

# Upskilling your people for the age of the machine

Why a workforce upskilling strategy is key to unleashing automation's productivity potential



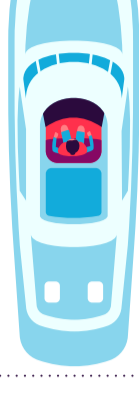
## Upskilling helps automation drive greater workforce productivity

Among organizations with high automation maturity, those with a full-scale upskilling initiative report higher levels of workforce productivity

Share of organizations that feel automation has improved productivity - Executive View

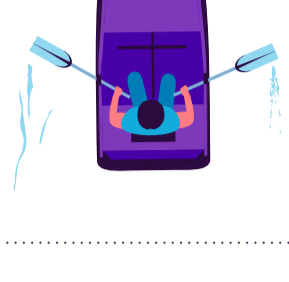
Share of organizations that feel automation has improved productivity - Employee View

46%



Organizations that are at midway of full-scale upskilling

35%



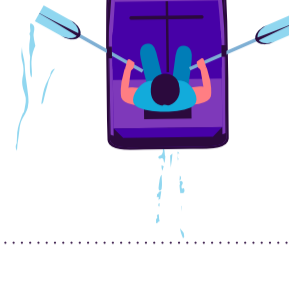
Organizations that are yet to start full-scale upskilling

52%



Organizations that are at the midway of full-scale upskilling

42%



Organizations that are at an initial phase of full-scale upskilling

Source: Capgemini Research Institute, Automation and the Workforce survey, July–September 2018; For executive view, N for organizations at the midway of full-scale upskilling program=24, N for organizations yet to start full-scale run=57; For employee view, N for organizations at the midway of full-scale upskilling program=21, N for organizations yet to start full-scale run=165. Percentages represent the share of executives and employees who feel that automation initiatives had a positive impact on their workforce productivity.

## What is upskilling?

Large-scale programs designed to train and develop a workforce to deal with automation-driven change by:

Learning new skills or technologies within a similar job, including:

Skills necessary to leverage automation effectively to complement the non-automated part of a job, and,

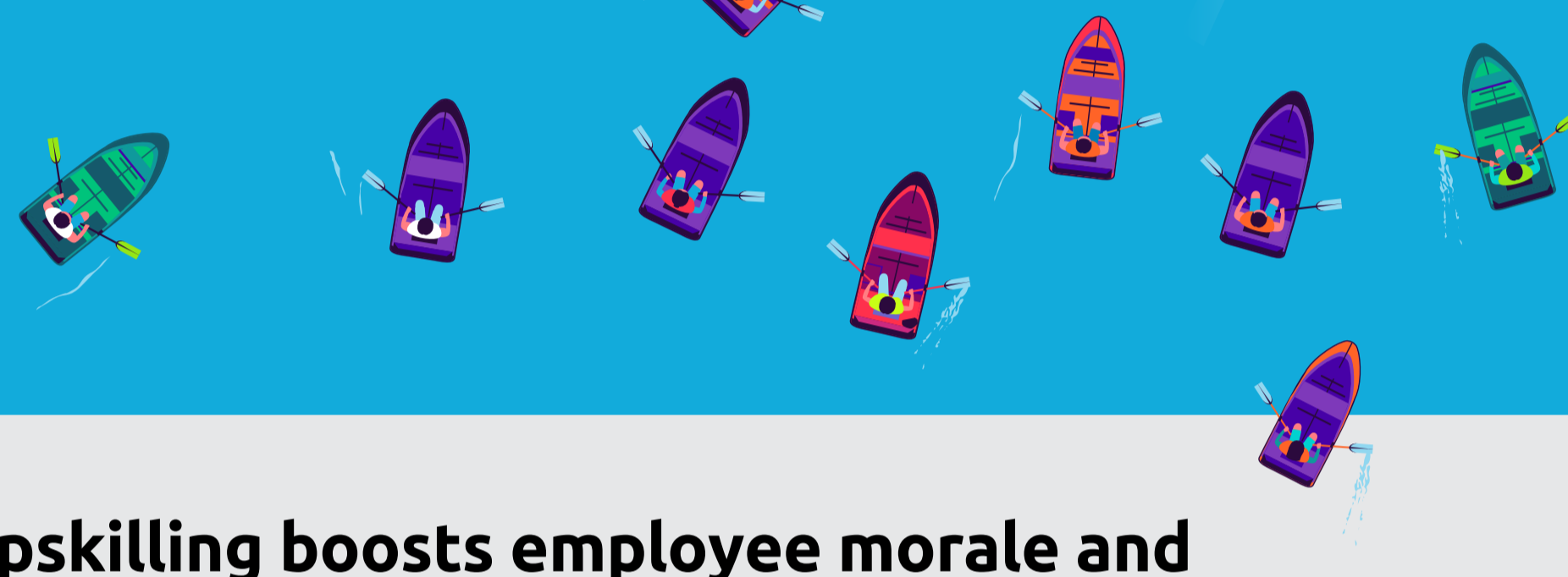
Skills useful to perform higher value tasks in the time freed-up by automation

