

# 4<sup>TH</sup> THE INDUSTRIAL REVOLUTION

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How to be prepared for it?  
4 key HR directions for success

# 4<sup>TH</sup>

## PREPARING FOR THE

# INDUSTRIAL REVOLUTION

## Permanent disruption?

Crises no longer come up one after another, they develop side by side, without leaving us the time to take the necessary step back to assess the impacts and limit risks.

Crises are everywhere - geopolitical, ecological, health, political, and of course economic, and are now here for the long run.

It is tempting to be pessimistic when a new industrial revolution is coming about, one which stretches beyond what we could have imagined and appears to be even more of a job killer than others that have come before.

So what's the point in engaging ourselves if we think that we're inevitably going to be governed (and soon managed) by algorithms, and that intelligence will be artificial?

## Algorithms killed my job!

It is no longer just low-skilled jobs that are in danger but all of them, beginning with those that we defined not so long ago as jobs with great added value.

Work is threatened by a harmful polarization which has already been seen in the distribution of wealth; on the one side a restricted number of highly employable and talented people who take on the majority of complex tasks, and the other a huge majority who is becoming less and less employable...and less and less employed.

In order to avoid this division between employees, now more than ever behavioral skills such as influence, the ability to simplify complex situations, resolving complex problems and emotional intelligence must be developed.

Cognitive skills like creativity, mathematical reasoning, critical thinking etc. will also be sought after.

## Putting humanity back into our business

Close analysis of the impacts of technological breakthroughs on the human condition in general, and in particular in the world of business, offers an alternative to this disastrous state of affairs.

Companies must take advantage of this change in order to bring extra added human value to technological breakthroughs by questioning traditional management models.

This revolution is not just industrial. If we are to be replaced by algorithms, what meaning will it give to our professional activities?

This search, which is somewhat a new one, will give rise to new needs, new skills to be developed and new prospects.

This will only be possible if we invest massively in the jobs of tomorrow, the improvement of skills and redefining the managerial role.

Benoît Moransais - CEO  
Didier Burgaud - Head of Consulting

Based on what we have observed over the last three years, we have identified four key directions for success:

### A - Giving a sense of purpose

Which drivers of engagement does one need promote in a tough situation?

### B - Driving change with empathy and humanity

Which skills do managers and executives need to acquire in order to transform the company without destroying it?

### C - Getting down to the essentials, simply and easily

Since we ourselves can no longer be as complex as our environment, how do we simplify our company and make it more agile?

### D - Developing people and giving them a future

What should be done to ensure the employability of people?

### And you?

We propose some questions to you on each of these themes. The dominant character of your responses gives you a first glimpse on how your company is prepared in light of this revolution.

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We will also be happy to discuss it with you if you wish.



# Giving back a sense of purpose

In the face of fast and permanent change, maintaining engagement in the long term is a major challenge.

**How to fight against its erosion?**

Here are 3 first steps to succeed there where others fail.

## Improving confidence in leadership and the strategy

“

I have confidence in our management:

”



\*Source: Qualintra engagement surveys, 30,719 respondents.

**The level of confidence in management is insufficient.**



Lack of confidence in management and strategies has increased over the last five years.

We have seen a growing distance between directors and other managers, a lack of transparency in decision-making, and a lack of consistency between the values endorsed and the behaviors displayed by senior managers.

**Leadership lacks inspiration, especially in times of change.**



### Giving meaning back to the collective

- Have you developed an “Us strategy” through overall initiatives in order to unite around a motivating collective plan?
- Does sticking to strategic plans go beyond the scope of the Top Management?



### Creating desire

- Do executives create the desire to be followed?



### Changing with deftness

- Is the Top Management clearly showing the collective benefits that will arise from the changes to come?



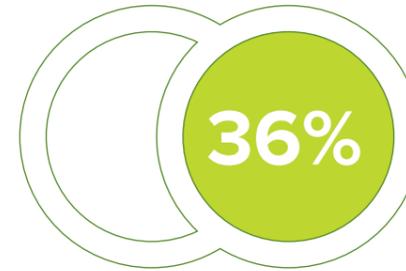
# Taking into account new behaviors



“  
of our clients revise their engagement model.\*  
”

\*Source: Qualintra engagement surveys.

