



# The future of HR: From flux to flow

How Pathfinders are grappling with the current challenges faced by the function and are moving towards 2025 with purpose

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KPMG Belgium

| [kpmg.com/be/hr](https://kpmg.com/be/hr)



# Research Background

Our research this year has found HR is in a state of flux. The plans of 2030 have been discarded, and the function must focus on the here and now. 2025 is the horizon many are looking towards, and only a few have found their flow to get there.

Our research consists of:

A survey of **300 HR leaders** (CHRO and equivalent) of medium and large multinational organizations, operating mainly out of the US and UK.

Identifying **6 key themes** from this survey, based on the importance to those surveyed and the gaps in capability they currently experience.

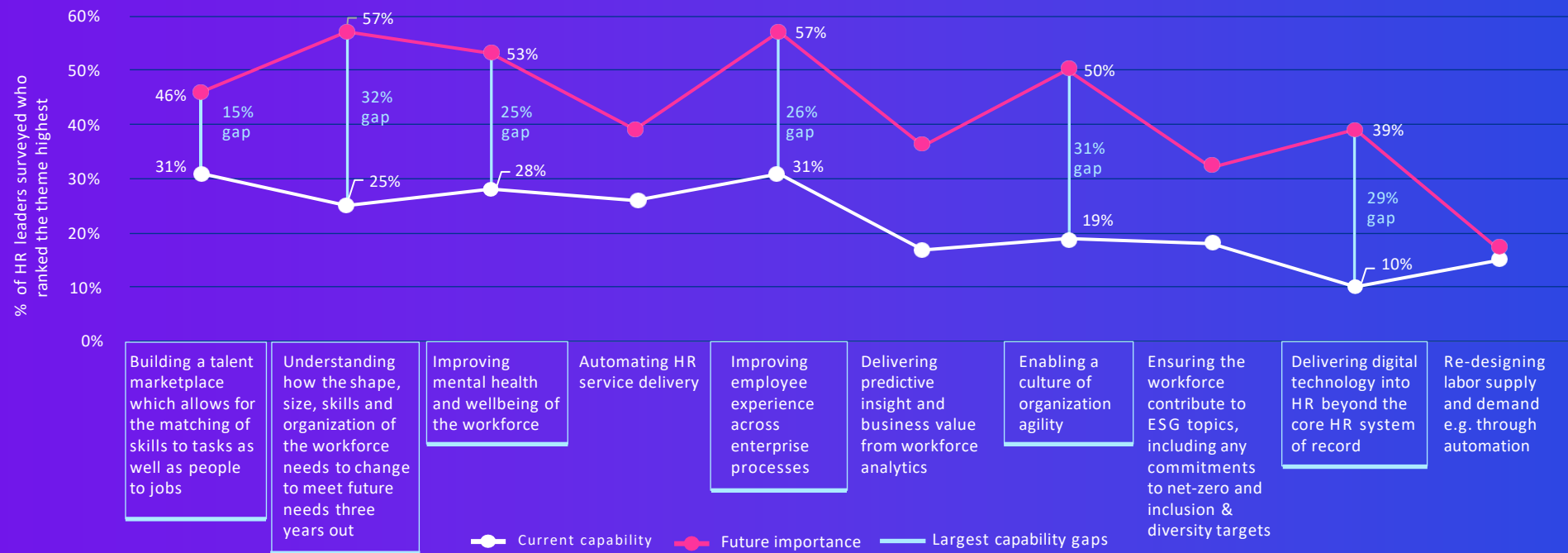
Interviews with **12 leading organizations** in those six themes, selected for their headline-grabbing approaches to tackling the challenges faced by the function. These are our Pathfinders.

Insights from **2 further academic SMEs** and a range of KPMG leaders with experience in the 6 key themes.

# What did the HR leaders surveyed tell us?

Where are the gaps between what they deem important for 2025, and what do they have capability to address today?

Gaps in current capability vs. future importance



# Our six themes derive from our survey:

We narrowed these responses into six key themes:

- delivering strategic flow
- being digital in thought, word and deed
- advancing analytics from insight to action... safely
- shopping for talent — building talent marketplaces
- holding to the heading — how to make purpose real
- prioritizing wellbeing and feeling good.

This research shines a spotlight on how HR Pathfinding organizations are addressing these themes as they move towards 2025, and what we can learn from them.

## Delivering strategic flow

Pathfinders are building more efficient and effective HR functions, with the overarching drive to deliver **strategic value-add** to their organizations beyond their traditional realms of recruitment, payroll, and engagement.

01

## Being digital in thought, word and deed

Pathfinders are accelerating past *necessary* technology implementation and instead are **integrating digital** to create a highly engaging working environment.

02

## Advancing analytics from insight to action... safely

Pathfinders are using **relational analytics** – the science of human social networks – to answer the questions the business is asking.

03

## Shopping for talent — building talent marketplaces

Pathfinders are shaking up how skills are distributed to help their organizations to find a better way to have their **talent in flow**.

04

## Holding to the heading — how to make purpose real

Pathfinders are taking the lead on **organizational purpose** – defining it and making it real for their people – in particular embracing ESG and engaging their people on net-zero strategy.

05

## Prioritizing wellbeing and feeling good.

Pathfinders know that employees – especially younger generations – are demanding more from their organizations. They are ready to be flexible and deliver as needs arise.

