



Now or never

2016 Global CEO Outlook

Future Work Skills 2020

While all six drivers are important in shaping the landscape in which each skill emerges, the color-coding and placement here indicate which drivers have particular relevance to the development of each of the skills.

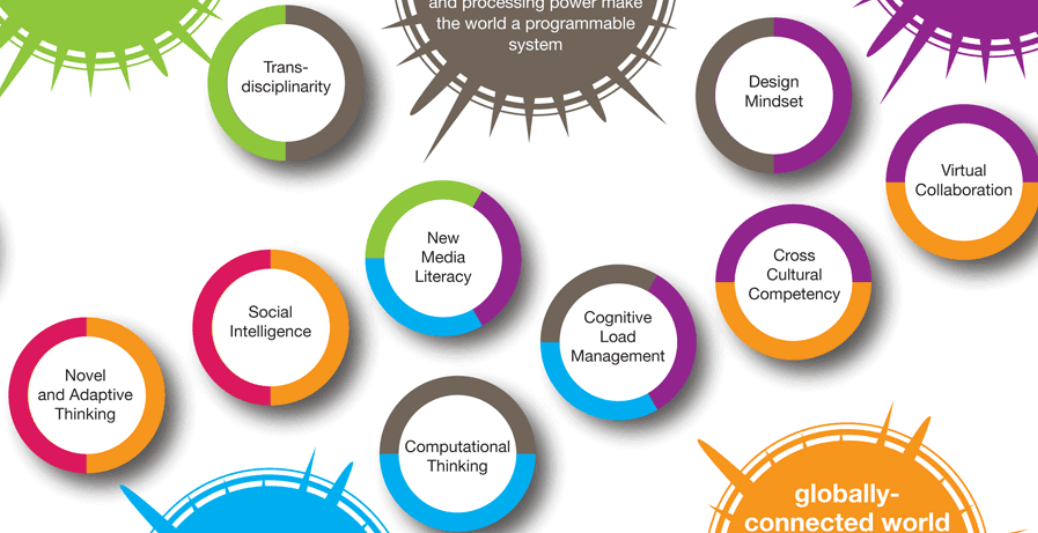
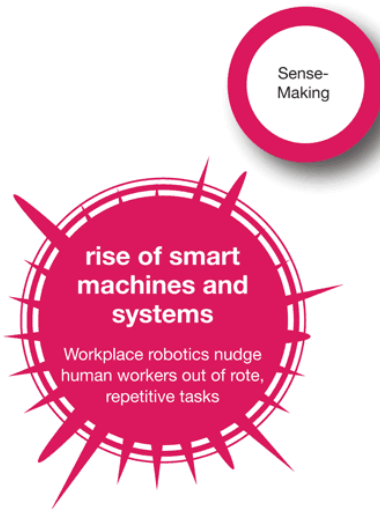
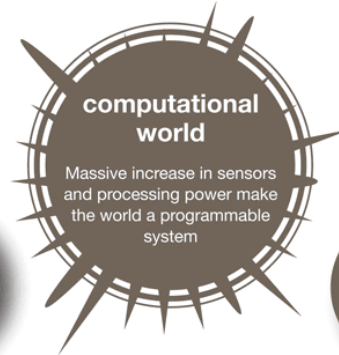
KEY



Drivers—disruptive shifts that will reshape the workforce landscape



Key skill needed in the future workforce



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The next 3 years
will be a time of **unprecedented
change and significance** for
businesses around the world,
but growth will be moderate



For CEOs
it's now or never



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CEOs



believe that the next 3 years will be **more critical for their industry than the previous 50**

However, change
does not come easy



saying they are concerned about
the number of issues which are
now mission-critical, and in which
they have little personal
experience



