



INTERNATIONAL ASSOCIATION OF  
FINANCIAL EXECUTIVES INSTITUTES

*The Premier Global Society of Financial Executives*

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# FORUM

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THE PREMIER GLOBAL SOCIETY  
OF FINANCIAL EXECUTIVES



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# FROM THE GREAT RESIGNATION TO THE GREAT REIMAGINATION: WHAT'S AHEAD IN 2022

Companies have the chance to rethink their approaches to talent and a variety of other aspects of work in order to prepare for a future in which crisis may be considered normal business practice.

Many senior executives are dealing with a critical talent shortage as a result of the Great Resignation. The COVID-19 pandemic has prompted thousands of people to leave their jobs, ostensibly in quest of greater significance, greater financial reward, and greater freedom, among other things on their wish lists. In fact, the labor shortage has become one of the major external concerns that management expects to have an impact on or disrupt their company's business strategy within the next year.

However, there is a positive side to all of

this turmoil. The efforts that businesses take today to stop the bleeding may also position them well for a more significant transition in the future.

The webinar, appropriately themed, "From the Great Resignation to the Great Reimagination: What's Ahead in 2022?", was a great discourse that showed what to focus on this year. Our speakers from Deloitte Consulting, Jonathan Pearce and Nicole Scoble-Williams, shared with us the need to focus on skills instead of jobs, fundamental analysis of the workplace ecosystem, and the concept of developing and ongoing culture of experimentation rather than predicting the future.

The first webinar for the year was attended by some 180 participants via Zoom and IAFEI Facebook.



## From the Great Resignation to the Great Reimagination: What's Ahead in 2022

[March 22, 2022] 2130H (EDT)

[March 23, 2022] 0830H Cambodia, Indonesia, Vietnam

0930H China, Chinese Taiwan, Philippines

1030H Japan



**MR. JONATHAN PEARCE**  
Consulting Principal  
Deloitte Consulting LLP



**MS. NICOLE SCOBLE-WILLIAMS**  
Partner  
Deloitte Tohmatsu Consulting LLC

# FROM THE GREAT RESIGNATION TO THE GREAT REIMAGINATION: WHAT'S AHEAD IN 2022



## MR. JONATHAN PEARCE

Consulting Principal  
Deloitte Consulting LLP

*Jonathan is a Consulting Principal at Deloitte with over 20 years of experience guiding clients in executing human-centric business transformation, developing talent strategies and aligning workforce programs to business priorities. Jonathan advises the C-Suite on large scale initiatives to unlock new enterprise value by reshaping workforces in the context of the Future of Work.*

*Jonathan leads Deloitte's Workforce Strategy practice and previously served as the Chief Strategy Officer for Deloitte Tax where he initiated a program to bring to life the Future of Tax and unlock new business value through harnessing technology and human capabilities in innovative ways. Jonathan is currently the lead advisor on Deloitte's multi-year Future of Work transformation journey and is leveraging future of work principles to help many clients position for a Resilient Recovery from COVID 19.*

*Jonathan has Arts and Law degrees from the University of Sydney and recently rotated off a 6-year term on the Board of Directors for the HR Certification Institute – the world's premier certifier of professional HR expertise.*



## MS. NICOLE SCOBLE-WILLIAMS

Partner  
Deloitte Tohmatsu Consulting LLC

*Nic is an Executive Advisor on the Future of Work, passionate about making work better for humans and humans better at work. With more than twenty years' cross-industry experience in Information Technology Services, Total Talent Management, Human Capital Advisory and Mergers & Acquisitions, Nic works with businesses and governments to embed future of work vision into enterprise, business, technology and workforce strategies.*

*Nic is based in Tokyo and led the establishment of Deloitte's Global Future of Work Centre of Excellence in Singapore. Nic regularly speaks at events and authors material for publication on the future of work topic. Most recently she co-authored [The Shift from Survive to Thrive in the Accelerated Future of Work](#) and Deloitte's Global Human Capital Trends Special Report on [The Worker-Employer Relationship Disrupted: If We're Not a Family, What Are We?](#)*

