

Create an adaptive,
people-centric
organization

REINVENTING WORK



THE NEW WORKPLACE
IS MORE THAN
A WAY OF WORKING:
IT'S A WAY TO
ENGAGE AND
EMPOWER YOUR PEOPLE

INTRODUCTION

TO SUCCEED TODAY, ORGANIZATIONS MUST CONTINUOUSLY REINVENT WORK

The new workplace is more than a way of working. It is a way to stay agile and continuously adapt to your employee and business needs. It's a way to engage and empower your people like never before and to leverage technology and data to fuel organization purpose. The need for transformation is everywhere. **It's time to embrace the shifting organization landscape and build an adaptive and people-centric future. It's time to reinvent work.**

Reinventing work means laying a new, more flexible foundation. It means reorganizing to center around employees, enabling maximum job satisfaction and productivity. Reinventing work means that when the next disruptor hits, your organization won't just weather the storm – you'll harness the energy. To build this resilient future, you need to create the new way of working that is right for your organization and supports your long-term growth, scalability, and sustainability goals.

Success rests on finding the right balance between agility, technology and people. To rise to the moment and remain competitive, organizations need to make quicker and more-informed decisions facilitated by a fully digitalized and data-empowered HR function. This will enable the business to empower collaboration, swiftly transition to more flexible virtual or hybrid working models, and build the



skills and capabilities needed to stay relevant.

To succeed today, organizations must continuously reinvent. It's time to ask some foundational questions about your goals for the future:

- What kind of enterprise do you have to become to stay relevant and competitive?
- How can you combine the right technology with the right change management to unite and ignite the whole organization?

- How quickly can you achieve a reduction of costs and greater resilience while remaining human and meaningful?

“ *We have a unique opportunity today to reimagine the way we do business, the way we work, and the way we live.”*

Aiman Ezzat
CEO Capgemini

ORGANIZATIONS THAT REINVENT WORK ARE WINNING



The wave of disruption experienced over the last few years has exposed the technology and data-myopia of many enterprises. Lacking agility and people-centricity, they struggle to respond to urgent challenges and keep their workforce safe and productive, while ensuring business continuity. In fact, in the wake of COVID-19 less than half of surveyed employees believe¹ that their employer has responded adequately to their transition to remote work, to their training, or to taking care of their physical and mental health.

At the same time, companies that have succeeded in balancing agility, technology, and people to reinvent work are reaping the benefits. They're seeing productivity gains, reduced talent attrition, real estate savings, and a more engaged, loyal, and skilled workforce. By building authentic leadership, they are fostering a culture of trust that empowers change.

OVER SIX IN TEN ORGANIZATIONS WITNESSED PRODUCTIVITY GAINS DUE TO REMOTE WORKING AND AVERAGE PRODUCTIVITY GAINS RANGED UP TO 24%

[The Future of Work: From remote to hybrid](#)

Disruption isn't new, but the accelerating pace of change continues to prove a challenge. Organizations are left facing disrupted operating models, skills scarcity, higher attrition, rising employee and societal expectations, and the urgency to learn new ways of working. To succeed today, organizations must continuously reinvent work. **The need to adapt is now, not later.**

HOW WE HELP?

At Capgemini Invent we believe that only a truly people-centric transformation will give companies an edge in the hybrid-working era. This calls for reinventing work in a deeply humane, empowering, and engaging way, while calibrating the perfect balance of **Agility, Technology, and People.**

Reinventing work by Capgemini Invent is our proven, agile methodology to help organizations achieve this. We partner with our clients to bring an inclusive, holistic approach, and a unique reinventing work experience. We engage organizational change as a must-have, putting people at the heart of the transformation, while leveraging technology and data to fuel innovation.

We identify the transformation starting point that is right for our clients and tailor programs to **reinvent work models, workplace, workforce, and HR.**

ORGANIZATIONS ACROSS INDUSTRIES PROJECT REAL-ESTATE COST SAVINGS DUE TO A SHIFT TO A DIGITAL WORKPLACE IN THE NEXT 2-3 YEARS BETWEEN ON AVERAGE 25 & 43%

[The Future of Work: From remote to hybrid](#)

REINVENT WORK MODELS

Adopt a strategic, holistic, and people-centered approach to design the optimal working model for your business that reimagines employee experience and a new adaptive culture.

#NewWorkingParadigm
#BusinessAgility



REINVENT WORKPLACE

Identify the right mix of hybrid tools and the best user-centric and security proven solutions to reinvent your digital workplace for more agility, reduced costs, and enhanced employee productivity and experience.