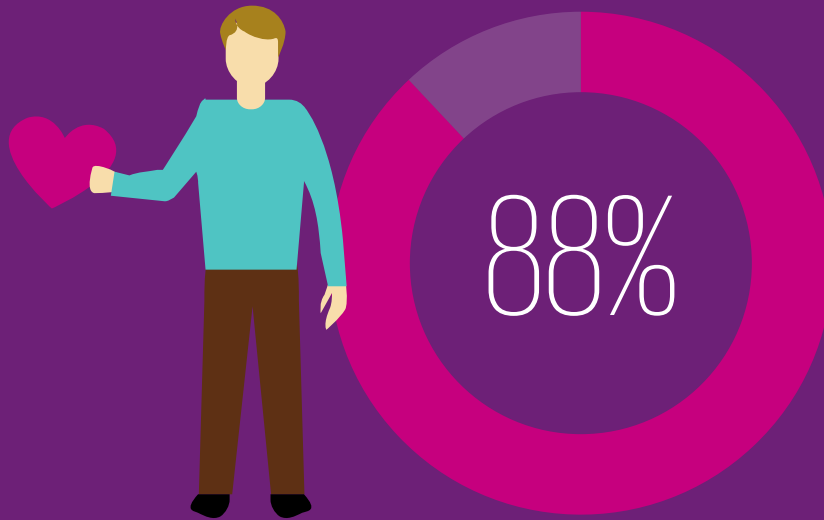
The competitive environment
continues to intensify



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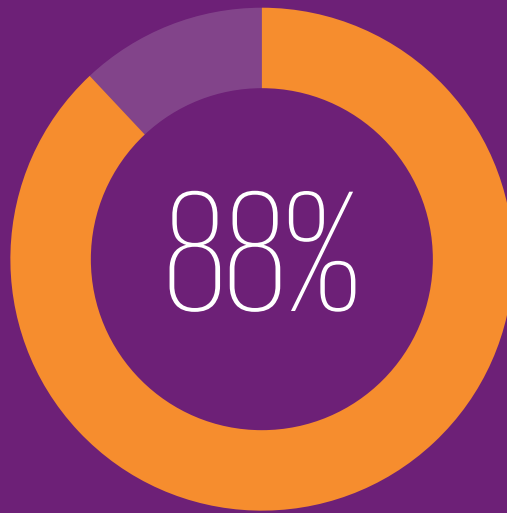
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CEOs'
concerns include:



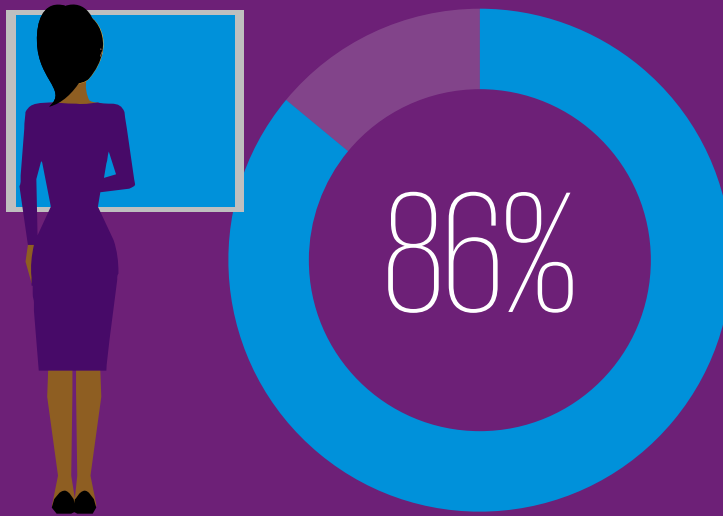
The loyalty of
their customers

CEOs'
concerns include:



Impact of the global economy on their company if global economic growth is less than they project

CEOs'
concerns include:



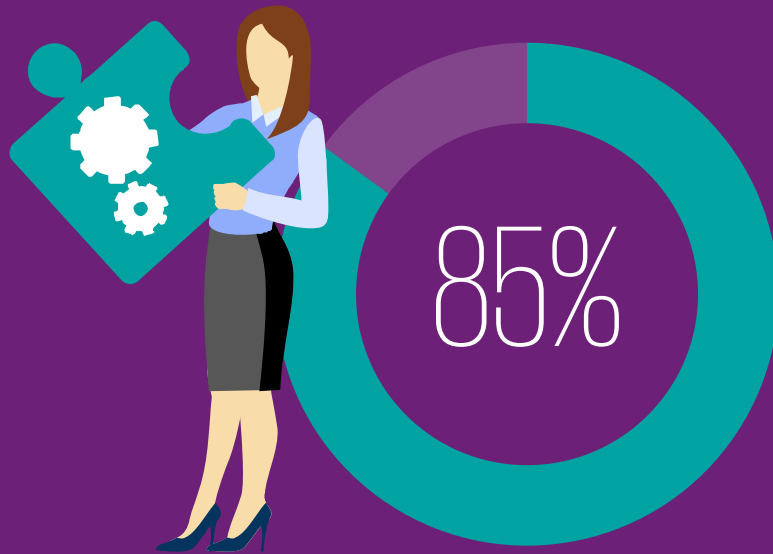
The amount of time they personally have to think about the forces of disruption and innovation shaping their company's future

