

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.

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
Management Quality	1	Management is trusted by organizational members	Management has to deal adequately with trust issues concerning data security, information credibility, and organisational ethics.	Increase in flexible employment may have a negative effect on trust as employees will not have enough exposure to management or not work long enough in the organisation to have the time to get to know managers and trust them.			Because of the many physical places employees work, they will have less exposure to management, so it is difficult for them to trust people they hardly ever/never meet or speak.	Different generations may have a different view on trust. Leading by purpose becomes more important.	

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Management Quality	2	Management has integrity	Ethical behaviour and social responsibility are crucial in attracting talent, and reflect the reputation of an organisation, so management has to have the utmost integrity.	Increase in flexible employment may have a negative effect on integrity as employees will not have enough exposure to management or not work long enough in the organisation to have the time to get to know management and see their integrity.		When management offers sustainable employment to employees, they will see management as having integrity.			Management with integrity works on avoiding increased inequality (e.g., by offering fair pay ratios, inclusion programmes, equal worker treatment, closing the gender gap).
Management Quality	3	Management is a role model for organizational members	Management needs a positive attitude towards new technologies and then needs to be a pioneer and thus role model in the adoption and use of these.	Management could also work remote, or via flex employment contract, and thus be less likely to demand physical presence of employees.	Management has to take the lead in continuous learning by participating in learning programs,		Management should reflect the diversity of the employee population, to minimize the cultural gap between the two parties.		

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Management Quality	4	Management applies fast decision making	New technology is expected to enhance the speed of decision-making.	With an increase in flexible employment it will be a must to have a flexible infrastructure in which fast decisions can be made, so to not waste time or miss out on right candidates.			It might be a challenge to be able to make decisions taking into account the different views from all parts of the globally dispersed organisation.		
Management Quality	5	Management applies fast action taking	New technology is expected to enhance the speed of action-taking.	With an increase in flexible employment it will be a must to have a flexible infrastructure in which fast action can be taken, so to not waste time.			It might be a challenge to actually get actions implemented in an increasing global environment.		

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Management Quality	6	Management coaches organizational members to achieve better results	Technological applications are expected to partially replace human inter-action. This will decrease exposure of management to employees, decreasing its ability to coach them.	With an increase in flexible workers, organisations need to reflect on how they treat the flex workforce regarding performance management (feedback, coaching etc).	This might become more difficult because it is virtually impossible to get employees who lack the right skills to achieve results, let alone better results.	Coaching takes place in a holistic manner, including health, well-being and personal development.	Organisations need to reflect on how they treat the globally dispersed workforce regarding performance management (feedback, coaching etc).	Coaching has to be tailored to the different needs of increasingly different groups of employees.	Management has to make sure all workers have equal opportunities and get the same amount of coaching/attention so they can achieve extraordinary results.
Management Quality	7	Management focuses on achieving results		Management will need new ways to keep track of results if workers are working at other locations or are in flexible contracts.	This might be difficult because without employees with the right skills it will be virtually impossible for management to be focused on achieving results when they do not	Management focuses on results including whether these results can be achieved in a sustainable manner (normal working hours, balanced work package,	Management will need new ways to keep track of results of workers who are working at globally dispersed locations.	Younger generations are not only focussed on results, but also on personal development.	

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).			
Management 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.		
Management Quality	9	Management applies strong leadership					It is a challenge to remain effective in a globalized business, thus stronger management skills are needed.		

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Management Quality	10	Management is confident					It is a challenge to remain effective in a globalized business, thus stronger management skills are needed.		
Management Quality	11	Management always holds organizational members responsible for their results		It might be more difficult to hold external/flex workers responsible for results, as they might feel less connected to the organisation.	When employees do not have the right skills management can hardly hold them accountable for bad results.			This might become more difficult as management needs to take into account the different needs, skills and outlooks of specific groups of employees.	