#DigitalWorkplace



REINVENT WORKFORCE

Design the right development strategy, upskilling programs, and career pathways to empower employees and build a thriving culture of continuous learning.

#AugmentedWorkforce



REINVENT HR

Create an agile, empathetic, and resilient HR for the hybrid age with a focus on employee productivity and wellbeing and the adoption of data and AI for informed change.

#IntelligentHR



¹Capgemini Research Institute: Re-learning leadership

REINVENT WORK MODELS

THE NATURE OF WORK WILL CONTINUE TO EVOLVE – WILL YOU BE READY?



Adopt a strategic, holistic, and people-centered approach to design the optimal working model for your business that reimagines employee experience and a new adaptive culture.

The “new normal” is not a destination but a journey, and the organizations taking the lead are those that are embracing change at their core. Reinventing Work models starts with a shift in mindset, towards a style of leadership that fosters flexibility, creativity and engagement. Today’s leaders realize that where employees work matters less than how they work. It’s time to reinvent work models in a way that balances agility with technology and employee experience: to meet the needs of today and

prepare the ground for the challenges of tomorrow.

Capgemini’s tailored agile approach delivers a unique reinventing work experience. We believe that true agility can only be achieved through an agile process. We work with clients step by step, engaging leaders early to help you align on your north star – to understand the current and future needs of your business and employees, define strategic purpose, and identify key drivers to determine change. We listen to people throughout the organization. Why? Because we believe that enterprise-wide agility will only be achieved through a focus on the needs of the individual.

Over the last few years the balance of power has shifted. Employees

– especially the most talented and in-demand – are receiving daily job offers in their inboxes. And if you can work from anywhere, you can work for anyone. It is now imperative for organizations to provide an optimal experience that retains and engages their employees and embraces a culture of continuous learning. Gaining a reputation as a people-first employer will provide a decisive competitive edge.

Along the journey to reinventing their work models, organizations can realize other benefits as well, including lower fixed costs and reduced carbon footprints. But achieving these gains requires more than new technologies. It requires agility – not just as an end, but as a means – an incremental and reiterative approach that measures value with every step: constantly reviewing, continuously reinventing.

THE NEW WORKING MODEL:

- Is a fundamentally agile process – incremental and reiterative.
- Puts people first. A new employee experience and a new social contract are helping organizations attract and retain talent.
- Embraces a culture of continuous learning.
- Lowers fixed costs and builds competitiveness.
- Reduces carbon footprint and other environmental impacts for all work-related activities
- Redefines what it means to be a leader.
- Rests on a foundation of agility.

WHAT IS THE OPTIMAL WORKING MODEL FOR MY BUSINESS?

At Capgemini Invent, we’re helping to transform ways of working, both in our own business and for our clients.

We’ll work with you to bring results fast – learning your vision, helping to assess where you stand today. Our unique agile approach focuses on deriving value at each stage and building the foundation and culture to continuously adapt as business and employee needs evolve.

We partner to help you:

ALIGN ON YOUR NORTH STAR

Understand the current and future needs of your business and employees, define strategic purpose, and identify key drivers to determine change. Assess your agile maturity and readiness to respond.

ENGAGE LEADERS EARLY

Involve leaders early for buy-in on desired outcomes and required approach. Ensure leaders are skilled to foster a culture of autonomy, trust, and empowerment.

69% OF LEADERS BELIEVE THAT THEIR ORGANIZATION’S REMOTE OR HYBRID WORKING MODEL IS A SUCCESS. ONLY 49% OF EMPLOYEES AGREE.

[Re-learning leadership: Creating the hybrid-workplace leader](#)

EXPERIMENT AND LEARN

Accelerate the adoption of agile across the entire organization. Experiment with new ways of working, test new tools and processes, and rethink your real-estate strategy and use of space. Actively review, engage feedback, share learnings and adapt.

EMPOWER YOUR PEOPLE

Engage employees in the journey to ensure their voices are heard. Create a new social contract to reimagine employee experience. Empower teams with the right skills, tools, environment, and culture for success.

ONLY 37% OF EMPLOYEES IN NONSUPERVISORY ROLES SAY THEIR ORGANIZATIONS ARE ACTIVELY EMPOWERING TEAMS TO MAKE THEIR OWN DECISIONS.

[Re-learning leadership: Creating the hybrid-workplace leader](#)



REINVENT WORKPLACE

EMPOWER A MORE COLLABORATIVE, TECHNOLOGY-ENABLED WORKFORCE



92% OF ORGANIZATIONS EXPECT TO SEE A REDUCTION IN THE ENTERPRISE CARBON FOOTPRINT OWING TO REMOTE WORK, WITH NEARLY 27% EXPECTING THEIR CARBON FOOTPRINT TO REDUCE BY MORE THAN 50%.