[Click HERE to watch the video recording](#)

# FROM THE GREAT RESIGNATION TO THE GREAT REIMAGINATION: WHAT'S AHEAD IN 2022



Mr. Xiaojang Pan, Chairman of IAFEI and Secretary General at CACFO with his opening remarks



Mr. Tsutomu Mannari, Area President for Asia, IAFEI and Executive Director at NIFCO Inc. delivering his closing remarks

### Drivers of The Great Resignation

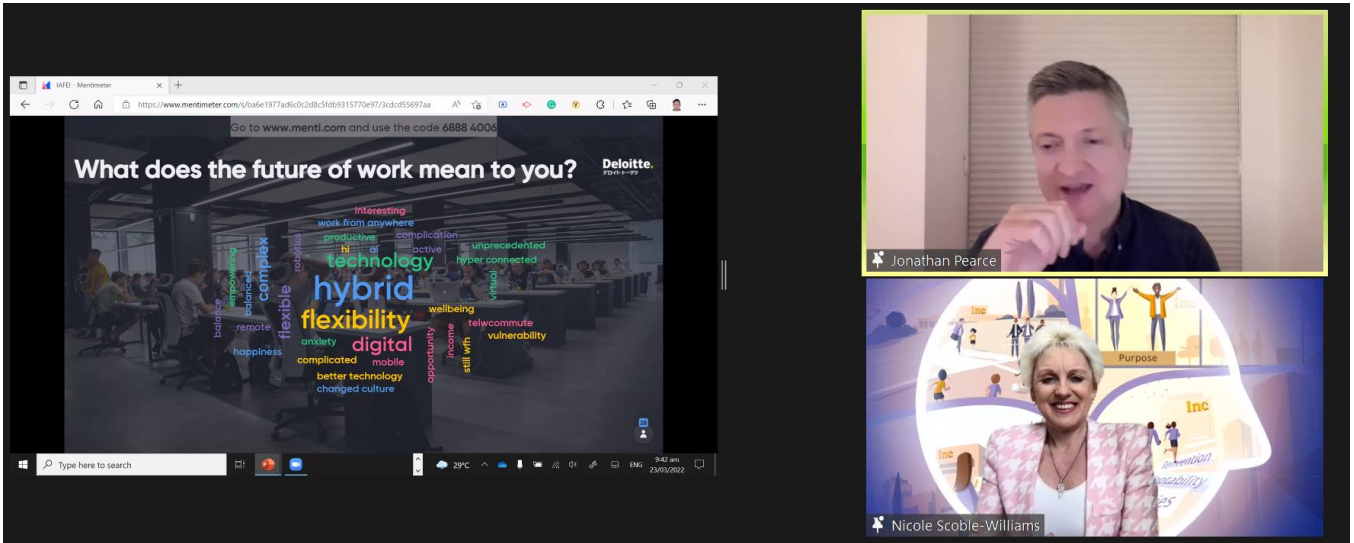
IDENTIFIED DRIVERS

- Backlog built during the uncertainty of the pandemic that is now being released
- Increasing number of location agnostic roles, increasing the supply of jobs available to workers<sup>1</sup>
- Shifting wants and expectations of employees, such as increased demand for flexibility<sup>2</sup>
- Opportunities for learning, expanding skillsets and growth<sup>3</sup>
- Personal implications of the C-19 pandemic for workers and their families (especially seen for women<sup>4</sup>)

