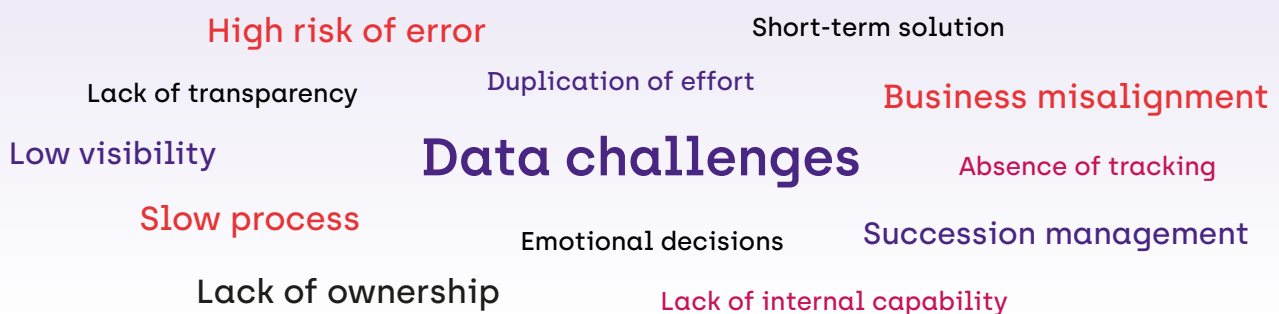# Survive and thrive through market volatility

Immediately adapt your workforce in line with your long-term strategy

Rising to the challenge: Thriving and succeeding in today's dynamic business landscape

We've entered one of the most confusing job markets in years — one that's causing uncertainty, doubt, and disruption. As 52% of companies implemented a hiring freeze, 44% are hiring in specific areas to drive growth. And while businesses have been making fast and necessary decisions around their workforce, 74% regretted acting too slowly, while another 60% have regretted making the wrong decision in the long term.

Whether we call it a recession, economic instability or economic downturn, how can you, as a leader, build a workforce that's adaptable to market changes? How can you prepare to act quickly yet strategically, so you benefit in both the short and long-term?

Workforce optimization faces multiple challenges:

High risk of error

Short-term solution

Lack of transparency

Duplication of effort

Business misalignment

Low visibility

Data challenges

Absence of tracking

Slow process

Succession management

Emotional decisions

Lack of ownership

Lack of internal capability

Many of these blockers may seem familiar to you, as businesses have been grappling with the same challenges for years. Consolidating and visualizing data can be a daunting task, and rushing through transformations can lead to costly errors. Moreover, departments such as HR and Finance often operate in silos, creating communication barriers that prevent teams from working together efficiently.

So, what's the best way to bypass those challenges?

The answer is simple: Organizations need the right insight, technology, and internal capability to confidently **rightsize their workforce** in the immediate term, while building an **adaptable workforce** for the future.

"Be quick but don't hurry."

John Wooden

Introducing Orgvue

Orgvue is an organizational design and workforce planning platform, purpose–built for you to analyze, design, plan, and track your workforce on a continuous basis.

Orgvue's technology and expertise enables you to make changes to your workforce quickly and ensure you won't regret decisions in the future:

- ▶ Centralized and trusted data
- ▶ Advanced modeling capabilities
- ▶ Alignment across departments
- ▶ Fast transformation and minimized risk
- ▶ Long–term capability and increased agility
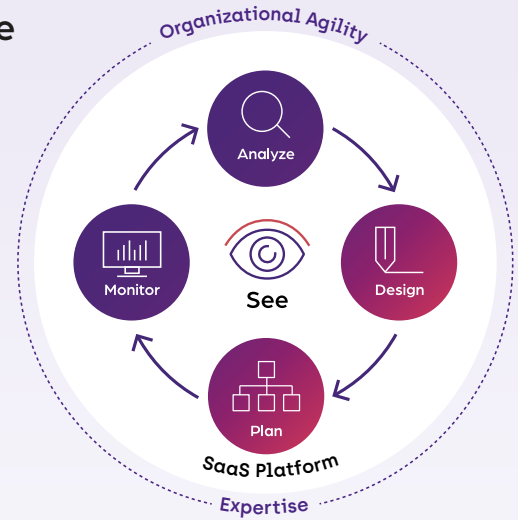
The Orgvue solution: take quick action in the short term, while also planning for the long term

Achieving a balance between immediate and long–term goals is crucial for any organization to thrive. That's why it's important to optimize your workforce quickly, while investing in productivity and agility for the future.