CEOs'
concerns include:



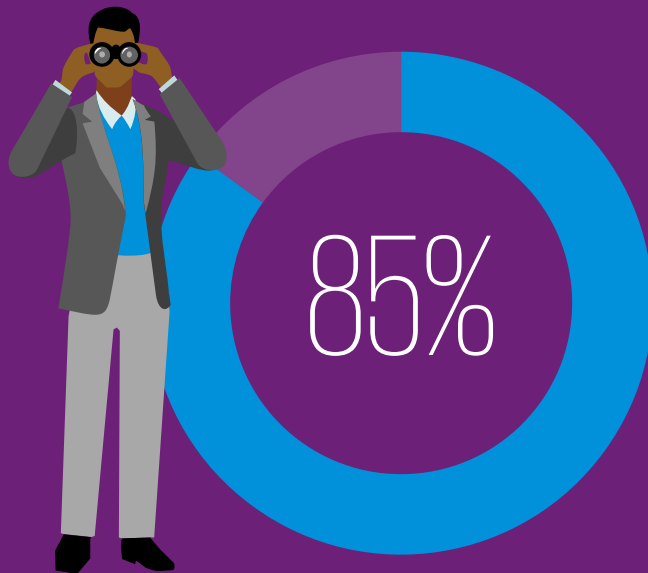
How the millennials and their differing needs will change their business

CEOs'
concerns include:



Having to consider the integration of basic automated business processes... with artificial intelligence and cognitive processes

CEOs'
concerns include:



Whether their organization
is staying on top of what's
next in services/products



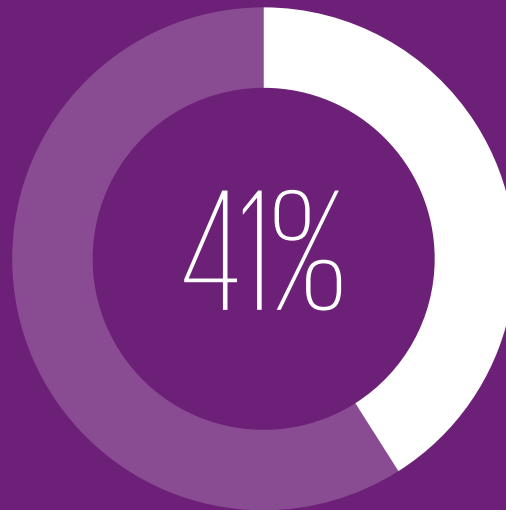
To address these concerns
CEOs know they need to
evoke significant change
within their organizations



