and workforce

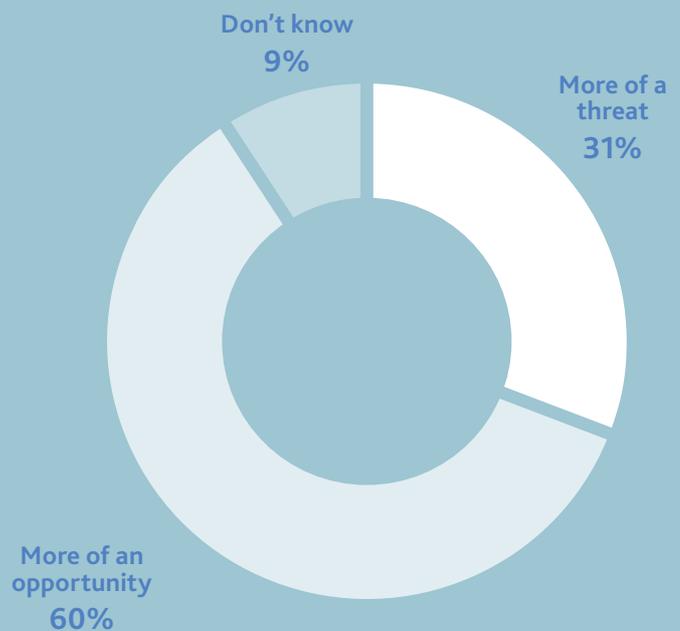
How would you describe your level of understanding of Human to Hybrid and what this shift may mean for your workforce / organisation over the next five years?



*Figures may sometimes sum to 99% or 101% due to rounding.

Perception of Human to Hybrid as a threat or opportunity

Overall, currently do you see the shift from Human to Hybrid as a threat or an opportunity to a business like yours?



The majority of business leaders (60%) feel positive about this shift to a hybrid workforce, although almost a third (31%) believe that it presents more of a threat than an opportunity. Indeed, this is likely to be linked to the fact that business leaders appear to be acutely aware of the implications of failing to effectively manage the transition to a hybrid workforce.

67% of business leaders fear that their organisation will become irrelevant if it fails to move to a hybrid workforce over the next five years.

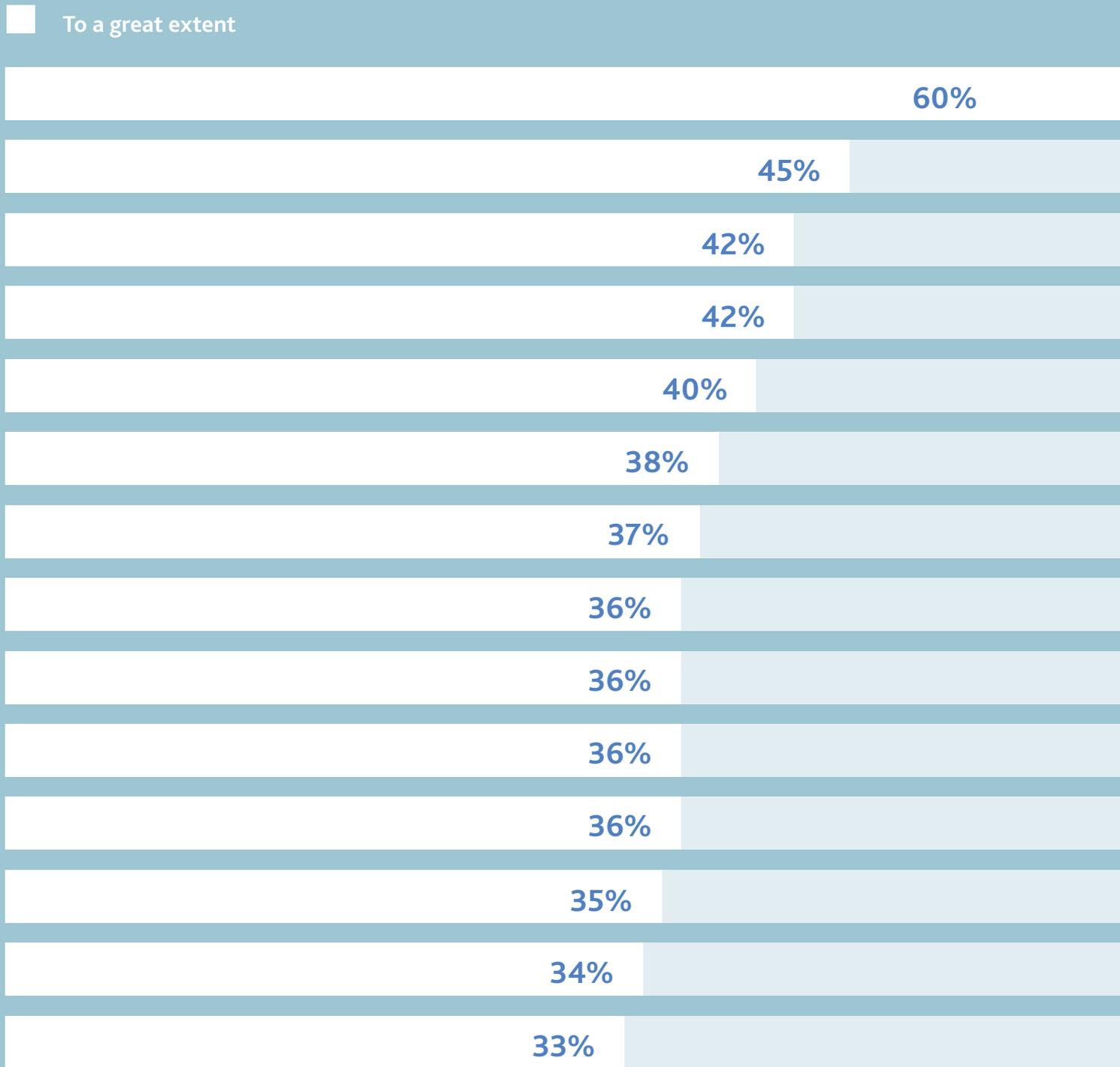
This fear is fully justified. In our survey of UK employees, more than half (51%) reported that they will choose to leave their organisation if it doesn't manage the transition to a hybrid workforce properly.

The shift to a hybrid workforce is being driven by a wide and varied range of factors, both inside and outside the organisation. One of the leading factors is the need to reduce costs whilst increasing output, as the UK continues to struggle with poor productivity in relation to other economies.

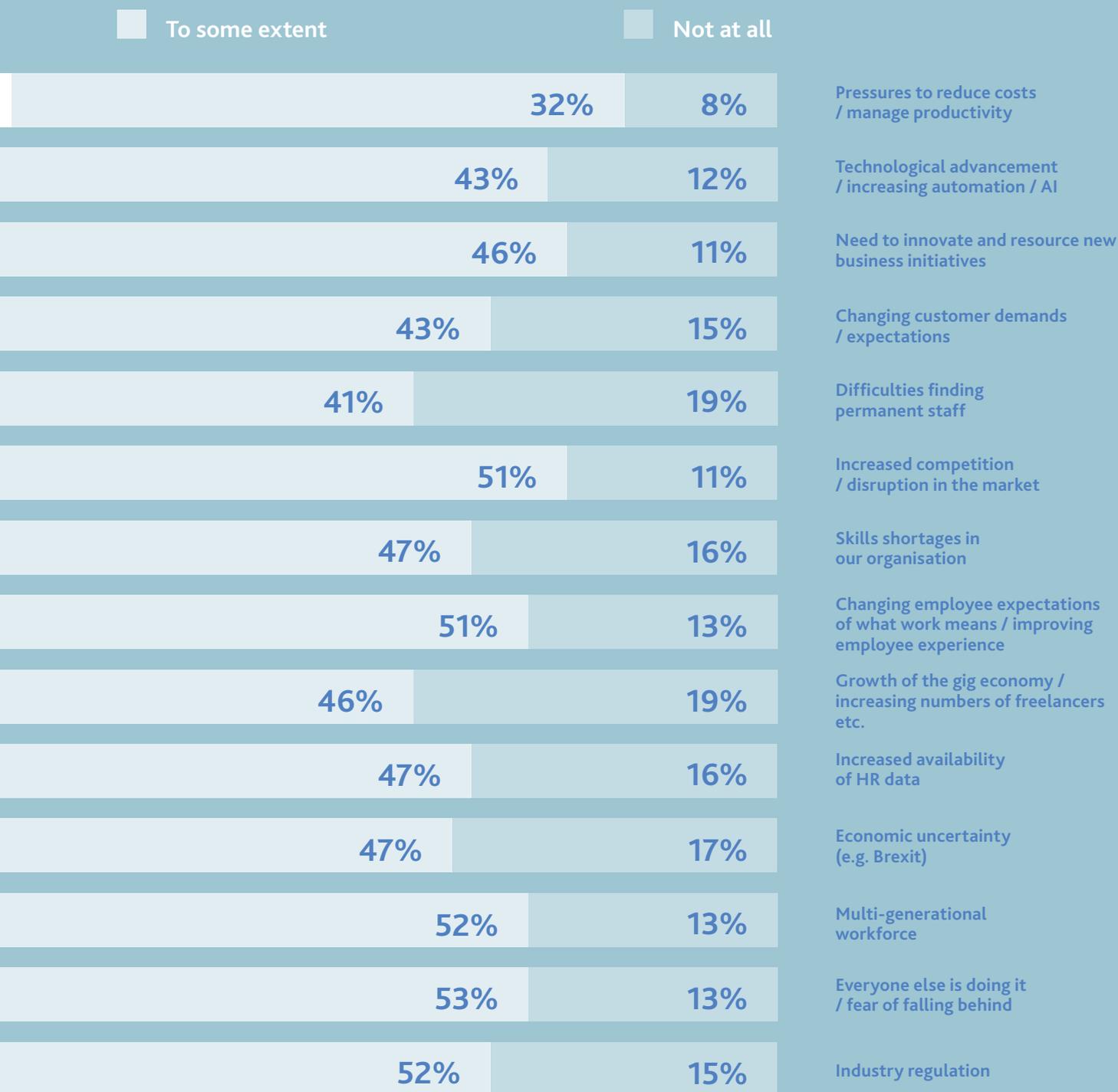
There is also a strong desire to exploit technological advancements, particularly within AI and automation, to become more innovative and to meet increasingly high customer demands. Interestingly, business leaders also cite difficulties in recruiting permanent staff as a key driver for transitioning to a hybrid workforce. They acknowledge the role that AI and automation will increasingly play in resourcing more mundane and repetitive high-volume tasks within their organisation, freeing up their existing workforce to focus on higher value work.

