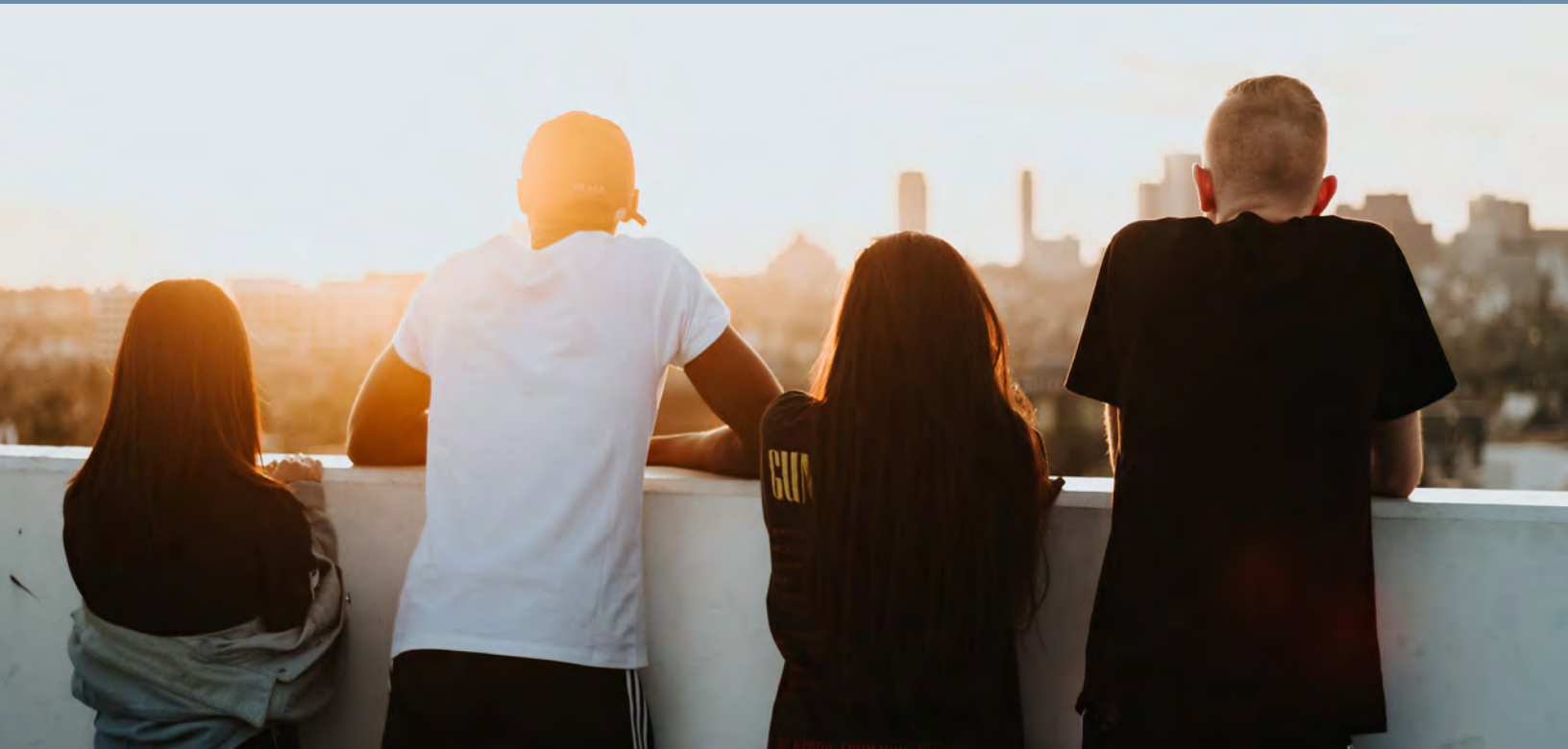




# Fuel50 Capability Trends Report™

Pandemic Era Workforce Edition





At Fuel50, your future is our passion.

This Fuel50 Capability Trends Report™ brings you the latest capability trends from across the globe.

We encourage you to reflect on their relevance to your organization and hope that they inspire a vision for positive change within your people strategy and capability requirements.