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Transformation

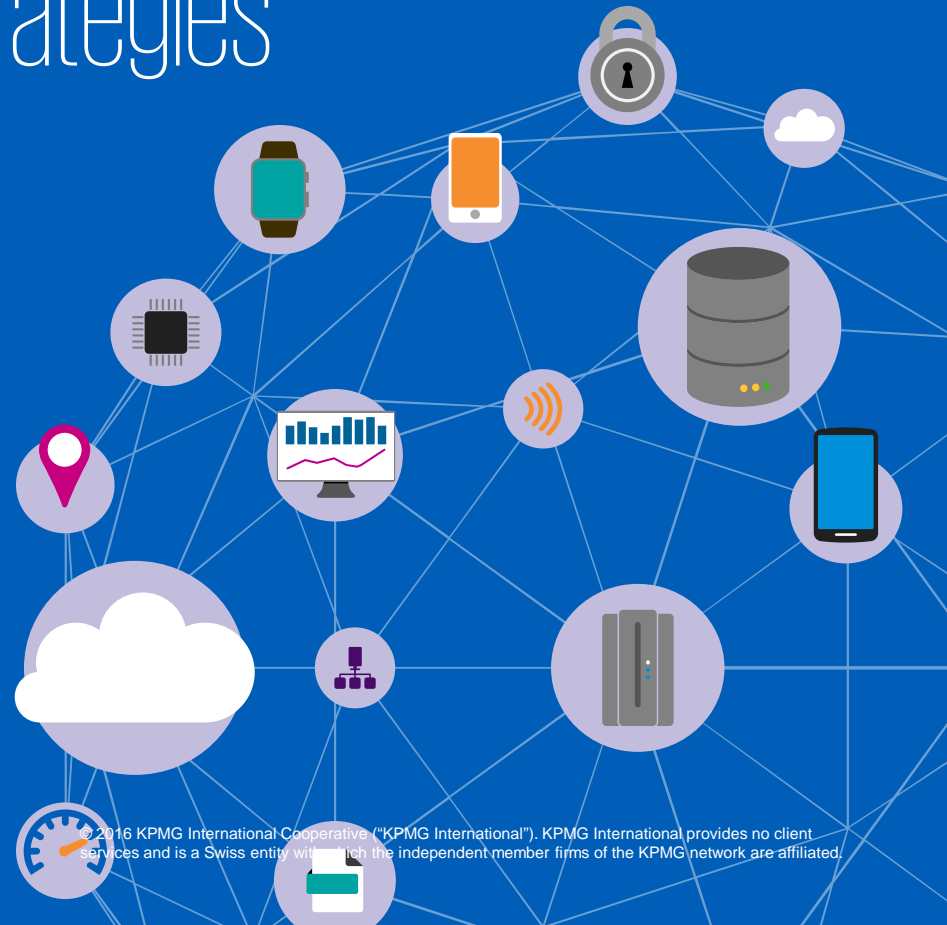


indicated their companies
will likely be transformed
into a significantly different
entity...

in the next 3 years



CEOs identified new technology as a key enabler to accelerate their transformative strategies



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technology was the biggest factor
contributing to company growth...
after global economic factors



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Top three strategic priorities for
CEOs over the next year are:

**fostering innovation,
stronger client focus and
implementing disruptive technology**



Faced with significant transformation plans and ever advancing technology, 99 percent of CEOs report taking action to develop existing or future talent. In line with these finding, most CEOs report some level of

SKILLS GAPS
emerging



Developing Talent

Over
50%

Report skills gaps in key business functions. This will likely create challenges...

For the
96%

Of CEOs who plan to increase their headcount over the next 3 years. This is up...

from
78%

In last year's survey

CEOs recognize they need to change the way they conduct business

1 in 5 CEOs will be spending money on business model transformation

58%

will be expanding capabilities through collaborative growth e.g. alliances, joint ventures, partnerships