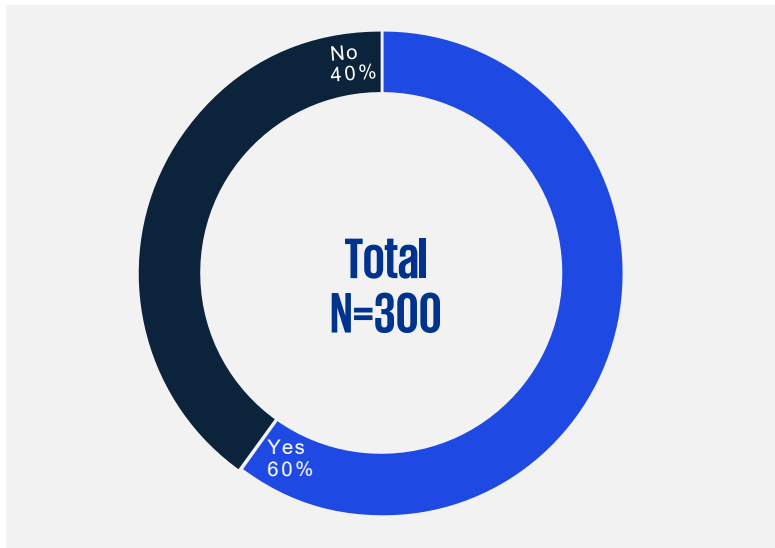
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A scenic mountain landscape featuring a rocky riverbed with a concrete bridge in the middle ground. The background shows snow-capped mountain peaks and a steep, rocky slope. The foreground is dominated by large, dark grey rocks. The sky is clear and blue.

# Part 1: Delivering strategic flow

Pathfinders are building more efficient and effective **HR functions**, with the overarching drive to deliver strategic value-add to their organizations beyond their core competencies. They flow by building the capabilities that makes sense for their business strategy and marketplace. They are less concerned with what others do and say about people management.

**Do you think you'll be changing your HR operating model in the next 2–3 years?**



## Survey

- A leading HR function needs to begin with focusing on its own operating model and processes.
- Our research suggests HR leaders recognize this, with 60% expecting to change their HR operating model within three years.

## Pathfinders

- Our Pathfinders are taking their HR organizational approach to the next level beyond the core tasks of HR.
- They are ensuring that their operating model is optimised and flowing to help deliver to their organization's strategic vision.

# bp Enabling the future

- Bernard Looney, CEO, has been taking bp through what he calls “the most far-reaching transformation in its 112-year history”.
- As the oil giant moves to a more sustainable future, it is up to HR to deliver the workforce and culture that will enable the transition.
- Simon Ashley, Senior Vice President for People & Culture, bp, says the function has therefore established a dedicated ‘Future Org’ unit.
- The division brings together a number of key HR capabilities: organizational design; workforce analytics and planning; culture change; and agile delivery.

***“Having these all under one roof allows us to take a holistic view of the health of our structure, people and working practices,” Ashley explains. “It helps us to work out whether these are aligned with the firm’s strategic direction.”***

## Expert view

Today’s businesses, customers and employees expect more from the function than ever before. World-class experiences don’t happen by chance. To drive world-class experience as an outcome and meet the strategic goals of the ever-changing business, we must work differently, and as an HR function we should build capabilities to maintain and continuously improve an organizations associates’ experiences across all functions in the future. This involves designing, building and operating HR differently. We have to create a single, human-centered, connected, tailored experience across platforms and systems, delivered “in the flow of work” which meets our employees and leaders “where they’re at.” Pathfinders get this and invest and organizes HR accordingly — we see the potential benefits from that approach in the numbers and how HR drives success for the wider business.”

**Robin Rasmussen**

Partner, Human Capital Advisory, KPMG US

# What can we learn from the Pathfinders?

Consider how your HR operating model aligns with the organization's wider strategic vision.

01

Ask whether your HR function is balancing processes with informing decision-making.

02

Think about where HR has a presence in your organization. Is HR flowing throughout the business, or does it remain siloed?

03

Question what initiatives your HR function is leading on, and what it is supporting. Do these support the collective vision of the organization?

04

How is HR setting the example and leading best practice in the organization, and is that being promoted throughout the business?

05

Is HR taking a holistic view of the organization using data and analytics to inform its own priorities?

06

Is HR addressing some of the cultural challenges associated with your new ways of working and transformation aims of the organization, or is it reinforcing them?

07

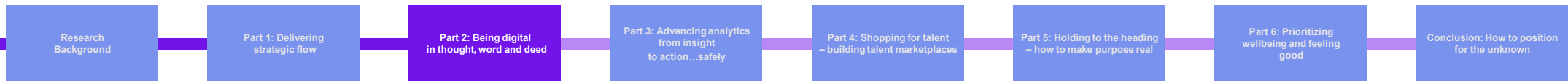
Is HR listening to its stakeholders and adjusting its strategy to suit? This includes employees *and* leadership.

08



# Part 2: Being digital in thought, word and deed





### Top-ranked technology impacts for the last 12 months



### Top-ranked technology impacts for the last 12 months



## Survey

- HR service delivery was identified by 39% of HR leaders as one of the most important issues of focus.
- Our survey looked at impacts from technology implemented in the last year, and found that the biggest impact was on productivity (34%), followed by work-life balance at 28%.
- Looking ahead, our respondents still think productivity will prevail (49%) and again followed by work-life balance (21%).

