Supplement – Effects of the megatrends and disruptor on the HPO characteristics

In this appendix the matrix is given in which we combined the thirteen megatrends and one disruptor with the characteristics of the HPO Framework.

НРО	No.	НРО	M1	M2	M3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Manag	1	Management	Management has to	Increase in flexible			Because of the	Different	
ement		is trusted by	deal adequately	employment may			many physical	generations may	
Quality		organizational	with trust issues	have a negative			places	have a different	
		members	concerning data	effect on trust as			employees	view on trust.	
			security,	employees will not			work, they will	Leading by	
			information	have enough			have less	purpose	
			credibility, and	exposure to			exposure to	becomes more	
			organisational	management or not			management, so	important.	
			ethics.	work long enough			it is difficult for		
				in the organisation			them to trust		
				to have the time to			people they		
				get to know			hardly		
				managers and trust			ever/never meet		
				them.			or speak.		

НРО	No.	НРО	M1	M2	M3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Manag	2	Management	Ethical behaviour	Increase in flexible		When			Management
ement		has integrity	and social	employment may		management			with integrity
Quality			responsibility are	have a negative		offers			works on
			crucial in attracting	effect on integrity as		sustainable			avoiding
			talent, and reflect	employees will not		employment to			increased
			the reputation of an	have enough		employees, they			inequality (e.g.,
			organisation, so	exposure to		will see			by offering fair
			management has to	management or not		management as			pay ratios,
			have the utmost	work long enough		having integrity.			inclusion
			integrity.	in the organisation					programmes,
				to have the time to					equal worker
				get to know					treatment,
				management and					closing the
				see their integrity.					gender gap).
Manag	3	Management	Management needs	Management could	Management has		Management		
ement		is a role model	a positive attitude	also work remote,	to take the lead in		should reflect		
Quality		for	towards new	or via flex	continuous		the diversity of		
		organizational	technologies and	employment	learning by		the employee		
		members	then needs to be a	contract, and thus	participating in		population, to		
			pioneer and thus	be less likely to	learning		minimize the		
			role model in the	demand physical	programs,		cultural gap		
			adoption and use of	presence of			between the two		
			these.	employees.			parties.		

HPO factors	No.	HPO characteristics	M1 Technological	M2 Flexible	M3 Skills mismatch	M4 Sustainable	M5 Globalization	M6 Changing	M7 Increasing
			advancement	employment		employment		workforce	inequality
Manag	4	Management	New technology is	With an increase in			It might be a		
ement		applies fast	expected to enhance	flexible			challenge to be		
Quality		decision	the speed of	employment it will			able to make		
		making	decision-making.	be a must to have a			decisions taking		
				flexible infra-			into account the		
				structure in which			different views		
				fast decisions can be			from all parts of		
				made, so to not			the globally		
				waste time or miss			dispersed		
				out on right			organisation.		
				candidates.					
Manag	5	Management	New technology is	With an increase in			It might be a		
ement		applies fast	expected to enhance	flexible			challenge to		
Quality		action taking	the speed of action-	employment it will			actually get		
			taking.	be a must to have a			actions		
				flexible			implemented in		
				infrastructure in			an increasing		
				which fast action			global		
				can be taken, so to			environment.		
				not waste time.					

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Manag	6	Management	Technological	With an increase in	This might	Coaching takes	Organisations	Coaching has to	Management
ement		coaches	applications are	flexible workers,	become more	place in a	need to reflect	be tailored to	has to make sure
Quality		organizational	expected to	organisations need	difficult because it	holistic manner,	on how they	the different	all workers have
		members to	partially replace	to reflect on how	is virtually	including	treat the	needs of	equal
		achieve better	human inter-action.	they treat the flex	impossible to get	health, well-	globally	increasingly	opportunities
		results	This will decrease	workforce	employees who	being and	dispersed	different groups	and get the
			exposure of	regarding	lack the right	personal	workforce	of employees.	same amount of
			management to	performance	skills to achieve	development.	regarding		coaching/attenti
			employees,	management	results, let alone		performance		on so they can
			decreasing its	(feedback, coaching	better results.		management		achieve
			ability to coach	etc).			(feedback,		extraordinary
			them.				coaching etc).		results.
Manag	7	Management		Management will	This might be	Management	Management	Younger	
ement		focuses on		need new ways to	difficult be-cause	focuses on	will need new	generations are	
Quality		achieving		keep track of results	without	results including	ways to keep	not only	
		results		if workers are	employees with	whether these	track of results	focussed on	
				working at other	the right skills it	results can be	of workers who	results, but also	
				locations or are in	will be virtually	achieved in a	are working at	on personal	
				flexible contracts.	impossible for	sustainable	globally	development.	
					management be	manner (normal	dispersed		
					focused on	working hours,	locations.		
					achieving results	balanced work			
					when they do not	package,			

HPO factors	No.	HPO characteristics	M1 Technological advancement	M2 Flexible employment	M3 Skills mismatch	M4 Sustainable employment	M5 Globalization	M6 Changing workforce	M7 Increasing inequality
					have qualified personnel.	sufficient autonomy).			
Manag ement Quality	8	Management is very effective	There will be a considerable increase in its effectiveness where management uses the new technologies.		Without employees with the right skills it will become difficult for managers to take effective actions.		It is a challenge to remain effective in a globalized business, thus stronger management skills are needed.		
Manag ement Quality	9	Management applies strong leadership					It is a challenge to remain effective in a globalized business, thus stronger management skills are needed.		