Factors driving the need for a Human to Hybrid strategy

To what extent do the following drive the need for a Human to Hybrid strategy in your organisation?



*Figures may sometimes sum to 99% or 101% due to rounding.



Challenges on the Human to Hybrid journey

The research uncovers a wide variety of challenges that business leaders are facing when approaching the shift from a Human to Hybrid workforce.

One major challenge is overcoming employee resistance and anxiety around what a hybrid workforce will mean for them personally and their job function more widely. Many respondents felt that media coverage of the potential impact of AI and automation on the jobs market has created a sense of unnecessary fear amongst the working population. This is something that business leaders will need to confront and overcome over the next year.

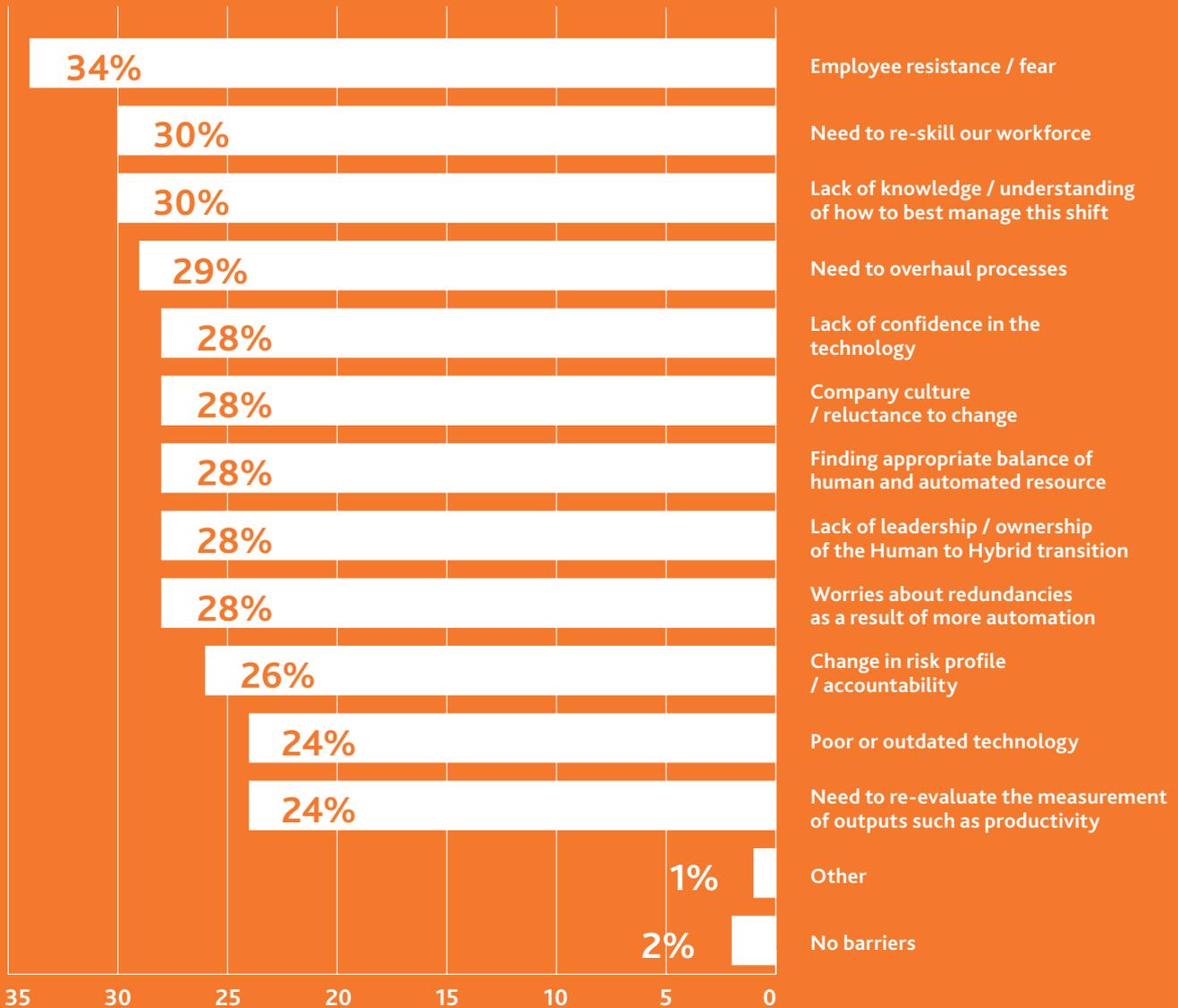
Business leaders also acknowledge the challenge they face in re-skilling their people to operate productively in a hybrid workforce and in optimising technology to ensure it can deliver effectively.

**98% of business leaders
cite problems with
the transition to
a hybrid workforce.**



Problems associated with moving to a hybrid workforce

What do you see, or have you seen, as problems associated with moving to a hybrid workforce in your organisation?



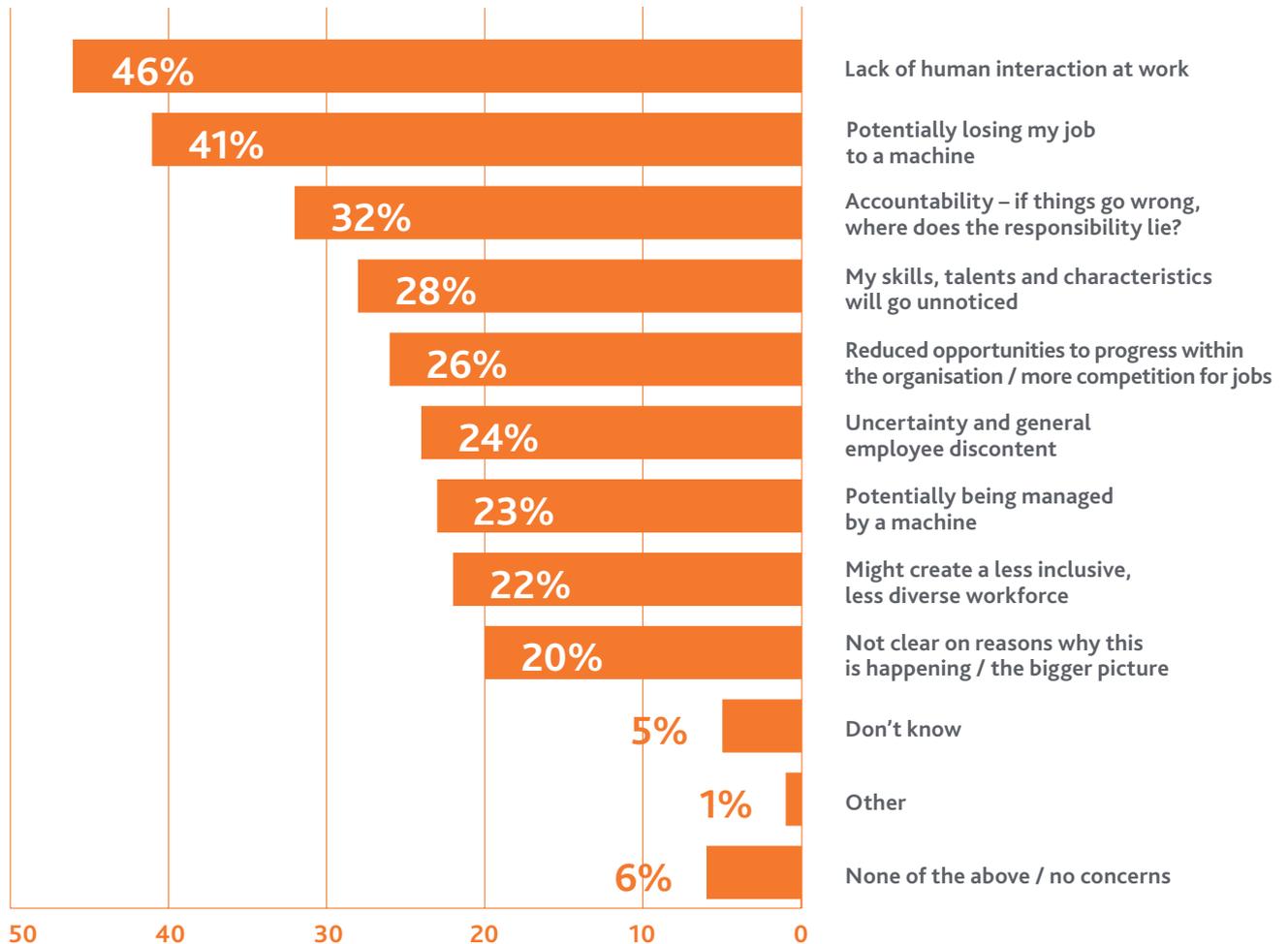
Interestingly, business leaders are also having to address and account for external dynamics which are wholly beyond their control. For instance, the sheer speed and scale of current technological advancements are presenting a real challenge in preparing for and moving towards a hybrid workforce over the next ten years. 86% of business leaders feel that it's impossible to forecast the technology that we will be using in 2030 and many business leaders are struggling to keep pace and to adapt their workforce strategies in such a dynamic, fast-moving environment.