# Re-engaging the middle management



“  
of Middle Managers are not sufficiently engaged.\*  
”

\*Source: Qualintra engagement surveys, 5,326 middle manager respondents.

To grasp new drivers of engagement, companies must equip themselves with more agile tools.

Certain companies suffer from a lack of engagement from the middle-management, which is very concerning for this key population.



The factors that engaged employees before no longer operate in times of turbulence, and even less so when this turbulence settles in for the long run.

External economic pressure and new employee attitudes, in particular for generations Y and Z, are leading to new factors of engagement.

**The need for meaning, the search for a better work environment, cooperation and organizational agility must be taken into account.**

### Measuring what counts

- Does your engagement model take into account the emerging drivers of engagement (sense of purpose, agility, resilience, cooperation etc.)? ● ● ●

### Measuring when it is needed

- Do you conduct surveys when conditions necessitate it (changes, acquisitions, changes in management, internationalization, etc.)? ● ● ●

### Ensuring the engagement of key populations

- Do your digital natives identify themselves with the collective project? ● ● ●
- Are your hipos ambassadors of the company? ● ● ●

Under growing pressure from both their line and their employees, a large proportion of middle managers are disengaged. They feel that they are not sufficiently involved in decision-making and they lack recognition and autonomy in an environment where barriers between teams foster the “every man for himself” attitude.

Under permanent tension, they no longer manage to “disconnect” themselves, in order to take the time and distance necessary for making decisions.

**Managers’ physical and emotional resources are often insufficient and do not allow them to engage their teams in the change.**

### Creating a community of strong leaders

- Are managers involved in strategic decisions? ● ● ●
- Is their feeling of belonging during times of change (post acquisition, internationalization, etc.) sufficient? ● ● ●

### Giving them the resources

- Does the managers’ development plan take into account the expected new skills, especially those that are technological? ● ● ●

### Disconnecting in order to reconnect with the essentials

- Do managers have free spaces which allow them to disconnect in order to then better reconnect? ● ● ●

# BB

# Driving change with empathy and humanity

This new world calls for new skills.

In order to overcome complexity, executives must display behaviors that are geared towards more approachability, empathy, innovation and inspiration.

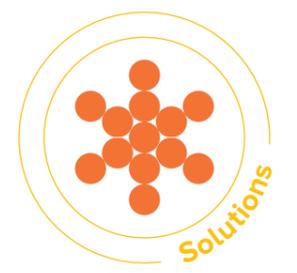
## Inspiring engagement



“ of strategic managers are seen as inspiring.\* ”

\*Source: 360° Feedback on populations of 2,100 managers in multinational companies.

**Senior managers are better evaluated on their vision than on their ability to inspire.**



The manager is still someone who creates vision but this vision must be co-created and expressed in the form of a common and encouraging future, otherwise there is the risk of disengagement.

When facing uncertainty, meaning must be given by reminding employees of the company's mission and its values, and also through the employability that the company provides to employees. Along with the ability to think big, managers must also have strength in their convictions, assertiveness and simplicity, in order to help teams to see themselves as having a future together.

**Leaders, in order to be followed, must be a source of inspiration.**

### Showing enthusiasm

- Are senior managers able to find the positive side in any given circumstance?
- Will they be followed in difficult conditions?



### Developing approachability

- Is senior management familiar enough with the field to get an exact idea of the company's complexity?



### Practicing openness

- Do your senior executives involve all stakeholders in their decision-making process?



# Innovate... faster



\*Source: 360° Feedback on populations of 2,100 managers in multinational companies.

**Their ability to innovate and think outside the box must be improved.**



As promoters and orchestrators of innovation, senior managers must create the conditions for its propagation. They are more than ever expected to be able to think differently, to encourage pioneering approaches and to challenge ideas and methods.

They must be the first to anticipate and harness the impacts and opportunities of the digital takeover in order to inform employees about them.

**They must be ambassadors of innovation.**

### Thinking outside the box

- Do senior managers develop different solutions and alternative scenarios? ● ● ●

### Accelerating creativity in times of urgency

- Do senior managers encourage experimentation and unusual approaches? ● ● ●
- Do they have a sense of urgency when dealing with disruptions? ● ● ●

### Assisting technological breakthroughs

- Do your 360° Feedback surveys measure senior managers' aptitude in understanding the impact of and opportunities brought about by technologies (in terms of business, humanity, society, etc.)? ● ● ●

# Managing with humanity



\*Source: 360° Feedback on populations of 2,100 managers in multinational companies.