HPO factors	No.	HPO characteristics	M1 Technological	M2 Flexible	M3 Skills mismatch	M4 Sustainable	M5 Globalization	M6 Changing	M7 Increasing
			advancement	employment		employment		workforce	inequality
Manag	10	Management					It is a challenge		
ement		is confident					to remain		
Quality							effective in a		
							globalized		
							business, thus		
							stronger		
							management		
							skills are		
							needed.		
Manag	11	Management		It might be more	When employees			This might	
ement		always holds		difficult to hold	do not have the			become more	
Quality		organizational		external/flex	right skills			difficult as	
		members		workers responsible	management can			management	
		responsible for		for results, as they	hardly hold them			needs to take	
		their results		might feel less	accountable for			into account the	
				connected to the	bad results.			different needs,	
				organisation.				skills and	
								outlooks of	
								specific groups	
								of employees.	

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Manag	12	Management		Non-performers in	If there are not			This might	
ement		is decisive		flexible contracts	enough workers			become more	
Quality		with regard to		are easy to get rid	with the right			difficult as	
		non-		of, but this might	skills,			management	
		performers		lead to much	management			needs to take	
				additional	might be tempted			into account the	
				investment to	to keep on non-			different needs,	
				obtain new	performers, just to			skills and	
				(flexible) workers	have 'the hands' to			outlooks of	
				(which are often	do the work.			specific groups	
				hidden costs).				of employees.	
Openn	13	Management	New technology is	With an increase in	The dialogue		Dialogue needs	This might	
ess &		frequently	expected to ease,	flexible workers,	should have a		to come in many	become more	
Action		engages in a	facilitate and	organisations need	stronger focus on		languages and	difficult as	
Orienta		dialogue with	increase the use of	to reflect on how	development of		adapted to	management	
tion		employees	dialogue across the	they treat the flex	employees.		cultures.	needs to take	
			organisation.	workforce				into account the	
				regarding				different needs,	
				dialoguing and				skills and	
				performance				outlooks of	
				management				specific groups	
				(feedback, coaching				of employees.	
				etc)					

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M 7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Openn	14	Organizational	New technology is	It is more difficult	Knowledge		Globalisation		The organisation
ess &		members	expected to ease,	to exchange ideas	exchange and		creates		has to make sure
Action		spend much	facilitate and	when workers are	learning will		opportunities to		that vulnerable
Orienta		time on	increase the use of	not around full-	become of the		widen the		groups are not
tion		dialogue,	knowledge	time.	utmost		knowledge base		excluded from
		knowledge	exchange and		importance in		through globally		these processes.
		exchange and	learning across the		situations of skills		dispersed		
		learning	organisation.		mismatch.		employees.		
Openn	15	Organizational	Employees will	Flexible workers are	This might				The organisation
ess &		members are	need to be involved	usually not	become difficult				has to make sure
Action		always	in selection and	involved in	as employees who				that vulnerable
Orienta		involved in	implementation of	important decision	do not have the				groups are not
tion		important	new technologies in	making processes,	right skills will				excluded from
		processes	order to be able to	while they might	probably be not of				these processes.
			use these	have valuable input	great added				
			effectively.	into these decisions.	value.				
Openn	16	Management			This might				
ess &		allows making			become difficult				
Action		mistakes			as unskilled				
Orienta					personnel can be				
tion					expected to make				
					many unwanted				
					mistakes. Also,				

НРО	No.	НРО	M1	M2	M3	M4	M5	M6	M 7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
					this might become				
					too expensive, if				
					the level of				
					employees is too				
					low.				
Openn	17	Management	Management will						
ess &		welcomes	need a positive						
Action		change	attitude towards						
Orienta			new technologies						
tion			and welcome the						
			change these brings						
			to their organisation						
Openn	18	The	There will be a		With an	Management	To stay relevant	This might	
ess &		organization is	considerable		increasing skills	focuses on	and competitive	become more	
Action		performance	increase in its		mismatch, it will	results including	in a globalised	difficult as	
Orienta		driven	effectiveness when		become more	whether these	marketplace, the	management	
tion			the organisation		difficult to achieve	results can be	organisation has	needs to take	
			uses new		results.	achieved in a	to become even	into account the	
			technologies.			sustainable	more	different needs,	
						manner (on	performance-	skills and	
						normal working	driven.	outlooks of	
						hours, balanced		specific groups	
						work package,		of employees.	