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Management Quality	12	Management is decisive with regard to non-performers		Non-performers in flexible contracts are easy to get rid of, but this might lead to much additional investment to obtain new (flexible) workers (which are often hidden costs).	If there are not enough workers with the right skills, management might be tempted to keep on non-performers, just to have 'the hands' to do the work.			This might become more difficult as management needs to take into account the different needs, skills and outlooks of specific groups of employees.	
Openness & Action Orientation	13	Management frequently engages in a dialogue with employees	New technology is expected to ease, facilitate and increase the use of dialogue across the organisation.	With an increase in flexible workers, organisations need to reflect on how they treat the flex workforce regarding dialoguing and performance management (feedback, coaching etc)	The dialogue should have a stronger focus on development of employees.		Dialogue needs to come in many languages and adapted to cultures.	This might become more difficult as management needs to take into account the different needs, skills and outlooks of specific groups of employees.	

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Openness & Action Orientation	14	Organizational members spend much time on dialogue, knowledge exchange and learning	New technology is expected to ease, facilitate and increase the use of knowledge exchange and learning across the organisation.	It is more difficult to exchange ideas when workers are not around full-time.	Knowledge exchange and learning will become of the utmost importance in situations of skills mismatch.		Globalisation creates opportunities to widen the knowledge base through globally dispersed employees.		The organisation has to make sure that vulnerable groups are not excluded from these processes.
Openness & Action Orientation	15	Organizational members are always involved in important processes	Employees will need to be involved in selection and implementation of new technologies in order to be able to use these effectively.	Flexible workers are usually not involved in important decision making processes, while they might have valuable input into these decisions.	This might become difficult as employees who do not have the right skills will probably be not of great added value.				The organisation has to make sure that vulnerable groups are not excluded from these processes.
Openness & Action Orientation	16	Management allows making mistakes			This might become difficult as unskilled personnel can be expected to make many unwanted mistakes. Also,				

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					this might become too expensive, if the level of employees is too low.				
Openness & Action Orientation	17	Management welcomes change	Management will need a positive attitude towards new technologies and welcome the change these brings to their organisation						
Openness & Action Orientation	18	The organization is performance driven	There will be a considerable increase in its effectiveness when the organisation uses new technologies.		With an increasing skills mismatch, it will become more difficult to achieve results.	Management focuses on results including whether these results can be achieved in a sustainable manner (on normal working hours, balanced work package,	To stay relevant and competitive in a globalised marketplace, the organisation has to become even more performance-driven.	This might become more difficult as management needs to take into account the different needs, skills and outlooks of specific groups of employees.	

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						sufficient autonomy, etc.).			
Long-Term Orientation	19	The organization maintains good and long-term relationships with all stakeholders		It may be beneficial to have long-term relationships with flex workers, in order to be assured of enough skilled workers.		A sustainable employment environment will attract stakeholders that also consider this to be important.	With an increasing global playfield this will become more difficult (more parties, more legislations to take into account, more cultures).		
Long-Term Orientation	20	The organization is aimed at servicing the customers as best as possible	Technological advancement will be beneficial to customers because it will make it possible for the organisation to serve its customers in better ways.	With flex workers it might be difficult to safeguard a customer-oriented culture.	If there are not enough employees with the right skills to serve the customer in the right way, this will come under pressure.		To stay relevant and competitive in a globalised marketplace, the organisation has to become even more customer-oriented.		

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Long-Term Orientation	21	Management has been with the company for a long time		This will come under pressure as shorter tenures are expected when also managers are going to work on flexible contracts.		In sustainable employment relationships management may stay longer than average (longer tenure).		Younger generations tend to have shorter tenures so the organisation has to do additional things to keep it attractive to these generations.	
Long-Term Orientation	22	New management is promoted from within the organization		With more flex workers, it is not sure whether this will be possible in the future.	This can come under pressure if the quality of internal candidates is too low because of a lack of skills.	In sustainable employment relationships employees may stay longer than average which increases the change on their internal promotion.		Younger generations tend to have shorter tenures so the organisation has to do additional things to keep it attractive to these generations, so they stay longer and become	