## Pathfinders

- Pathfinders are not just implementing technology platforms for everyday benefits, but are leveraging those platforms to create unique solutions to business and people challenges.
- Looking ahead, the digital employee experience is going to be as important as the physical experience, and HR functions must help to deliver consumer-grade digital experiences to support recruitment and retention.

# Salesforce Building a digital HQ

- It is no surprise that a technology company like Salesforce now focuses on having a ‘digital headquarters’ rather than prioritizing its physical offices.
- In the digital headquarters, digital agility and connectivity, remote-work and seamless interactions are simply the way every team member across the globe operates. HR is encouraging new ways of interacting with technology to enable this ambition.
- Angela McKenna, Executive Vice President of Employee Success, says Salesforce’s use of a virtual knowledge and collaboration tool is key.

***“We’ve experimented with what we call ‘a-sync’ weeks, which is where we actually eliminate meetings,” she says. “Now, that’s not to say that every single meeting doesn’t happen. But in the first one, 20,000 employees participated in it, and 80 percent said that they wanted to do it again.”***

## Expert view

“Digital transformation addresses the talent imperative of attracting, retaining, and growing top talent through exceptional and individualized workforce experiences. To activate the mind shift and evolve, HR needs to include experiences as a formal part of their taxonomy, in addition to the traditional processes and service catalogs. This new human centered design and experience focus also needs to shift how HR thinks about their operating model, capabilities and the technology investments. When adding this human centered design component, an increased value and impact can be unlocked to optimize experiences and talent across enterprise.”

**John Doel**

Principal, Human Capital Advisory, KPMG US

# What can we learn from the Pathfinders?

Consider where HR data is being used today. Is flowing throughout the business, or just flexing around the HR function?

01

Is current technology being maximized before new investments are considered by the People function.

02

Is it clear what ROI is on digital investments made in HR? Not being able to articulate this may hamper further investments.

03

Is this HR function leading by example in how it deploys technology and puts the user front and center in its design.

04

How is the HR function enabling a seamless hybrid working environment, and integrating this into the overall employee experience?

05

Does HR have a say in technology experiences outside of the HR function? It must flow in its influence throughout an organization's use of technology.

06

Is HR supporting pilots and experimentation of new technology, and recording the potential benefits and challenges these experiments may bring?

07

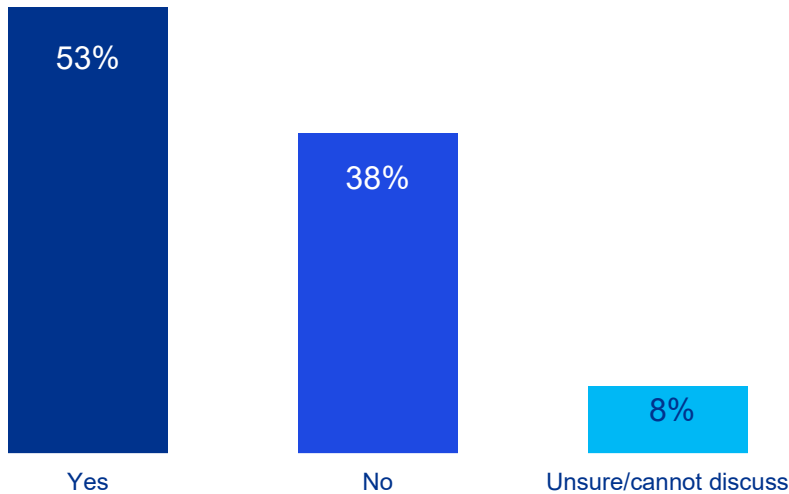
An aerial photograph of a large concrete dam with multiple spillways. Water is cascading over the spillways, creating a large plume of white foam. The dam is situated in a valley with green hills on either side. A road and some buildings are visible in the foreground on the right side.

**Part 3:  
Advancing  
analytics from  
insight to  
action...safely**



Pathfinders have moved beyond tracking KPIS and producing dashboards. Instead, they are answering the questions the business is asking, and using relational analytics – the science of human social networks – to do so. That means building a value chain that takes HR analytics teams from asking the right questions, through to meaningful insight and action. They have set up a system that flows from proposing hypotheses to exploring correlations, and acting on findings to benefit strategy, engagement, retention and career opportunities.