Our dedicated team of Organizational Psychologists and HR Professionals is world-leading in capability design and research. Together, we have developed our own 'Fuel50 Talent Ontology™' to reflect the capabilities showcased in this report and many more. These capabilities are now available for use by all our clients.

For more information on any of the trending capabilities or to discuss how you could increase your organization's bench strength in these areas, please contact Fuel50.

Welcome to the future of work.



In our inaugural Fuel50 Capability Trends Report™, we explore recent world events and how those are informing crucial employee capabilities required in the workplace. This report is designed to help you harness the latest global capability trends to ensure that your organizational talent strategy is beautifully aligned to the current driving global forces.

### What has been happening in the world?

We have all been impacted by the outbreak of Covid-19, which has forced organizations to – more than ever before – respond at pace, disregarding well thought-out business strategies and implementing new directions overnight. This has sent ripples through operational, financial, and employer-employee relationships. In parallel, the world has stood up and is united in the fight against police brutality and racism.

### How do we anticipate these events will impact the world of work?

The World Bank predicts that the global economy will shrink by 5.2% following the coronavirus pandemic and the shutdown measures to contain it. This would have a direct impact on investments, human capital development (loss of work / schooling) and fragmentation of global trade and supply linkages. Per capita income is expected to decline by 3.6% which will tip millions of people worldwide into extreme poverty<sup>1</sup>. How successfully a business responds and devises strategies to minimize the impact of Covid-19, will determine whether they will remain in business or have to close their doors for good, adding to the shrinking of the economy and the increase in unemployment and poverty.

Unrelated to the pandemic, but equally important, is the flare up of racial tensions in the U.S. and around the world. This is a reminder to organizations that all employees, irrespective of who they are or where they come from, must be treated equally. We are at a point in history where the world is united against the mistreatment of people in our communities, because of the color of their skin (or anything else for that matter). The world of work needs to respond quickly to ensure all people feel included and are treated equally and fairly. We anticipate that organizations' processes and policies will be subjected to scrutiny to ensure this. Organizations may be affected by "employee walkouts" if it is not achieved.

### Trending Capability Categories

Capability trends are placed into these three categories.

#### Leadership

Capabilities required to be successful as a Leader of any organization.

#### Behavioral

Behavioral attributes & personality traits required to be successful during these times.

#### Business

Crucial abilities required to be successful during these times.

