Mercer

welcome to brighter

Thriving in the People Age takes an honest, deliberate effort to build the truths from this book into your business strategy. Use the prompts below to discuss these topics with your team and visualize your priorities on the strategy canvas overleaf. This discussion works well as a three-step process: discussing first the *External / societal* forces that might influence your stakeholders' expectations, then the *Technological advances* that might change the productivity equation or influence the skills and investment required, and finally the *Analytics and cultural enablers* that can accelerate and inform your sustainability goals.

Value creation goals*

1. **Shareholder/investor commitments:**
   What do our investors and shareholders expect in terms of ROI, profits and revenue growth? What other agendas — DEI, ESG — should factor into our thinking?

2. **Contributor commitments:**
   What do our workforce segments value and how can we ensure our EVP reflects those values?

3. **Societal commitments:**
   How can we positively impact the health and wealth of workers in the communities where we operate?

4. **Customer commitments:**
   What do customers expect of our brand, products and services? What changes do we anticipate in their buying habits and attitudes?

5. **Other commitments:**
   How might we deliver value to other entities within our ecosystem (partners, nonprofits, etc.)? What goals and commitments should we make?

Sustainability priorities

1. **People sustainability:**
   How healthy is our talent pipeline (turnover, illness, safety, well-being) today? Where do we have unsustainable people practices? What would enhance the resilience of our people?

2. **Business sustainability:**
   What are the upcoming risks to our business model? How can we embed sustainability throughout? What else would boost our business resilience?

3. **Environmental sustainability:**
   How can we further our environmental agenda (climate mitigation, energy transition, supply chain, biodiversity, etc.)? How do we need to adapt for greater environmental resilience?

Our investment

1. **Capability:**
   What skills will be business-critical in the short term? How can we acquire those skills? What would amplify our people's intelligence, creativity and innovation in the future?

2. **Capacity:**
   Does our talent supply meet demand? Can it flex to balance daily work with one-off projects? What depletes energy? Which departments and jobs would benefit from work redesign?

3. **Agility:**
   How can we foster a more dynamic, flexible workforce? Are contributors empowered to take initiative? How might AI simplify work and amplify our impact?

4. **Collaboration:**
   Where can we break down silos and bolster inclusion? What new capabilities might we acquire through M&A? What do our key partners expect of us? What would strengthen our relationships?

* Craft one or two specific, timebound commitments for each population (e.g., We will upskill 5,000 employees by 20XX, We will fast-track our digital transformation to boost productivity by 12% in the next year, We will reduce stress-related illnesses by 5% in the next two years, We will reduce our pay equity gap to less than 1% by 20XX).

Source: *Bravery, Anderson and Bonic 2023*

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