**Are you investing in new analytics platforms within your HR function?**

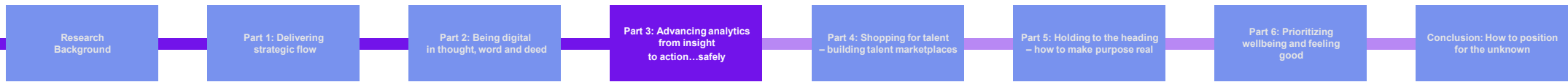


## Survey

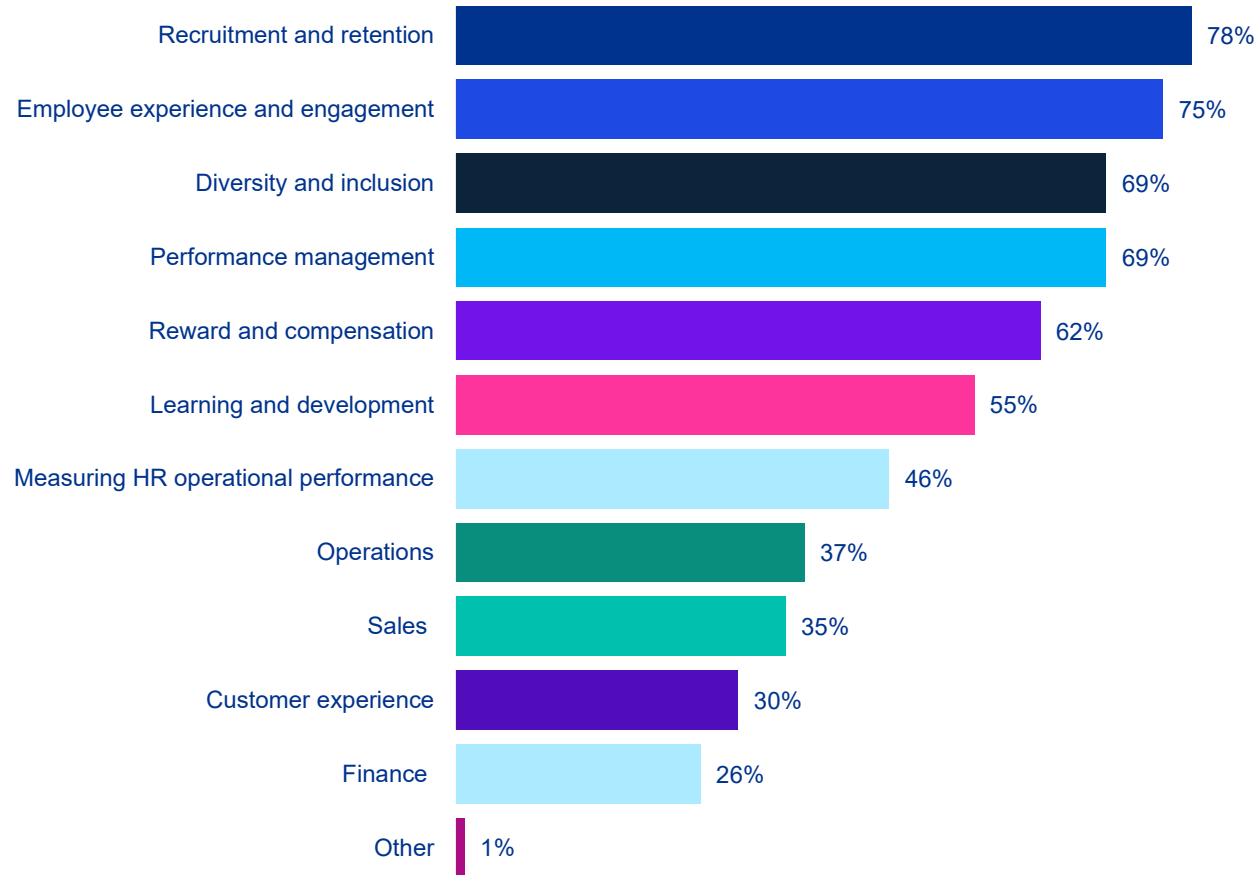
- Analytics are important to our survey respondents: 36 percent say delivering predictive insight and business value will be a priority in the next few years.
- Worryingly, however, only 17 percent ranked analytics first when asked what they are best placed to *deliver*.
- This may explain why 53 percent are investing in analytics platforms for their HR function in the next few years.

## Pathfinders

- Pathfinders provide a strong link between data and decision-making. They have integrated advanced, relational analytics in their processes. They go out of their way to correlate findings in one area to another, so as to truly understand the business and their people.
- In essence, Pathfinders are taking analytics to the next level. Rather than tracking standalone metrics, they are using relational analytics to provide the insights the business is demanding. To make this possible, they are building the value chain required to carry out relational analytics, and to take the results from insight to action.



**Workforce analytics can be used throughout an enterprise when considering human capital decisions. Which types of data do you use when making human capital decisions?**



Our HR leaders surveyed are clearly adept at using recruitment and retention and employee experience data in their work, with over three-quarters of those surveyed using this information to support analytics and, ultimately, decisions.

However, the HR function is clearly less comfortable using data it may not specifically own, such as Operations (37 percent), Sales (35 percent), customer experience (30 percent) or Finance (26 percent) data.

In our conversations with Pathfinders, their HR functions are comfortably using data not necessarily owned by the HR function to inform their decisions in the context of the wider organization.

# Microsoft Connecting insights

- When it comes to data and analytics in HR, Microsoft is not just interested in simple results, but in correlating those insights and turning them into business benefits and employee opportunities.
- Amy Coleman, Corporate VP for HR, says a HR Business Insights team sits as a ‘center of excellence’ with around 75 team members and growing.
- Coleman says Microsoft, as one may expect from a global technology company, has always been ahead with analytics, but the difference is that HR is finding ways to engage leaders more in data and ensuring they take action on findings.

***“It’s the value chain — the idea that I, as a team leader, have a hypothesis about my business, so I can interact with the analytics person that sits on my team, and explore the hypothesis.”***

## Expert view

“Addressing the big themes facing HR simply won’t be possible without sophisticated analytics capabilities. What the Pathfinders tell us is that investment in analytics will be critical. However, tracking individual metrics like staff turnover is too simple. It won’t get you where you want to be. Solving the issues of the future requires relational analytics. This brings disparate datasets together, enabling you to investigate multiple — and often complex — underlying factors to properly understand a problem. For example, people performance isn’t just down to how many high-potential people are in an organization. It’s also a factor of culture, reward, collaboration and much more, which can all be quantified and made sense of.”

