

LCLM5002

Developing and Managing Individuals and Teams

Component 2- Individual Report

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1. Introduction

Leadership skills allow an individual to motivate people to work towards a vision, while management skills encompass practical abilities to achieve the goals. This study aims to discuss the business transformation, flexible working arrangements, and digital technology trends of PwC UK. This report also mentions the role of departmental managers in successfully implementing contemporary HR practices as a matter of urgency.

1.1 Company overview

PwC UK offer the services of assurance, tax, audit, and advisory services to a wide range of clients. The annual revenue of PwC UK in 2024 was £4,257 million, which is an increase of 9% from the previous financial year of 2023 (PwC UK, 2025). The reports of 2022 mention that the firm employs around 25,000 staff in UK for multiple job roles.



Figure 1: PwC UK Logo

(Source: PwC, 2023)

2. Factors associated with digital technology trends, business transformation, and flexible working arrangements in the company

2.1 Factors associated with business transformation

PwC UK currently emphasises minimising the gap among its staff in the context of skills, technology, and culture to ensure a successful business transformation. The attached transformation framework of PwC (in Figure 2) indicates its focus on integrating the latest tools and technologies, such as AI and cloud computing, to adapt to the latest market trends (PwC, 2024). The firm also encourages the workforce to stay connected with the goals of the firm and always transform the business practices based on client demands. The transformation strategy of the firm indicates that the factors of “internal capabilities” and “people and culture” are associated with the business transformation. It is essential for the company to understand and adapt to the evolving behaviours and values of the workforce to transform the business operations. The factor internal capability means allowing the employees in the firm to develop their skillsets to adapt to the changing market conditions. Hence, it is essential for PwC to empower its staff by offering training and development programs to build their skills to transform frequently. On the other hand, as stated by Bridger (2022), understanding and adapting to the behaviours and values of the workforce is essential for change management. This indicates the role of people and the culture of PwC efficiently transform the business to meet customer needs.

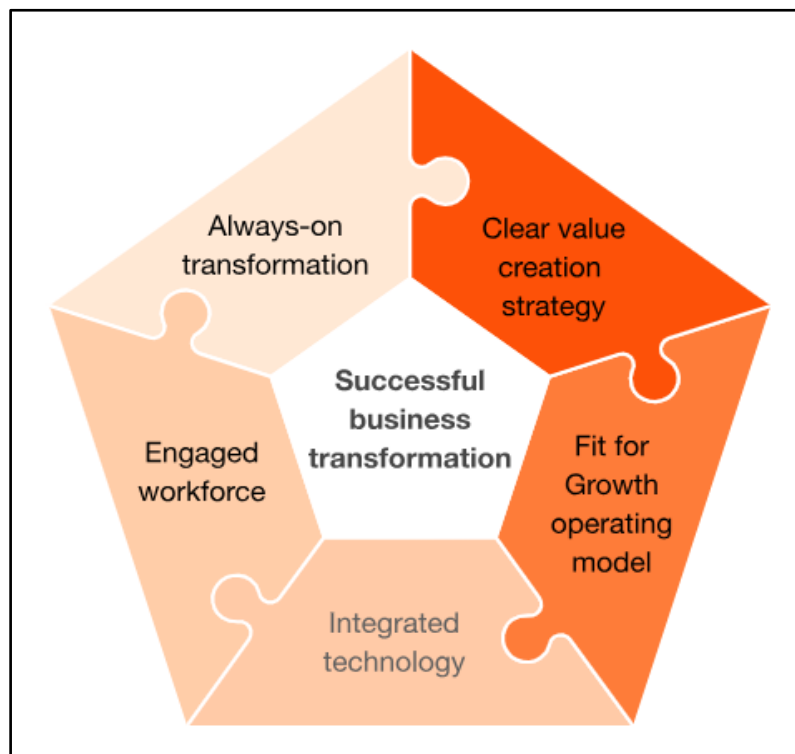


Figure 2: Business Transformation Initiatives of PwC

(Source: PwC, 2024)