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								eligible for promotion.	
Long-Term Orientation	23	The organization is a secure workplace for organizational members	The implementation of the new technologies has to be done with great care (human centered) otherwise great insecurity will arise among the employees.	Flexible employment by definition is not secure, so the organisation will have to make an extra effort to still create a safe feeling among this type of employee.	In case of a skills mismatch, workers will not feel secure as they are not fully equipped to deliver the performance.			Secure may get a more sustainable meaning: healthy, vitality programs to accommodate the changing workforce.	The organisation has to arrange for and safeguard additional protection of vulnerable workers.
Continuous Improvement & Renewal	24	The organization has adopted a strategy that sets it clearly apart from other organizations	A uniqueness advantage can be obtained if the organisation is faster and better in adopting new technologies as a differentiating factor.				To stay relevant and competitive in a globalised marketplace, the organisation has to find a niche with an unique strategy.		

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Continuous Improvement & Renewal	25	In the organization processes are continuously improved	New technologies will greatly alter and improve the organisation's processes	It will be difficult to include flexible workers in process improvement projects as they might already leave before the process has been improved.	This will be difficult to achieve this with people who do not have the right skills to improve processes.		To stay competitive in a globalised marketplace, the organisation has to have the most efficient and effective processes.		
Continuous Improvement & Renewal	26	In the organization processes are continuously simplified	New technologies will greatly alter and simplify the organisation's processes	It will be difficult to include flexible workers in process improvement projects as they might already leave before the process has been simplified.	This will be difficult to achieve this with people who do not have the right skills to simplify processes.		Simplifying processes from a global perspective can lead to competitive advantage.		
Continuous Improvement &	27	In the organization processes are continuously aligned	New technologies will be beneficial for better alignment of the organisation's processes	It will be difficult to include flexible workers in process improvement projects as they might already leave	This will be difficult to achieve this with people who do not have the right skills to align processes.		Aligning processes well from a global perspective can lead to		

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Renewal				before the process has been aligned.			competitive advantage.		
Continuous Improvement & Renewal	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 regions.		
Continuous Improvement & Renewal	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.				Management will need information on all the regions the organisation operates in, which at the same time should be		

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							relevant for the contexts of those regions.		
Continuous Improvement & Renewal	30	The organization continuously innovates its core competencies		It will be more difficult to achieve this as strengthening core competencies in flexible workers does not make too much sense as they will leave eventually.	This will be difficult to achieve this with people who do not have the right core competencies in the first place.		To stay competitive in a globalised marketplace, the organisation has to be a leader in its core competencies.		
Continuous Improvement & Renewal	31	The organization continuously innovates its products, processes and services	New technologies will open possibilities for new innovations.	It will be difficult to include flexible workers in product/services improvement projects as they might already leave before the improvement has been finalised.	This will be difficult to achieve with people who do not have the right skills.		To stay relevant and competitive in a globalised marketplace, the organisation has to continuously come up with new products and services.		

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Employee Quality	32	Management inspires organizational members to accomplish extraordinary results	When employees take advantage of the new technologies, their effectiveness will greatly increase.	As flexible workers are not part of the organization they may not get the attention they need to be engaged or inspired; and/or they might be less motivated to achieve extraordinary results without extra incentive.	This might become more difficult because it might be impossible for employees who lack the right skills to achieve results in the first place, let alone better results.		With workers spread around the globe, new ways of communication must be found to inspire employees.		
Employee Quality	33	The resilience and flexibility of organizational members is continuously strengthened	New technology will facilitate learning (via tech modules).	In general there will be less investment (both in attention paid as training given) to flex workers, so the quality of these flex workers might suffer.	Employees who miss the right skills are expected to be less resilient and flexible.		With workers spread around the globe, new ways of training must be found to develop employees.	Additional attention for older employees may be needed	Additional programs, which are tailored, will be needed to help vulnerable workers with these.

