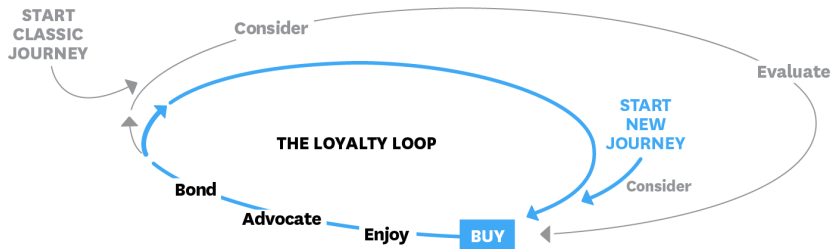


# Empowering «Deskless» Workers

The HBR Perspective

# Liquid Expectations of Everyone

## Streamlining the Decision Journey



### CLASSIC JOURNEY

In the classic journey, consumers engage in an extended consideration and evaluation phase before either entering into the loyalty loop or proceeding into a new round of consideration and evaluation that may lead to the subsequent purchase of a different brand.

SOURCE: DAVID C. EDELMAN AND MARC SINGER  
FROM "COMPETING ON CUSTOMER JOURNEYS," NOVEMBER 2015

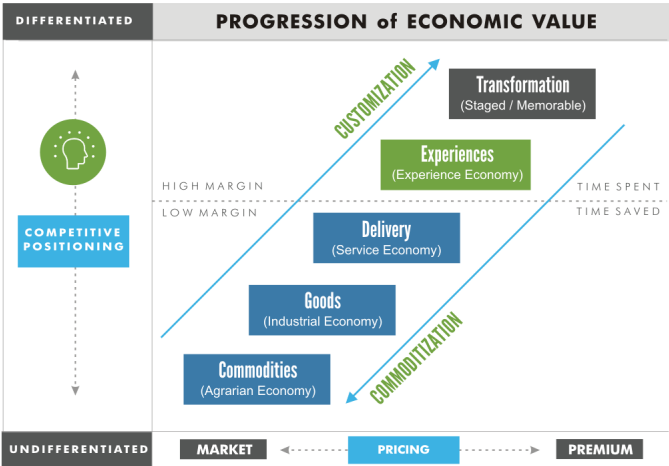
### NEW JOURNEY

The new journey compresses the consider step and shortens or entirely eliminates the evaluate step, delivering customers directly into the loyalty loop and locking them within it.

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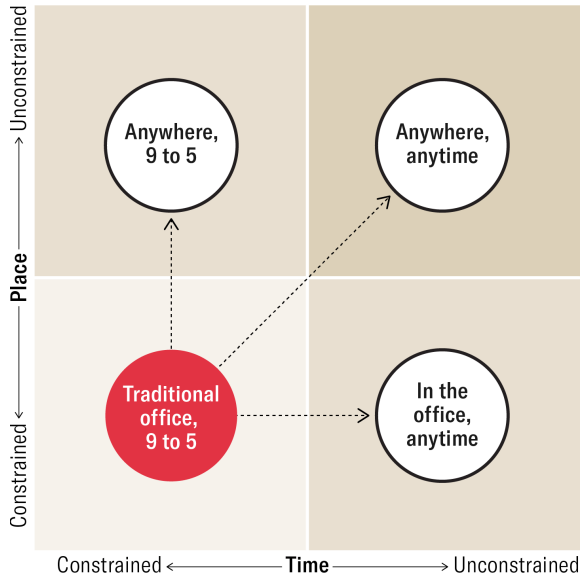
## Customization Leads to Differentiation

