



**CORONAVIRUS USHERS IN IN HUMAN CAPITAL ERA**  
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**1 HUMAN WORKFORCE**

- ASSET TO DEVELOP
- VS
- COST TO CONTRAIN

**2 CORONAVIRUS PANDEMIC DRIVER**

- ACCELERATE TRANSITION ANALOG TO DIGITAL ECONOMY
- LAUNCH A BUSINESS REVOLUTION
- INVEST IN HUMAN CAPITAL → LONG TERM VALUE CREATION

**3 CHANGE**

- HUMAN CAPACITY TO ADAPT
- ABILITY TO BECOME MORE HUMAN
- TRANSFORM WHAT, WHEN, WHERE WE WORK
- WE FAST FORWARDED 5 YEARS → WE CAN'T GO BACK

**4 SHAREHOLDER VALUE ERA IS OVER**

- FOCUSED ON REDUCING RISK AN UNCERTAINTY AT SCALE
- VALUE EXTRACTION

**5 HUMAN CAPITAL ERA IS HERE**

- DIGITAL TRANSFORMATION IS HUMAN TRANSFORMATION
- MOST VALUABLE FORM OF CAPITAL → HUMAN POTENTIAL
- A COMPANY LEARNS FASTER THAN INDIVIDUALS
- TO FOCUS ON ADDRESSING UNSEEN PROBLEMS → FROM LAYING PEOPLE OFF
- CULTIVATE ENDURING HUMAN CAPABILITIES
  - CURIOSITY
  - IMAGINATION
  - CREATIVITY
  - EMOTIONAL INTELLIGENCE
- CREATE ENVIRONMENTS TO LEARN FASTER

**6 HUMAN CAPITAL ERA TAKES LONG VIEW**

- LESS SHORT TERM GOALS
  - STOCK PRICE
  - QUARTER RESULTS
  - ANNUAL BONUS
- CUSTOMER NEEDS TODAY
- INVESTORS NEEDS TOMORROW
- FOCUS AS INTENSELY ON PEOPLE AS ON TECHNOLOGY
- FOCUS AN ALL HUMANS
- DISMANTLE BARRIERS TO UNLEASH EVERY WORKER FULL VALUE
- SCALABLE LEARNING AND CAPACITY BUILDING
  - ANALYTICAL THINKING
  - CREATIVITY
  - LEADERSHIP
  - SOCIAL INFLUENCE