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Employee Quality	34	The organization has a diverse and complementary workforce		With an increase in flexible employment, it can be an opportunity to benefit from diverse and complementary workers, provided that enough workers are available to choose from.			globalization creates opportunities to compose a diverse and complementary workforce.	The composition may become out of balance because there will be more older workers.	Additional inclusion programs, which are tailored, will be needed to accommodate workers with special needs.
Employee Quality	35	The organization grows through partnerships with suppliers and/or customers	Technological solutions should be aligned with partnerships and/or customers (using same tech solutions in chain, can also be a threat because once chosen for a platform or brand it is hard to change)				Globalization is only possible through partnerships with suppliers and/or customers.		

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Management Quality	1	Management is trusted by organizational members		Organisations have to adapt to dealing with organisations with different cultural backgrounds, and diversity in management styles, work ethics and ways of working.		Management has to learn how to deal with and treat cross-border workers with respect.	Management has to regularly communicate on how it deals with scarce resources and then has to walk the talk.	Individualism creates more self-steering and self-reliance, which will make the inclination to trust another on a higher level more difficult.	Trust in management will depend on how adequate the reaction of management on the pandemic is.
Management Quality	2	Management has integrity	Management with integrity may be expected to take good care of the environment.		Management has an eye for working and living conditions of workers in urban /rural areas				Management has to follow-up on health and safety instructions and take care of all stakeholders (workers, suppliers, etc.).

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Management Quality	3	Management is a role model for organizational members	Management has to be a role model from CSR perspective (transportation, taxes, reward, development, vitality).	The manner in which management deals with other types of cultures and organizations can become an example for employees' behaviour.			Management takes the lead in reducing personal footprint (e-cars, public transportation, lifestyle), moderation and self-control as a virtue.	It will become more difficult for a manager to become a role model as people will look more inward for their role model. Management as role model will be able to manage different types and needs of employee.	The manner in which management reacts on a pandemic can become an example for employees' behaviour.
Management Quality	4	Management applies fast decision making					Management needs to take a longer-term view on securing the supply of resources and/or	When making fast decisions management needs more detailed information on	Management needs to react very fast on both the short- and long-term consequences of

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							finding alternatives.	customer types and employee types, as one size fits all is not valid anymore.	a pandemic in order to prevent further spreading of the disease and mitigate its negative effects.
Management Quality	5	Management applies fast action taking					With unexpected changes in resources availability, management needs to make contingency plans on how to react fast on the scarcities.	When making fast decisions management needs more detailed information on customer types and employee types, as one size fits all is not valid anymore.	Management needs to react very fast on both the short- and long-term consequences of a pandemic in order to prevent further spreading of the disease and mitigate its negative effects.

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
Management Quality	6	Management coaches organizational members to achieve better results	Results will change as climate change reduction targets will become much more important.			Coaching of management will have to be tailor-made to the various cultures of workers, otherwise there will be communication and cooperation problems as parties do not understand each other.	Management has to foster a different mindset among employees, one of using less resources.	Management needs a more individualistic approach to coaching employees.	Management has to communicate and inform employee and suppliers on how to act (hygiene, do's and don't's).
Management Quality	7	Management focuses on achieving results	Results will change as climate change reduction targets will become much more important.				Management may have to be more flexible with targets, depending on the availability of resources, and probably has to	Management has to agree on more individual targets for employees. Employees will have more say	Management may have to redefine results in the light of the effects of a pandemic (depending on the business, can

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							lower these targets.	in setting these targets.	go both ways: up or down-ward).
Management Quality	8	Management is very effective		The manner in which management deals with other types of cultures and organizations will decide its effectiveness.			It is a challenge to remain effective when there are not enough resources, thus more flexible management skills are needed. Management has to try to get the organisation to become less dependent on resources	One aspect of effectiveness is how management deals with individualization. In the market as well as within organization.	It is a challenge to remain effective during a pandemic, thus more flexible management skills are needed.
Management Quality	9	Management applies strong leadership	Management will not make any concessions when it comes to climate change reduction targets.				It is a challenge to remain effective when there are not enough resources, thus more flexible	Management has to find ways to manage a more	It is a challenge to remain effective during a pandemic, thus more flexible

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							management skills are needed.	individualistic workforce.	management skills are needed.
Management 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 alternative 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 information.
Management 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.	Management has to be more lenient with holding employee accountable during

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									pandemic times. Management has to reset forecasts and targets.
Management 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.