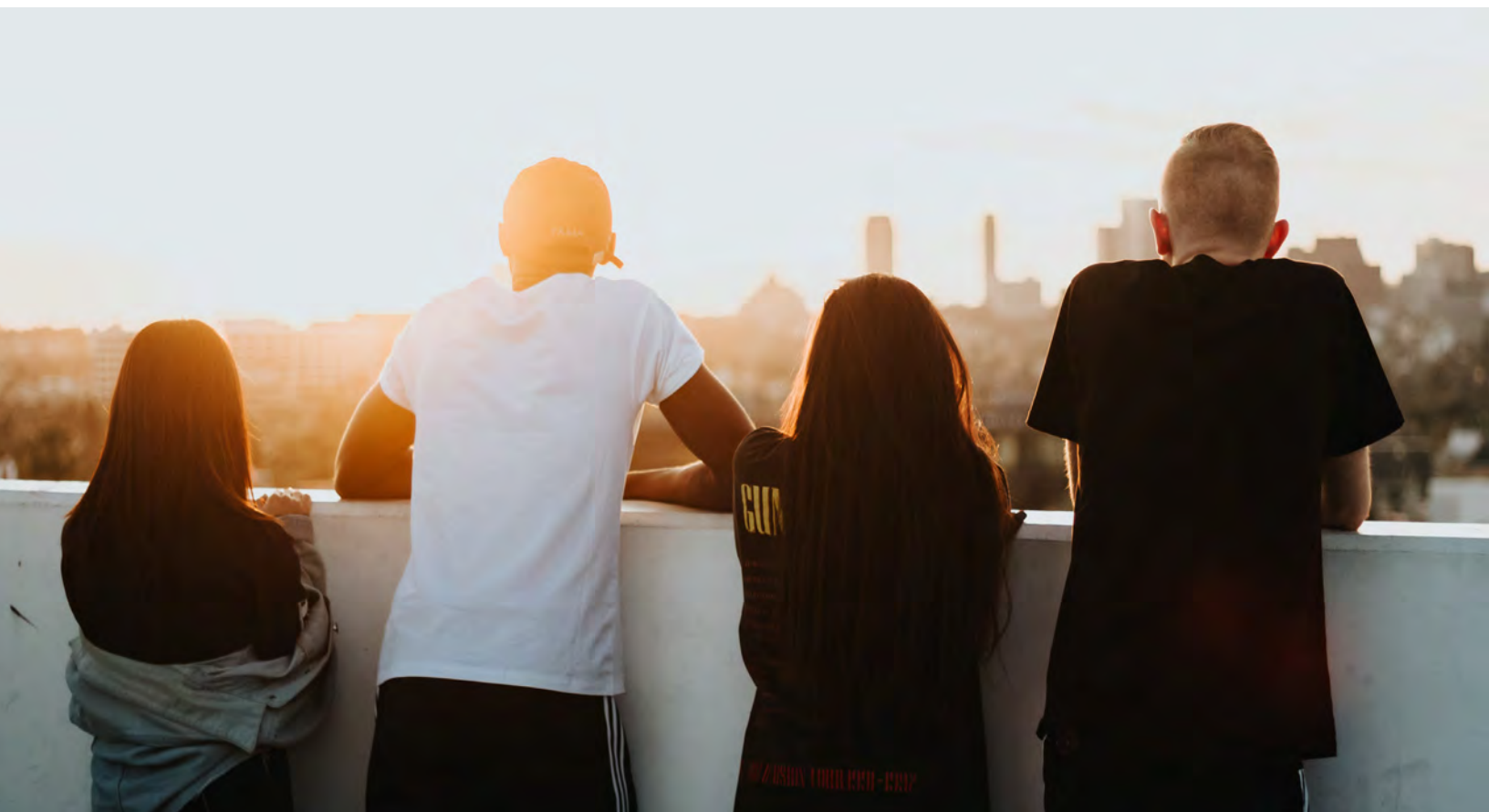
<sup>1</sup> World Bank. Global Economic Prospects. June 2020. [www.worldbank.org/en/publication/global-economic-prospects](http://www.worldbank.org/en/publication/global-economic-prospects)

## The importance of organizations having the right employee capabilities to minimize or embrace these world events

For an organization to survive and thrive in the current environment, there are some critical ingredients. An effective strategy and well thought out business direction, effective leadership, and a solid balance sheet to name a few. However, something that is often overlooked is the capability of its people. In times like these, those organizations that prosper are those that are clear on the capabilities needed to drive their business strategy, whilst acknowledging the authentic needs of their people in the wake of world events.

At Fuel50, our research into world trends and its impact on the world of work never stops. In this report, we are showcasing just 12 of our trending capabilities in the categories of Leadership, Behavioral and Business. We have included some reflective questions, helping you evaluate the importance of each capability for your organization.

“Organizations that prosper are those that are **clear on the capabilities needed to drive their business strategy**, whilst acknowledging the authentic needs of their people in the wake of world events.”



# Leadership Capabilities

Our Leadership Capabilities define some of the crucial capabilities it requires to be successful as a Leader of any organization. We have identified some of the key ones that are critical during these times.



## Human Quotient

- Is your Leadership communicating empathetically during these difficult times?
- Do your managers and leaders maintain a healthy balance between financial and people led decision making?
- Does your organization advocate and encourage a humanistic approach? Is caring behaviors role modelled from the top?



## Strategic Cost Management

- What data is used when deciding on the best ways to reduce costs across your organization?
- Do you have the capability to generate multiple models/options when making cost management decisions?



## Information Transparency

- Think about your organizational culture – is it one that values openness and transparency? Do your systems, people, and processes support transparency?
- Is your organization clear on what it believes in and stands for? How are these beliefs communicated?
- When concerns are raised by your employees, do you have the ability to address these with pace?



