



Leading in the New Reality

Digital Transformation |

The Way Forward

BCG



1

Help bring about a better reality

Take an active role in the transition from an era we all want to forget to one of both promise and opportunity. Because the pandemic isn't behind us—and the shift to a new reality won't take place overnight—create health and safety policies, encourage employee vaccinations, and plan for multiple outcomes to account for the complexity of this transitional period.



2

Determine where work will get done

Identify what works best for your company—fully onsite, partially onsite, or primarily offsite—by assessing the nature of the work being done and core business objectives. Don't be afraid to test and iterate, and once a model has been chosen, support your employees with the tools, spaces, and training they need to thrive.



3

Future-proof your company's technology

Make your company's technology a source of resilience by ensuring that you have the right tech talent, adjusting your priorities to weather the current crises and withstand future ones. Accelerate the adoption of critical capabilities—AI, cybersecurity, and digital among them.



4

Focus on customer outcomes

Look beyond the traditional schema of products and services, recognizing that people are increasingly interested in ends rather than means. Harness the power of data-driven insights and digital capabilities to solve problems and offer meaningful outcomes for customers. As Theodore Levitt wrote: “People don’t want a quarter-inch drill. They want a quarter-inch hole.”



5

Win the race for talent

To attract and retain the best people, find ways to cater to employees' desire for flexibility and independence while maintaining a shared vision and promoting collaboration. Balance these needs by creating digital opportunities for employees to connect (for fun as well as work), providing them with the leeway they need, and prioritizing learning and the development of new skills.



6

Adapt leadership for today's challenges

Replace today's leadership models, most of which were designed centuries ago, when managers and supervisors watched over their subordinates. In 2021, leaders must excel in a more concentrated role and learn how to manage workforces across locations and time zones. Instead of focusing on supervising and overseeing, set objectives, focus on culture, create work modules, and enable teams to thrive.

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Source: BCG's "How to Prepare for the Future of Work."