### Robert Bolton

Head of People & Change Global Center  
of Excellence, KPMG International



# From data to insight to action — navigating the rapids

Expert view: Workforce analytics —  
the next level

With many years of experience as a workforce analytics leader in financial services, Matt Yerbury contributed to this year's Pathfinders research. He says Pathfinders see analytics as a value chain, made up of more than just the analytics team. That value chain, in his experience, typically consists of five parts — with an analogy that the analytics is 'flowing like a river.' Here is our navigator's guide:



- 1** The right questions
- 2** Relational analytics
- 3** Rich presentation
- 4** Agile execution
- 5** Robust data integrity

# What can we learn from the Pathfinders?

Think about how your people data flows in the context of wider organizational data to support decision-making?

01

Is there an established relationship in the HR function between data and decision-making?

02

How is your HR function integrating non-people data into its decisions?

03

Does the HR function promote relational analytics, both internally and with the businesses units it serves? Are HR colleagues aware of what relational analytics are and how they can be analysed?

04

Is the HR function clear where there are data gaps to support decision-making, and does it have a connected plan across the enterprise to address this shortfall?

05

Can HR clearly articulate the value chain of using analytics in its decisions, and how HR data then informs the value chain of the wider organization?

06

Does your HR function have the capabilities to maximize the analytics available to it, and is it investing in those skills internally?

07

Similarly, is your HR function investing in the capabilities of others in the business to gather, challenge and interpret analytics so it flows throughout operations?

08

Considering trends – does your HR function lead by example on this? Especially on ESG-related metrics like Inclusion, Diversity and Equity (IDE)?

09

# Part 4: Shopping for talent – building talent marketplaces





Pathfinders are shaking-up how skills are distributed to help their organizations to find a better way to have their talent in flow.

They recognize that a world of matching people to jobs has, in part, given way to one where we now match skills to tasks; and are experimenting with talent marketplaces, integrating employee data, business insights and business forecasting to match skills to tasks rather than people to jobs.

Talent marketplaces are still fledgling, even in the most innovative HR functions; however, Pathfinders are taking them seriously as a critical competitive requirement.

## Survey

- A leading HR function needs to begin with focusing on its own operating model and processes. Our research suggests HR leaders recognize this, with 60% expecting to change their HR operating model within three years.
- In addition, improving employee experience across enterprise processes is a key focus for 57% of respondents – of which 31% view as their key capability to deliver.

## Pathfinders

- Our Pathfinders are taking their HR organizational approach to the next level beyond the core tasks of HR. they are ensuring that their operating model is optimised and flowing to help deliver to their organization's strategic vision.
- Pathfinders do this in their own specific context, demonstrating that it is about understanding the needs of the business, and integrating into the decision-making process by adding real value.

# Genentech Evolving with the talent marketplace

- At Genentech, the need for flexibility and agility has led to a growing demand for an internal skills-based talent marketplace. The company needs to fluidly assign people with the right skills to projects — or ‘gigs’ — in a dynamic environment.
- To help achieve this, employees must regularly update their profile on the company’s Human Capital Management (HCM) system, with their latest skills and capability data. That effectively builds the database that is required for a talent marketplace.
- When opportunities are advertised internally, a meaningful conversation is encouraged between the candidates, their managers, and the hirer.

**“The aim is to ensure a sensible, manageable outcome that benefits everyone involved”** says Cori Davies, Chief People Officer

- Managers were initially sceptical about the system, so Genentech spent time piloting and experimenting with it. The result was a decision matrix, which shows managers the highest priority work they are accountable for; and the scope to let a team member take on a role elsewhere in the firm.

## Expert view

“It is clear that the idea of a talent marketplace is necessary to adapt to a world of work where static jobs are giving way to rapidly evolving tasks. But what looks like a ‘nice idea’ has also represented challenges to the Pathfinders: how to balance holding a job with doing ‘gigs’; how to manage pay and reward in a fluid and atomized working environment; how to make sure that a ‘leading manager and team’ can continue to deliver their work; and how to ensure learning in the flow of work to support the agility of the talent marketplace. The Pathfinders have not solved all these challenges, but, as we have seen with Genentech and Aegon, it hasn’t stopped them going down the path and experimenting.”

### Susie Quirk

Partner in Charge, HR Advisory, KPMG Australia

# What can we learn from the Pathfinders?

A first step frequently is to map the skills currently available in your organization – ask yourself whether it gives you what you need for the future. If not, you may need to recruit or build the skills internally as part of your people plan.

01

Is there a clear view of who is where in the organization, and what they do? This is the foundation of your skills ontology – a view of all the skills in your organizations, where they sit and with whom.

02

Have you mapped your processes to achieve a talent marketplace?

03

Is your HR function aligned to IT to help work out what technology is most suitable?

04

Has your HR function considered the cultural challenges associated with this new way of working?

05

Consider how the talent marketplace will flow throughout the organization. Can you start with a pilot area, experiment, and learn and take in feedback?

06

Do you have incentives for employees to keep their skills up to date?

07

Do you have opportunities to build skills to meet the needs of the marketplace?


08

How does performance management support the aims of a flexible talent marketplace?

09

Is there a flow between the internal talent marketplace and the external labor market/recruiting? Does HR function have a view on both, to support workforce shaping?