The research highlights that employee concerns around the prospect of working in a hybrid workforce extend far beyond simply losing their job to a robot.

Organisations are facing some important questions around the impact that a hybrid workforce will have on workplace culture and collaboration, reward and recognition, diversity and inclusion and on talent mobility.

Employee concerns about working as part of a hybrid workforce

What are your concerns about working as part of a hybrid workforce?

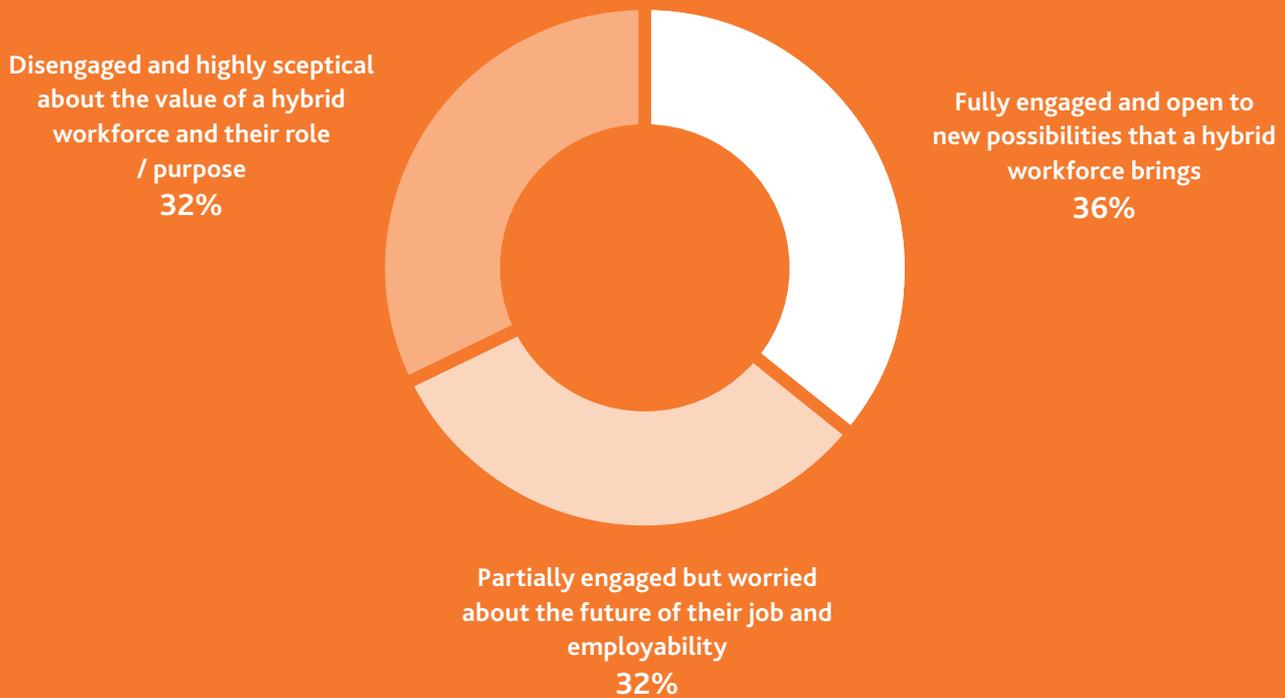


The research shows that business leaders understand that employees are experiencing a whole range of different feelings about the prospect of working as part of a hybrid workforce, ranging from optimism and excitement, through to fear and scepticism. Interestingly, business leaders feel that when it comes to overall attitudes to being a part of a hybrid workforce, their employees divide evenly into three camps.

At either end are those who are either highly positive or highly negative about the changes, whilst in the middle is a third group which is partly engaged and interested in the prospect of a hybrid workforce and the benefits that it might bring, but who still have a level of concern about their job security and remain somewhat resistant to change.

Employee mindsets in regards to the hybrid workforce

What proportion of your workforce do you think is likely to fall into the following categories within a hybrid workforce?



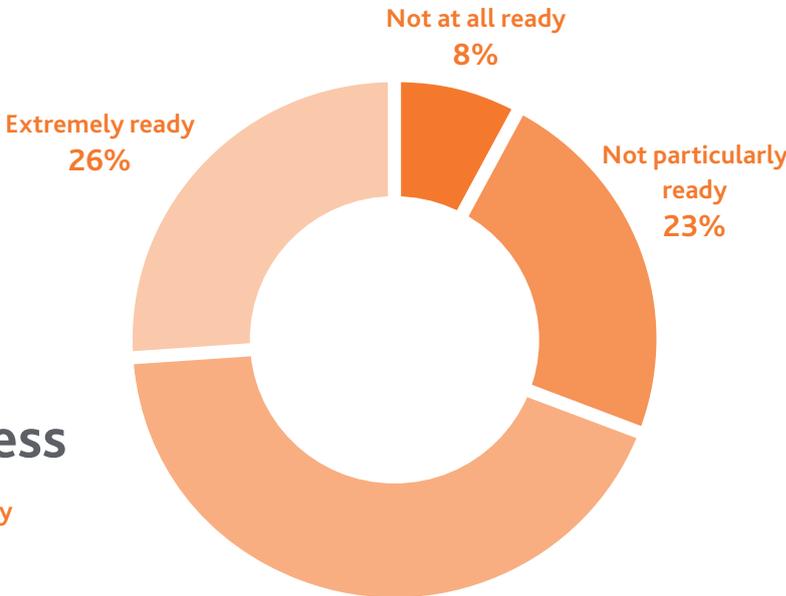
Given the level of complexity and variety of problems they are encountering, it's unsurprising that only a quarter (26%) of business leaders regard their organisation as 'extremely ready' for the transition to a hybrid workforce. Most feel somewhat ready but acknowledge that they have more to do over the coming months and years to ensure a smooth journey to a hybrid workforce.

Interestingly, when thinking about their own personal readiness as business leaders in a hybrid workforce, the findings very closely mirror attitudes towards company readiness. Once again, 26% report extreme readiness, whereas most think they have a good level of understanding and focus in these changing workforce dynamics but acknowledge that they could be making improvements.

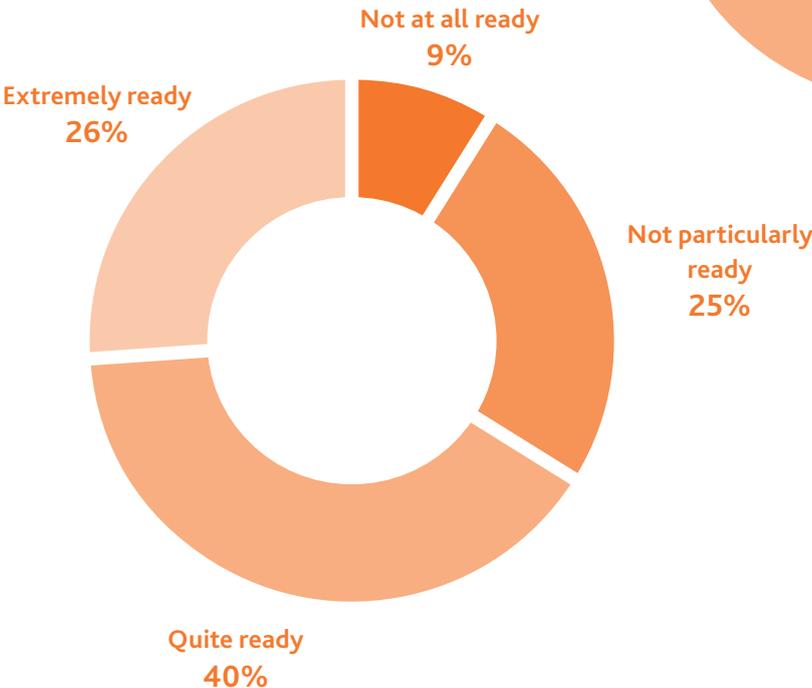
Personal and company readiness for a hybrid workforce

How would you rate your personal readiness for a hybrid workforce (excitement and interest in humans working alongside increasing technology, including robots and AI, and understanding how this can best work in a company like yours?) How would you rate your company's readiness for a hybrid workforce (strategy and planning around integration of humans with increasing technology, including robots and AI, and a clear vision of how this can best work?)

Personal readiness



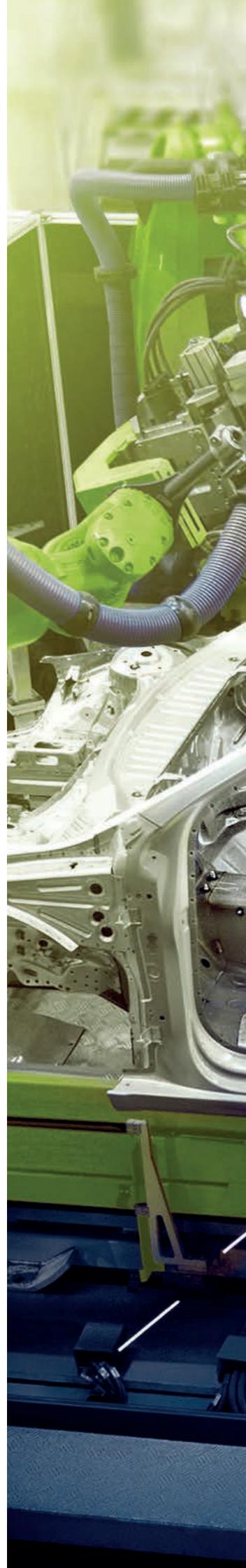
Company readiness



The benefits of a hybrid workforce

Without doubt, business leaders see the overall benefits of moving towards a hybrid workforce - striving for greater operational efficiency, increased revenue, skills enhancements and better decision making.