HPO factors	No.	HPO characteristics	M1 Technological	M2 Flexible	M3 Skills mismatch	M4 Sustainable	M5 Globalization	M6 Changing	M7 Increasing
			advancement	employment		employment		workforce	inequality
						sufficient			
						autonomy, etc.).			
Long-	19	The		It may be beneficial		A sustainable	With an		
Term		organization		to have long-term		employment	increasing		
Orienta		maintains		relationships with		environment	global playfield		
tion		good and		flex workers, in		will attract	this will become		
		long-term		order to be assured		stakeholders	more difficult		
		relationships		of enough skilled		that also	(more parties,		
		with all		workers.		consider this to	more legisla-		
		stakeholders				be important.	tions to take into		
							account, more		
							cultures).		
Long-	20	The	Technological	With flex workers it	If there are not		To stay relevant		
Term		organization is	advancement will	might be difficult to	enough		and competitive		
Orienta		aimed at	be beneficial to	safeguard a	employees with		in a globalised		
tion		servicing the	customers because	customer-oriented	the right skills to		marketplace, the		
		customers as	it will make it	culture.	serve the		organisation has		
		best as	possible for the		customer in the		to become even		
		possible	organisation to		right way, this		more customer-		
			serve its customers		will come under		oriented.		
			in better ways.		pressure.				

НРО	No.	НРО	M1	M2	M3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Long-	21	Management		This will come		In sustainable		Younger	
Term		has been with		under pressure as		employment		generations tend	
Orienta		the company		shorter tenures are		relationships		to have shorter	
tion		for a long time		expected when also		management		tenures so the	
				managers are going		may stay longer		organisation has	
				to work on flexible		than average		to do additional	
				contracts.		(longer tenure).		things to keep it	
								attractive to	
								these	
								generations.	
Long-	22	New		With more flex	This can come	In sustainable		Younger	
Term		management		workers, it is not	under pressure if	employment		generations tend	
Orienta		is promoted		sure whether this	the quality of	relationships		to have shorter	
tion		from within		will be possible in	internal	employees may		tenures so the	
		the		the future.	candidates is too	stay longer than		organisation has	
		organization			low because of a	average which		to do additional	
					lack of skills.	increases the		things to keep it	
						change on their		attractive to	
						internal		these	
						promotion.		generations, so	
								they stay longer	
								and become	

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
								eligible for	
								promotion.	
Long-	23	The	The implementation	Flexible	In case of a skills			Secure may get	The organisation
Term		organization is	of the new	employment by	mismatch,			a more	has to arrange
Orienta		a secure	technologies has to	definition is not	workers will not			sustainable	for and
tion		workplace for	be done with great	secure, so the	feel secure as they			meaning:	safeguard
		organizational	care (human	organisation will	are not fully			healthy, vitality	additional
		members	cantered) otherwise	have to make an	equipped to			programs to	protection of
			great insecurity will	extra effort to still	deliver the			accommodate	vulnerable
			arise among the	create a safe feeling	performance.			the changing	workers.
			employees.	among this type of				workforce.	
				employee.					
Contin	24	The	A uniqueness				To stay relevant		
uous		organization	advantage can be				and competitive		
Improv		has adopted a	obtained if the				in a globalised		
ement		strategy that	organisation is				marketplace, the		
&		sets it clearly	faster and better in				organisation has		
Renew		apart from	adopting new				to find a niche		
al		other	technologies as a				with an unique		
		organizations	differentiating				strategy.		
			factor.						

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M 7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Contin	25	In the	New technologies	It will be difficult to	This will be		To stay		
uous		organization	will greatly alter	include flexible	difficult to achieve		competitive in a		
Improv		processes are	and improve the	workers in process	this with people		globalised		
ement		continuously	organisation's	improvement	who do not have		marketplace, the		
&		improved	processes	projects as they	the right skills to		organisation has		
Renew				might already leave	improve		to have the most		
al				before the process	processes.		efficient and		
				has been improved.			effective		
							processes.		
Contin	26	In the	New technologies	It will be difficult to	This will be		Simplifying		
uous		organization	will greatly alter	include flexible	difficult to achieve		processes from a		
Improv		processes are	and simplify the	workers in process	this with people		global		
ement		continuously	organisation's	improvement	who do not have		perspective can		
&		simplified	processes	projects as they	the right skills to		lead to		
Renew				might already leave	simplify		competitive		
al				before the process	processes.		advantage.		
				has been simplified.					
Contin	27	In the	New technologies	It will be difficult to	This will be		Aligning		
uous		organization	will be beneficial for	include flexible	difficult to achieve		processes well		
Improv		processes are	better alignment of	workers in process	this with people		from a global		
ement		continuously	the organisation's	improvement	who do not have		perspective can		
&		aligned	processes	projects as they	the right skills to		lead to		
				might already leave	align processes.				