2.2 Factors associated with digital technology trends

PwC addresses the core digital trends of cloud computing, AI, block chain, and IoT to drive its operational productivity and offer an exceptional customer experience (PwC, 2022a). The firm leverages technology-driven services to its customers to offer personalised and digital solutions to them. The current digital strategy of the firm is accelerating the pace of AI development into its business strategy, products, and services. PwC is also adopting other emerging technologies such as cloud computing, block chain technology, and IoT (Internet of Things). This indicates the impact of “technology trends” on the digital transformation of the company that led the brand to adopt the mentioned digital tools. For instance, in the present time the majority of businesses are adopting AI to offer a personalised experience to their customers and automate repetitive tasks. This trend led PwC to upgrade its digital technology to offer a better experience to its customers. In addition to this, the “operational factors” such as up skilling the workforce and delivering personalised services to clients also play an important role in the digital technology trends of PwC.

2.3 Factors associated with flexible working arrangements

PwC offers flexible working hours, “flexFriday”, and remote work options to its staff so that they can manage a balance between their personal and professional life. In the post-pandemic era, around 22,000 staff of PwC UK offered positive feedback for the great flexibility working options offered by the company (PwC, 2021). The “preferences of employees” for a hybrid model of working play a major role in the flexible working arrangements of the company. As stated by Chung (2022), the opportunity to ensure a balance between personal and professional life keeps employees motivated in the workplace. This indicates that the initiative of “retaining employees” in the workplace leads PwC to offer hybrid and remote work options to its employees. The opportunity to work from home or any remote location also attracts people to apply to PwC, which allows the firm to attract talented people to build a high-performing workforce. Remote working options also allow PwC to overcome the geographical barriers while hiring skilled professionals.

3. Contemporary HR practices to identify each aforementioned factor

3.1 HR practices to address business transformation factors

Future of work

The “Future of Work” strategy of HR allows the professionals to redesign the workforce to offer employees the opportunity to adopt digital change. The HR Transformation Solution of PwC includes smarter people strategies combined with emerging technologies to build a strong workforce (PwC, 2024b). This initiative mainly prepares employees to adapt to the changing roles that require the use of AI, cloud computing or other latest technology. Hence, it allows the employees to adopt their skills successfully use emerging tools to foster the business transformation.

People & culture first

The “People & Culture First” strategy or “The New Equation” HR strategy of PwC works as the central pillar for transforming the business. The “People & Culture First” strategy changes the traditional HR functions of the company to a purpose-driven organisation to adapt to the changing market trends (PwC, 2022). For instance, this strategy recognises the changes in job requirements to move towards a skill-centric talent strategy to transform the business successfully. These strategies include talent mobility, up skilling the staff, and hiring appropriate candidates for the job roles. The four stages of hiring at PwC allow the HR professionals to recognise and hire skilled professionals for the newly emerging job roles (*Refer to Appendix 1*).

3.2 HR practices to address digital technology trends factors

Skills-based transformation

The HR professionals of PwC UK prioritise “human skills” by developing up skilling and reskilling programs. The main purpose of this initiative is to support employees in adopting Generative AI for enhancing employee experience, using data analytics, and enhancing operational efficiency. The strategy of balancing human skills with digital tools assists PwC in ensuring innovation and creativity in the organisation to offer an exceptional experience to the clients.

Digital HR practices

PwC modernised its HR practices by adopting digital HR applications helps to simplify the operating models. This automates the repetitive tasks and allows the professionals to build a future-focused culture that ensures productivity, innovation, and engagement. This initiative of adapting AI models and digital tools also assists HR professionals in making better decisions while hiring and recruiting candidates. This gradually assisted the firm to encourage employees to develop their skills to adopt the latest digital technologies to collaborate, innovate, and navigate market changes easily.