Redefining or complementing skills to shift to new types of jobs (Side-skilling/ job migration)

Complementing existing skills with new ones to be able to perform several jobs (Multi-skilling).

## Upskilling your workforce has a compelling business case

Upskilling can help a 50,000-strong organization save US \$278 million over three years compared with organizations that are yet to upskill their workforce at scale

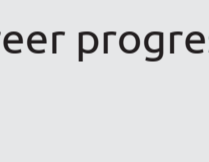


## Upskilling boosts employee morale and development

Impact of upskilling on employee morale and output - by organization's current stage of full-scale upskilling initiative

76%

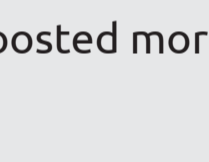
60%



Career progression

48%

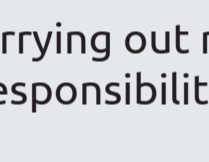
33%



Boosted morale

57%

46%



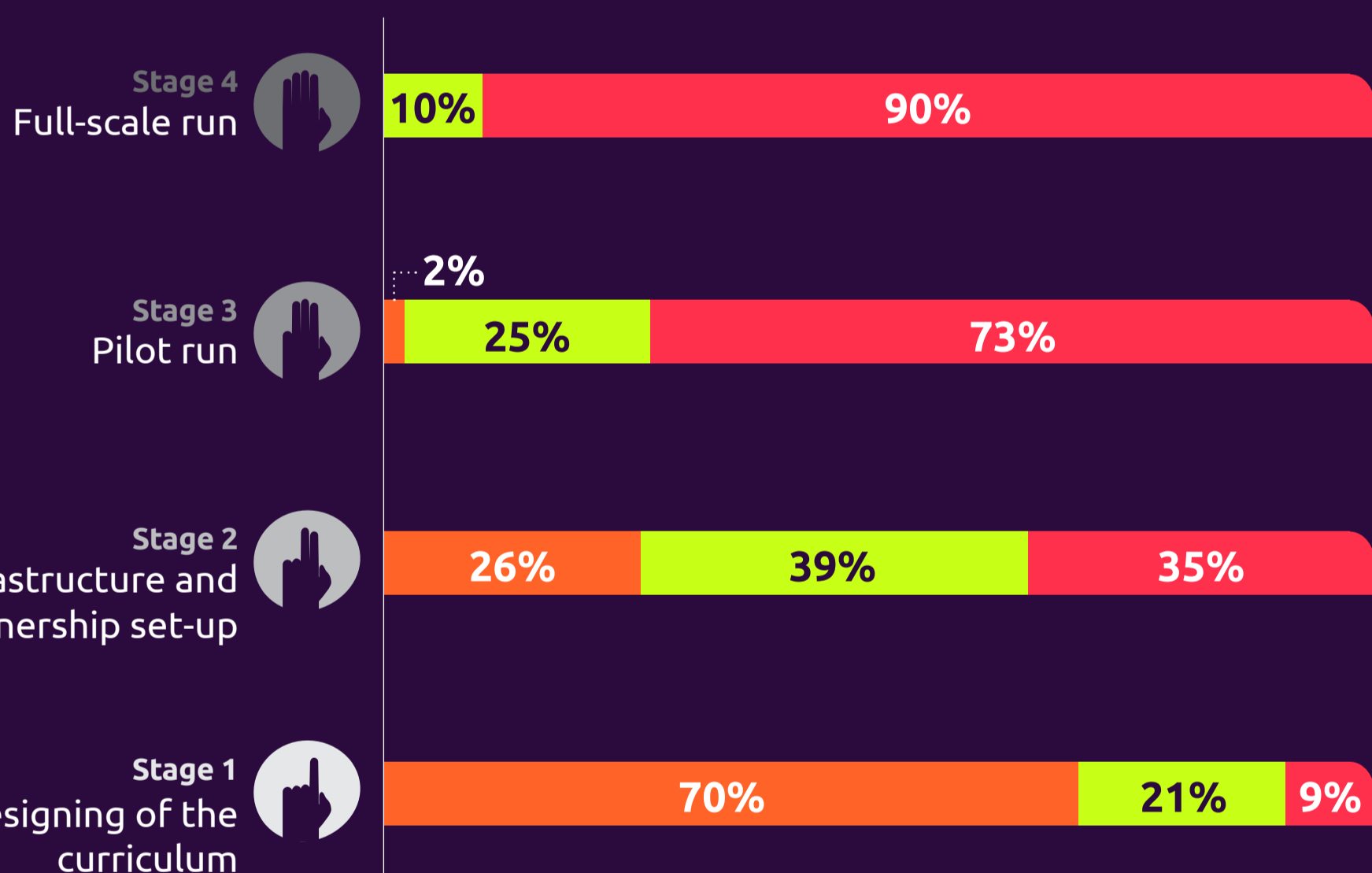
Carrying out new responsibilities

Midway Initial phase

Source: Capgemini Research Institute, Automation and the Workforce survey, July–September 2018; Percentages indicate share of employees at each organization group who believe they have benefited from upskilling program in a certain way. N for "at midway of full-scale run"=108, N for "initial phase of full-scale run" is 573 (employees at senior manager, manager and non-supervisory role).

## Despite the urgent need for action, few organizations have a mature upskilling initiative today

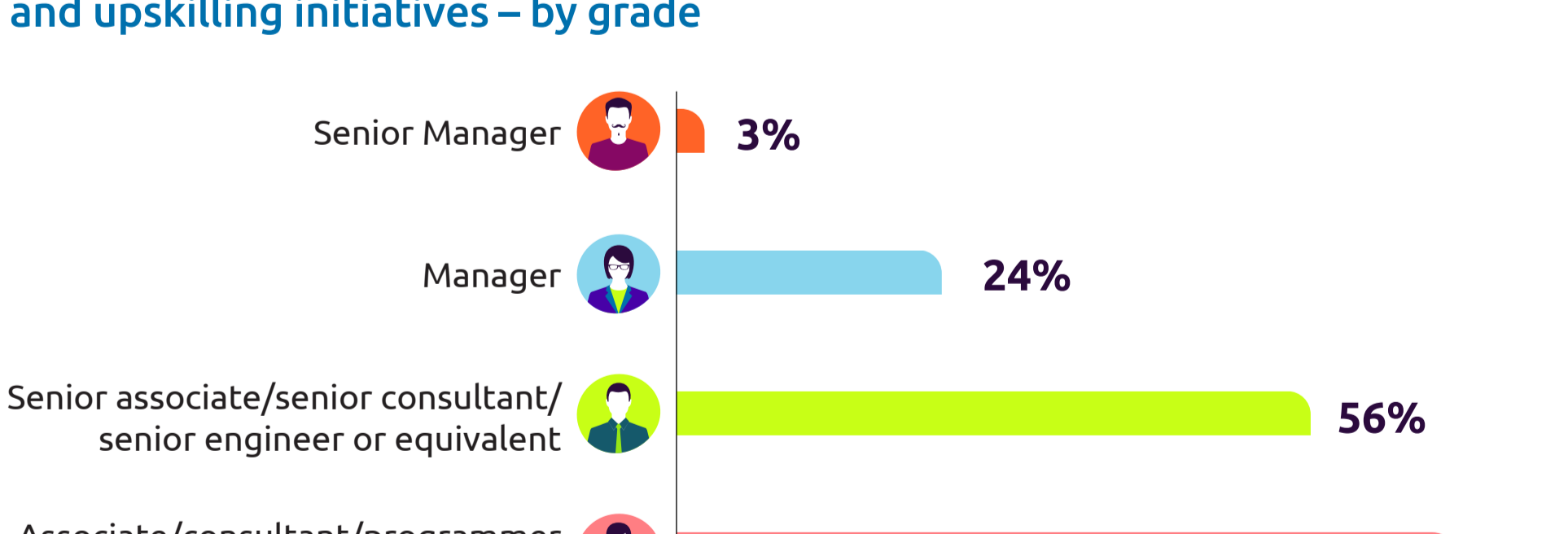
Status of organizations' upskilling initiatives for automation