States of participation offer varied margins of scale



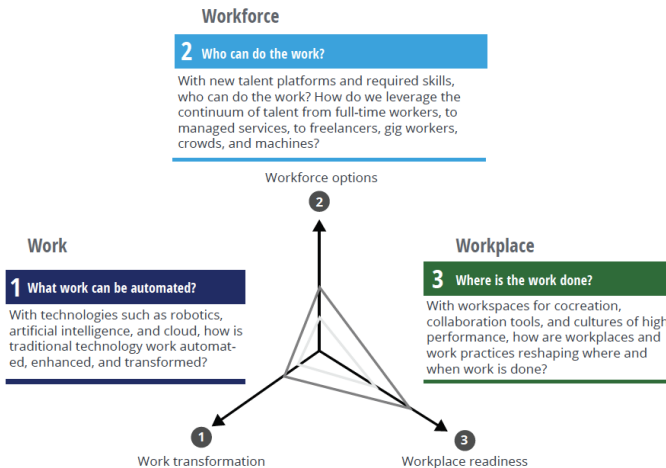
Based on the concepts of Joseph Pine and James Gilmore, co-authors of *The Experience Economy*

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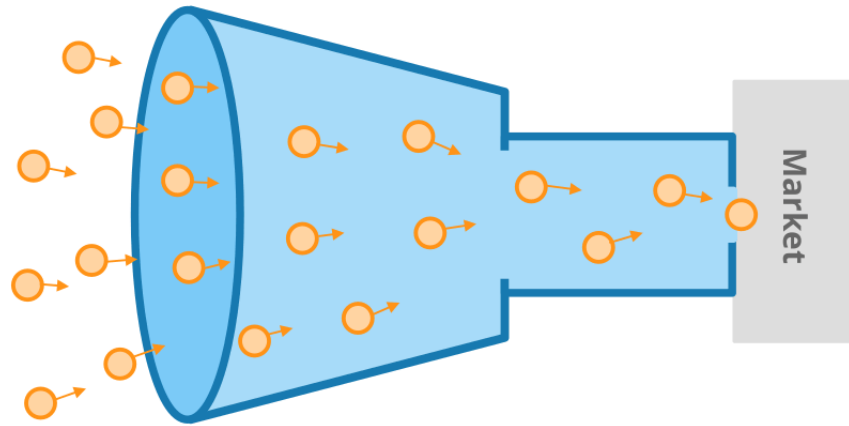
## The future of work requires rethinking work, workforce, and workplace