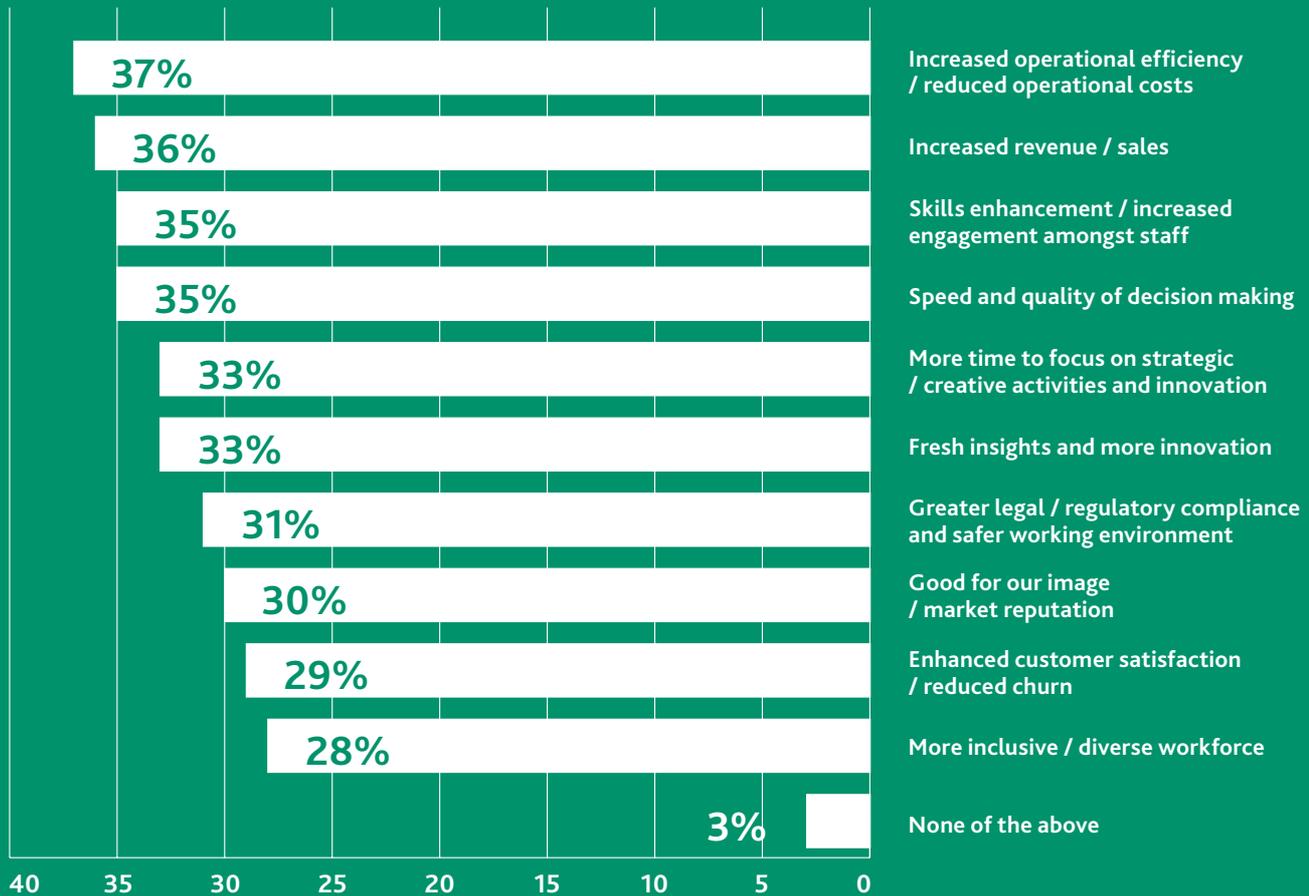
The optimal end state is one that delivers tangible benefits for both organisations, and individuals alike - and whilst the aim is transformational, achieving this balance relies on the successful implementation of a number of smaller shifts across the employee lifecycle.





The business benefits of a hybrid workforce

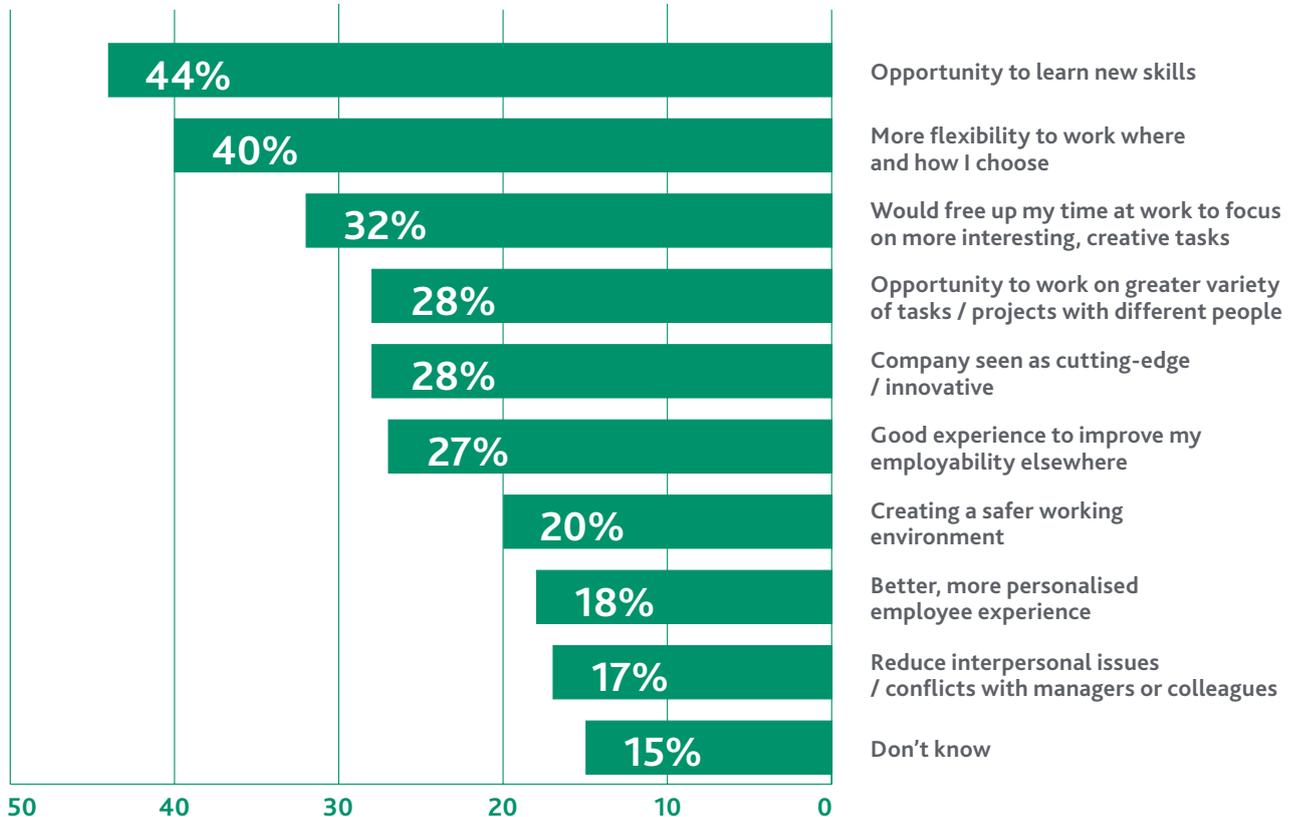
What do you expect to see as the benefits of a hybrid workforce from a business perspective?



The transition from a Human to Hybrid workforce also involves a huge number of smaller initiatives which can drive improvements in every area of the employee lifecycle, in a tailored and personalised way. This includes attracting and retaining high quality candidates, identifying and addressing skills gaps, supporting workforce agility, promoting employee wellbeing and creating strong cultures of learnability. Encouragingly, employees also recognise significant benefits in being part of a hybrid workforce, believing that it will provide increased opportunities to learn new skills, greater flexibility, and more interesting and varied work.

Employees - the benefits of being part of a hybrid workforce

What do you see as the benefits that working as part of a hybrid workforce could bring you personally?



Whilst on the one hand some employees have a certain amount of resistance to change and anxiety around the future, many can see that working with a hybrid workforce will enable them to take on more creative and fulfilling work. They recognise that technology will increasingly take over many of the more mundane and repetitive administrative tasks that they undertake, and free them up to focus their efforts on more meaningful, impactful work. They welcome the idea of developing their own skills in order to do this, boosting their own development and future employability.