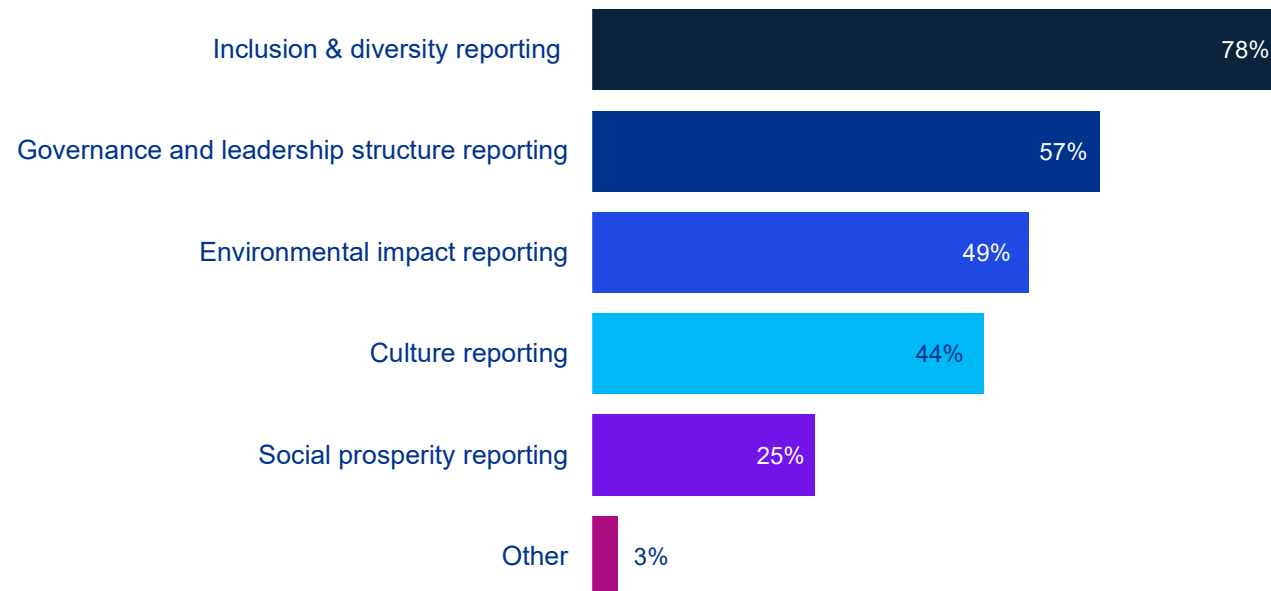
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**Part 5:  
Holding to the  
heading – how  
to make  
purpose real**

# Our HR leaders surveyed told us how they are focusing on ESG this year

To what extent are you reporting and actively engaging in the following ESG topics?







**There are several ways that HR can support organizations in their net-zero ambitions. Reflecting on the current state of your organization, which of the below do you believe are feasible to implement in the next one to three years?**



## Survey

- Our survey results show that HR leaders believe culture, company values, and purposes are the most important elements of EVP when it comes to attracting, developing and retaining talent.
- Purpose is aligned to net-zero aspirations and how employees can help in achieving this outcome – 70% of respondents said that they encourage remote/hybrid working where possible. 46% respondents have embedded net-zero ambitions in their company values, principles and culture.

## Pathfinders

- Pathfinders show how HR has a central role to play in terms of instilling net-zero-related purpose, ranging from training to policies, processes and reward.
- As reaching net-zero increasingly matters to employees, stakeholders, the broader public, and of course the planet, HR's unique position as a connector between business strategy and people can bring net-zero into the flow of working life.

# Tevva Purpose from day 1

- Tevva lives and breathes its net-zero purpose, with HR at the forefront. This purpose is made clear right from day one in an employee’s journey, informing how interviews are conducted, leaders are trained, and culture is created.
- When it comes to learning and development, it is all about enhancing purpose, and investing in the idea that “every team member deserves to have a great manager”. Being a great manager at Tevva means being aligned to the purpose, inspiring others, having courage, being reliable, having empathy and tenacity, and also enjoying leading.
- Kay Jarvis, HR Director, says:

***“When we talk about our future diversification, we don’t see ourselves stopping at trucks. We see ourselves going into the hearts of the customers to be able to help them to find better ways to package their materials, issue their materials, and for the end customer to receive the goods all in a way that impacts humanity positively.”***

## Expert view

“HR is the gateway to an organization meeting its ESG commitments through its people. The function has a guardian role in setting the tone of the business, articulating its purpose and values, and demonstrating those in how it engages with employees from the most strategic activity to the most administrative tasks. The policies, processes and projects in which HR has responsibility shapes the culture of the organization, that is particularly evident in how the organization can realize its net-zero commitments. The Pathfinders we spoke to take a holistic approach — matching formal policies and processes with informal interventions to deliver on public commitments on ESG.”

**Kate Holt**

Partner, People Consulting  
KPMG UK

# What can we learn from the Pathfinders?

Think about how are the organizations' public commitments being cascaded internally – are HR pushing the message enough and bringing your people with you on the journey?

01

Is your HR function clear on where it can support net-zero ambitions?

02

Has it mapped all of the functions, processes and policies it owns and considered them in light of net-zero commitments?

03

How is HR setting the example?

04

What does net-zero look like from your first day as an employee to when you leave?