Whether you're looking to optimize costs, rightsize your workforce or design new skills, Orgvue offers a comprehensive solution that goes beyond simple headcount and FTE reductions. You'll be able to focus on strategic aspects like critical skills, activities, and work duplication, and implement your tactics with complete visibility.

## 1. Consolidate data and analyze your business

Import data from multiple platforms into Orgvue (HCM, payroll, skills, etc.) and align it in case of inconsistencies. Once that's done, analyze different aspects of your workforce, and identify areas of risks and opportunities or pockets that need your attention.

Answer questions such as:

- ▶ How do I see the cost of work being done?
- ▶ Where is there duplication in work?
- ▶ Where do I have too many 1–to–1 manager relationships?
- ▶ Am I investing in the correct areas of my business?
- ▶ Where are my critical roles and skill sets?
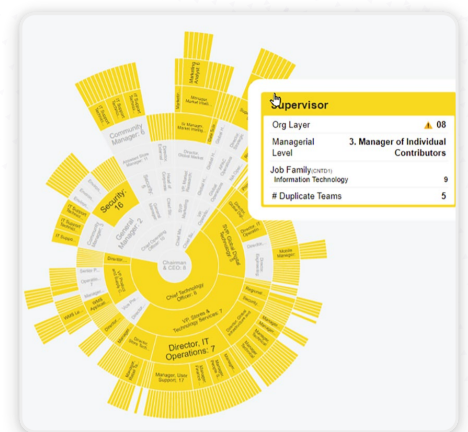
▲ Understanding where there is duplication of work across the organization
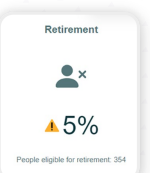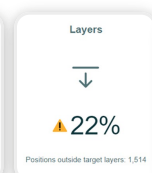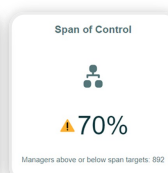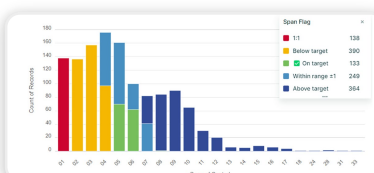
▲ Showing overall targets, including span of control and layers target

Workforce Optimization

2. Model your future organization

**Using drag-and-drop functionality, add, remove or change positions across your business.**

Use criteria such as skills, performance, tenure or activities to make data-driven decisions. Instantly see the impact of changes on your organization (holistically and at a detailed level) and discard unsuccessful scenarios.

Answer questions such as:

▶ What risk do I run by removing this layer of management?

▶ What would happen if I reduced my IT team?

▶ Would I get closer to target if I outsourced my design team?

▶ Where can I save cost through redeployment and retraining?

▶ How does this plan fit with my cost-saving targets?
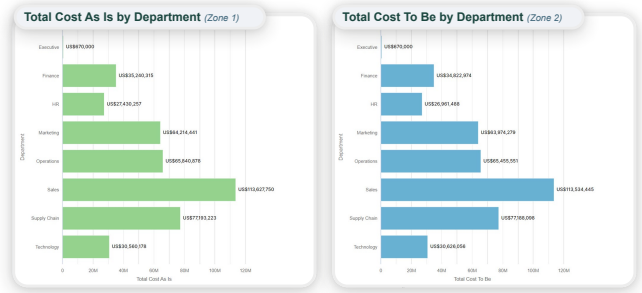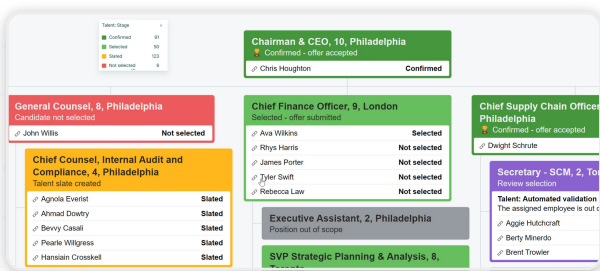