НРО	No.	HPO characteristics	M1	M2 Flexible	M3 Skills mismatch	M4 Sustainable	M5	M6	M7
factors		characteristics	Technological advancement	employment	Skills mismatch	employment	Globalization	Changing workforce	Increasing inequality
Renew			auvancement	before the process has been aligned.		ешрюушен	competitive advantage.	Workforce	пецианту
Contin uous Improv ement & Renew al	28	In the organization everything that matters to performance is explicitly reported	Use of dashboards/controls via technological solutions will provide instant feedback and management reports.				Management will need information on all the regions the organisation operates in, which at the same time should be relevant for the contexts of those		
Contin uous Improv ement & Renew al	29	In the organization relevant financial and non-financial information is reported to all organizational members	Technology makes it possible to distribute information real- time.				regions. Management will need information on all the regions the organisation operates in, which at the same time should be		

НРО	No.	НРО	M1	M2	M3	M4	M5	M6	M 7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
							relevant for the		
							contexts of those		
							regions.		
Contin	30	The		It will be more	This will be		To stay		
uous		organization		difficult to achieve	difficult to achieve		competitive in a		
Improv		continuously		this as	this with people		globalised		
ement		innovates its		strengthening core	who do not have		marketplace, the		
&		core		competencies in flex	the right core		organisation has		
Renew		competencies		workers does not	competencies in		to be a leader in		
al				make too much	the first place.		its core		
				sense as they will			competencies.		
				leave eventually.					
Contin	31	The	New technologies	It will be difficult to	This will be		To stay relevant		
uous		organization	will open	include flexible	difficult to achieve		and competitive		
Improv		continuously	possibilities for new	workers in	with people who		in a globalised		
ement		innovates its	innovations.	product/services	do not have the		marketplace, the		
&		products,		improvement	right skills.		organisation has		
Renew		processes and		projects as they			to continuously		
al		services		might already leave			come up with		
				before the			new products		
				improvement has			and services.		
				been finalised.					

HPO factors	No.	HPO characteristics	M1 Technological	M2 Flexible	M3 Skills mismatch	M4 Sustainable	M5 Globalization	M6 Changing	M7 Increasing
			advancement	employment		employment		workforce	inequality
Employ	32	Management	When employees	As flexible workers	This might		With workers		
ee		inspires	take advantage of	are not part of the	become more		spread around		
Quality		organizational	the new	organization they	difficult because it		the globe, new		
		members to	technologies, their	may not get the	might be		ways of		
		accomplish	effectiveness will	attention they need	impossible for		communication		
		extraordinary	greatly increase.	to be engaged or	employees who		must be found		
		results		inspired; and/or	lack the right		to inspire		
				they might be less	skills to achieve		employees.		
				motivated to	results in the first				
				achieve	place, let alone				
				extraordinary	better results.				
				results without					
				extra incentive.					
Employ	33	The resilience	New technology	In general there will	Employees who		With workers	Additional	Additional
ee		and flexibility	will facilitate	be less investment	miss the right		spread around	attention for	programs,
Quality		of	learning (via tech	(both in attention	skills are expected		the globe, new	older employees	which are
		organizational	modules).	paid as training	to be less resilient		ways of	may be needed	tailored, will be
		members is		given) to flex	and flexible.		training must be		needed to help
		continuously		workers, so the			found to		vulnerable
		strengthened		quality of these flex			develop		workers with
				workers might			employees.		these.
				suffer.					

НРО	No.	НРО	M1	M2	М3	M4	M5	M6	M 7
factors		characteristics	Technological	Flexible	Skills mismatch	Sustainable	Globalization	Changing	Increasing
			advancement	employment		employment		workforce	inequality
Employ	34	The		With an increase in			globalization	The composure	Additional
ee		organization		flexible employ-			creates	may become out	inclusion
Quality		has a diverse		ment, it can be an			opportunities to	of balance	programs,
		and comple-		opportunity to			compose a	because there	which are
		mentary		benefit from diverse			diverse and	will be more	tailored, will be
		workforce		and complementary			complementary	older workers.	needed to
				workers, provided			workforce.		accommodate
				that enough					workers with
				workers are					special needs.
				available to choose					
				from.					
Employ	35	The	Technological				Globalization is		
ee		organization	solutions should be				only possible		
Quality		grows through	aligned with				through		
		partner-ships	partnerships and/or				partnerships		
		with suppliers	customers (using				with suppliers		
		and/or	same tech solutions				and/or		
		customers	in chain, can also be				customers.		
			a threat because						
			once chosen for a						
			platform or brand it						
			is hard to change)						

