

## Nordic Human Capital Trends 2020

# Potential

An organisation that can help its people find security through reinvention can gain an advantage through its ability to embrace productive change. We highlight three areas where organisations have opportunities to capitalise on change: the integration of artificial intelligence (AI) into workgroups and superteams; the transformation of knowledge management through technology; and the cultivation of, and investment in, workforce resilience.



### The redesign of jobs to integrate AI technology

Despite dire predictions about workers being replaced by intelligent machines, leading organisations are taking a new track, actively searching for strategies to integrate AI into teams to help produce transformative business results. These “superteams” hold the promise of allowing organisations to reinvent themselves to create new value and meaning while giving workers the potential to reinvent their careers in ways that increase their value to the organisation and the broader talent market.

In the Nordics, robotics is seen as an important factor for improving consistency and quality, and is used to improve productivity to a higher degree than globally.

#### How is robotics used to assist workers in your organisation?



■ Global (n = 1.034)  
■ Nordic (n = 58)

Nordic organisations have reported to use AI to improve insights to a much higher degree than globally, but are still lacking behind on using AI for driving consistency and quality.

#### How is AI used to assist workers in your organisation?



■ Global (n = 1.394)  
■ Nordic (n = 79)

## Creating and preserving knowledge across evolving workforces

Knowledge has been and will continue to be a key competitive differentiator when it comes to driving organisational performance. The power of people and machines working together offers the greatest opportunity for creating knowledge in human history. However, advanced technologies, new ways of working and shifts in workforce composition are rendering traditional views of knowledge management obsolete. To capitalise on these changes, many organisations need to redefine how they promote knowledge creation to help maximise human potential at work.

In the Nordics, the shift towards more team-based work and the increasing use and amount of data have a bigger impact on knowledge management than workforce turnover.

## Which of the following trends have had the biggest impact on knowledge management in your organisation?

Rapidly increasing use and amount of data



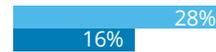
Frequency with which skills and jobs (and their market value) are changing



Shift towards more team-based work



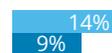
Increased workforce turnover



Growing percentage of workers approaching retirement age



Increased use of automation/AI



Growing percentage of alternative workforce (for example gig and contract workers)



Global (n = 1.860)

Nordic (n = 70)

## Reskilling the workforce

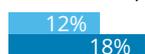
Reskilling alone may be a strategic dead end. Renewing workers' skills is a tactical necessity, but reskilling is not a sufficient path forward by itself. The skill shortage is too great. The investments are too small. The pace of change is too rapid, quickly rendering even successful reskilling efforts obsolete. What is needed is a worker development approach that considers both the dynamic nature of jobs and the equally dynamic potential of people to reinvent themselves. To do this effectively, organisations should focus on building workers' resilience for both the short and the long term.

## Overall, how do you expect to source skills and capabilities for your organisation's needs?

Train current employees to enhance skillsets in existing positions / jobs



Hire new employees



Shift towards more team-based work



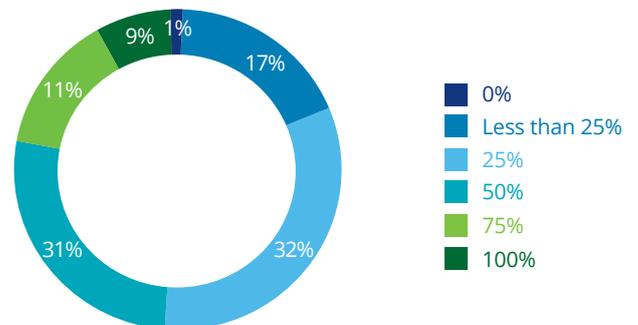
Move current employees into new positions



Outsource the skills and capabilities



## Approximately what percentage of your workforce needs to change their skills and capabilities in the next three years?



Nordic (n = 139)

In the Nordics, half of the respondents anticipate that 50-100% of their workforce will need to change their skills and capabilities in the next three years.