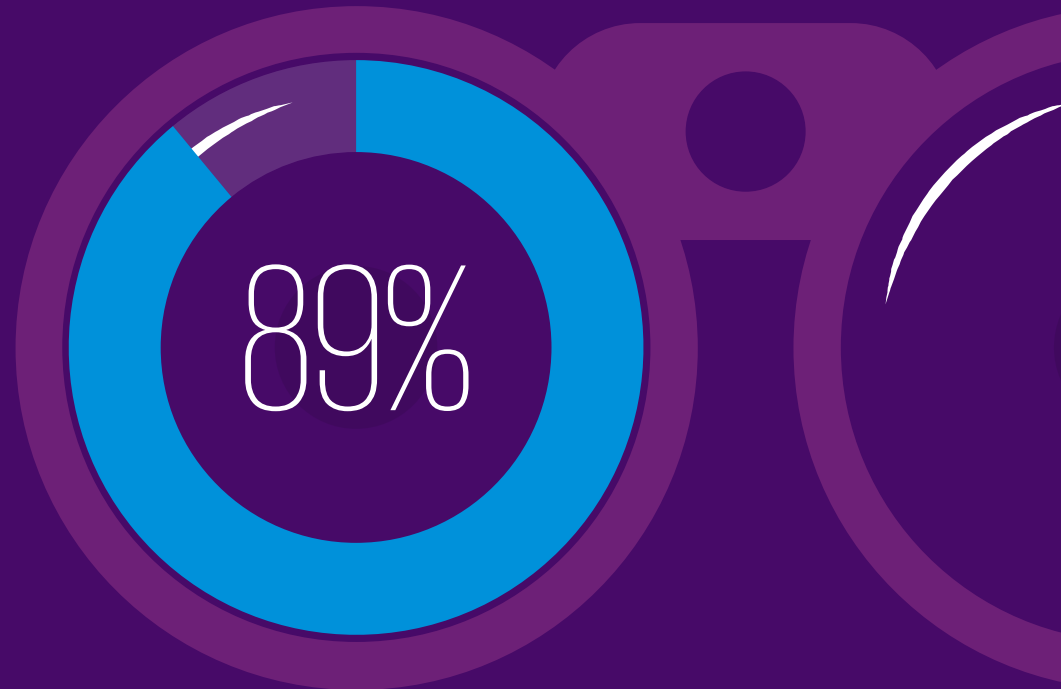
70%

believe they need to improve their data and analytics capabilities



Nonetheless, CEOs' ability to change has given them an optimistic outlook in:

growth for their own companies



Nonetheless, CEOs' ability to change has given them an optimistic outlook in:

