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LEADERS DIALOGUE: ASIAN SENTIMENT 2023

The Talent Conversation

FEBRUARY 2023





Addressing Today's Talent Issues

People management has always posed challenges for businesses and their HR leaders. Leaders have to address skills shortages, develop strategies to attract and retain talent, and promote inclusiveness in their policies. Today's digital landscape – where there is a scarcity of digital skills across industries – makes it even harder. Leaders are now paying close attention to employee experience and retention, and topics such as digital workplace, hybrid work, flexibility, and wellness have made it to management discussions.

At the Leaders Dialogue: Asian Sentiment 2023 conversation, Ecosystem Founder and Chairman, **Amit Gupta**; **Ahmed Mazhari**, President of Microsoft Asia; **Padmashree (Paddy) Santosh**, VP & Global Head of Learning, Diversity and Organisation Effectiveness at Olam Agri; and **Luca Destefanis**, Head of Marketing APAC at Kyndryl discussed where Asia is facing their biggest challenges in talent management and how to mitigate them.

The core talent issue for organisations will be finding and recruiting people who have a learning and growth mindset. These are the people who can be skilled, re-skilled and upskilled in areas that are meaningful and progressive.



Ahmed Mazhari

President
Microsoft Asia



Digital Skills Shortage is Real

There is a shortage of the technology skills required to deliver the digital competence that organisations are trying to build. This is further heightened by the fact that every company – irrespective of the industry – is aiming to be a digital organisation and are accessing the same talent pool. Building the right digital team has never been more important or difficult.

Talent attraction and retention will require a focus on employee experience. There are several approaches to improving employee experience – from building an organisational culture that has flexibility and empathy at its core, to empowering employees with the right technologies.

However, purpose-led organisations are more likely to succeed in talent attraction and retention.

We've moved from a position of talent abundance to a state of talent shortage. Remember, digital talent is not limited to technology firms.



Padmashree (Paddy) Santosh

VP & Global Head of Learning,
Diversity & Organisation
Effectiveness
Olam Agri



Purpose Empowers Employees

A purpose-driven approach to talent acquisition and retention, allows organisations to prioritise the values, goals, and mission that align to the needs of the workforce they want. Creating a sense of meaning and fulfillment for employees, leads to higher levels of engagement, productivity, and overall job satisfaction.

Purpose-led talent acquisition and retention strategies focus on creating a culture that supports employee growth and development, as well as promoting inclusiveness, diversity, and equality.

This includes providing employees with opportunities to learn and grow, and offering benefits that support their well-being. By doing so, companies can attract and retain top talent, and create a workforce that is engaged and committed to the company's mission and vision and well-equipped to handle future uncertainties.

Purpose will not only be part of an organisational statement – it will be interwoven into the mindset and people will own it at the core.



Amit Gupta

**Founder & Chairman
Ecosystem**



The “Productivity Paradox” Needs to be Addressed

The paradox stems from the difference in perception of employees and people managers – employees believe that they are more productive working on their own or in a hybrid mode; while their managers are equally doubtful of their productivity when working remotely.

This has led many organisations to invest in technologies that can give an indication of how productive employees are. But, at a time when organisations must think of employee empowerment to retain employees, this can be counter-productive.

Organisations should focus their workplace tech investments on technologies that actually improve employee productivity.

We have to re-recruit our employees everyday! Think of the flexibility you provide, having work-life policies – and not on merely addressing the “productivity paradox”.



Ahmed Mazhari

President
Microsoft Asia



Hybrid Work is the Accepted Norm

Ecosystem research finds that 65% of knowledge workers in Asia want to work both remotely and from the office.

Organisations' success in attracting and retaining top talent will depend heavily on their ability to offer flexible and hybrid work arrangements. To stay ahead in the game, organisations must be responsive to the needs and preferences of their employees, embrace new work models, prioritise employee wellness, and give employees a reason to come back to the office.

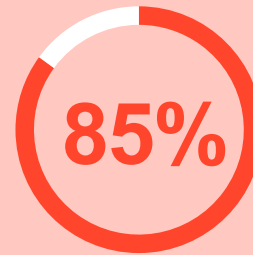
EMPLOYEE EXPECTATIONS HAVE CHANGED IN ASIA



Prefer hybrid work



Want to choose their location of work



Want changes in their work hours



Expect employers to upgrade technology to support hybrid work



Technology & Culture Differentiate the Employee Experiences

Technology plays a critical role in empowering employees in a hybrid work environment. By providing employees with the tools and resources they need to work effectively and efficiently, organisations can support employee autonomy, flexibility, and overall job satisfaction.

The power of workplace transformation is in enabling employees to work seamlessly from anywhere, offering personalised employee experience based on job roles, and providing consistent technology support irrespective of location and time.

The [Singapore Airlines](#) workplace services transformation is an example of what can be achieved.

The hybrid work model is here to stay. Organisations should focus on the pull factors and not push employees back into the office – think of improving the value of the workplace and on enabling personal growth.



Luca Destefanis
Head of Marketing, APAC
Kyndryl



Getting Workplace Transformation Right

The success factors of workplace transformation are:

- **Culture & Leadership.** The organisational culture should focus on talent development and culture transformation to evolve values and start practices that are inclusive. This needs to be addressed through a change management process where people strategies are focused on flexibility, well-being, empathy and empowerment – and percolated down to all people managers.
- **Employee Engagement.** There is an urgent need to seek employee opinion and feedback when shaping workplace practices. Similarly, they should be made aware of the changes, to make them aware that the organisation is responsive and prioritises employee needs.
- **Technology.** Several technologies will lead to workplace transformation – from "virtual desktops" and "virtual applications"; endpoint unification and remote management of all devices; hyperconverged solutions to modernise end-user infrastructure services stack; scalable cloud infrastructure; to a robust security framework that takes into account increased use of mobile devices and cloud-based systems.

About Ecosystem



e c o s y s t m

Ecosystem is a Digital Research and Advisory Company with its global headquarters in Singapore. We bring together tech buyers, tech vendors and analysts onto one integrated platform to enable the best decision-making in the evolving digital economy. Ecosystem has moved away from the highly inefficient business models of traditional research firms and instead focuses on research democratisation, with an emphasis on accessibility, transparency, and autonomy.

Ecosystem's research originates from its proprietary "Peer-2-Peer" platform which allows Tech Buyers to benchmark their organisation in "real-time" against their industry or market peers. Ecosystem's broad portfolio of advisory services is provided by a team of Analysts from a variety of backgrounds that include career analysts, CIOs and business leaders, and domain experts with decades of experience in their field.

About Kyndryl

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Kyndryl (NYSE: KD) Kyndryl (NYSE: KD) is the world's leading Managed Service provider with Data & AI expertise across on-premises, cloud, hybrid IT, and multi-cloud environments. We help customers optimize value in a hybrid cloud world. Kyndryl's Data & AI services are designed around our customers and delivered on the platform that best meets their needs. We design, build, manage and modernize the complex, mission-critical information systems that the world depends on every day. Kyndryl's nearly 90,000 employees serve over 4,000 customers in more than 100 countries around the world, including 75 percent of the Fortune 100 companies. For more information, visit www.kyndryl.com