



PRESS RELEASE

The blended workforce is on the march and organisations everywhere need a brand new framework to manage it

The rise of the independent workforce, being fuelled by Millennials and Gen X'ers is the human capital trend for the 2020s as digital nomads and other contingent workers become a more formalised part of the workforce. Corporate enterprise is not ready and needs to define new rules of the road for human capital management. We call it 'GigHR®'.

How we define **GigHR®**:

The continuous adaptation, leveraging, and application of Organisational Development and HR management practices to an increasingly diverse and blended workforce to achieve optimum results for organisations and their stakeholders

New research on the most important human capital trend emerging for the 2020s

The rise of the blended workforce, made up of permanent, part-time, and independent workers, is indisputable. Across the globe, traditional hierarchies and ways of working are being challenged like never before.

There's a revolution going in the world of work. Yet it seems business leaders, HR professionals and even independent workers themselves are unsure how to navigate it - a major theme that emerged in our global research.

We surveyed almost **2,000 independent workers and HR/business leaders from 6 regions and 36 representative countries** to see just how pervasive the blended workforce has become, and how much leaders are formalising a strategic approach to attracting human capital, recruitment, deployment, retention and more.

Some key facts and figures from our research

- 1 in 10 independent workers feel highly valued by their corporate clients. 42% feel only somewhat valued
- Over 6 out of 10 independent workers tell us they are rarely recognised or rewarded for outstanding work
- 75% of independent workers rely on high-risk payment terms with few having robust contracts in place to protect their position.
- The number 1 need across independent workers is for clearer and more realistic objectives when they are employed to do a job.
- 6 out of 10 business and HR leaders surveyed acknowledge that the independent workers could become as much as 40% of their overall workforce by 2025
 - Yet...Little formal attraction, recruitment and management processes are evident in support of how organisations structure for an increasingly blended workforce
- Our survey suggests that digital tools and ecosystems are key to the engagement and management of independent workers and increasingly remote, flexible and project-based permanent resource
- In the next 5 years, working from home / remote location and co-working spaces will be the most common workplaces for independent and flexible permanent workers
- Collaborative workspaces will be the most productive environment for all employees – independent and permanent

Key conclusions from our research driving a need for new rules of the road at corporate and independent worker level

- **Corporates failing to manage independent workers effectively**
informal approach and processes has worked for the last decade but will not be good enough for the 2020s
- **Variations in how independent workers manage relationships and process with their corporate clients**
independent workers too reliant on good will, personal referrals and ad hoc contracts.

- **Evidence of more urgent need for an integrated workforce people development framework at corporate level**

few rules of the road exist for the management of an independent workforce as a formal part of the human capital population available to companies

- **A clash between traditional and digital ways of working**

those adopting digital are making the biggest progress, fuelled by the rise of digital transformation, so-called digital nomads and geography free working. Those organisations still locked into 20th Century legacy processes, systems and styles are finding it difficult to acknowledge and embrace these accelerating workplace and workforce trends. Dependent on the organisation, this represents either the biggest opportunity or the greatest risk for the 2020s.

- **Mindset shift and culture change is not happening at organisational level to recognise this accelerating trend**

Organisational Development and Human Resources must mobilise and work together to structure, manage, measure and reward an increasingly blended workforce. It's time to rip up the traditional human capital rulebook and welcome 'GigHR®'

- **A shift towards longer term retainer-based contracts as more companies recognise the benefits of blending their human capital approach**

indicating a recognition of the value being added by an independent workforce working alongside a permanent structure

- **The vast majority at corporate leadership and HR still 'don't know what they don't know' concerning this accelerating trend and the inexorable rise of the blended workforce**

A recognition of the trend and the benefits are required urgently at corporate level, with rapid development of new rules of the road to define Human Capital management of the future – from attraction and recruitment to reward and retention – be it a permanent, independent or blended workforce

This revolution highlights the demand for a **blended workforce manifesto** to help business leaders, Organisational Development leaders, HR leaders, employees, and independent workers align their goals, working culture and digital know-how. A strong manifesto should embrace the diversity of the independent workforce.



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The **GigHR**[®] Experts



Jeremy Blain
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Jeremy is the Chief Executive of PerformanceWorks International (PWI), a company that helps organisations, executive boards and leaders succeed in the digital climate amidst digital disruption, workforce transformation, opportunity and uncertainty.

Jeremy has extensive experience as a transformation leader, keynote speaker and adviser at the board-level globally. He has operated on an international basis to launch successful businesses and to turn underperformance into excellence.

Jeremy has close to 30 years of commercial experience at Procter and Gamble, PepsiCo, Cegos Group and in his own business, Performance Works International. Jeremy is both an award-winning business leader and new era learning / human capital professional. As such, His primary focus now is helping organisations, leaders and managers ready themselves for the challenging years ahead, in the face of unprecedented workplace change and competition in the 4.0 era.

Jeremy has created a business based on embracing the independent workforce. As a digital nomad, he continues to work across borders, with a global network of experts, from a variety of workplaces and spaces - be they client focused or more social co-working hubs.



Dr. Rochelle Haynes
Founder and CEO
Crowd Potential



Rochelle is a qualified and published HR professional, consultant and speaker. Originally from Barbados, she has a demonstrated history of working with public and private sector organisations, both locally and internationally, in the fields of Accounting, HRM and International Business, and holds a PhD in International Human Resource Management.

Through her PhD, Rochelle has worked with multinational companies from several countries, including the UK, the US, Germany, Spain, France, Japan, Denmark, and India, and has written on the strategic functions of expatriate managers in these global enterprises. In addition to independent consulting, she is a senior lecturer in HRM at the University of the West of England. She also works with the Chartered Institute of Personnel Development (CIPD) as an employability mentor across the UK, a role for which she was nationally commended.

Rochelle's true passion lies in applying HR to the growing field of the gig economy and she recently spent five weeks travelling across Thailand, a remote-working hotspot, to explore co-working spaces and interview globally dispersed workers. She specialises in the emerging field of 'Gig HR', a term she coined to describe the discipline of using HRM to help companies enhance their working relationships with contract workers, 'gig workers', 'digital nomads' and other offsite stakeholders, whose physical contact with organisations is limited or non-existent.