

# Reshaping the Manufacturing Workforce

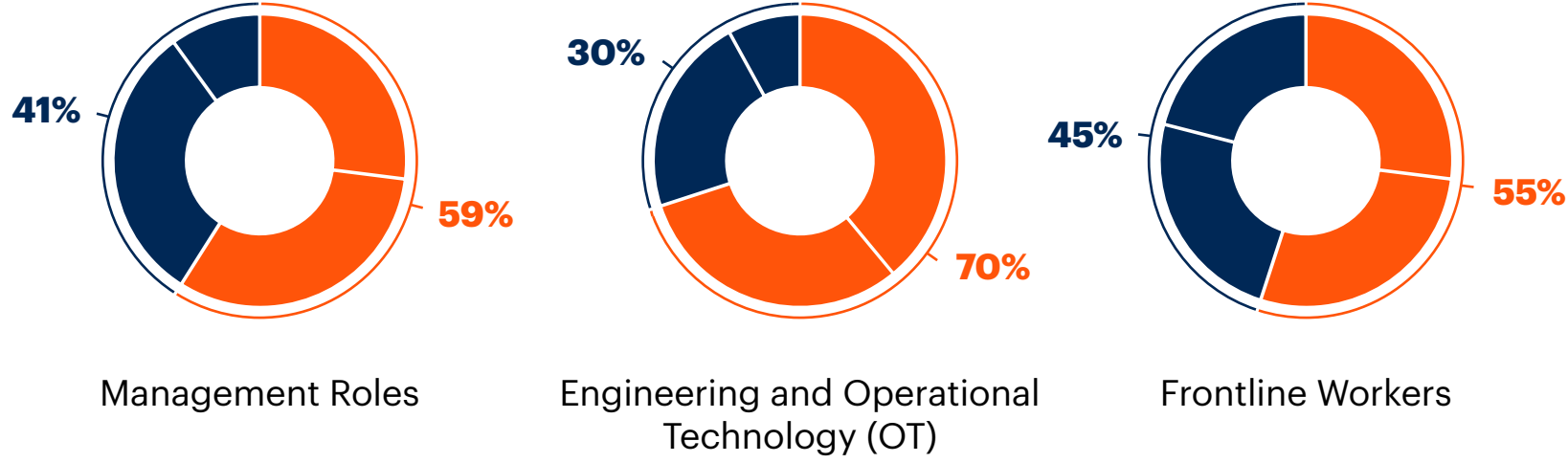
## New skills and talent requirements are changing manufacturing's front line.

This infographic showcases the **new talent expectations** from manufacturing operations leaders and **three distinct actions** to take.

## Workforce change is driven by job enhancement and creation, not displacement.

Digital trends, automation, and pandemic-related change put factory work in a **constant state of change and flux**. This increases the demands placed on factory roles, enables existing roles, or displaces roles entirely.

■ No Change or Displaces Role  
■ Enables or Increases Demand for Role



n = 431 to 438 (excludes "don't know"/not applicable)

## Worker skills need to evolve constantly.

New skills and capabilities are required to meet employers' shifting expectations for future factory workers.

- Data Literacy
- Digital Dexterity

- Lean and Continuous Improvement
- Critical Thinking

- Lead and Influence Change
- Collaborative

Digital

Core

Behavioral Competencies

**74% of manufacturers** that believe smart manufacturing will increase competitiveness are **redesigning their manufacturing organizations**.

Progress requires **capability building** and **overcoming hurdles**.

### Capability Building

- 38%** are redesigning roles based off digital requirements
- 41%** are broadening skillsets with rotational programs and apprenticeships.
- 44%** are developing change leadership acumen

### Hurdles

- 59%** lack skilled workers to support digitization plans
- 56%** of existing employees struggle to embed digital into day-to-day work
- 81%** are not providing competitive wages/pay

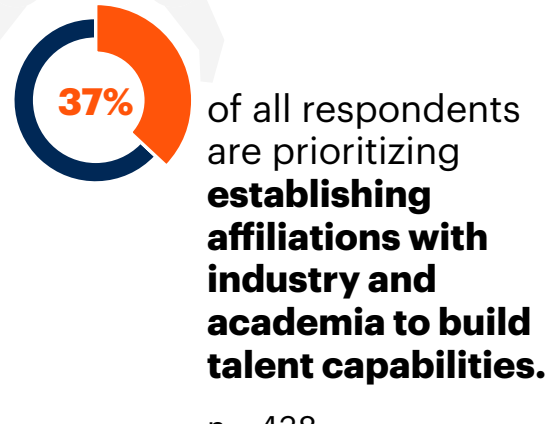
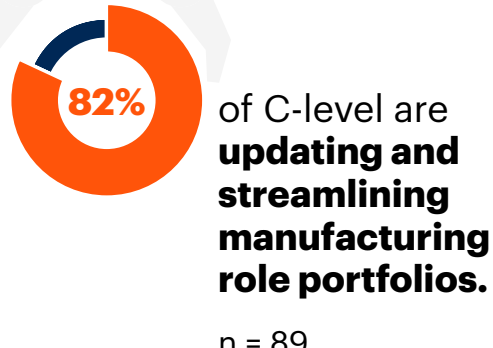
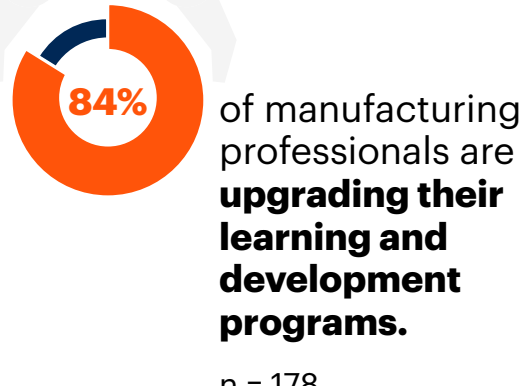
**Reshaping the front line** is as much a technology initiative as it is exercise in workforce development, behavioral shifts and integrated continuous improvement.

### Manufacturers must:

Examine the digital requirements by role; upgrade learning and development programs.

Partner with HR to update, standardize, and rationalize job families and role responsibilities.

Expand educational ecosystems to strengthen access to expertise and training.



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