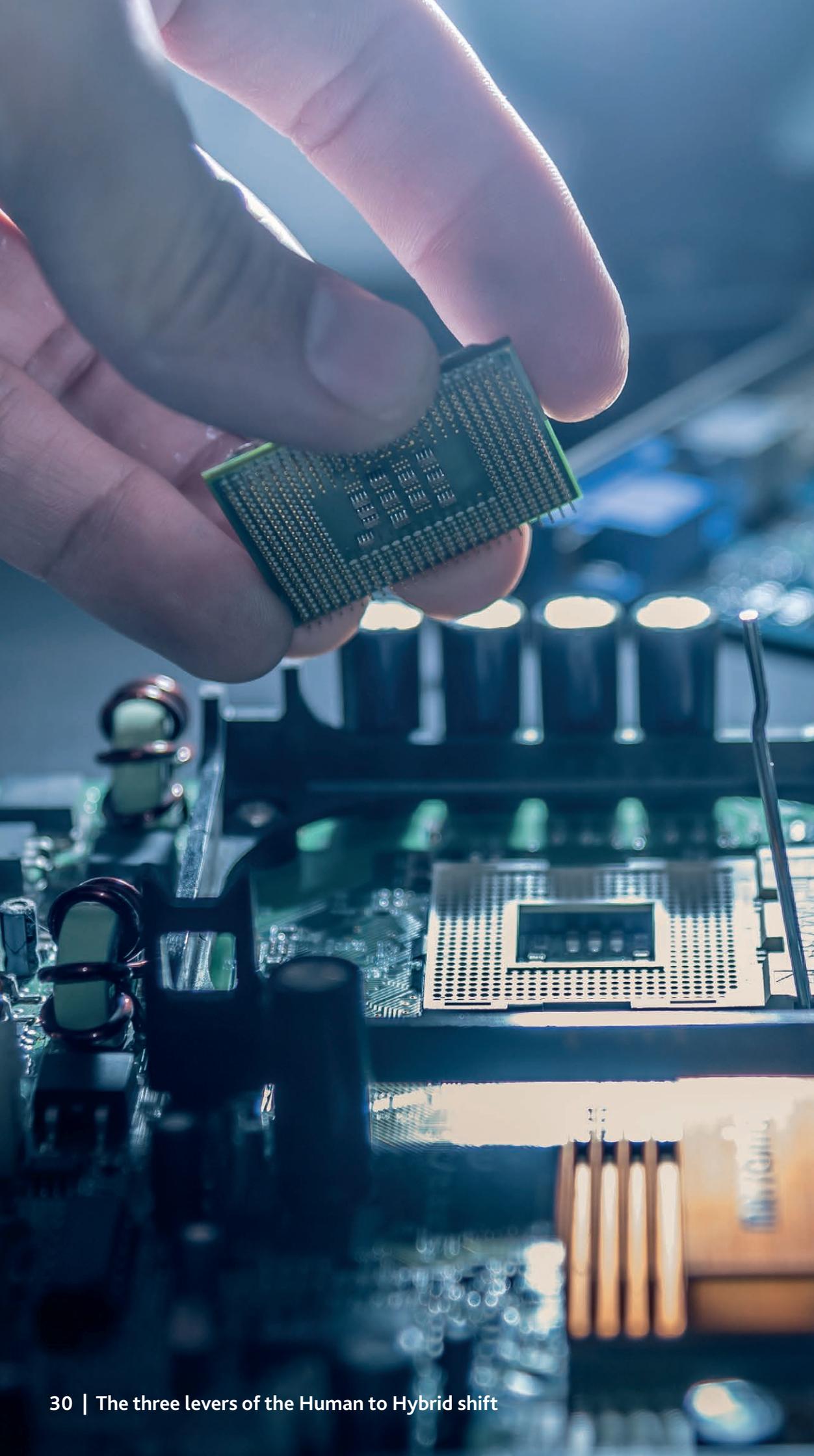
The three levers of the Human to Hybrid shift

Evidently the Human to Hybrid transition is extremely challenging and there are no easy answers. However, business leaders are in agreement that efforts to move from a traditional workforce model to a hybrid workforce must focus around three key levers: Digital (technology capability); Data (workforce insights); and People (skills, culture and leadership).

Interestingly, whilst digital, data and people are identified as important strategic levers to build and benefit from a sustainable hybrid workforce, initiatives in these areas are enjoying varying degrees of success. Business leaders feel that they are making significantly more progress when it comes to digital (and digital transformation) than they are in the other two areas, particularly data, where 45% of business leaders acknowledge they have made the least progress.

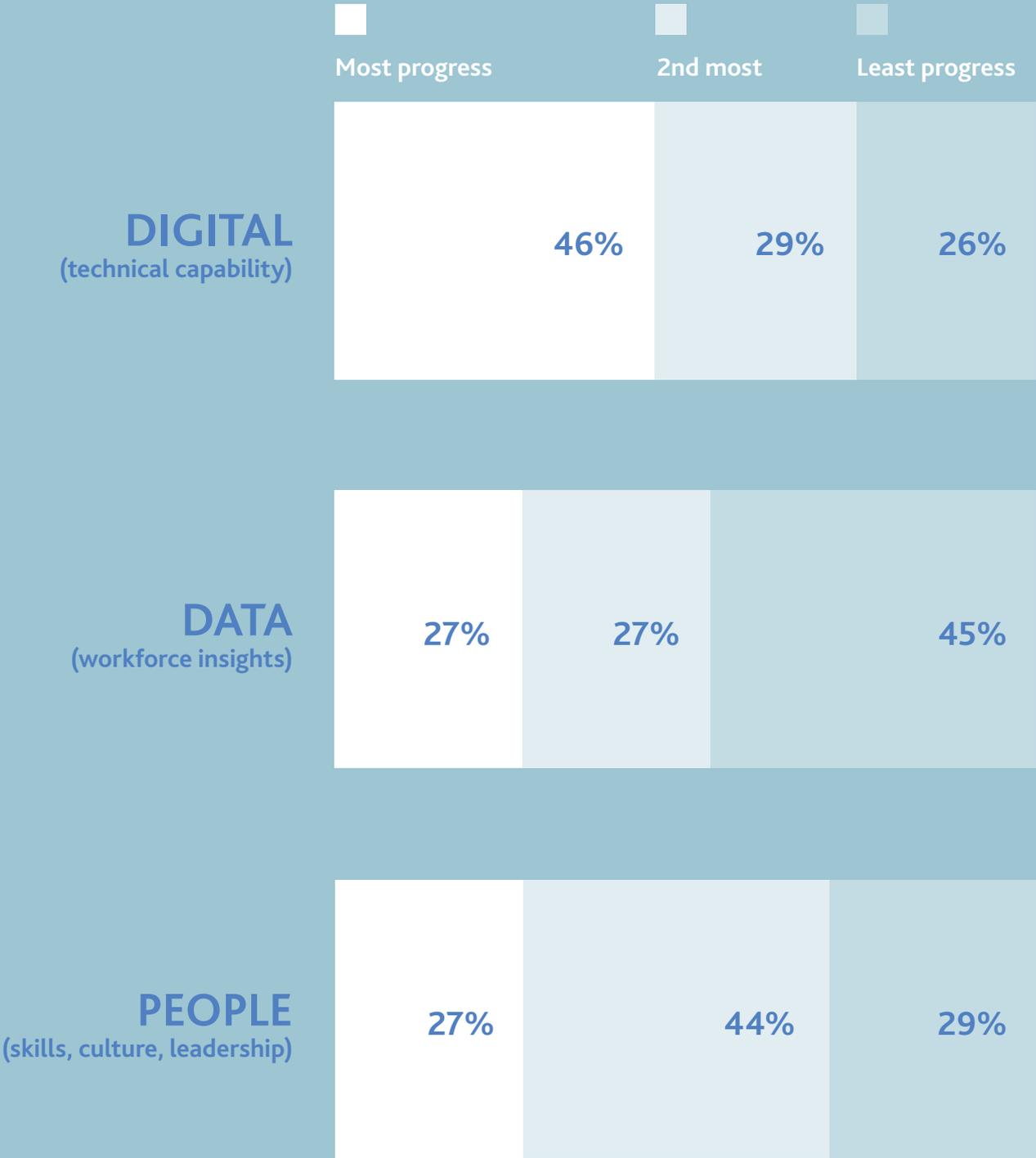
88% of business leaders believe that they need to focus on digital, data and people in the transition from a human to hybrid workforce. These levers are set to deliver better experiences and outcomes for employees, which in turn will drive better performances and outcomes for businesses.





The Three Levers of Human to Hybrid

In which area of the Human to Hybrid transition have you made the most progress to date?



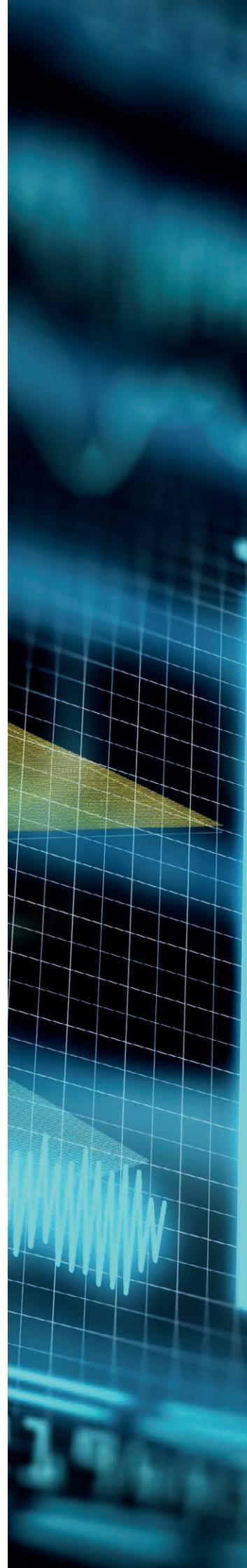
*Figures may sometimes sum to 99% or 101% due to rounding.

Organisations must focus on developing the right skills, learning and culture to get the most out of a hybrid workforce.