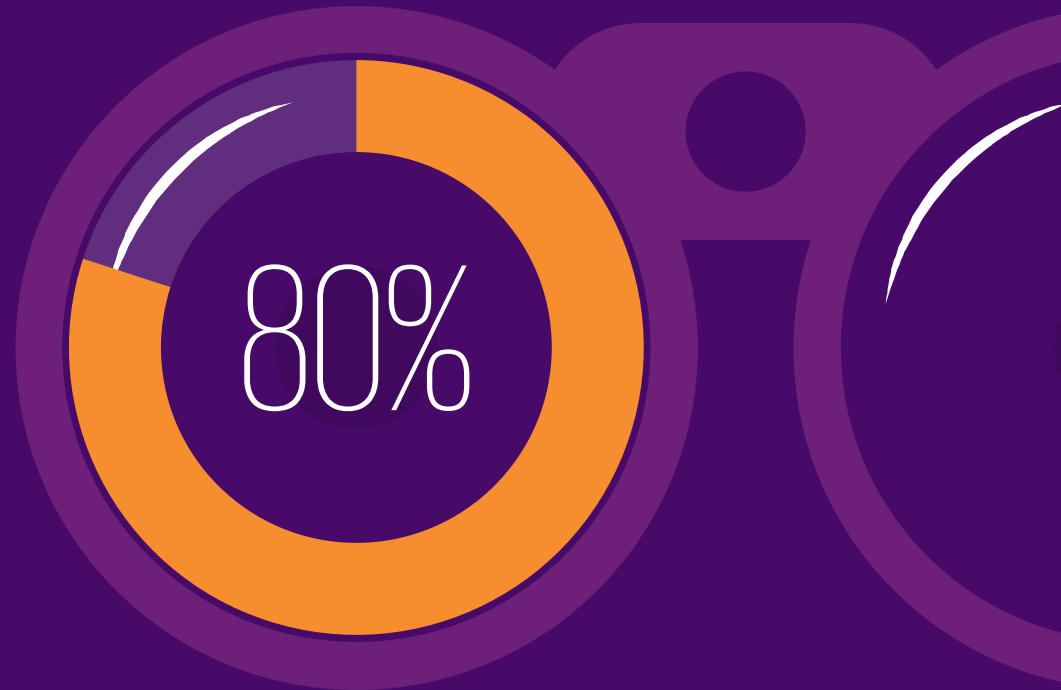


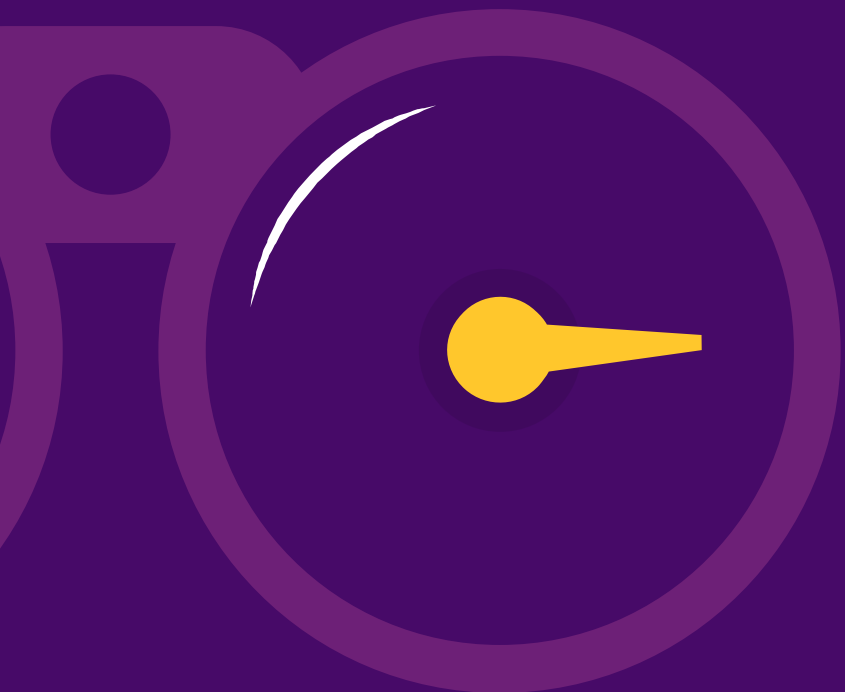
85%

their
industry

Nonetheless, CEOs' ability to change has given them an optimistic outlook in:

the global economy





400% of CEOs say that their companies' top line growth will be **between 2-5% in the next 3 years**

In summary

for CEOs

it's now or never



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Findings based on a study of the 3 year outlook of nearly **1,300 CEOs**, from global businesses with annual revenues greater than US\$500 million; 30% have greater than US\$10bn in revenues.

To find out more:



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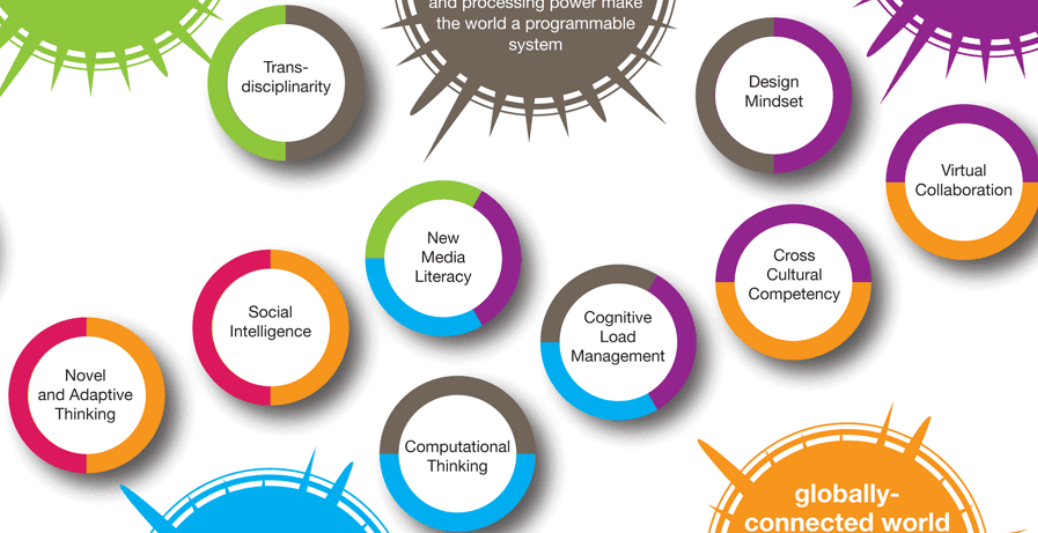
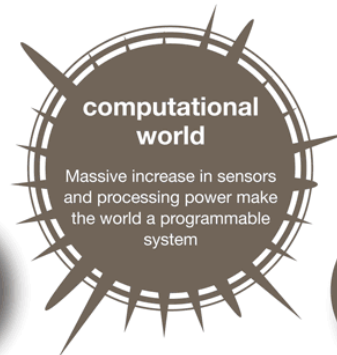
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Drivers—disruptive shifts that will reshape the workforce landscape



Key skill needed in the future workforce





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