

Fluid Workforce



Adaptive orchestration of skills to beat complexity and thrive on unpredictability

Under pressure, everything becomes fluid. And pressure is there, given the highly volatile and complex vista of the current global landscape. Businesses need to be highly adaptive in how they orchestrate their workforce. They must become anti-fragile, fluently accommodating evolving market demands and needs for skills. Agility, learning culture and staffing flexibility are at the core. Peer-to-peer platforms increase transparency and connectivity across any role or organization, making organizational boundaries irrelevant. AI supports the dynamic matching of skills and interests with jobs to be done. In a future that seems certain to be swarmed by Black Swans, a technology-enabled fluid workforce is the default.



Isabell Schastok

Expert in Residence

[read the full report here >>](#)

WHAT

- As a response to the pandemic, organizations were forced to experiment with virtual and remote working, resulting with experiences of reduced employee stress, increased productivity and cost savings boosting hybrid operating models.
- Remote working options and fluid workforce models expand the availability of skills; [89% of organizations plan to expand the fluid workforce model](#) across a wider range of functions to meet increasing demand for critical skills.
- Finding the balance between 'traditional' and fluid workers requires a plan for both types of workers aligned to business strategy, job roles and skills requirements. It is supported by an HR-enabled 'workforce architect', to enhance skills-based staffing, on-demand work allocation and real time response to changing business needs.
- Also, the manager role needs to be reinvented to engage a more diverse workforce. A holistic talent approach designed and implemented for both permanent and fluid workers, helps with this.

USE

- As a reaction to Covid-19, [Airbus enabled 300 of its employees](#) – including its Executive Committee – to work remotely and securely on a new cloud-based digital workplace solution within just 72 hours.
- A global OEM built a digital employee experience for all workers with the help of an application, including functionalities for collaboration, internal communication, personal development and career planning.
- [Syngenta reimaged its Human Resources function](#), standardizing global processes and introducing best-in-class digital tools to achieve greater effectiveness and a better employee experience.
- A French bank identified a need for their IT department to transform towards an agile operating model by 2023, outlining HR actions to establish a dynamic job and skill management solution.

IMPACT

- Improved time to market and increased agility, better alignment of talent, enhanced customer satisfaction, as well as improved brand perception and sales.
- Reduced reoccurring costs; organizations are roughly looking at around [12% of the permanent roles](#) to be moved to fluid.
- People analytics and AI-powered tools allow proactive HR workforce planning, including skill-based staffing and supply and demand management.
- Individualized employee experience and talent management increase employee engagement, team productivity and efficiency.

TECH

- Workforce Planning/HR Solutions: [Capgemini People Analytics](#), [IBM Talent Management](#), [Workday HCM](#), [SAP SuccessFactors](#), [Upwork Inc](#), [Honeypot](#), [Braintcities](#), [Faethm](#)
- Self-management and work effectiveness solutions: [Sapience](#), [holaSpirit](#), [glassfrog](#), [Team EQ](#), [Trello](#), [Monday](#), [Amplifai](#)
- Employee adoption and well-being management solutions: [InsideBoard](#), [Peakon](#), [Lattice](#), [15Five](#), [Quantum](#)