

# Workforce transformation strategies for the automotive industry

**“Every aspect of our lives will be transformed. In short, success in creating AI could be the biggest event in the history of our civilization.”**

Professor Stephen Hawking



# The automotive industry transformation

The global automotive industry is facing tectonic disruption that is both complex and dynamic.

Major technological advancements, geo-political uncertainty, the “gig” economy and demographic shifts are accelerating and will forever transform the industry.

Evolving smart factories and mega-trends toward secure connectivity, EVs and AVs, cooperative competition and mobility-as-a-service (MaaS) will continue to have significant business impact.

Some consumers are even questioning whether vehicle ownership is necessary.

As the industry grapples with profound change, emerging regions and new players outside traditional automotive actors will enter and pose competitive threats as never before.

To evolve and survive for the long-term, automotive-related organisations must prepare now for all varieties of change by reimagining and undertaking radical workforce transformation.

**“The industry is about to face a restructuring phase.”<sup>1</sup>**

**“65% of execs believe in cooperation rather than competition.” (in China: 84%)<sup>1</sup>**

**“Industry execs believe 50% of consumers will not want to own a car by 2025.”<sup>2</sup>**

**“67% of execs believe that by 2030 less than 5% of global car production will originate in Western Europe.”<sup>1</sup>**

**“Execs agree China will leapfrog the market with its battery electric vehicles.”<sup>1</sup>**

## Future proofing your workforce

The seismic shifts in the global automotive industry signal the urgency to remodel the workforce to stay innovative and competitive or risk going out of business as others have done in the past. ([List](#) of defunct auto manufacturers).

The industry will continue to manage a significant talent model transformation — not as a narrow HR problem but instead as a fundamental business issue.

Developing a culture that is receptive and understands the reasons to change is paramount. LHH, along with our sister companies from within the Adecco Group, partner with automotive industry clients to help them move from their strategic imperatives to a workforce plan that delivers beneficial results.



## Benefits of a skilled, up-to-date workforce

16%

Increase in customer satisfaction

10%

Increase in productivity

22%

Faster rollout of products and processes

“It is clear that leaders change culture – any transformation therefore has to start with changing the mindsets of existing leaders and finding new leaders that get you to the promised future.”

Heather Box,  
Toyota Executive, Australia

# Four transformation imperatives – the checklist

## What steps have you taken to prepare your workforce for the future?



### Ignite employability

Attract, engage, retain and mobilise your talent by offering agile career development with upskilling and reskilling opportunities for all career stages.



### Reskill & redeploy

Identify internal current and future skills gaps and reskill and upskill adaptable, growth minded or qualified individuals to fill them.



### Future-proof your workforce

Empower employees to reinvent themselves and take ownership of their futures through focused career management and modern reskilling initiatives. (e.g. Bootcamps)



### Optimise placements

Enable better outcomes for exiting employees by combining reskilling with personal branding support, expert career coaching and more connections to jobs.

**90% of organisations do not have all the skills they need to get the job done.**

## Questions for your organisation

- Do you have the right people strategy to deliver business results?
- Have you got the most effective approach to transforming your workforce?
- Are you getting the most out of your current talent (ensuring growth, employability, and mobility)?
- How can you provide a better experience for those who have been selected to leave the organisation?

# Creating successful transformation

For sustainable change to occur, a clear vision for a desired future must be decided. In our experience, the major reason leading to poor transformation outcomes lies in the fact that organisations don't take a rigorous approach to integrating all the initiatives required to sustain lasting change.

**Re-structuring steals priority over re-imagining and re-engaging the workforce. As a result, companies get stuck always changing but never transforming!**

Many organisations tackle business challenges with short term projects that focus on cost-savings, instead of also investing in the people needed to transform and develop a reinvigorated company.

As the automotive industry evolves, supporting your people is essential for business growth and engagement. Whether you're restructuring, changing your culture or developing your leaders, we have decades of deep automotive industry expertise to help.