▲ Current work options ▲ Future work options

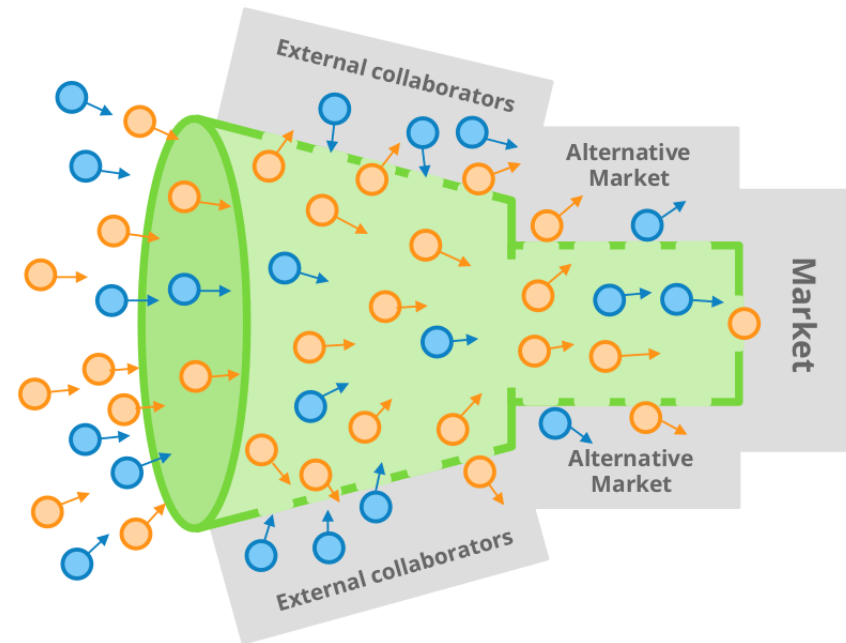


# Innovations and New Ideas

Closed Innovation

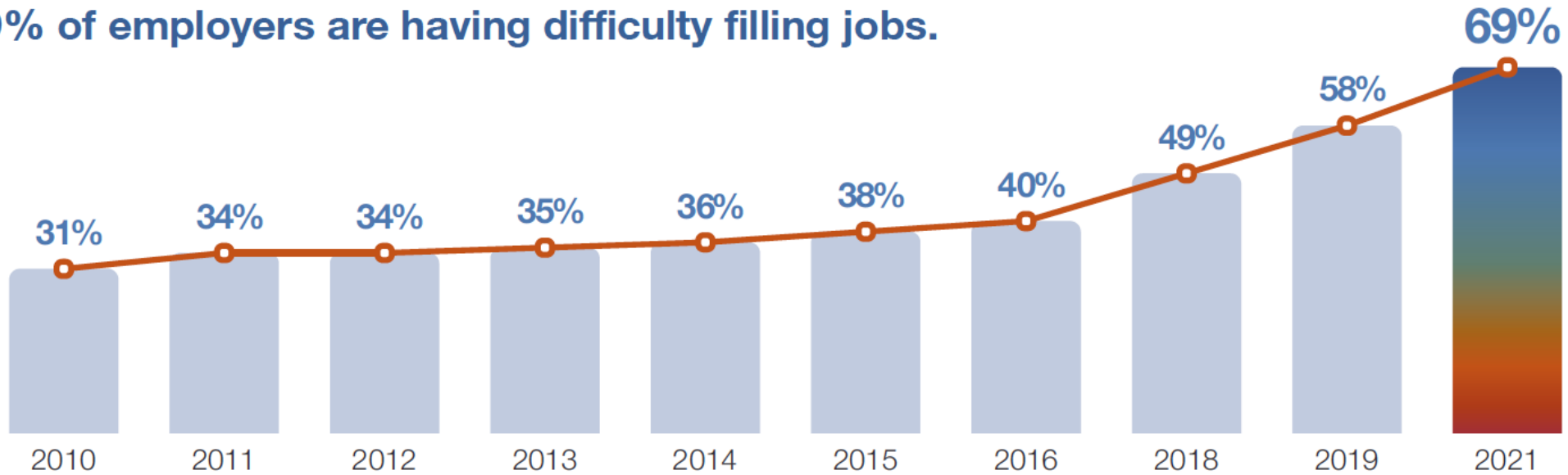


Open Innovation



# The Talent Gap

69% of employers are having difficulty filling jobs.