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Openness & Action Orientation	13	Management frequently engages in a dialogue with employees	Climate change reduction will become a recurring theme during dialogues.			Different cultures of employees <i>and</i> managers might make this more difficult as parties do not under-stand each other.	Use of scarce resources should be a fixed item on the dialogue agenda.	Management has to find the right individual tone per employee for an effective dialogue.	Management has to make it possible for employees to share their stories, challenges and suggestions for improvement as they may have difficult times. Management should check in with their workers more often on a personal basis.
Openness & Action Orientation	14	Organizational members spend much time on dialogue, knowledge	Climate change reduction will become a recurring theme during dialogues and a			Different cultures of employees might make this more difficult as parties do not	Employees have to talk more with each other in order to divide the scare	Employees have to find new ways to stay into contact with each other in	Employees have to talk more with each other in order to share ideas to combat the pandemic.

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		exchange and learning	constant topic of learning sessions.			understand each other.	resources optimally.	order to share their individual experiences.	The organisation has to be open on results, problems, how to handle the pandemic in own organisation.
Openness & Action Orientation	15	Organizational members are always involved in important processes	Employees will be spending a lot of time in climate change reduction initiatives.			Different cultures of employees <i>and</i> management might make this more difficult as parties do not understand each other.	Employees have to be part of the scarce resource allocation process.	More time will have to be spend to get people in agreement, especially when it comes to putting aside individual needs for greater good	Employees should have a voice in how the organisation is handling the situation.

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Openness & Action Orientation	16	Management allows making mistakes				There might be more mistakes as workers (and management) have difficulty understanding each other because of their different cultures.	There will be less tolerance with mistakes when these concern scarce resources, which may lead to disguise of mistakes instead of reporting them.	It will become important to manage team spirit, and team results. A tendency could become of 'it wasn't me' instead of 'how can we improve together'.	In times of pandemic a zero tolerance policy can become in effect when it comes to following up on health and safety measures.
Openness & Action Orientation	17	Management welcomes change	Climate change reduction initiatives will be specifically welcomed.				Changes that concern replacing scarce resources will be emphasised.	It can become more challenging for management teams to speak with one voice in this respect because of widely differing opinions.	Management has to be open to new ways of delivering results during trying times.

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Openness & Action Orientation	18	The organization is performance driven				This might become more difficult as employees might have different work ethics and also might have difficulty working together because of their different languages and cultures. On the other hand a more diverse workforce may lead to more creative ideas and innovations.	This will become more difficult as the organization might not have enough resources to achieve its objective.	The way performance is operationalised should also be translated to 'what's in it for me' as employee.	The organisation has to look for other ways to achieve results, even if these will be temporary, in order to survive in the long run.

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Long-Term Orientation	19	The organization maintains good and long-term relationships with all stakeholders	Planet and society will emphatically be seen as stakeholders	As the type of stakeholders might change, different approaches are needed to build and maintain good relationships.			Suppliers of scarce resources will be(come) important stakeholders.		This is even more important to survive disruptors such as pandemics, as suppliers tend to treat you 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-Term Orientation	20	The organization is aimed at servicing the customers as		As the type of customer might change, different approaches are	Organizations may need to change the way how customer are serviced as a		This might become more difficult as resource scarcity will impede good	The organization will have to target customer more	In times of pandemic this may mean thinking of which short

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		best as possible		needed to service them.	consequence of urbanization (infrastructure, deliveries, different product – services offerings)		and timely service. Alternative solutions should be developed to meet customer demands using less resources.	and more on an individual level.	term customer problems can be tackled, and showing that you care.
Long-Term Orientation	21	Management has been with the company for a long time						This will come under pressure as shorter tenures are expected when managers increasingly choose their individual career paths.	