91% of business leaders cite improving learnability at all levels of their organisation as important in maximising the benefits of a hybrid workforce and 88% believe that upskilling employees in new areas and emerging job categories is essential.

Other key success factors include re-thinking loyalty, building processes that allow for more fluid relationships with employees, and providing more transparent employee communications.

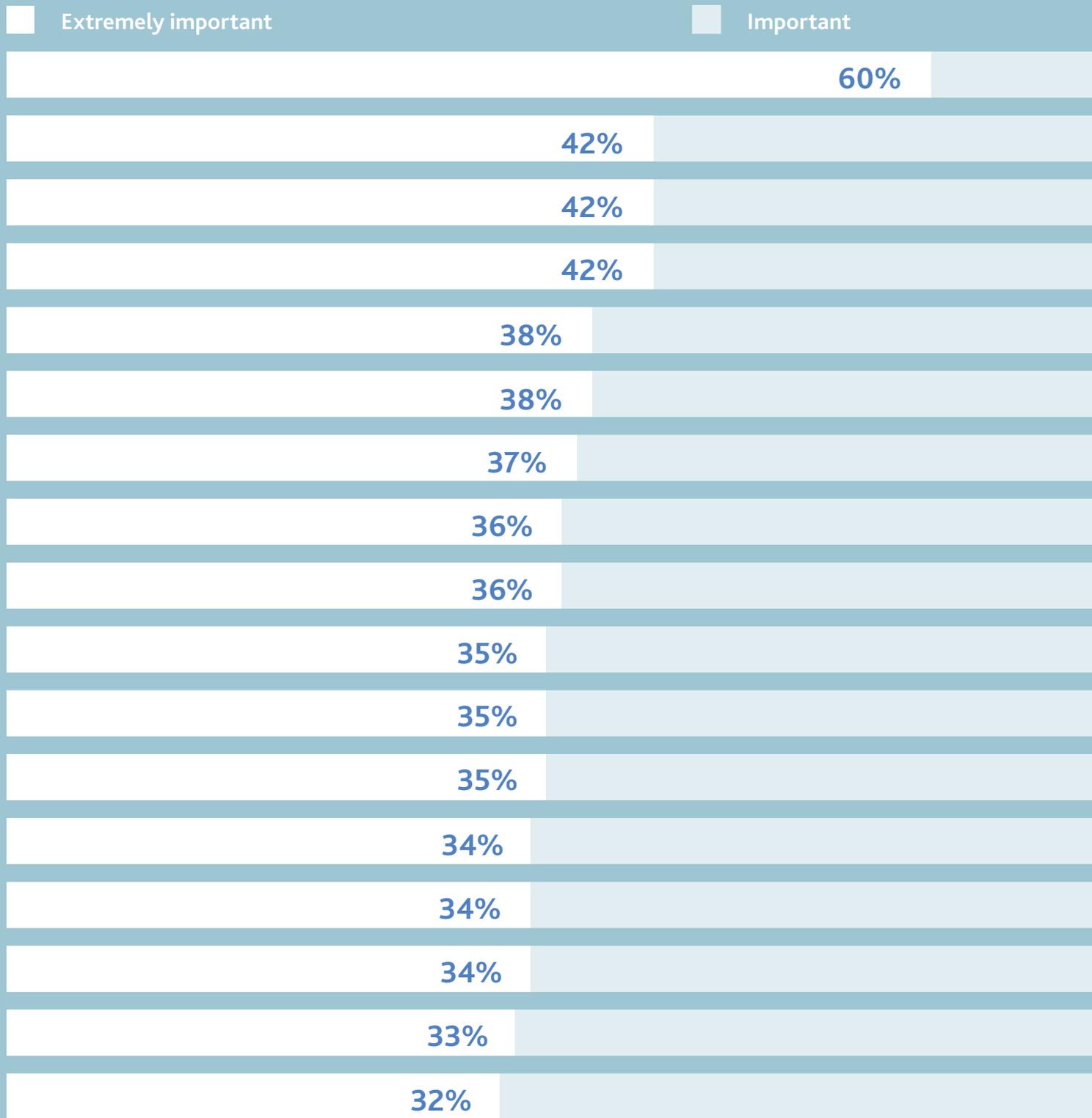
82% of business leaders state that the role of HR will need to radically change in order to fully maximise the potential of a hybrid workforce.



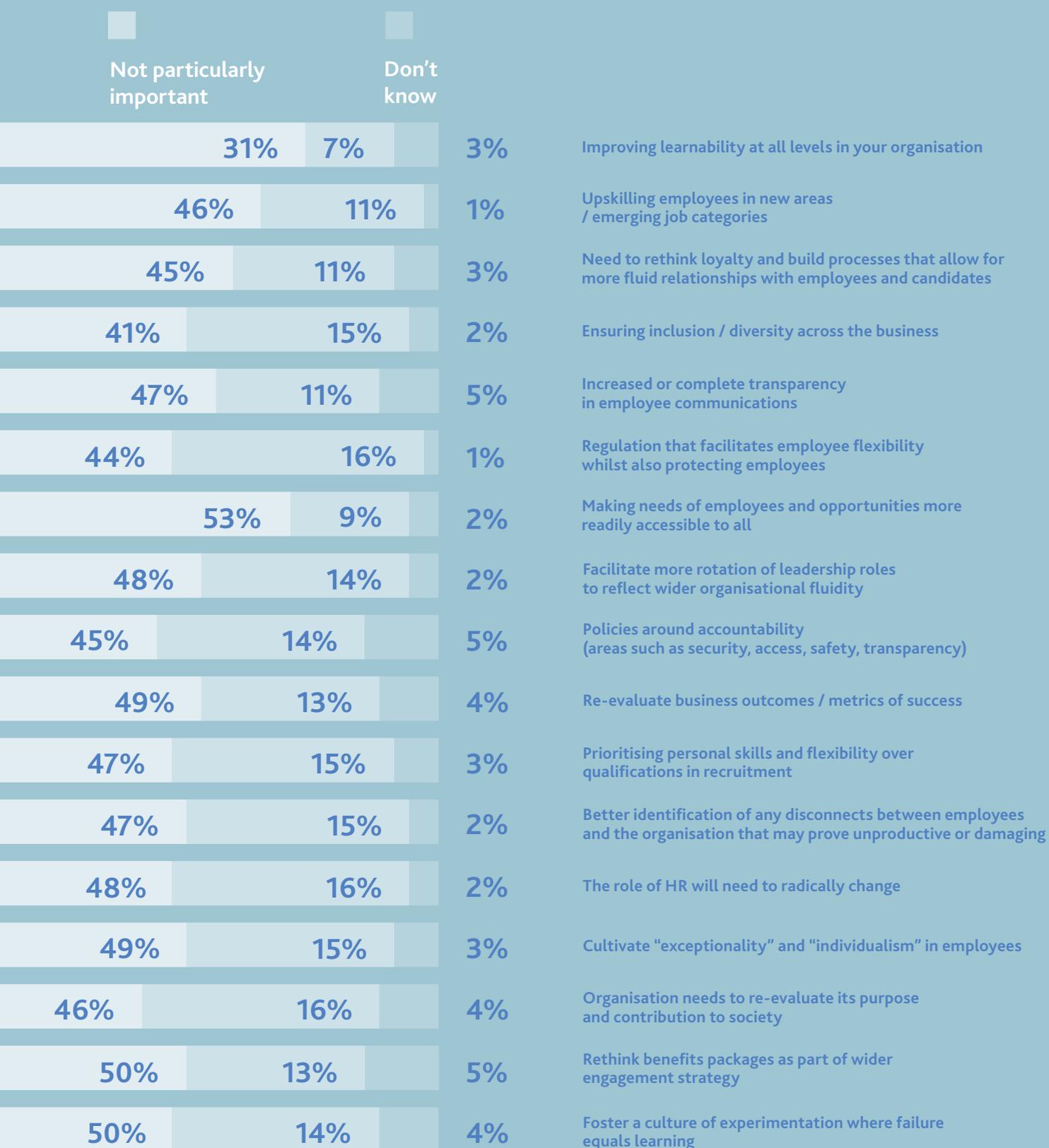


Elements required to get the most out of a hybrid workforce

How important are the following in order for an organisation like yours to get the most out of a hybrid workforce?



*Figures may sometimes sum to 99% or 101% due to rounding.