**Empathy and sincerity are still not sufficiently demonstrated.**



Most of our clients revise their leadership models to enhance its human and emotional aspects.

In an uncertain world, managers must respond to anxiety by showing empathy and presence in the field. This brings them to be more caring and to listen better, all the while taking responsibility for decision-making when there is a lack of consensus.

**Paying attention to others is becoming a basic requirement in fostering interpersonal trust and confidence and in creating long-term bonds.**

### Demonstrating care

- Do senior managers make themselves available to employees even under strong pressure? ● ● ●

### Grow others

- Do they get personally involved in their employees' development? ● ● ●
- Are they attentive to their impact on others? ● ● ●

### Being and staying sincere

- Do senior managers communicate simply and sincerely? ● ● ●

# Getting down to the essentials, simply and easily

Faced with the complexity of organizations (matrices, hubs, piling up of projects, structuring according to key accounts), barriers between teams get thicker, **interactions are difficult**, and opportunities are difficult to share out.

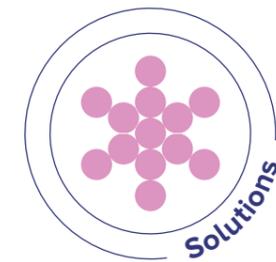
Companies cannot reflect their ecosystem's complexity in their organization and ways of working.

## Breaking down barriers



\*Source: Qualintra engagement surveys, 25,548 respondents.

**Too many businesses are divided into a multitude of departments who do not speak enough to each other.**



The simplification of interfaces and team work are key skills. Companies will privilege “connected leaders”, those who embody and encourage transversal interactions.

Cooperation objectives must be quantified and specified in order to overcome prejudices, and stakeholders are invited to agree on these objectives.

**There is a disparity between what is said (cooperation is needed) and reality (performance objectives do not take transversal interactions into account as much as they should).**

### Clarifying cooperation objectives

- Do senior managers have to reach common goals?



### Examples are set from the top down

- Do senior managers get involved enough in transversal projects?



### Doing what is said

- Do individual goals take cooperation into account?
- Are collaboration and mutual support evaluated in 360° Feedback?

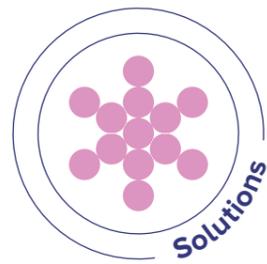


# Sharing to succeed



\*Source: Qualintra engagement surveys, 32,309 respondents.

**This is a disastrous score in a context where sharing of knowledge is accelerating.**



Companies that motivate and utilize the richness of their professional communities show better cooperation than others.

New collaborative tools and the influence of social media encourage openness, information sharing and good practice.

**In the digital era (with big data, machine learning etc.), insufficient sharing of know-how hinders productivity, the exploitation of business opportunities, and innovation.**

## Speeding up sharing

- Are employees aware of this urgency? ○ ○ ○

## Rewarding exchanges

- Are transversal experts evaluated and trained on their ability to make links? ○ ○ ○
- Is there a financial or non-financial “bonus for sharing”? ○ ○ ○

## Socializing wisely

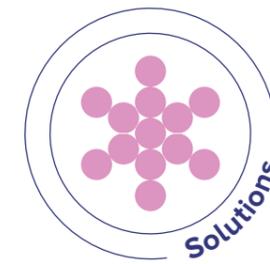
- Are the necessary means allocated in order to develop an effective company social network? ○ ○ ○

# Simplifying things



\*Source: Qualintra engagement survey, 23,904 respondents.

**Simplification is still in working progress.**



Simplification must be accompanied by rapidity, yet decision-making processes still take too long.

And in our surveys, it is middle managers who suffer the most from operational inefficiency.

**It is very tempting to let projects pile up without taking a step back to consider their effectiveness.**

## Encouraging simplification

- Are managers consistently encouraged to simplify their organization and ways of working? ○ ○ ○

## Making employees aware of their responsibilities

- Are experimentation and the right to make mistakes supported? ○ ○ ○

## Keeping processes alive

- Are processes accepted by internal clients? ○ ○ ○
- Do these processes facilitate change? ○ ○ ○

# Developing People and giving them a future

Agility in the fourth industrial revolution depends on employees' employability.