Source: Capgemini Research Institute, Automation and the Workforce survey, July–September 2018, N=418, (senior executives in charge of adapting their workforce to automation).

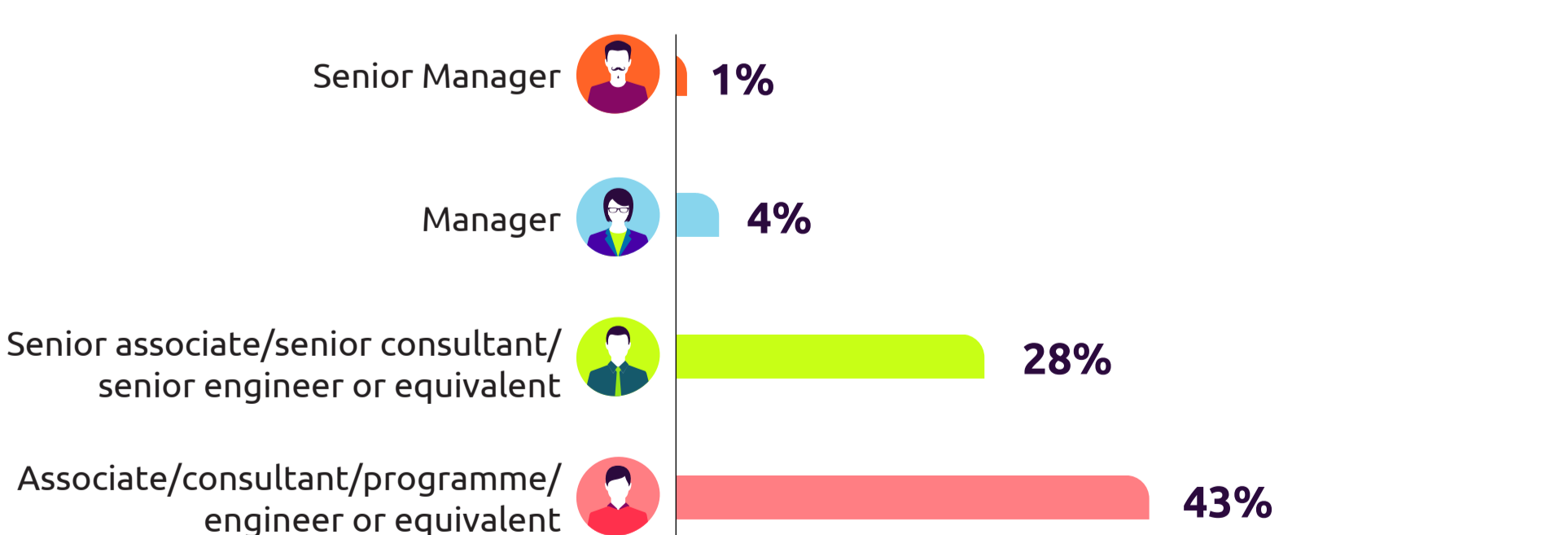
## And the workforce at junior level is uninformed and confused about automation initiatives

Share of employees not well informed about their organization's automation and upskilling initiatives – by grade



Source: Capgemini Research Institute, Automation and the Workforce survey, July–September 2018; For associate-level employees N=392, for senior associate-level employees N=448, for manager-level employees N=246, for senior manager-level employees N=114.

Share of employees who are confused or afraid about automation – by grade



Source: Capgemini Research Institute, Automation and the Workforce survey, July–September 2018; For associate-level employees N=392, for senior associate-level employees N=448, for manager-level employees N=246, for senior manager-level employees N=114.

## How to design and implement a successful upskilling strategy?



Source: Capgemini Research Institute Analysis.

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