The Future of Work: From remote to hybrid

ORGANIZATIONS MUST ADDRESS:

- **Mobility.** The digital workplace must provide the means to work anywhere, at any time, from any device.
- **Collaboration.** Technology should help overcome organizational silos, and empower employees and teams with user-centric tools and seamless processes.
- **Security.** The business' data and systems must always be protected from cyber-attacks and evolving security threats.
- **Sustainability.** Digital technologies should enable a reduction of carbon footprint, not only by reducing the need for travel, but through their own energy efficiency.

“ At Capgemini, remote working has broadened the talent pool available for hiring by significantly reducing geographical barriers.”

Aiman Ezzat
CEO Capgemini

Identify the right mix of hybrid tools and user-centric, secure solutions to gain agility, reduce costs, and enhance employee productivity and experience.

A new working paradigm puts even greater emphasis on employers to do everything they can to leverage technology and to maximize the value their people bring every day with collaborative tools and connectivity.

Recent global events have exponentially accelerated the move to a digital workplace. But like traditional workplaces of the past, organizations still need to offer a positive employee experience, facilitate efficient processes, and enable people to innovate.

To fully capitalize on the promise of digital workplaces, organizations must lay the proper groundwork – balancing people, technology and agility, and making employees' experience a priority. For employees to thrive in today's complex, distributed environment, they need a digital workplace that empowers them to create, collaborate, and communicate easily and securely from anywhere.

WHAT IS THE RIGHT MIX OF HYBRID TOOLS FOR MY BUSINESS THAT CAN FLEX WITH EVOLVING NEEDS?

Whatever stage you have reached in creating your digital workplace, we plan a bespoke journey for your organization to a superior way of working. Because this depends on more than technology, we bring a company-wide technology-agnostic approach that is customizable within the wider business ecosystem.

We guide you in selecting and implementing the right infrastructure and technologies, establishing

security to enable cross-functional collaboration and enterprise-wide ways of working. We achieve this by leveraging key technology partnerships, including those with Microsoft and Google.

Our approach goes beyond simply implementing tools and technology – it incorporates innovative digital change management techniques. We help you situate your people at the heart of the change, and engage them

in the transformation process to drive adoption and sustainable changes in behavior.

Our partnerships with technology vendors enable us to take change management to a new level of data-driven insight by analyzing stakeholder engagement and adoption. We use these tools to build learning journeys that integrate technology and human-centered design. We do all of this with security as a paramount consideration.

Decide	Deploy	Transform
4 – 12 weeks	6 – 18 months	3 – 12 months
<p>“I am starting to investigate digital workplace and how it can benefit my organization. What collaborative platform should I choose?”</p> <p>We will assess your digital maturity, build the business case for change, and help you make the right user-centric platform choice for your business.</p>	<p>“I have already chosen the most suitable solution. I now want to deploy it successfully across my organization.”</p> <p>We partner with you on a deployment plan for the new technology, and deliver the implementation from end to end, including change management, training, governance and support.</p>	<p>“I have already deployed a solution. I now want to go one step further and optimize business processes within my new digital workplace.”</p> <p>We use change management and engagement tools such as transformation labs, hackathons, events and gamification to drive adoption and accelerate change.</p>

READY FOR COLLABORATIVE AND CROSS-FUNCTIONAL BUSINESS?

Our partnership will:

- Give employees the freedom to be productive working from anywhere, at any time, and from any device.
- Improve collaboration, innovation, and agility through integrated digitalization.
- Reinforce security, protecting your data and systems from cyberattacks while maintaining the user experience.
- Break down silos and empower employees and teams with intuitive, user-centric tools. 'Trust and Monitor' not 'Command and Control'.
- Foster intelligent productivity through automated and seamless processes.
- Help you move towards a sustainable digital model.

REINVENT WORKFORCE

THE GREAT SKILLS GAP



Augmenting the workforce is about empowering employees to reach their greatest potential by giving them the means to make quicker and better informed business decisions. It's about building a self-generating workforce that is continuously learning the skills needed to deliver a sustainable business advantage. It's about supporting a workplace culture that puts employee experience first to attract and retain the greatest talent.

To meet the needs of today and the challenges of tomorrow, learning, culture and employee experience need to be reimagined from the ground up, and that starts with a clear and future-ready strategy for managing people and skills. Success will belong to the organizations that effectively invest in their workforces today.

Design the right development strategy, upskilling programs, and career pathways to empower employees and build a thriving culture of continuous learning.

