



# Workforce transformation in Software and Tech

Practical actions  
companies should be  
taking right now.

# Creating a secure environment

**1**

**People who  
never left**

**2**

**People who  
might never  
come back  
on site**

**3**

**The  
returning  
vanguard**

**4**

**Subsequent  
waves of  
employees  
returning  
on site**

# A framework for action

**1**

How will  
work  
change?

**2**

How will  
your  
workforce  
change?

**3**

How will  
you make  
this  
transition?



# How will work change?

Changes in work are being amplified by the COVID crisis



**Different work  
needs to be done**



**We need people  
to work in  
different ways**



**People want to  
work differently**





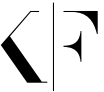
2

**How will your  
workforce  
change?**



# How will your workforce change?

## *The 6 Rights*



# Right Skills



## *Technical*

- *Development*
- *Project management*
- *Data analysis*
- *Cloud computing*
- *Artificial Intelligence*
- *User Experience Design*
- *Sales and Marketing*



## *Behavioral*

- *Learns fast*
- *Manages ambiguity and complexity*
- *Motivated*
- *Self-aware*
- *Creative*
- *Risk tolerant*
- *Accountable*

# How will your workforce change?

## *The 6 Rights*





**3**

**How will you  
make this  
transition?**



# How will you make the transition? *Get focused on main job changes*



*Job is eliminated entirely*



*Job becomes contingent*



*Shift in focus for job*



*Job is elevated*



*Job is created*





# Job is elevated Technical leadership

## Old Job

Technical Leadership.



## New Job

Centralized Global Technical Leader.

## Old role

Accountable for having products delivered on time to the right place.



## New role

Accountable for designing process transformations and growth of the business.

## Old mindset

Focused on the customer. Reactive. Works mostly alone. Relies on anecdotes and demands.



## New mindset

Focused on the end consumer. Pro-active. Relies on data. Embraces change and collaboration.

## New skills needed:

- Knowledge of demand process, employee networks, and lean/agile methodologies.
- Management of data scientists.





# Shift in focus sales

## Old Job

Sales.

## Old role

Visiting clients and prospects to generate more product revenue.

## Old mindset

Sales and delivery focused, deals sealed with a handshake, independent of other colleagues, I drive my client.



## New Job

Hybrid Inside + Sales.

## New role

Gathering data and building a compelling value proposition for clients and prospects.

## New mindset

Customer and post-sale focused, interdependent with colleagues, client is my partner.



## New skills needed:

- More acute business acumen.
- Analytics Knowledge.
- Empathy and higher Emotional Intelligence Skills.





# Job is created



## Data scientist

- Data analysis
- Complex Problem Solving
- Mathematics
- Computer Science
- Automation
- Data interpretation

### Options to fill the role

1 Hire

2 Reskill  
(Marketing analyst)

3 Upskill  
(Qualified accountant)

### Key considerations

- Market scarcity
- Cost to hire
- Faster

- Optimize talent
- Pay challenges

- Enough horsepower for a bigger job?
- Pay challenges



# Recognizing and rewarding your people through the transition

## Critical near term actions

- Carefully manage overall compensation spend
- Recognize everyday heroics
- Restructure incentives



## Accelerating through the turn

- Get base salary right
- Reward the right things
- Reconnect performance and pay



**Foundation: Job Architecture**



# Hit the gas

1

*Customize “return to work” plans for each employee population*

2

*Support your managers to lead new ways of working*

3

*Evaluate the impact of different recovery scenarios on the “6 Rights”*

4

*Determine whether your current job architecture is fit for modern roles of the future*

5

*Perform a quick hire / reskill / upskill assessment for your critical jobs*

6

*Align your recognition and incentives plans to reward people for the things you need them to focus on now*



# Thank you

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