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Manag	1	Management		Organisations have		Management	Management has	Individualism	Trust in
ement		is trusted by		to adapt to dealing		has to learn how	to regularly	creates more	management
Quality		organizational		with organisations		to deal with and	communicate on	self-steering	will depend on
		members		with different		treat cross-	how it deals with	and self-	how adequate
				cultural		border workers	scarce resources	reliance,	the reaction of
				backgrounds, and		with respect.	and then has to	which will	management on
				diversity in			walk the talk.	make the	the pandemic is.
				management styles,				inclination to	
				work ethics and				trust another	
				ways of working.				on a higher	
								level more	
								difficult.	
Manag	2	Management	Management with		Management has				Management
ement		has integrity	integrity may be		an eye for				has to follow-up
Quality			expected to take		working and				on health and
			good care of the		living conditions				safety
			environment.		of workers in				instructions and
					urban /rural areas				take care of all
									stakeholders
									(workers,
									suppliers, etc.).

НРО	No.	HPO	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental issues	Economic power shifts	Urbanization	Cross-border migration	Resource scarcity	Individualism	Pandemics
Manag	3	Management	Management has to	The manner in			Management	It will become	The manner in
ement		is a role model	be a role model	which management			takes the lead in	more difficult	which
Quality		for	from CSR	deals with other			reducing personal	for a manager	management
		organizational	perspective	types of cultures			footprint (e-cars,	to become a	reacts on a
		members	(transportation,	and organizations			public	role model as	pandemic can
			taxes, reward,	can become an			transportation,	people will	become an
			development,	example for			lifestyle),	look more	example for
			vitality).	employees'			moderation and	inward for	employees'
				behaviour.			self-control as a	their role	behaviour.
							virtue.	model.	
								Management	
								as role model	
								will be able to	
								manage	
								different types	
								and needs of	
								employee.	
Manag	4	Management					Management	When making	Management
ement		applies fast					needs to take a	fast decisions	needs to react
Quality		decision					longer-term view	management	very fast on
		making					on securing the	needs more	both the short-
							supply of	detailed	and long-term
							resources and/or	information on	consequences of

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
							finding	customer	a pandemic in
							alternatives.	types and	order to prevent
								employee	further
								types, as one	spreading of the
								size fits all is	disease and
								not valid	mitigate its
								anymore.	negative effects.
Manag	5	Management					With unexpected	When making	Management
ement		applies fast					changes in	fast decisions	needs to react
Quality		action taking					resources	management	very fast on
							availability,	needs more	both the short-
							management	detailed	and long-term
							needs to make	information on	consequences of
							contingency plans	customer	a pandemic in
							on how to react	types and	order to prevent
							fast on the	employee	further
							scarcities.	types, as one	spreading of the
								size fits all is	disease and
								not valid	mitigate its
								anymore.	negative effects.

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental issues	Economic power shifts	Urbanization	Cross-border migration	Resource scarcity	Individualism	Pandemics
Manag	6	Management	Results will change	Sillits		Coaching of	Management has	Management	Management
ement		coaches	as climate change			management	to foster a	needs a more	has to
Quality		organizational	reduction targets			will have to be	different mindset	individualistic	communicate
Quality		members to	will become much			tailor-made to	among	approach to	and inform
		achieve better	more important.			the various	employees, one of	coaching	employee and
		results	more important.			cultures of	using less	employees.	suppliers on
		resurts				workers,	resources.	employees.	how to act
						otherwise there	resources.		(hygiene, do's
						will be com-			and don't's).
									and don't s).
						munication and			
						cooperation			
						problems as			
						parties do not			
						understand each			
						other.			
Manag	7	Management	Results will change				Management may	Management	Management
ement		focuses on	as climate change				have to be more	has to agree on	may have to
Quality		achieving	reduction targets				flexible with	more	redefine results
		results	will become much				targets, depend-	individual	in the light of
			more important.				ing on the	targets for	the effects of a
							availability of	employees.	pandemic
							resources, and	Employees wil	(depending on
							probably has to	have more say	the business, can

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
							lower these	in setting these	go both ways:
							targets.	targets.	up or down-
									ward).
Manag	8	Management		The manner in			It is a challenge to	One aspect of	It is a challenge
ement		is very		which management			remain effective	effectiveness is	to remain
Quality		effective		deals with other			when there are	how	effective during
				types of cultures			not enough	management	a pandemic,
				and organizations			resources, thus	deals with	thus more
				will decide its			more flexible	individualizati	flexible
				effectiveness.			management	on. In the	management
							skills are needed.	market as well	skills are
							Management has	as within	needed.
							to try to get the	organization.	
							organisation to		
							become less		
							dependent on		
							resources		
Manag	9	Management	Management will				It is a challenge to	Management	It is a challenge
ement		applies strong	not make any				remain effective	has to find	to remain
Quality		leadership	concessions when it				when there are	ways to	effective during
			comes to climate				not enough	manage a	a pandemic,
			change reduction				resources, thus	more	thus more
			targets.				more flexible		flexible