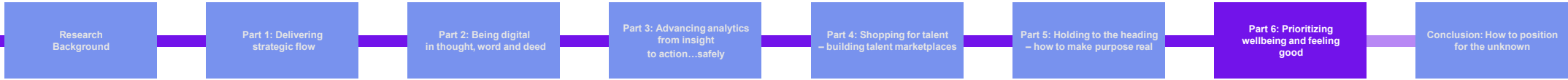
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How does HR – supporting the back office – flow through to the front-office work of the organization when it comes to realizing net-zero?

06

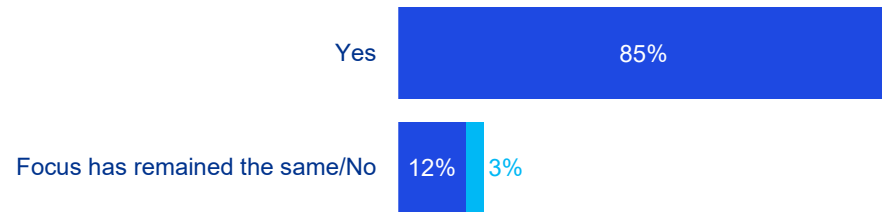
# Part 6: Prioritizing wellbeing and feeling good





HR functions are prioritizing wellbeing, bringing in innovative approaches that are truly meaningful. Employees – especially younger generations – are demanding more from their organizations in this regard. Pathfinders know this and are ready to be flexible and deliver as needs arise.

**Has the mental health and wellbeing of your employees become a bigger focus for your organization over the last two to three years?**



## Survey

- In our survey of HR leaders, we found that for 85%, the mental health and wellbeing of their employees has become a bigger focus for their organization over the past two to three years.
- However, when it comes to having the capability to deliver on improving mental health and wellbeing of the workforce, 28% ranked it first – suggesting room for improvement.

## Pathfinders

- For our Pathfinders, this effort on wellbeing is happening right now. Non-Pathfinders may have wellbeing initiatives; however, they may be disconnected and not easily accessible in the flow of work.
- In comparison, Pathfinders have integrated wellbeing into their employee experience – it is in the flow of their work and easily accessible through multiple channels and tailored offerings.

# Starbucks Breaking the mold

- Starbucks doesn't just take employee wellbeing seriously. The global coffee brand goes out of its way to take a lead on the issue, and think differently about how to support its staff. This is taken to the point where the company doesn't have 'employees'; it has 'partners'.

***“Our philosophy has always been: if we find new and unique ways to support our partners in what they want and need, they’ll be more engaged and excited to connect with our customers”*** says Ron Crawford, Vice-President of Global Benefits.

- Starbucks realized it would need to address three common problems with mental health treatment for its partners: stigma, access and quality. Addressing these issues required a radically different healthcare benefit.
- Therefore, Starbucks teamed up with a leading mental health provider to develop and deploy evidence-based treatment and practical recover tools – under the plan, partners get up to 20 sessions each year.

***“We knew instinctively that investing in our partners’ health drives a return in terms of productivity, engagement and customer experience. Everything we’ve done to date demonstrates that”*** says Crawford.

## Expert view

“Wellbeing is much broader than simply focusing on Employee Assistance Programs or the latest wellbeing app. It’s a holistic view of how we can best support our people to be their best selves — yes, for our business — but also for their own careers and lives. At KPMG, we are proud to lead by example when it comes to wellbeing. From breaking the stigma of mental ill-health, to encouraging and promoting physical wellness, to providing formal and informal support to colleagues who need it in the moment, we have a comprehensive strategy around wellbeing. It’s something our people expect from our business, and therefore listening to their needs — beyond the annual survey — is key. The other element that is helping us deliver for our people is technology — providing in-the-moment support and guidance on wellbeing is a fundamental part of our support offer when things get tough.”

**Nhlamu Dlomu,**  
Global Head of People, KPMG International

# Defining mental health and how this impacts programs

While your HR function may be focusing on wellbeing, there are in fact nuances to what wellbeing encompasses, and it can be beneficial to understand this more specifically:

- **Mental health** is about promoting mental health — supporting and reducing the risk of mental ill health.
- **Mental ill health** (such as anxiety or depression) is often downstream from the early causes and will need different programs.
- **Wellbeing** can refer to more holistic programs that cover spiritual, physical, emotional and social wellbeing.
- Gordon Harold, Professor of the Psychology of Education and Mental Health at Cambridge University, says from a HR standpoint, a program that aims to inform, educate and engage employees around mental health promotion is essential. This not only benefits employees, but also the attraction and retention of people in a competitive talent market.

*“As young adults of today become your workforce of the near future — they will welcome an environment that promotes their mental wellbeing”* says Harold.



# What can we learn from the Pathfinders?

How can your HR function think beyond EAP and consider tailoring support to an employee's individual needs?

01

How can you provide in-the-moment support?

02

What can you do to break down stigma?

03

Is there an awareness/ capability/ reskilling element to this?

04

How can wellbeing link with employee experience and recruitment/ retention? For example, can wellbeing be seen as a reason to join or stay at your organization?

05

What can HR do to promote wellbeing outside of the organization?

06

How can HR use data to track wellbeing and monitor quality of interventions, while also protecting individual privacy?

07

Does your employee listening and feedback program flow back into your operating model?