## Strategic Reinvention

- Does your organization analyze market changes and forecast the possible impacts on your industry/ product/service offerings?
- Does the leadership of your organization role model and advocate for reinvention and adapting approaches?
- Are employees encouraged to share their views on ways to improve/ grow/reinvent the organization? Is reinvention and envisaging new possibilities encouraged by all?

# Behavioral Capabilities

Our Behavioral Capabilities define some of the crucial behavioral attributes and personality traits it requires to be successful during these times.



## Agility

- How did your organization respond to the recent world events: Did things grind to a halt with the impending uncertainty, or did leaders spot new opportunities and employees were mobilized towards these immediately?
- Are employees encouraged to be courageous, creative, and nimble?



## Cultural Competence

- Is “Black Lives Matter” a movement that is discussed in your organization, or is the topic avoided?
- What support does your organization provide to help its employees better understand the viewpoints, values, and norms of others? Are these differences encouraged and celebrated?



## Valuing Diversity

- Is ‘diversity and inclusion’ a workshop offered by HR, or a true reflection of how difference is valued within your organization?
- Think about the leaders and critical decision makers across your organization. Do they represent diversity of thought and background?



## Innovation

- Are your employees encouraged to be collectively curious? Are new ideas or alternative solutions welcomed from all?
- In response to the challenges posed by Covid, did your organization mine its collective creativity to devise alternative business solutions?



## Learning Agility and Self Developing

- Are your employees given resources to drive continuous learning and development?
- Does your organization allocate time for employees to learn and grow?
- With the recent events, were you able to draw on untapped skills within your employee population to sustain business success?

# Business Capabilities

Our Business Capabilities define some of the crucial abilities it requires to be successful during these times.



## Employee Health and Wellbeing

- Is the health and wellbeing of your people considered to be an organization wide priority?
- When Covid-19 hit, did your organization spring to action to ensure the health and wellbeing of your people? Do you continue to provide targeted support?



## Managing Remote Teams

- Have you experienced a dip in levels of engagement, connection, and productivity as a result of increased remote working?
- Is 'remote working' going to be the new normal? If so, what support are you providing managers and employees to ensure both productivity and wellness?



## Supply Chain Resilience

- Is your supply chain resilient and flexible to mitigate risk, now and in the future?
- Do you have real-time supply chain data or AI-Driven data analytics supporting end-to end transparency?





**LEADERSHIP CAPABILITIES**

Information Transparency

Supply Chain Resilience

**BUSINESS CAPABILITIES**

Cultural Competence  
Managing Remote Teams  
Strategic Cost Management

Learning Agility  
& Self-Developing

Human Quotient

Valuing  
Diversity

Strategic Reinvention  
Innovation

**BEHAVIORAL CAPABILITIES**

Agility  
Employee Health  
& Wellbeing

For more editions of the Fuel50 Capability Trends Report™ visit:  
[www.fuel50.com/capability-trends](http://www.fuel50.com/capability-trends)

## **Fuel50 is the AI Talent Marketplace solution that delivers internal talent mobility and workforce reskilling.**

With hyper-personalized AI and a deeply embedded commitment to diversity and inclusion, Fuel50 mobilizes your talent. Fuel50's ethical AI matches your people to opportunities in real-time, automatically maps your workforce architecture, and provides deep data insights for predictive talent and workforce planning.

We believe that a deep commitment to inclusive talent practices is needed and it must start with a charter that is built into your skills architecture & organizational DNA.

Using the Fuel50 Talent Ontology™ drives more inclusive working cultures through:

- Incorporating critical D&I capabilities in all executive and manager level roles, supporting a shift of mindset from the top down
- Amplifying behavioral standards around D&I and holding leaders accountable for driving positive change
- Putting a spotlight on unconscious bias throughout the organization
- Ensuring D&I practices are present in recruitment, performance management and leadership development

The trending capabilities showcased in this report are now available for use by all our clients.

Over 80 organizations around the globe saw immediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

Learn more: [www.fuel50.com](http://www.fuel50.com)