HPO factors	No.	HPO characteristics	M8 Environmental issues	M9 Economic power shifts	M10 Urbanization	M11 Cross-border migration	M12 Resource scarcity	M13 Individualism	D1 Pandemics
			155465	Sinits		migration	management skills are needed.	individualistic workforce.	management skills are needed.
Manag ement Quality	10	Management is confident					Management has to radiate confidence to the workforce that the organization will survive the period of scarce resources and/or that alter-native resources will be found and applied.		Management has to create and radiate confidence to the workforce that the organization will survive the pandemic, amongst others by ensuring the right and timely
Manag ement Quality	11	Management always holds organizational members responsible for their results					Management has to be more lenient with holding employee accountable during times of resource scarcity.	Management has to hold employee accountable for their individual results.	information. Management has to be more lenient with holding employee accountable during

HPO factors	No.	HPO characteristics	M8 Environmental issues	M9 Economic power shifts	M10 Urbanization	M11 Cross-border migration	M12 Resource scarcity	M13 Individualism	D1 Pandemics
									pandemic times. Management has to reset forecasts and targets.
Manag ement Quality	12	Management is decisive with regard to non- performers					Management has to be more lenient with holding employee accountable for non-performance during times of resource scarcity. Spilling resources should be an element of performance appraisal/target setting		Management has to be more lenient with holding employee accountable for non- performance during pandemic times.

НРО	No.	НРО	М8	М9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Openn	13	Management	Climate change			Different	Use of scarce	Management	Management
ess &		frequently	reduction will			cultures of	resources should	has to find the	has to make it
Action		engages in a	become a recurring			employees and	be a fixed item on	right	possible for
Orienta		dialogue with	theme during			managers might	the dialogue	individual	employees to
tion		employees	dialogues.			make this more	agenda.	tone per	share their
						difficult as		employee for	stories,
						parties do not		an effective	challenges and
						under-stand		dialogue.	suggestions for
						each other.			improvement as
									they may have
									difficult times.
									Management
									should check in
									with their
									workers more
									often on a
									personal basis.
Openn	14	Organizational	Climate change			Different	Employees have	Employees	Employees have
ess &		members	reduction will			cultures of	to talk more with	have to find	to talk more
Action		spend much	become a recurring			employees	each other in	new ways to	with each other
Orienta		time on	theme during			might make this	order to divide	stay into	in order to share
tion		dialogue,	dialogues and a			more difficult as	the scare	contact with	ideas to combat
		knowledge				parties do not		each other in	the pandemic.

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
		exchange and	constant topic of			understand each	resources	order to share	The organi-
		learning	learning sessions.			other.	optimally.	their	sation has to be
								individual	open on results,
								experiences.	problems, how
									to handle the
									pandemic in
									own
									organisation.
Openn	15	Organizational	Employees will be			Different	Employees have	More time will	Employees
ess &		members are	spending a lot of			cultures of	to be part of the	have to be	should have a
Action		always	time in climate			employees and	scare resource	spend to get	voice in how the
Orienta		involved in	change reduction			management	allocation process.	people in	organisation is
tion		important	initiatives.			might make this		agreement,	handling the
		processes				more difficult as		especially	situation.
						parties do not		when it comes	
						understand each		to putting	
						other.		aside	
								individual	
								needs for	
								greater good	

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Openn	16	Management				There might be	There will be less	It will become	In times of
ess &		allows making				more mistakes	tolerance with	important to	pandemic a zero
Action		mistakes				as workers (and	mistakes when	manage team	tolerance policy
Orienta						management)	these concern	spirit, and	can become in
tion						have difficulty	scare resources,	team results. A	effect when it
						understanding	which may lead to	tendency	comes to
						each other	disguise of	could become	following up on
						because of their	mistakes instead	of 'it wasn't	health and
						different	of reporting them.	me' instead of	safety measures.
						cultures.		'how can we	
								improve	
								together'.	
Openn	17	Management	Climate change				Changes that	It can become	Management
ess &		welcomes	reduction initiatives				concern replacing	more challen-	has to be open
Action		change	will be specifically				scarce resources	ging for	to new ways of
Orienta			welcomed.				will be	management	delivering
tion							emphasised.	teams to speak	results during
								with one voice	trying times.
								in this respect	
								because of	
								widely	
								differing	
								opinions.	