08



**Conclusion:  
How to position  
for the  
unknown**



# “Predicting rain doesn’t count, building arks does”

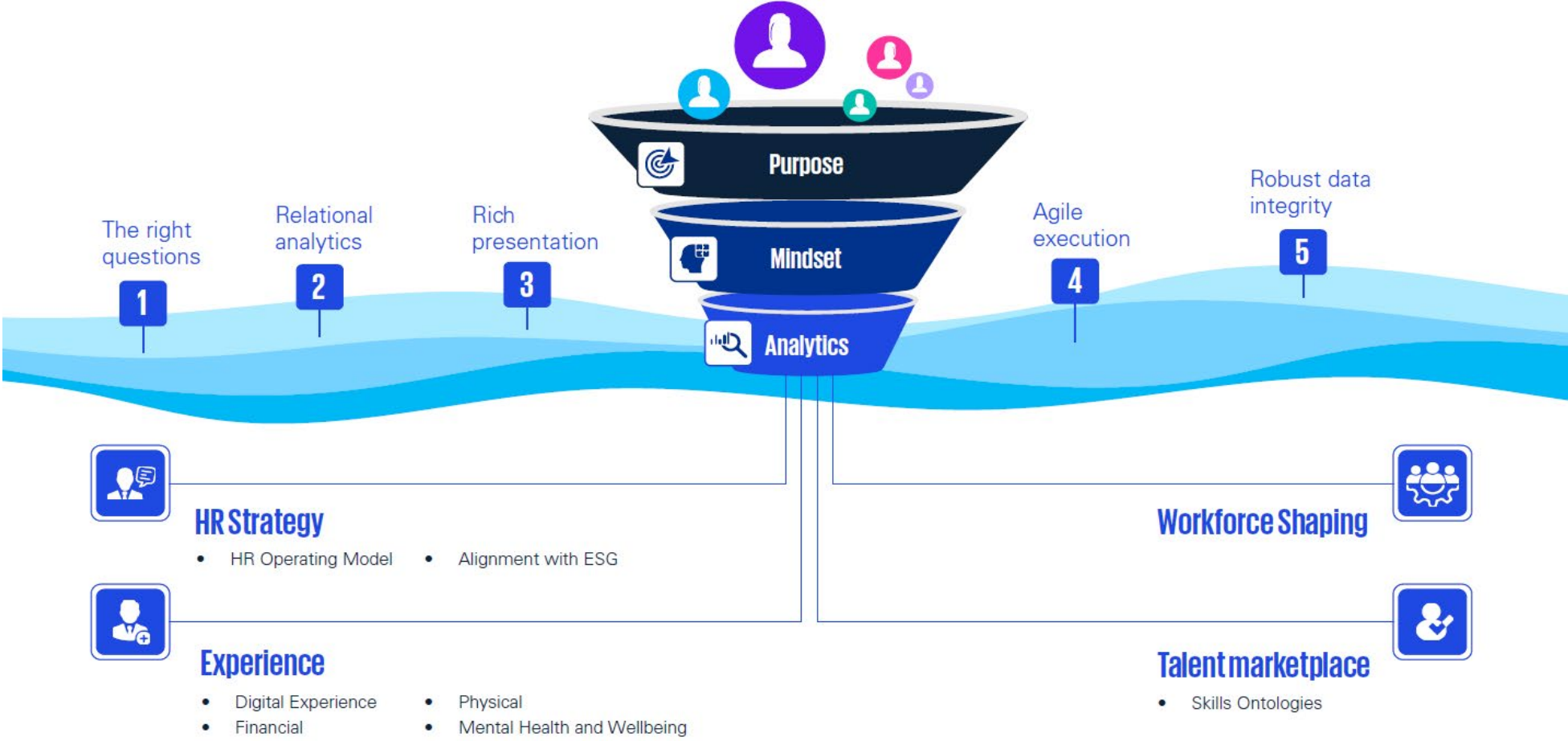
## *Warren Buffet*

Based on our last three years of research, Pathfinding HR functions seem to be about 10 percent of all HR functions. They share certain capabilities, namely:

- They **have a clear sense of purpose**, and this in-turn informs their mindset of how they operate in practice
- A **strength in developing analytical insight** that is focused on business questions
- A **desire to build the workforce needed to face the challenges** of both today and tomorrow
- Complete **focus on providing a strong experience at work**, including ‘learning in the flow of work’, so that both individuals and the total workforce can remain in flow
- They are **less siloed and far more integrated in the way that they operate**: with analytics informing workforce shaping, skill building and employee listening in a fully integrated way
- A belief that **work does not exist in isolation of life and home. Purpose, wellbeing and ESG are major concerns of the modern worker and people functions must deliver on these expectations as much as traditional talent management concerns.**



Pathfinders have a clear purpose, which informs their mindset of how to deliver strategic flow. They embed analytics into everything they do — linking to our five-part value stream. This in turn delivers tangible outcomes for HR strategy, workforce shaping, employee experience and establishing talent marketplaces.



# How to become a Pathfinder

One of the emergent themes (and capabilities) that we have learned from Pathfinders such as bp and Genentech is that HR functions need to accept the unknown and the dynamic. Positioning for the unknown requires a continuing capability in what is often known as futures and foresight. This requires the following pre-conditions:

- **Analytical insight that flows from idea to action**, deploying the 5-part value chain explored in this report
- A **disciplined approach to workforce shaping** that is scenario based, and continuously evaluates the optimal workforce cost, capability, capacity, organization and contingency
- Defining the required job architecture and **building a future-proofed skills ontology**.
- **An ability to horizon scan with the business about what is happening** and what is likely to happen
- **An authoritative decision-making forum**, again involving the business, to make timely decisions.
- **Agile delivery of projects** with feedback built-in to inform the points above.





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