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Long-Term Orientation	22	New management is promoted from within the organization	Being a leader in climate change reduction initiatives will be part of the promotion criteria.					This will come under pressure as shorter tenures are expected when managers increasingly choose their individual career paths.	During a pandemic it may be difficult to attract and/or change management teams, but it will be possible to detect the quality of successors.
Long-Term Orientation	23	The organization is a secure workplace for organizational members				Cross-border workers are in general a vulnerable group that needs extra care from management so they can feel safe and secure in the organisation.		Diversity and individual differences are accepted in the workplace.	The organisation has to take many measures to create a safe work environment and accommodate to personal needs of workers and stakeholders.

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Continuous Improvement & Renewal	24	The organization has adopted a strategy that sets it clearly apart from other organizations		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		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 customers and workers. than those of other organizations	The strategy has to take into account the occurrence of pandemics.
Continuous Improvement & Renewal	25	In the organization processes are continuously improved	Processes have to be adapted continuously so they will not impact the climate	Processes have to be reengineered so they can service new markets and/or new competitors in the market can be beaten	Processes have to be adapted to changes in urban markets and decreases in rural areas (think of less offices/more 'to go' or pick up places).		Processes have to be reengineered so they require less scarce resources.	Processes have to be reengineered so they are aligned with challenges of individualism such as knowledge of needs and demands of	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

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								individualistic customers and employees	on are also prepared).
Continuous Improvement & Renewal	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 prepared).
Continuous Improvement & Renewal	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	Processes have to be adapted so they can deal with the effects of a pandemic (less dependency on others, ensure that

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
								individual needs	other parties that you depend on are also prepared).
Continuous Improvement & Renewal	28	In the organization everything that matters to performance is explicitly reported	CSR targets and results have to be measured, monitored and communicated				Continuous reporting on scarce resources is needed.		Continuous reporting on the effects of the pandemic is needed.
Continuous Improvement & Renewal	29	In the organization relevant financial and non-financial information is reported to all organizational members	CSR targets and results have to be measured, monitored and communicated				Reporting on scarce resources is needed on the workflow.		New indicators such as 'employee health' have to be included in the reporting.

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
Continuous Improvement & Renewal	30	The organization continuously innovates its core competencies					The organization will have to develop new core competencies in order to deal with/work around scarce resources.	Innovation in core competencies will increasingly become the responsibility of the individual employee	
Continuous Improvement & Renewal	31	The organization continuously innovates its products, processes and services	Innovations in products, processes and services are done with an eye on climate change reduction.	New products and services will have to be developed for new markets.	New products and services will have to be developed for changing customer demands.		The organization will have to develop new products/services in order to deal with/work around scarce resources.		Innovation will focus on dealing with the new situation created by the pandemic, and how to prepare for new pandemics.

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
Employee Quality	32	Management inspires organizational members to accomplish extraordinary results				This might be more difficult as management needs to know how to motivate employees from different cultures and potentially different work ethics.	This will become more difficult as employees might not have enough resources to achieve their objectives. Employees undertaking initiatives to reduce use of scarce resources should be rewarded.		Management has to inspire employee to deal with the consequences of the pandemic.
Employee Quality	33	The resilience and flexibility of organizational members is continuously strengthened		Employees have to be able to deal with new stakeholders.	Both in urban and rural areas different types of solutions may be needed to strengthen resilience and flexibility of		Employees have to be able to deal with resource scarcity. Employees with moderate mindset may be able to achieve that.	Employees have to be take care of their own development. They have to be offered tailor-made	Employees have to be able to deal with the effects of the pandemic. A pandemic is in terms of 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.
Employee Quality	34	The organization has a diverse and complementary 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 scarce 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.
Employee Quality	35	The organization grows through partnerships 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

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
							effective as possible.		pandemic together.