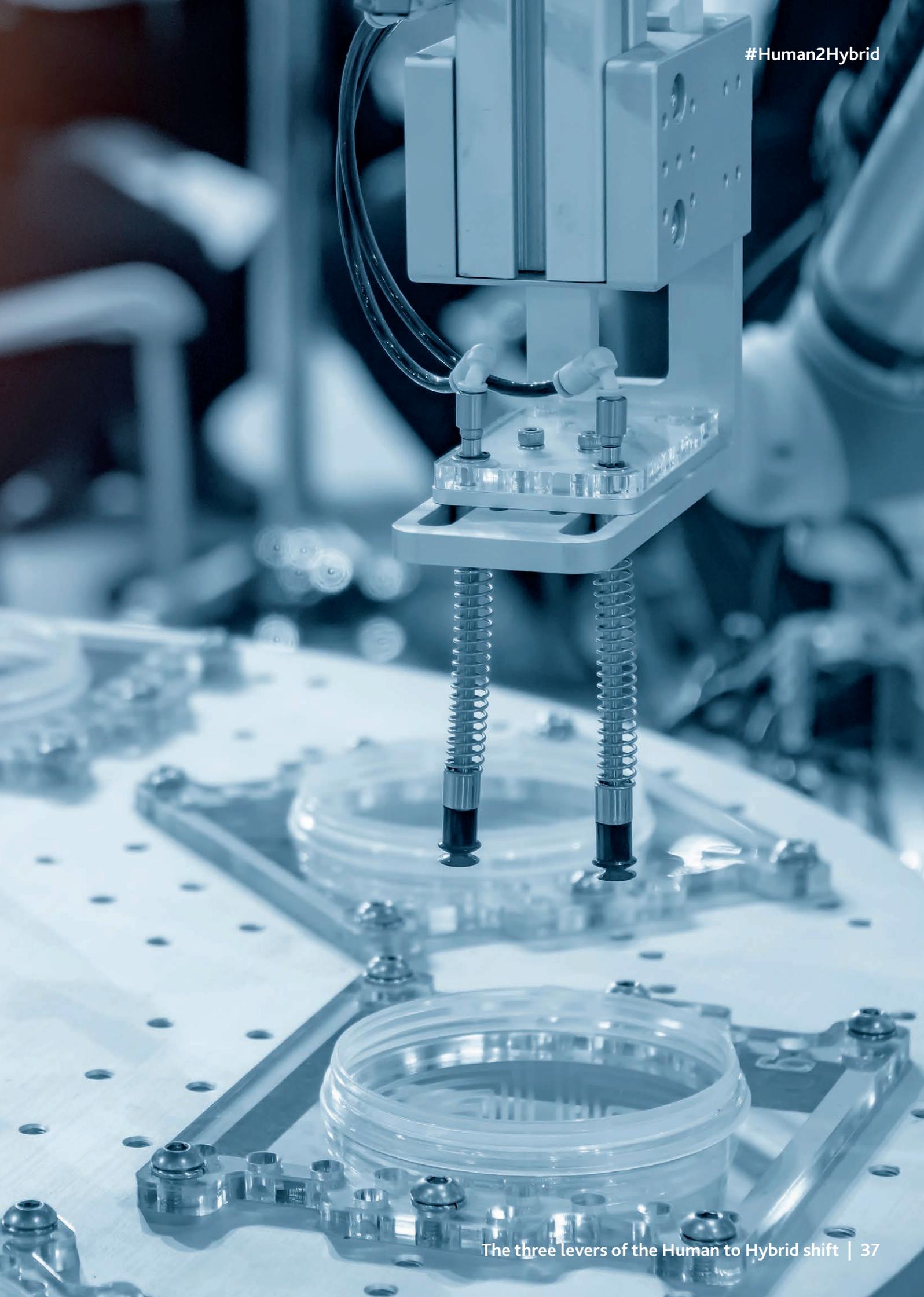


Given the scale, complexity and importance of the Human to Hybrid challenge, it's no surprise that business leaders acknowledge the need for leadership from the very highest levels of the organisation. 40% of respondents felt that it should be down to the CEO to drive and take ownership of the transition to a hybrid workforce, whilst others believed that the COO (20%) or CIO (16%) should take the lead.

The research also revealed that business leaders are looking for greater external support to manage the shift to a hybrid workforce. 75% of business leaders believe the Government should be doing more to help and advise organisations to approach AI and the hybrid workforce in a sustainable and ethical way, and 75% think the Government should be doing more to reassure and protect workers in the shift towards a hybrid workforce.

Business leaders point to a number of areas where they need practical support in moving to a hybrid workforce. These include building a vision and strategy (69%), improving communication (51%), employee engagement (47%) and skills development (46%).





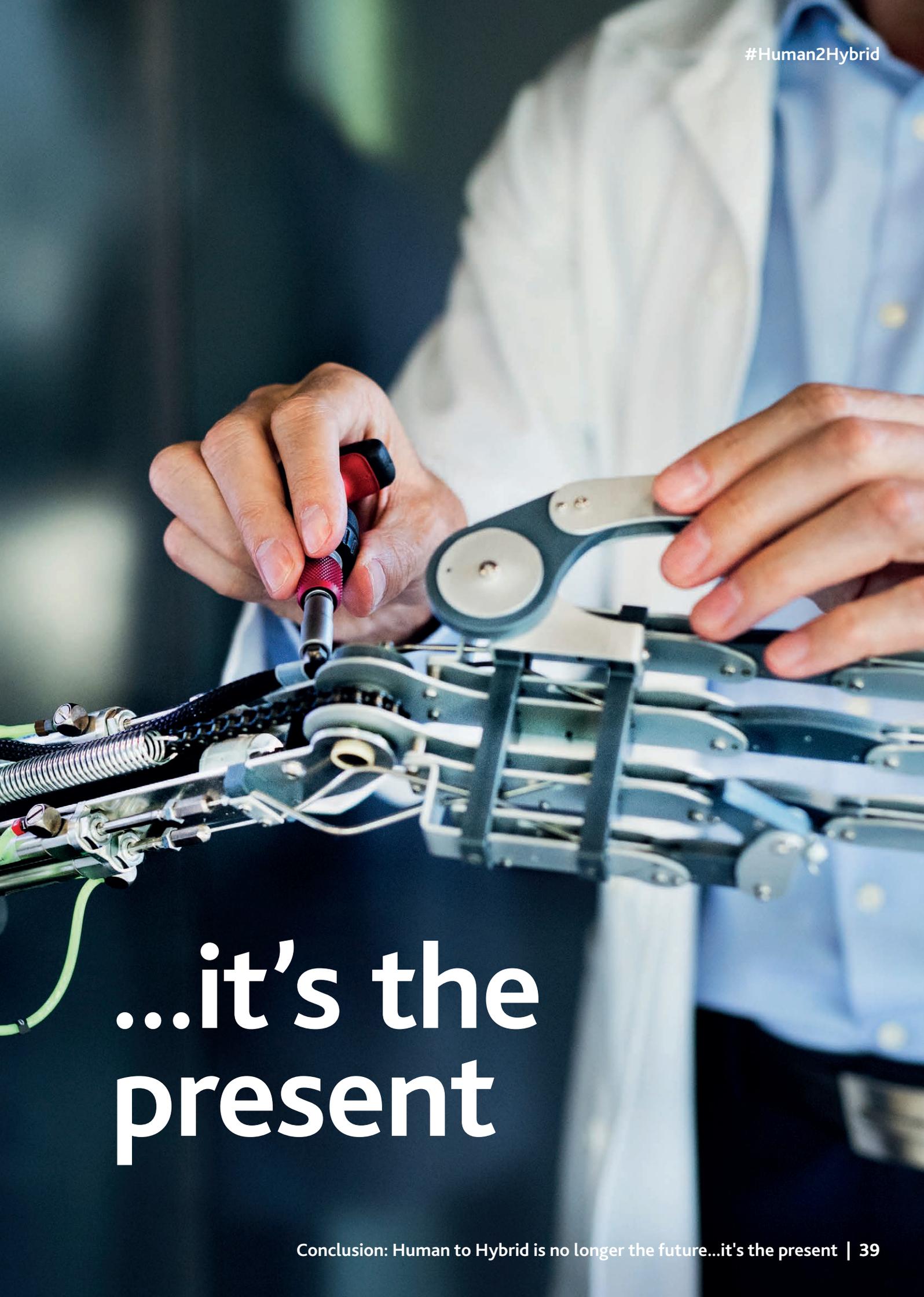
Conclusion: Human to Hybrid is no longer the future...

This research shows that the shift to a hybrid workforce is well and truly underway. Increasing investment in new technologies such as AI and automation, a laser focus on developing new skills and learning cultures, and renewed efforts to engage employees indicate that business leaders are priming their organisations for the new world of work. Such initiatives are essential to maintaining competitiveness and relevance in the market and to attracting high quality talent in the future. However, there is a real danger that some organisations are undermining their chances of success in this Human to Hybrid transition by focusing their efforts and investment on ad hoc and siloed technology initiatives, rather than adopting a joined-up, holistic approach.

As we have seen, business leaders need to take a step back and create a vision of the type of workforce they will need in ten years' time; a workforce that blends technological power and capability with the very best skills, creativity and objectivity that their people can deliver. A workforce that combines speed, scale and agility and that can adapt to rapidly changing threats and opportunities.

With a vision in place, business leaders can then develop comprehensive strategies based around the three strategic levers of digital, data and people, to drive positive and sustainable change across the organisation over the coming years. Importantly, employers need to communicate and engage in dialogue with their employees around initiatives in each of these areas, sharing and selling their vision of a hybrid workforce to reassure and motivate staff along the journey.

The shift to a hybrid workforce is without doubt the biggest transformation that we will see in business over the next ten years, and to a great extent it will define which organisations are able to thrive in the fourth industrial revolution and which fall by the wayside. But perhaps more than anything else, what this research has shown is that, whilst the world of work is set to change dramatically over the coming years, the fundamental truth is that the success of any organisation will always come down to its people. Business leaders should recognise this and take a people-first approach as they transition to a hybrid workforce.



...it's the present

The Capita People Solutions perspective



Roger Clements,
Product Director,
Capita People Solutions

When it comes to technology, we are all living through a period of immense change. Without doubt, rapid technological advancement has catalysed a huge shift in nearly every aspect of the way society functions, and we have already seen AI, automation and large-scale digitisation completely redefine a myriad of industries. Macro trends such as the adoption of social technologies, frictionless e-commerce, and the rise of 'as-a-service' models have done more than simply make our lives easier - they have completely redefined the individual's understanding of what it is to be a consumer.

Today, the way in which we interact with products and services has become wholly synonymous with the instant, hyper-personalised experience that our mobile devices deliver - and the expectation of always-on connectedness has permeated just about every social and commercial activity.