A wave of new technologies, such as AI and automation, is redefining what is possible in business today. At the same time, the growing norm of remote work, the shift towards more agile ways of working, and the transformation from line to project organizations all require new skills from employees. Organizations that fail to leverage the combined strengths of technology and people will fall behind.

Our research shows that organizations upskilling their workforce are seeing

greater productivity gains, and more successful technology implementation.²

However, most organizations are still at an early stage in developing their upskilling initiatives for automation. For long-term competitive advantage, automation alone is not enough: a clearly-defined automation roadmap needs to be combined with a strategy for managing people and skills. This will include not only how to phase out repetitive tasks, but how to identify future skill needs, redeploy and reskill employees to more value-adding roles, how to incubate the skills necessary for future success, and how to attract and retain the right talent as the rapid pace of technology reduces the shelf life of expertise.

“With the workforce becoming more fluid and lifelong work relationships being the exception, this relation is no longer shaped by the exchange of money and work time.”

Claudia Crummenerl
Managing Director | Global Practice Lead Workforce and Organization at Capgemini Invent³

HOW DO YOU ENSURE YOUR WORKFORCE EVOLVES IN STEP WITH TECHNOLOGY?

We partner with clients to define, create, and sustain an augmented workforce by focusing on four interconnected areas:

Design a Workforce Strategy

We work with you to identify your future skills needs, which skills are in decline, what new skills you need to develop, where those skills can be developed in-house, where you'll need to source new talent, and decisions on technology vs. human sourcing. We analyze the workforce impact, build the competency framework, and define and implement a structured workforce transition plan to match the supply of skills and resources to business demand.



Skills are the currency of the future of work. If you understand the skills of people within your organization, you can understand their skill gaps and provide guidance on the most important skills for the future.”

Kelly Palmer
Chief Learning and Talent Officer, Degreed⁴

Unleash Intelligent Automation

To successfully eliminate repetitive tasks and free people up for more value-adding roles, we will develop the right strategy identifying where to create the most value with AI, analytics, and robotic process automation and the required skills transition to scale.

Upskill the Workforce

To empower your people we will establish a clear development strategy and focused career pathways. With our established partner ecosystem, we will design the right technology infrastructure, content, and training partners to build a personalized continuous learning experience for your organization.

Sustain the Workforce Ecosystem

We'll help you build the supportive and empowering environment needed to create the best employee experience, balancing wellbeing and performance, to attract and retain talent for new and existing roles. We'll guide you to foster a culture and leadership that inspires trust and engagement and makes every employee a stakeholder in the organization's destiny.

\$270 MILLION
THE AMOUNT THAT A 50,000 STRONG ORGANIZATION CAN EXPECT TO SAVE OVER THREE YEARS ON AVERAGE WHEN ADVANCED AUTOMATION IS MATCHED BY AN ADVANCED UPSKILLING PROGRAM

[Capgemini Research Institute: Upskilling your people for the age of the machine](#)

OUR UNIQUE, PEOPLE-CENTERED CHANGE MANAGEMENT APPROACH ENABLED MORE AGILE WAYS OF WORKING FOR A GERMAN OEM

Benefits:

- 50% improvement in process KPIs
- 15% improvement in product KPIs
- 150 days reduction of lead time for problematic returns
- 10,000 employees qualified through training
- 500 informed and mobilized managers
- Received the **HR Excellence** Award for moving the entire workforce to the digital workspace.

²Upskilling your people for the age of the machine

³Conversations for Tomorrow #2: The Future of Work Starts Now

⁴Conversations for Tomorrow #2: The Future of Work Starts Now

REINVENT HR

TRANSFORM HR TO MEET THE CRITICAL MOMENT



Create an agile, empathetic, and resilient HR for the hybrid age with a focus on employee productivity and wellbeing and the adoption of data and AI for informed change.

To bring to life the workforce, skills and employee experience of the future, HR is now tasked with responding to dramatic shifts:

- Today's workforce needs to be self-fulfilling. The shelf life of skills has been greatly reduced, and organizations can no longer buy themselves out of the challenge of sourcing the right skills and capabilities.

- Today's workforce needs information clarity quickly – on what needs to be done, how to do it, and where the business is going.
- Employees today have different expectations, which must be met in the new hybrid work model. It is essential to clearly communicate how individuals fit the whole – to convey, in a word, purpose.

The HR function has a central role to play in any organization's shift to the intelligent enterprise. But how can HR apply a balanced blend of relevant technology, to achieve increased organizational effectiveness, create better experiences, and derive greater value from people and machines working together?

