



## Six actions to build a future-fit workforce in Nigeria

PwC's Global Workforce Hopes & Fears Survey 2024, offers perspectives from more than 56,000 workers in 50 countries and regions, including West Africa.

This year's results suggest a workforce caught between today and tomorrow. Workers are open to the future, but present-day pressures may be clouding their vision of what it could look like and how they can contribute.

Here are the ways leaders can help motivate and drive performance for Nigerian employees:

1. Lead in new ways to build resilience among a stressed-out workforce
2. Recognise that skills are a currency to workers
3. Engage employees on change to drive transformation
4. Help employees lead on innovation
5. Prioritise the employee experience for performance
6. Instil confidence in GenAI

### 1 Lead in new ways to build resilience among a stressed-out workforce

48% of Nigerian respondents say their workload has increased significantly in the last 12 months and that they've had to learn new technologies to do their job, among other changes in their roles and responsibilities. Some of these increased responsibilities are due to the economic realities of businesses optimising for a 'lean' workforce or employees seeking greener pastures in other organisations, or even abroad.

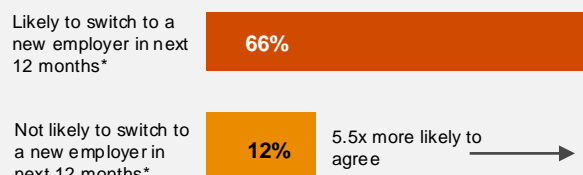
With change unlikely to slow, leaders must help workers learn to better adapt to change through transformative leadership, where leaders challenge the status quo and inspire and empower others to embrace and adapt to change. By putting empathy at the forefront, leaders can understand and address the concerns of their team members, foster a culture of trust, and create an environment where workers feel supported and motivated to navigate the complexities of change

### 2 Recognise that skills are a currency to workers

Of the Nigerian employees who say they are likely to switch employers in the next 12 months, they are 5.5x more likely to strongly consider opportunities to learn new skills as a reason to stay. This data shows how critical it is for companies to create ample opportunities for all employees to develop skills on the job and to ensure they're providing guidance and mentoring about what kinds of skills employees need to build.

**Upskilling opportunities are a critical factor for employees seeking to switch employers**

**Question:** Thinking about your decision to stay with your current employer or switch to a new one, to what extent would opportunities to learn new skills influence that decision?



### 3 Engage employees on change to drive transformation

More than half (54%) of Nigerian workers surveyed say there's too much change at work happening at once, and 37% don't understand why things need to change at all. More than half (54%) of Nigerian workers surveyed say there's too much change at work happening at once, and 37% don't understand why things need to change at all.

This sentiment is understandable, but the reality is that change is unavoidable in today's fast-paced and dynamic business landscape. The economic complexities and technological disruptions like GenAI require businesses to adapt to remain competitive. In this new normal, where disruptions are commonplace, organisations must either embrace change and thrive or risk being left behind.

To carry employees along and reassure them amid changes, as a business leader, you must engage and inspire employees by sharing your vision for the future of the company and their role in that future. When people feel excited and motivated about what lies ahead, they're far more likely to embrace change.



### 4 Help employees lead on innovation

70% of Nigerian workers expect GenAI to make their time at work more efficient in the next 12 months. Senior leaders can lead by example: less than half of senior executives (42%) say they're using GenAI daily – a clear call to action for leaders to upskill and use GenAI as much as employees, not just for their own work, but so that they can coach employees on ways to use it in theirs.

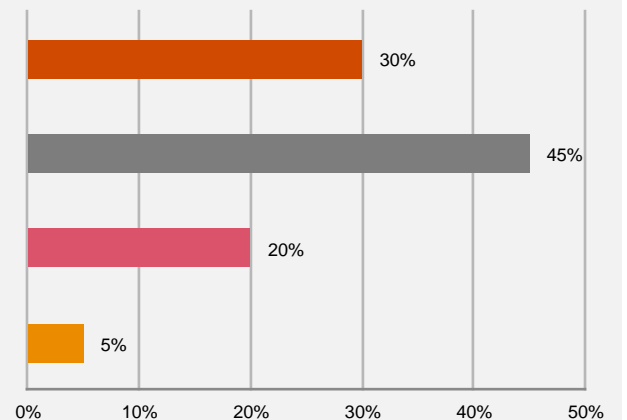


### 5 Prioritise the employee experience for performance:

72% of Nigerian workers rated being fairly paid as "very important" or "extremely important". Considering that only 30% of surveyed Nigerian employees are financially secure, pay, along with fulfilling work and flexibility, are highly valued areas. Leaders can focus on building an employee experience that helps retain and attract top talent.

#### Financial stress eases for some but continues for most

Which of the following best describes your current financial situation?



- My household is able to pay all bills every month and has enough left over for savings, holidays and extras
- My household is able to pay all bills every month but has very little/nothing left over for savings, holidays and extras
- My household struggles to pay all/some bills every month
- My household cannot pay the bills most of the time

### 6 Instil confidence in GenAI

88% of employees in Nigeria agree that AI tools will create opportunities to learn new skills at work, be more creative at work, and improve the quality of their work. As companies roll out AI tools, leaders should be transparent about the use of AI systems in decision-making processes and communicate how these systems are designed, the data they use, and the algorithms they employ. This transparency can help build trust and confidence among employees and address concerns about bias.

#### Conclusion

Chances are you have a vision for your company's future. But achieving that vision is unlikely unless leaders and workers are driving change together. That starts by helping employees understand why change is necessary and how they can contribute. Through inspirational and transparent leadership, business leaders can build a workforce that's excited and eager to turn that vision into reality.

**Note:** This article is an adaptation of the PwC Global Workforce Hopes and Fears Survey 2024 accessible via our website:

<https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears.html>

#### Contact Us



**Olusola Adewole**  
Partner and Workforce Transformation Leader, PwC West Market Area  
[olusola.adewole@pwc.com](mailto:olusola.adewole@pwc.com)