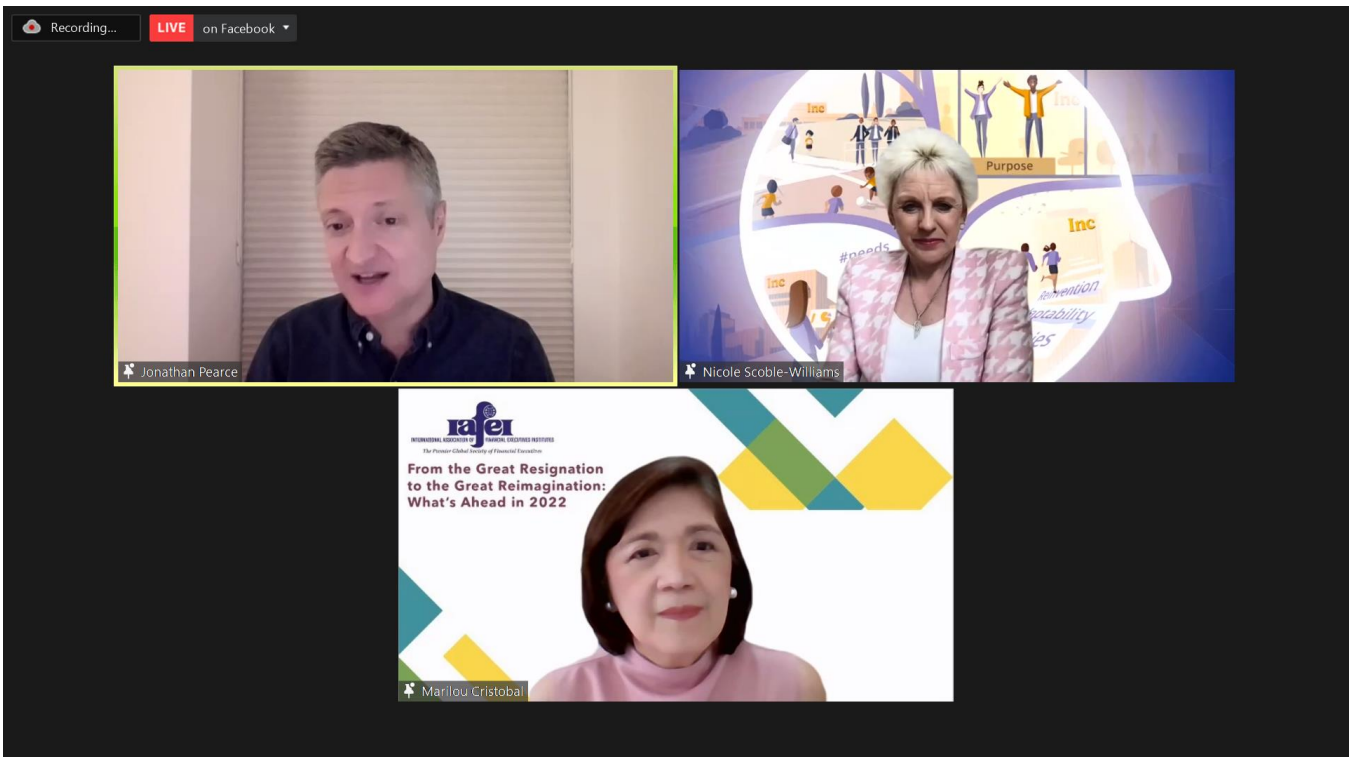
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<sup>1</sup>Statista: "Employees with an 'remote job post' rose 167% in tech, nearly doubled the way" May 2021  
<sup>2</sup>Statista: "Employees prefer to be permanent" May 2021  
<sup>3</sup>Harvard Business Review: "You Need a Skills-Based Approach to Hiring and Developing Talent" June 2021  
<sup>4</sup>Statista: Women at Work: A Global Outlook | October 2020 and July 2021

Speakers Mr. Jonathan Pearce and Ms. Nicole Scoble-Williams on the "From The Great Resignation to The Great Reimagination: What's ahead in 2022"

# FROM THE GREAT RESIGNATION TO THE GREAT REIMAGINATION: WHAT'S AHEAD IN 2022



Speakers Mr. Jonathan Pearce, Consulting Principal at Deloitte Consulting LLP and Ms. Nicole Scoble-Williams, Partner at Deloitte Tohmatsu Consulting LLC doing the word cloud with the attendees



Mr. Jonathan Pearce & Ms. Nicole Scoble-Williams with Ms. Marilou C. Cristobal, Chairman at Multinational Investment Bancorporation during the webinar's open forum