OPERATIONS/  
LOGISTICS



MANUFACTURING/  
PRODUCTION



SALES/  
MARKETING



IT/  
DATA



ADMINISTRATION/  
OFFICE SUPPORT

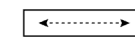
# New Skills on Demand

<b>Cognitive</b>		<b>Interpersonal</b>	
<b>Critical thinking</b> <ul style="list-style-type: none"> <li>Structured problem solving</li> <li>Logical reasoning</li> <li>Understanding biases</li> <li>Seeking relevant information</li> </ul>	<b>Planning and ways of working</b> <ul style="list-style-type: none"> <li>Work-plan development</li> <li>Time management and prioritization</li> <li>Agile thinking</li> </ul>	<b>Mobilizing systems</b> <ul style="list-style-type: none"> <li>Role modeling</li> <li>Win-win negotiations</li> <li>Crafting an inspiring vision</li> <li>Organizational awareness</li> </ul>	<b>Developing relationships</b> <ul style="list-style-type: none"> <li>Empathy</li> <li>Inspiring trust</li> <li>Humility</li> <li>Sociability</li> </ul>
<b>Communication</b> <ul style="list-style-type: none"> <li>Storytelling and public speaking</li> <li>Asking the right questions</li> <li>Synthesizing messages</li> <li>Active listening</li> </ul>	<b>Mental flexibility</b> <ul style="list-style-type: none"> <li>Creativity and imagination</li> <li>Translating knowledge to different contexts</li> <li>Adopting a different perspective</li> <li>Adaptability</li> <li>Ability to learn</li> </ul>	<b>Teamwork effectiveness</b> <ul style="list-style-type: none"> <li>Fostering inclusiveness</li> <li>Motivating different personalities</li> <li>Resolving conflicts</li> <li>Collaboration</li> <li>Coaching</li> <li>Empowering</li> </ul>	
<b>Self-leadership</b>		<b>Digital</b>	
<b>Self-awareness and self-management</b> <ul style="list-style-type: none"> <li>Understanding own emotions and triggers</li> <li>Self-control and regulation</li> <li>Understanding own strengths</li> <li>Integrity</li> <li>Self-motivation and wellness</li> <li>Self-confidence</li> </ul>		<b>Digital fluency and citizenship</b> <ul style="list-style-type: none"> <li>Digital literacy</li> <li>Digital learning</li> <li>Digital collaboration</li> <li>Digital ethics</li> </ul>	
<b>Entrepreneurship</b> <ul style="list-style-type: none"> <li>Courage and risk-taking</li> <li>Driving change and innovation</li> <li>Energy, passion, and optimism</li> <li>Breaking orthodoxies</li> </ul>		<b>Software use and development</b> <ul style="list-style-type: none"> <li>Programming literacy</li> <li>Data analysis and statistics</li> <li>Computational and algorithmic thinking</li> </ul>	
<b>Goals achievement</b> <ul style="list-style-type: none"> <li>Ownership and decisiveness</li> <li>Achievement orientation</li> <li>Grit and persistence</li> <li>Coping with uncertainty</li> <li>Self-development</li> </ul>		<b>Understanding digital systems</b> <ul style="list-style-type: none"> <li>Data literacy</li> <li>Smart systems</li> <li>Cybersecurity literacy</li> <li>Tech translation and enablement</li> </ul>	

We need to redefine our professional identity for a world in flux.

Skills can be measured in dimensions

**Breadth of essential skills**



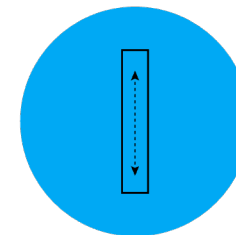
For any given role, some skill requirements are universal. Every team member may need to be comfortable working with data, or solving problems in a structured way, for example.

**Depth of expertise**



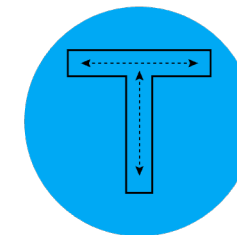
Beyond those basics, however, workers should develop a deeper understanding in areas that allow them to make a real difference in their roles. For instance, that could be learning how to incorporate sustainability into products and services.