HPO factors	No.	HPO characteristics	M8 Environmental	M9 Economic power	M10 Urbanization	M11 Cross-border	M12 Resource scarcity	M13 Individualism	D1 Pandemics
			issues	shifts		migration			
Openn	18	The				This might	This will become	The way	The organ-
ess &		organization is				become more	more difficult as	performance is	isation has to
Action		performance				difficult as	the organization	operationali-	look for other
Orienta		driven				employees	might not have	sed should	ways to achieve
tion						might have	enough resources	also be	results, even if
						different work	to achieve its	translated to	these will be
						ethics and also	objective.	'what's in it	temporary, in
						might have		for me' as	order to survive
						difficulty		employee.	in the long run.
						working to-			
						gether because			
						of their different			
						languages and			
						cultures. On the			
						other hand a			
						more diverse			
						workforce may			
						lead to more			
						creative ideas			
						and innovations.			

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Long-	19	The	Planet and society	As the type of			Suppliers of		This is even
Term		organization	will emphatically be	stakeholders might			scarce resources		more important
Orienta		maintains	seen as stakeholders	change, different			will be(come)		to survive
tion		good and		approaches are			important		disruptors such
		long-term		needed to build and			stakeholders.		as pandemics, as
		relationships		maintain good					suppliers tend
		with all		relationships.					to treat you
		stakeholders							better if you
									have a better
									relationship
									with them. In
									times of
									pandemic,
									contact your
									relations even
									more and ask
									them how you
									can be of help.
Long-	20	The		As the type of	Organizations		This might	The	In times of
Term		organization is		customer might	may need to		become more	organization	pandemic this
Orienta		aimed at		change, different	change the way		difficult as	will have to	may mean
tion		servicing the		approaches are	how customer are		resource scarcity	target	thinking of
		customers as			serviced as a		will impede good	customer more	which short

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
		best as		needed to service	consequence of		and timely	and more on	term customer
		possible		them.	urbanization		service.	an individual	problems can be
					(infrastructure,		Alternative	level.	tackled, and
					deliveries,		solutions should		showing that
					different product		be developed to		you care.
					– services		meet customer		
					offerings)		demands using		
							less resources.		
Long-	21	Management						This will come	
Term		has been with						under	
Orienta		the company						pressure as	
tion		for a long time						shorter	
								tenures are	
								expected when	
								managers	
								increasingly	
								choose their	
								individual	
								career paths.	

HPO factors	No.	HPO characteristics	M8 Environmental issues	M9 Economic power shifts	M10 Urbanization	M11 Cross-border migration	M12 Resource scarcity	M13 Individualism	D1 Pandemics
Long- Term Orienta tion	22	New management is promoted from within the organization	Being a leader in climate change reduction initiatives will be part of the promotion criteria.	JAMES		migration		This will come under pressure as shorter tenures are expected when managers increasingly choose their individual	During a pandemic it may be difficult to attract and/or change management teams, but is will be possible to detect the quality of
Long- Term Orienta tion	23	The organization is a secure workplace for organizational members				Cross-border workers are in general a vulnerable group that needs extra care from manage- ment so they can feel safe and secure in the organisation.		career paths. Diversity and individual differences are accepted in the workplace.	successors. The organisation has to take many measures to create a safe work environment and accommodate to personal needs of workers and stakeholders.

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
Contin uous Improv ement & Renew al	24	The organization has adopted a strategy that sets it clearly apart from other organizations	issues	shifts The strategy of an organisation should include how to deal with economic power shifts (clear differentiators, or cooperation).	The strategy of an organisation should include how to deal with urbanisation (clear differentiators, or cooperation	migration	The strategy of the organisation has to better cope with resource scarcity than those of other organizations.	The strategy of the organisation has to better cope with individual differences and needs of	The strategy has to take into account the occurrence of pandemics.
								customers and workers. than those of other organizations	
Contin	25	In the organization	Processes have to be adapted	Processes have to be reengineered so	Processes have to be adapted to		Processes have to be reengineered	Processes have to be	Processes have to be adapted so
Improv ement & Renew al		processes are continuously improved	continuously so they will not impact the climate	they can service new markets and/or new competitors in the market can be beaten	changes in urban markets and decreases in rural areas (think of less offices/more 'to go ' or pick up places).		so they require less scarce resources.	reengineered so they are aligned with challenges of individualism such as knowledge of needs and demands of	they can deal with the effects of a pandemic (less dependency on others, ensure that other parties that you depend

HPO factors	No.	HPO characteristics	M8 Environmental	M9 Economic power	M10 Urbanization	M11 Cross-border	M12 Resource scarcity	M13 Individualism	D1 Pandemics
lactors		characteristics	issues	shifts	Cibanization	migration	Resource scarcity	marviauansin	Tandennes
								individualistic customers and employees	on are also prepared).
Contin uous Improv ement & Renew al	26	In the organization processes are continuously simplified	Processes have to be adapted continuously so they will not impact the climate	Processes have to be reengineered so they can service new markets.	Processes have to be reengineered so they can service urban as well as rural areas.		Processes have to be reengineered so they require less scarce resources	This will come under pressure as it will become more complex to track and act on relevant changes in individual needs	Processes have to be adapted so they can deal with the effects of a pandemic (less dependency on others, ensure that other parties that you depend on are also
Contin uous Improv ement & Renew al	27	In the organization processes are continuously aligned	Processes have to be adapted continuously so they will not impact the climate.	Processes have to be reengineered so they can service new markets.			Processes have to be reengineered so they require less scarce resources.	This will come under pressure as it will become more complex to track and act on relevant changes in	prepared). Processes have to be adapted so they can deal with the effects of a pandemic (less dependen- cy on others, ensure that