The focus must be on empowering business leaders, managers and workers with mobile, intuitive, consumer-grade tools in line with the consumer digital experiences they now expect outside of work. Organizations that don't support the employee journey risk disengagement and employee attrition. With any technological shift, there's also a shift to a new set of skills and roles; roles that will need to be fully supported by the HR function.

The future is Intelligent HR, a digitalized HR function driven by insight and purpose, powered by technology and focused on employee experience.

HOW WE SEE IT

- HR should underpin any program of significant change in an organization.
- The HR function should be fed by immediate and quality data.
- HR must facilitate a culture of continuous learning to provide the right skills to the workforce.
- The future of HR is delivering personalized and superior employee and career experiences.

HOW DO YOU CREATE A TALENT-CENTRIC HR FUNCTION POWERED BY INSIGHT, PURPOSE & TECHNOLOGY?

We view Intelligent HR as a future-fit function, powered by data, insight and digital technology, envisioning and enabling the fluid and augmented workforce of the future. Intelligent HR is about providing insight and data so that decisions can be made in the business in a holistic way to provide a smooth and seamless employee experience.

We will guide you to transform your HR function, with a suite of solutions that can be deployed to best meet your organization's needs.

• HR Health Check

This rapid four-week assessment analyzes people, processes, technology and the voice of the customer to determine the operational and mindset shift your HR function needs to become more data-driven, leaner, more productive, and more augmented.

• HR Discovery & Strategy

We partner with you to assess HR maturity across people, processes, and technology, to identify pain points and opportunities and design an effective HR vision and transformation roadmap.

• HR Operating Model

Together we translate HR strategy into a flexible, sustainable, and future-fit operating model. We create an adaptable, fast-paced HR function with new agile mindsets and behaviors.

• Technology Solution Implementation

We identify and implement the right digital tools and platforms to achieve full end-to-end business and systems integration, inform data-driven decision-making, improve HR processes, and empower people and employee experiences.

• Robotic Process Automation (RPA) and Artificial Intelligence (AI) proof of concept cases for HR

Our extensive library of process automation and AI use cases unlocks your HR function's potential to deliver more value.

• Upskilling to a Next Generation HR Operating Model

We upskill and redesign your HR function to align with business changes driven by your operating model. We join you no matter where you are in the process, including embedding design thinking and change into the HR landscape.

As your business needs continue to evolve, it will be increasingly important to keep your strategic goals and your people aligned and engaged. Empathetic, resilient HR enables your organization to move rapidly and seamlessly in step.

"The role of leaders has become even more critical and has moved to be more human centric, focusing on team dynamics and emotional connection, as well as employees' safety and well-being."

Anne Lebel Group
Chief Human Resources Officer,
Capgemini⁵

WE PARTNERED WITH SYNGENTA, A WORLD-LEADING ORGANIZATION IN THE AGRICULTURE SECTOR, TO HELP TRANSFORM THEIR HR WITH CLOUD BASED DIGITAL PLATFORMS AND TOOLS

Benefits:

- **58% - 90%** increase in employee satisfaction
- **75%** reduction in customer complaints
- More than **90%** of tickets resolved within two days
- **40%** reduction in costs as a result of the HR Next Generation program
- Reshaped learning services with cloud-based technology

⁵Conversations for Tomorrow #2: The Future of Work Starts Now

It's time to create an **adaptive organization that embraces human experience**. An organization that focuses not only on business performance, but on providing value to employees, clients, and society at large.

When you **change ways of working** you **change ways of living**. We are your partner, leveraging technology, data, and proven expertise to power your people-centric transformation



**ARE YOU READY
TO BE ADAPTIVE AND
PEOPLE-CENTRIC?**

**LET'S REINVENT WORK
TOGETHER.**

WHY CAPGEMINI INVENT?

Whether you're beginning your transformation journey or you're already well on your way, here's how you benefit from Reinventing Work with us:

- A proven end-to-end transformation partner, from strategy to delivery.
- A holistic view of technology built on the conviction that your people drive the change.
- A tailored approach, calibrated to your current position and maturity level.
- Specialist skills to guide and direct your AI and automation journey.
- Deep technology expertise, and a wide ecosystem of partnerships and suite of assets.
- A modern, agile and interactive change management methodology that is proven to deliver results.
- A technology-agnostic approach dedicated to finding the right solutions for your business.
- Supported by the business and technology expertise of the entire Capgemini Group.

Learn more on [OUR WEBSITE](#), and contact us at INVENT@CAPGEMINI.COM

About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 325,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

Get the Future You Want

Visit us at www.capgemini.com/invent



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