

HOW CAN BUSINESS LEADERS IMPROVE WORKFORCE AGILITY?

Agility to adapt to the future of work

KellyOCG® launched an annual study in 2017 to identify the main issues keeping businesses across the Asia-Pacific region from achieving better workforce agility. This year's 3rd edition examines how well-prepared these organisations are for talent management, in a time when workers' preferences are changing fast, and organisations in the region are becoming more agile.

With the region seeing a tight labour market, an ageing workforce, and a slowing economy, how do companies adapt? We surveyed more than 200 C-suite executives from leading organisations to reveal detail on four clear trends.



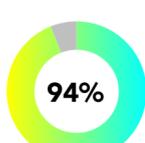
KEY TRENDS



TREND 1

AGILE TALENT STRATEGIES

Talent strategy is critical to safeguarding business success—now and into the future.



Agree that stronger talent yields strong business performance



Agree that talent is a rising source of value creation and competitive advantage

Actionable insight

Plan for the longer term. Currently, only 11% of companies are thinking long-term when they consider their talent strategies. To transform your business, the planning for talent strategies should go beyond three years.

TREND 2

WORKERS' CHANGING PREFERENCES

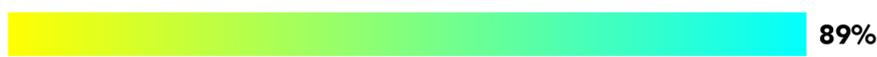
The employer-employee dynamic has fundamentally shifted. C-suite leaders now recognise the need for different work arrangements beyond permanent work and agree to the following:



The 9 – 6 work day is becoming obsolete



The best talent now wants to organise work around life



The dynamic is shifting, with talent asserting more control over work choices

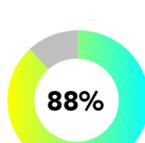
Actionable insight

Grant greater flexibility and autonomy to those who want it and be creative in the way your worker policies are crafted.

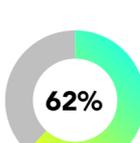
TREND 3

THE AGILE ORGANISATION

The contingent workforce continues to grow in importance, now well-established as an essential resource for finding the best talent—and not only at entry levels.

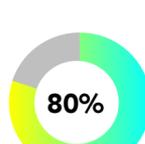


Agree that some of their best talent was found through the contingent workforce

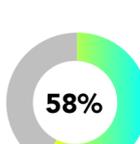


Believe that mid-level positions will see the most growth for contingent workers

To attract the best talent in *both* work arrangements, organisations must advance their policies to integrate contingent *and* permanent workers.



Agree it's important to have policies designed to attract and retain the best contingent talent



But only over half say they engage in proactive measures to integrate contingent workers into the workforce

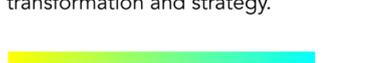
Actionable insight

Reassess policies for holistic integration of the permanent and contingent workforce, and train managers on engaging and mentoring their contingent workers.

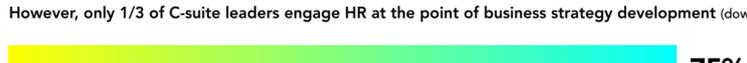
TREND 4

THE AGILE HR

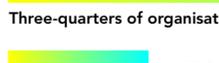
A strong and agile HR function is critical to the success of organisations. HR must evolve from a role mainly focused on operations and compliance to one focused on business transformation and strategy.



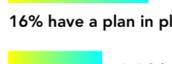
However, only 1/3 of C-suite leaders engage HR at the point of business strategy development (down from 53% in previous years)



Three-quarters of organisations plan to include a contingent workforce in their overall talent strategy



16% have a plan in place to manage the contingent workforce in the next 6 months



11% say they have no existing plans to manage the contingent workforce

Actionable insight

Data contains information that is useful for making predictions and decisions, and “big data” is fundamentally an HR issue. Implement pilot programmes to learn from the experience and make better sense of the data as you move forward.

How can we help your business adapt to the future of work with better workforce agility?

Click [here](#) to download the full Workforce Agility Report at with actionable recommendations.

About KellyOCG

KellyOCG is the leading global advisor of talent supply chain strategies and workforce solutions. We provide provocative insights and perspectives to change the way people think about aligning their talent strategies to business goals. [#ditchthescript](#)

For more information visit kellyocgapac.com