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
								individual	other parties
								needs	that you depend
									on are also
									prepared).
Contin	28	In the	CSR targets and				Continuous		Continuous
uous		organization	results have to be				reporting on		reporting on the
Improv		everything	measured,				scarce resources is		effects of the
ement		that matters to	monitored and				needed.		pandemic is
&		performance is	communicated						needed.
Renew		explicitly							
al		reported							
Contin	29	In the	CSR targets and				Reporting on		New indicators
uous		organization	results have to be				scarce resources is		such as
Improv		relevant	measured,				needed on the		'employee
ement		financial and	monitored and				workflow.		health' have to
&		non-financial	communicated						be included in
Renew		information is							the reporting.
al		reported to all							
		organizational							
		members							

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Contin	30	The					The organization	Innovation in	
uous		organization					will have to	core compe-	
Improv		continuously					develop new core	tencies will	
ement		innovates its					competencies in	increasingly	
&		core					order to deal	become the	
Renew		competencies					with/work around	responsibility	
al							scarce resources.	of the	
								individual	
								employee	
Contin	31	The	Innovations in	New products and	New products		The organization		Innovation will
uous		organization	products, processes	services will have to	and services will		will have to		focus on dealing
Improv		continuously	and services are	be developed for	have to be		develop new		with the new
ement		innovates its	done with an eye on	new markets.	developed for		products/services		situation created
&		products,	climate change		changing		in order to deal		by the
Renew		processes and	reduction.		customer		with/work around		pandemic, and
al		services			demands.		scarce resources.		how to prepare
									for new
									pandemics.

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
Employ	32	Management				This might be	This will become		Management
ee		inspires				more difficult as	more difficult as		has to inspire
Quality		organizational				management	employees might		employee to
		members to				needs to know	not have enough		deal with the
		accomplish				how to motivate	resources to		consequences of
		extraordinary				employees from	achieve their		the pandemic.
		results				different	objectives.		
						cultures and	Employees		
						potentially	undertaking		
						different work	initiatives to		
						ethics.	reduce use of		
							scarce resources		
							should be		
							rewarded.		
Employ	33	The resilience		Employees have to	Both in urban and		Employees have	Employees	Employees have
ee		and flexibility		be able to deal with	rural areas		to be able to deal	have to be take	to be able to
Quality		of		new stakeholders.	different types of		with resource	care of their	deal with the
		organizational			solutions may be		scarcity.	own	effects of the
		members is			needed to		Employees with	development.	pandemic. A
		continuously			strengthen		moderate mindset	They have to	pandemic is in
		strengthened			resilience and		may be able to	be offered	terms of
					flexibility of		achieve that.	tailor-made	strengthening a
									good live

HPO factors	No.	HPO characteristics	M8 Environmental issues	M9 Economic power shifts	M10 Urbanization	M11 Cross-border migration	M12 Resource scarcity	M13 Individualism	D1 Pandemics
					organisational members.			training solutions.	training situation.
Employ ee Quality	34	The organization has a diverse and complementar y workforce		The workforce have to mirror the new economic power balance, i.e. the new markets the organisation operates in.	This may come under pressure as there is less balance in types of employee in some countries(e.g. rural: less educated, more aged).	The diversity (and thereby the complementarity) of the workforce will be greatly enhanced because of the influx of cross border workers.	With a diverse workforce the changes are greater that new ideas will originate how to deal with scare resources.	The more individualism the more diverse the work-force will become.	A diverse workforce may be essential to handle disruptors such as a pandemic.
Employ ee Quality	35	The organization grows through partner-ships with suppliers and/or customers	The organization looks for partners that are also leaders in climate change reduction initiatives.	The organization will increasingly focus on building partnerships with companies in the East.	The organization will increasingly focus on building partnerships with companies urban areas.		The organization will view its partnerships with suppliers and clients more and more as an eco- system in which scarce resources have to be distributed as		The organization will view its partnerships with suppliers and clients more and more as an eco-system in which the partners will combat the effects of the

НРО	No.	НРО	M8	M9	M10	M11	M12	M13	D1
factors		characteristics	Environmental	Economic power	Urbanization	Cross-border	Resource scarcity	Individualism	Pandemics
			issues	shifts		migration			
							effective as		pandemic
							possible.		together.