

## Future-ready workforce

Unleash the potential of your organization and people



OPERATIONAL RESILIENCE



### Current landscape

Work has been in a state of flux for years, with its transformation driven by powerful forces of disruption: demographic shifts, the changing nature of careers, and relentless advances in technology. When the global COVID-19 pandemic struck, it pushed the pace of change into overdrive, heightening anxieties about how to prepare for the future of work.

Organizations are eager to build workforces that are ready for whatever comes, equipped with the skills and capabilities to not only meet tomorrow's challenges, capitalize on opportunities, and overcome obstacles still to come. However, many organizations still don't know how or where to start.

Organizations are racing to keep up with the accelerating pace of change. Technology is only part of the solution; automation, AI, and other innovations can only get organizations so far. The workforce remains vital to the success of any business. Imagination, creativity, empathy, and other innately human qualities are the key to unlocking the kind of innovations and opportunities organizations will need to maintain their resilience in the long-term. In doing so, leaders will safeguard organizational resilience for the years to come.

### Future of workplace learning



#### Experiential

Connecting to human emotion and relevant experience is key to committing learning to memory.



#### Integrated

Providing learning to employees when they need it during their day-to-day work makes that learning more applicable, efficient, and memorable.



#### Blended

Delivering learning through a mix of digital and hands-on experiences makes it more accessible and scalable.



#### Lifelong

Offering professional and personal development that contributes to workers' ongoing future employability ensures employees keep pace with workplace shifts and place high value on learning.

### Key capabilities of a resilient workforce

#### Imagination

Seeing through a variety of lenses that challenge existing assumptions about what's possible.

#### Team

Collaborating effectively across spatial, organizational, and cultural boundaries.

#### Empathy

Understanding and considering the feelings, thoughts, and experiences of others.

#### Social intelligence

Understanding interpersonal dynamics and behavioural impacts of human interactions.

#### Curiosity

Seeking new information and experiences, striving for greater understanding, and asking questions.



*Technology is only part of the solution; the human workforce remains vital to the success of any organization*



**Key questions to consider**

- How can you best support your workforce to operate in this next normal?
- What skills and capabilities do you need your people to learn so they are future-ready?
- What focused learning initiatives should you prioritize and invest in?
- What steps can you take now to reskill and prepare your workforce for the future?

**The way forward**

Understanding what the future-ready workforce looks like is just the first step. Developing it is a different challenge altogether. Our four-part framework is designed to help organizations understand what decisions and actions they need to take to meet this challenge.

**Use workforce planning and analytics to rethink and rearchitect work more broadly**

Workforce planning and analytics begins with understanding the internal and external factors that will affect an organization’s business and workforce in the years to come.

**Dig deeper by identifying and assessing future skills and capabilities**

Workforce analytics can also help organizations identify which skills and tasks are most likely to be disrupted. This information is invaluable in determining what work gets done and what kind of workforce is needed to perform it.

**Respond to constant change by modernizing the learning strategy**

Building a future-ready workforce requires organizations to modernize their learning strategy. It should focus on providing what workers need and want in relevant ways and in a context that makes sense for each person.

**Place learning in the flow of work**

Provide learning when it’s needed, where it’s needed, and in a way that enables employees to immediately apply it to a real problem or issue at hand.



*On average, organizations estimate that around 40% of workers will require reskilling of six months or less and 94% of business leaders report that they expect employees to pick up new skills on the job, a sharp uptake from 65% in 2018*

1. World Economic Forum, "The Future of Jobs Report 2020", October 2020, <https://www.weforum.org/reports/the-future-of-jobs-report-2020/in-full>, Accessed on January 2021.

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