Maintaining employability is a strategic matter and absolutely urgent when faced with the severity and speed of change.

**How to shift into top gear?**

## Empowering managers



\*Source: Qualintra engagement surveys, 39,325 respondents.

**This is an insufficient contribution to improving employability.**



In order to be actors in their own careers, employees need to be coached. Managers must primarily be trained in the concept of employability and made aware of the different drivers to activate regarding this.

Development reviews must take more account of employees' openness to change and their professional flexibility, the vitality of their internal and external networks, the formalization of their professional project, and more.

**Managers must be trained in the idea of employability and its drivers.**

### Making managers drivers of employability

- Are managers aware of the issues of employability? ● ● ●
- Are they evaluated on and recognized for their ability to help their employees to develop? ● ● ●

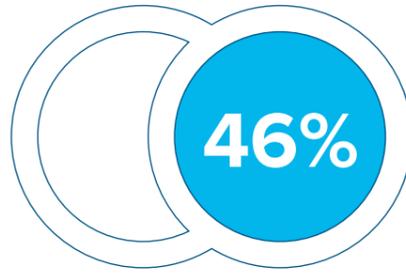
### Anticipating

- Do they know how to identify occupational trends which will be affected by change? ● ● ●

### Influer

- Is bottom-up feedback taken into account in employability programs? ● ● ●

# Leaving the comfort zone



“ of employees are not very employable.\* ”

\*Source: Qualintra employability tests.

**There is an urgent need to speed up mobility.**



Results from our employability test (Career Change Check) show that 31% of participants want to stay in their functions and are not preparing themselves for an eventual role change. This presents a heightened risk for companies.

15% are ready to change but don't know how to go about doing it.

**Employability audits allow for detailed insight into populations that are at risk.**

### Identifying hindrances

- Have you identified the drivers and levels of engagement in your company?



### Speaking truthfully

- Are the most sensitive populations aware of the urgent need to remain employable?
- Are they willing to develop their employability?

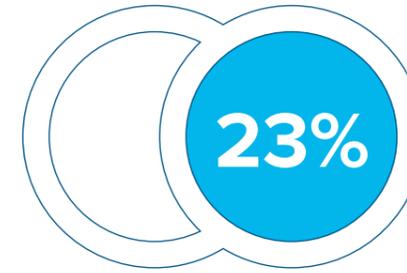


### Getting the ball rolling

- Are you satisfied with your process of developing your employees' mobility and employability?



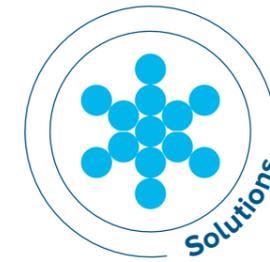
# Evaluating energy levels as well



“ of employees only have good physical and psychological energy levels.\* ”

\*Source: Qualintra employability tests.

**The large majority of employees show energy that doesn't promote their employability.**



Being employable means having good skills and putting them into practice. It is also (before anything else?) A matter of energy levels.

The workload, uncertainty and the lack of visibility all lead to stress, fatigue, and anxiety, which hinder reflection and preparation for professional mobility.

**Well-being at work is a prerequisite of employability.**

### Simplify, simplify, simplify

- Are managers consistently encouraged to simplify things?



### Giving time and space

- Do employees feel sufficiently autonomous?
- Do managers use digital tools intelligently?



### Energizing in order to see further

- It is by working on oneself that we can see further. Do your employees still have the time and energy for this?





# Your employees are what set you apart

Qualintra is the European expert in “Feedback intelligence”.

Our solutions, methodologies and consulting, aim to measure and guide the human element in companies in order to improve performance in the long term.

## Long-lasting solutions



### Engagement surveys

Your employees are what set you apart. Beyond just a simple survey, measuring engagement has become a genuine management tool for our clients.



### 360° Feedback

With Qualintra 360° Feedback, improve leadership skills.



### Business Excellence

Optimize and improve the contribution of support functions with Business Excellence surveys on service quality.



### Employability

“Career Check” is a test which allows employees to evaluate their own level of employability and to rapidly take the next step in their careers.