But we know that macro changes around technology speak to more than just the workings of our daily personal lives; they also bring with them the very real promise to revolutionise the way that we experience, interact with, and indeed regard our working lives.

The HR industry has been talking about the potential impact of digitisation, AI and automation on the workforce for a long time, yet the reality of successfully leveraging the possibilities afforded to businesses by emerging tech has been relatively modest. The introduction of automation and predictive technologies has been largely reserved for those businesses that sit at the cutting edge of the tech frontier, or those operating in highly mechanised industries. The reality, though, is that technology offers us a vast scope to re-imagine every stage of the employee lifecycle - irrespective of industry or sector.

With the next generation's professional expectations reflecting their personal social and consumer experiences, an organisation's technical aptitude is fast becoming a major differentiator in attracting the brightest new talent. And with a more tech-savvy population at large, it's fast becoming a must that the workplace comes complete with appropriate technology to truly support, empower and engage employees.

What's increasingly critical against this backdrop, is that business leaders are actively working to prepare their organisations and employees for a digitally enabled future state.

Businesses must recognise that their competitive advantage, relevance, and future viability relies on appropriately and successfully leveraging available tech to support, empower and engage their workforces.

In fact, the rise of interoperable, integrated technologies presents an incredibly exciting direction for the way that businesses are able to use data across the HR space. As much as it's about personalising the workplace experience for individuals, it's also about forging a powerful feedback loop that helps us more effectively profile our organisations.

Think of it like big data for your business. Historically, your digital workplace interfaces were very geared towards servicing a single need at a given point; one system for recruitment administration, another for learning delivery and so on. This gives a disparate and potentially one-dimensional view of your workforce - using metrics related to qualifications or course completions to determine the skills profile of your workforce as a whole. But with a myriad of new data points surfaced by connected technologies, we can begin to profile the workforce quite differently; now, behavioural factors have a large part to play. Instead of simply assessing a match of an individual skill set to a business requirement, we can start to unpick the cultural, psychological and motivational make-up of our people.

This richer data set then gives us the opportunity to start predictive modelling around operational change, key hires, leadership changes and much more.

Through data analytics, organisations can now gather a much deeper understanding of their workforce, not just in terms of skills and competencies, but in terms of the culture and psychological and motivational make-up of their workforce. They can then overlay skills requirements onto this and model future scenarios.

The Human to Hybrid research clearly cites lack of visibility across the workforce as a real issue when it comes to deploying appropriate resourcing models or plugging skills gaps - let alone predicting future ones. But the new landscape of a connected digital ecosystem that forges a tight feedback loop with workforce strategy is an incredibly powerful tool. We're talking about using technology to develop an entirely new approach to the workforce, and one that critically offers the agility and adaptability that is so fundamental to the organisations of the future.

The transition to a hybrid workforce, if approached strategically, will fast track organisations to a whole new level of performance, innovation and growth. The shift to a hybrid workforce is not simply about embracing technology, automation and AI as a way to rationalise operations and reduce costs.

Intelligent organisations will deploy technologies to streamline processes and remove cost. These savings can be re-invested into upskilling and developing the human workforce, to focus on more innovative, strategic and profitable work which will deliver better outcomes for organisations.



Doug Brown,
Chief Data Scientist,
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It's almost impossible to communicate the extent to which work and our working lives are set to change in the next 20 years. There are so many factors at play here – the maturity of Artificial Intelligence and automation technology, an ageing population which will transform what it means to 'retire', a generation of future workers who have grown up learning, playing and communicating online, and a business world which is always struggling to predict, adapt to and meet changing consumer demands.

We talk about the 5x5x5 phenomenon. Within the next five years, we'll see five generations in the workforce for the first time, and people starting out in their working lives are likely to have five different careers.

It's a huge challenge for today's business leaders. How can they possibly get their arms around such huge changes and develop strategies to future proof their organisations?

Data needs to play a pivotal part in the way organisations prepare for the monumental changes to come and approach the transition to a hybrid workforce over the coming years.

Most organisations now have vast amounts of data at their disposal but very few are currently able to turn that data into actionable insight to drive better business outcomes. That will be a major focus for business leaders in the next five years.

Those organisations that can tell the data story, curating data and presenting it in a clear and accessible way to engage both customers and employees, will win hearts and minds and really set themselves apart.

We'll increasingly witness the realisation of Data as a Passport. The emergence of Blockchain technology and the primacy of data privacy for consumers will transform the way that data is regarded and approached. Consumers will come to treat their personal data as a currency, releasing specific data points to favoured brands or Government in exchange for content, services and experiences that they value.

Biometric data will protect and safeguard personal data and enable a new level of service for consumers. Already, we're seeing businesses using biometric data to deliver unprecedented levels of speed and convenience to consumers. Amazon Go's groundbreaking 'Just Walk Out' shopping experience in the United States is a brilliant example of biometric technology being combined with cutting-edge use of data and insight to drive a better retail experience. Within the airline industry, Qantas' use of facial recognition at Sydney Airport, for automated check-ins, bag drop, lounge access and plane boarding, to provide a faster, more seamless experience for passengers, shows that personal data is already literally being used as a passport.

This concept of Data as a Passport will also be applied within organisations to provide workers with a personalised and seamless experience. Data will be used to match people against job roles, and to gain deeper insight into an individual's skills and experience, but also their psychological make-up, their motivations and preferred working patterns. This will enable improved 'quality of hire', where both organisations and candidates will have a much clearer picture on the cultural fit. It will also reduce 'time to productivity' on new hires from months to days, as organisations immediately understand how to get the best out of people, with clear visibility on their training and management requirements and preferences, negating the need for long-winded and inefficient onboarding processes.

With Data as a Passport, individuals will simply 'plug-in' their data to the organisation and be provided with a personalised experience that is relevant and appropriate to them from the outset. That means clear objectives from day one, a bespoke training plan, relevant benefits package and communications based on personal preferences. This will become ever-more crucial in a fluid labour market where employers may only have access to an individual's talents for months rather than years.

As well as the establishment of a more consensual, formal transaction around personal data between individuals and organisations, there will also be an increasing spotlight on a business' own data footprint. Businesses need to be aware that data will give consumers far greater visibility on their own activities and behaviour. This will lead to a whole new level of differentiation as consumers come to make choices based on the personality of a business. Essentially, how it engages and behaves with stakeholders both internally and externally and how its actions match up to its brands promises. This means that businesses need to take a 'data-first' approach to operations, marketing and communications, and to building a genuine 'business personality' that can win hearts and minds.

As we've seen over recent years with many digital transformation initiatives, investing in technology, AI and automation is not enough to drive a successful transition to a hybrid workforce; organisations also need to ensure they have the skills, cultures and processes to benefit fully from technology.

Business leaders will undoubtedly be excited about the efficiencies and productivity gains that new technologies will deliver, but they should also consider the competitive advantage they can derive from their people in a hybrid workforce. If they manage the transition in a strategic and sensitive way, they will generate far greater levels of engagement, commitment and innovation amongst their people, leading to higher value outputs. What's more, they will also become an employer of choice within the candidate market as potential talent recognises their rounded and progressive employee offering.

The Human to Hybrid transition requires a people-first approach with business and HR leaders listening to their employees and engaging in a meaningful dialogue around these future workforce dynamics, being transparent around their plans, and motivating and engaging their people around this future world of work.

About Capita People Solutions

The world of work is changing rapidly, disrupting established systems and presenting new and complex challenges. If organisations are to stay competitive and market-relevant, it's now more important than ever that they realise the potential of a highly motivated, engaged and productive workforce. That's where we can help.

People are at the heart of what we do, we're here to help you achieve the very best from your most precious asset – your people. We're a trusted partner to over 6,500 organisations, helping them to transform their HR capabilities, embrace leading technologies and flourish in the new world of work.

We're the people experts

Through our award-winning products, services and solutions, we deliver better talent, customer and financial outcomes across every stage of the employee lifecycle, and already benefit one in four of the UK workforce.

By tapping into our unique blend of data-driven advisory, digitally enabled HR technologies, talent-based operational services and in-depth analytics capabilities, you will enable your people to achieve great things and elevate the capabilities of your organisation beyond your imagination.

Improve the productivity, agility and performance of your workforce by leveraging the know-how, expertise and experience of ours.

How we can help you

Advisory - Expert consultancy across the entire HR landscape.

Operations - Combine world-class HR services across the employee lifecycle.

Digital enablement - Revolutionise and future-proof your HR processes through connected technologies.

Analytics - Unlock the power of data to improve productivity, efficiencies and engagement.

Find out more
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About Human to Hybrid

Human to Hybrid is the transition to the future of work where we exist in a fully optimised digital environment. Framed around the idea that there are key drivers that will improve employee experiences enabling HR to recruit, train and retain talent with enhanced outcomes across the employee lifecycle.

Throughout 2019, we'll be publishing a series of reports and strategic papers to help businesses and HR leaders to plan and manage the shift from a Human to a Hybrid workforce.

These reports will outline the steps organisations need to take to build a workforce that can compete and thrive in the future economy: a workforce of highly skilled and motivated people supported, enabled and empowered by technology, digital and data.

We'll explore the primary role of **digital** in delivering seamless and personalised experiences for both current and future employees throughout the employee lifecycle.

We'll examine how **data** can deliver meaningful, actionable insights - enabling organisations to track, benchmark and optimise their workforce strategies and make more informed, real-time decisions that drive better talent acquisition and retention on the journey to a hybrid workforce.

Finally, we'll look at **people**, assessing how organisations can best prepare them for the shift to a hybrid workforce, providing them with the skills, learning capabilities, leadership, agility and mindset to thrive in this new environment.

Find out more
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