The combination of breadth and depth creates a skills profile



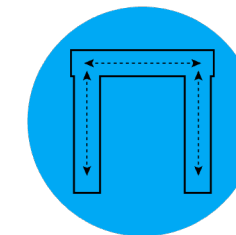
**I-shaped**

Deep expertise in one topic



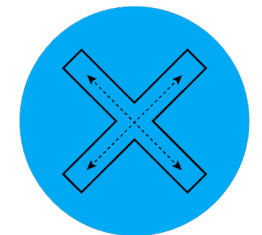
**T-shaped**

Both breadth and depth of exposure and expertise



**Pi (Π)-shaped**

Breadth and depth in more than one area



**X-shaped**

Breadth, depth, diversity, and ability to stretch into new domains

McKinsey  
& Company



## Deskless Workers

# They are Crucial

## First with customers

- Feedback
- Behavioral changes
- Needs and wants
- Ideas

## First with products

- Feedback
- Innovation
- Development

## First with the brand

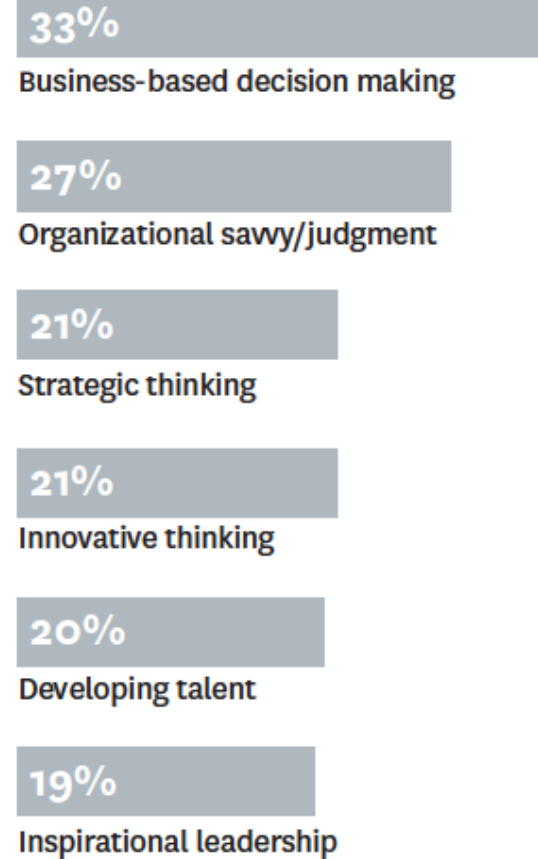
- Advocacy
- Loyalty



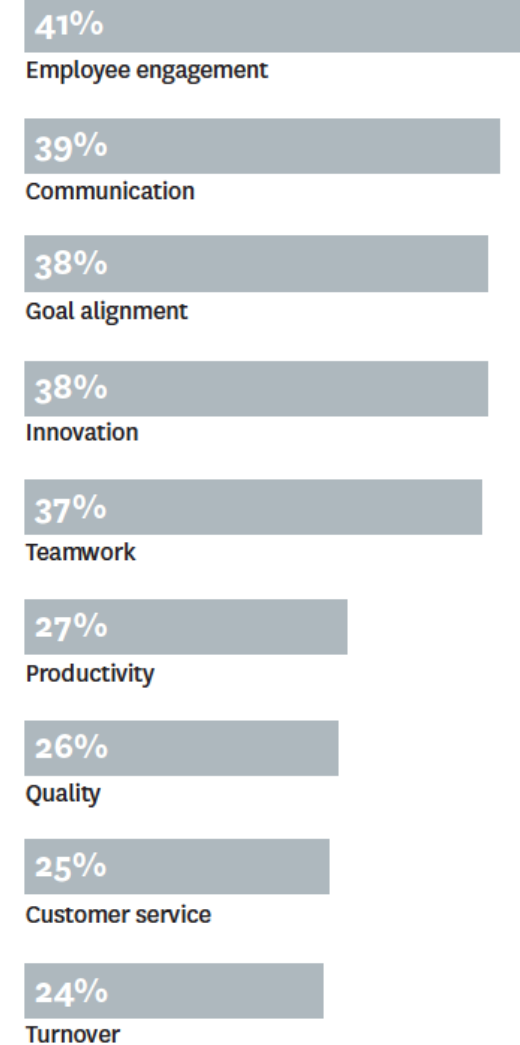
## Vitally Important for Business Priorities



## Get Low Marks on Competencies



## Negative Impacts





## BARRIERS TO DIGITALLY ENABLING FIRSTLINE WORKERS

What are the greatest barriers to digitally enabling firstline workers at your organization?



**43%**

Cost of rolling out  
digital technologies  
to broader  
employee base



**41%**

Lack of effective  
change management  
and adoption  
processes



**36%**

Lack of skills



**36%**

Traditional hierarchy



**21%**

Lack of commitment  
at the top



**21%**

Lack of commitment  
among middle  
managers



**21%**

A culture of  
disengagement

# The Opportunity...

Better  
efficiency

Communication  
& Collaboration

New ideas,  
innovation

Inclusiveness

Automation

# The How...

Connect the workforce

Empower with devices

Digitize processes

Accelerate onboarding

Protect

# Empowering Deskless Workers

The HBR Perspective