▲ Comparing cost per department in the current organization vs the future organization
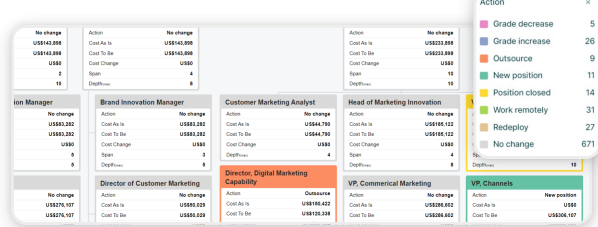
▲ Modeling changes to position I Orgvue

3. Allocate talent to your new structure

▲ Visualizing talent pools in the org chart

▲ Example of a risk highlighted in Orgvue, due to the assigned employee being out of scope

Now that your new structure has been approved, build talent pools by shortlisting people based on role requirements.

You'll be able to drag and drop them into the organization chart, and Orgvue will highlight potential discrepancies. Once ready, confirm the right candidate for the right role. After changes have been agreed, manage implementation and exits if applicable.

Answer questions such as:

▶ Who has the skills needed for the Director of Sales role

▶ Which positions are still empty and need attention?

▶ Where should I hire or upskill employees?

4. Monitor your progress against target

As you execute your plan, track progress against your initial target, and report on value realization. Track employee movements (joiner, mover, leaver) and instantly iterate and remodel if necessary, based on internal or external developments.
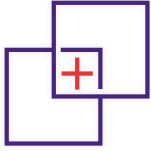
Answer questions such as:

▶ What does the executive report of our progress look like so far?

▶ Are we on the right track to achieve projected value against target?

▶ Do we have a gap against our plan? If yes, where?

▶ Have all the transitions and exitsbeen managed by the HR team?
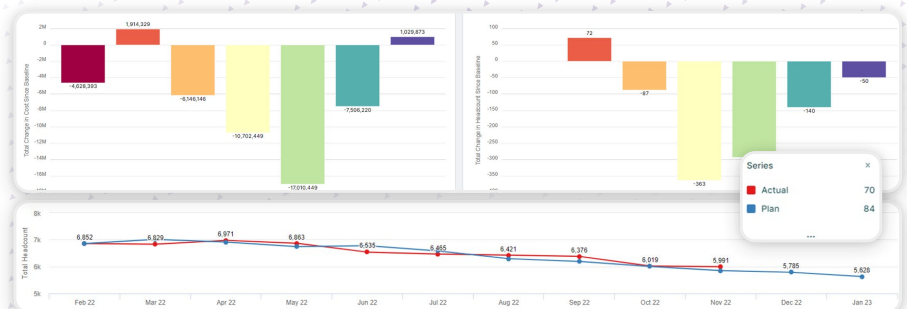
▲ Tracking headcount and cost change to date and by organization level

Customer story

Business goal

- Redesign 250,000 positions in a global bank into a new structure focused on customer service experience

- Automate mapping roles and activities with a target saving of $60m over 3 years

The Orgvue solution

- Modeled different design options and visualized scenario impacts

- Approved and mapped the 'to-be' design against a sub-group of 45,000 employees

- Built a center of excellence based around repeatable Orgvue modeling for workforce transformations

The Outcomes

$60m
Savings identified and achieved at the end of the project

60%
Reduction in resources needed to successfully complete the transformation

33%
Time saving — the project was completed in a third of the time

"Under normal circumstances, we would expect a 20-strong team to take 6 months to do this, but with Orgvue a team of 8 did it in 2."

Chief Transformation Officer, global bank with 250k+ employees

Orgvue, the organizational design and workforce planning software platform, captures the power of data visualization and modeling to build more adaptable, better performing organizations. HR, finance, and business leaders rely on Orgvue for actionable insight and analysis that helps them make faster workforce decisions in a constantly changing world.

Orgvue is used by the world's largest and best-known enterprises and management consulting firms to confidently build the businesses they want tomorrow, today. The company works with many Fortune 500 companies and is headquartered in London, with offices in Philadelphia, The Hague, Toronto and Sydney.

For more information please contact:

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