## Transformation in action – how we help

Transformation supported by LHH workforce advisory			
Skill types	Current workforce analysis	Actions to transform	Future workforce
<b>New skills</b>	Identify missing skills needed	Find and recruit new talent externally from <b>Adecco Group</b> , etc.	New skills hired for future needs
	Identify current talent with new skills to retain	Provide ongoing training from <b>LHH</b> and <b>GA*</b>	Reskilled for future needs
<b>Current skills</b>	Identify talent with potential to expand current skills	Provide reskilling with <b>GA</b> and <b>LHH*</b>	Reskilled for future needs
	Identify talent with up-to-date skills	Redeploy with <b>LHH</b>	Current skills redeployed into future structures
<b>Old skills</b>	Identify talent to be reskilled for future needs	Provide reskilling for future workforce needs with <b>GA</b> and <b>LHH</b>	Reskilled to meet current needs
	Identify talent not fit for the future workforce needs	Provide friendly outplacement to transition talent outside with <b>LHH</b>	

### Workforce assessment, analytics and strategic workforce planning

\* General Assembly (GA): Functional & Technical Skills and LHH: Soft Skills

## Trusted & recognised

Client	Details	Impact
<b>Recovery project in France</b>	LHH partnered with our client's HR Team to deploy a recovery project following years of losses. A social agreement was negotiated and voluntary redundancy plan. LHH assisted in the PR and social communications and also provided advice and information centres at 17 sites in France; outplacement programmes for 4,000 employees; organised 50 events every year (e.g. job fairs and collective career sessions).	<b>More than 2,000 individuals were redeployed in the 3 year period and LHH successfully developed partnerships with companies which recruited the employees directly.</b>
<b>Massive reduction at 4 sites in UK</b>	4,500 people have been affected by a downsizing exercise with our client. Most roles impacted have been professional. LHH provided support globally, but the bulk of reductions were made in the UK. We provided onsite delivery of workshops and 1:1 coaching to help decision making, redeployment, outplacement support and an onsite job fair. We partnered with Unions, Job Centres and local businesses.	<b>LHH has adapted solutions and worked closely with the restructuring team, who are not experienced in career transition. The team have trusted our ability to guide them, and work with partners given the 'political' profile of this brand for the UK.</b>
<b>Transformation manufacturing in Australia</b>	2,700 employees were affected as the site transformed to a sales & marketing operation. LHH designed a comprehensive change and transition solution including comms support, change leadership development and onsite career development centres.	<b>A 5% increase in staff engagement was achieved during the period of transformation.</b>
<b>Reduction in workforce in US, Canada and Mexico</b>	Over 2,800 employees were affected by a large scale reduction of the workforce across 3 countries. We worked with HR to ensure that employees at all levels were provided with the right level of support, including Executives.	<b>LHH conducted 2,877 1:1 meetings in 3 days across 3 countries resulting in an average of 81% engagement.</b>
<b>Supporting a reorganisation</b>	In a reorganisation to cut costs and optimise production, two voluntary plans were negotiated with the Trade Unions in France, affecting 500 employees. LHH provided legal support during the negotiations and supported their communications to management, employees and unions. We implemented advice and information centres, coaching services and delivered outplacement programmes to the employees. We are now looking with this client at the transformation required to certain skills profile.	<b>95% of impacted people volunteered to leave. Projects were socially accepted by all stakeholders. Customised training sessions for the management team helped the manufacturer through the transformation.</b>

Lee Hecht Harrison helps companies simplify the complexity associated with transforming their leadership and workforce so they can accelerate results, with less risk. We do this by helping their employees navigate change, become better leaders, develop better careers, and transition into new jobs.

As the world's leading integrated Talent Development and Transition company, we have the local expertise, global infrastructure, and industry leading technology required to simplify the complexity associated with executing critical talent and workforce initiatives, reducing brand and operational risk. Teams in 66 countries around the world leverage our proven programmes and global experience to deliver tailored solutions to clients that align talent with the needs of their business.

## LHH help organisations transform:



**From mainframe to  
cognitive data services**



**From a collection of individual  
businesses to one company**



**From a manufacturing to a  
sales & marketing organisation**



**From lightbulbs to  
digital services**