3.3 HR practices to address flexible working arrangements factors

Flexible talent network

The “Flexible Talent Network” strategy allows the HR professionals of PwC to attract diverse talent by allowing candidates to apply for remote or hybrid working arrangements. For example, employees from different countries get the opportunity to work in different patterns and working hours. This initiative makes employees feel valued in the workplace by allowing them to manage their own time to meet their personal and business needs. Thus, it is evident that the strategy of a flexible talent network assists PwC UK in managing flexible working arrangements.

Employee-focused approach

The “everyday flexibility” scheme of PwC allows employees to work in a manner that suits both their personal and professional needs (PwC, 2024b). This strategy supports employees to choose their working hours and locations, which align with the business objectives and client needs. This people-centric approach assists the employees of PwC to prioritise the personal needs of employees to keep them motivated. This initiative also helps the organisation to hire skilled professionals from various locations around the world to develop a diverse and skilled workforce. The investment in digital tools allows the HR professionals of PwC UK to support both flexible and in-person collaboration to ensure effective performance among the employees.

4. Role of departmental managers to ensure these contemporary practices are being implemented as a matter of urgency

Departmental managers implementing people and adaptability practices

Departmental managers of PwC play a key role in ensuring that transformational practices attuned to culture and people are integrated effectively. Cultural practices regarding people within PwC are advocated with priority, and departmental managers treat employees with honesty and integrity to create an engaging culture (PwC, 2024a). Departmental managers in PwC help to implement people practices by fostering a creative culture wherein employee’s wants are prioritised and well-being policies are supported. Similarly, departmental managers offer continuous training to workers and prioritise the development of an adaptable workforce to help address the future of work. Departmental managers prioritise fostering an adaptable workforce as it allows for the alleviation of the dynamic nature of business. Thus, it can be denoted that the departmental managers offer an interpersonal approach to the implementation of culture-based practices.

Departmental managers implementing technological practices

The implementation of contemporary technological practices has been evident in PwC's various departments, and it has been prioritised due to the firm's digital strategy. Practices such as skill-based transformation and digital HR practices are evident in the organisation, denoting that departmental managers prefer innovation to support operations. As per the views of Lukowski *et al.*, (2021) digital training has resulted in increased employee participation as it offers the benefit of personalised learning opportunities. The technological practice implemented in PwC to support skills-based transformation has included implementing an "e-learning" portal to offer employees career growth opportunities. Thus, the departmental managers at PwC ensure that digital technologies such as digital learning programs are implemented urgently in order to reduce the time taken to train new hires and improve organisational productivity levels.

PwC's department managers, particularly in the HR division, have supported the process of adopting digital services to maximise service efficiency and facilitate value creation. For example, AI implementation in PwC has helped automate the HRM processes and improve resource agility for improved efficiency (PwC, 2025). Departmental managers have urged the automation in HR processes as it has helped automate mundane tasks and supported the digital transformational objectives in the firm. Thus, departmental managers urging employees to adopt digital platforms for availing HRM services can improve the practice of automating HR practices in PwC further.

Departmental managers implementing flexible work practices

The flexible work practice implementation within PwC supports the employee well-being initiatives and is done to maximise productivity. As per Baquero (2023), employee well-being provision helps generate trust and improves worker engagement levels, leading to higher productivity. Flexible practices discussed above in respect to PwC, such as flexible talent network and employee-focused policies, help to create a culture that prioritises worker development. Departmental managers in PwC can support workers by offering well-being initiatives such as flexible work practices or networking opportunities to maximise service quality. Thus, it can be denoted that urgent implementation of well-being approaches and flexible work policies is vital for PwC to help the firm improve its competitive position and improve departmental efficiency.

5. Conclusion and Recommendations

5.1 Conclusion

This report describes the factors associated with the digital technology trends, business transformation, and flexible working arrangements of PwC UK. The HR practices that address the mentioned factors are also mentioned in this report, along with the role of departmental managers in successfully adopting the contemporary HR practices.

5.2 Recommendations

1. The overall discussion helps to address the constantly transforming business operations of PwC UK. Thus, it can be recommended that the HR professionals of PwC need to clearly communicate with the staff regarding the change process. Employees may feel demotivated and face burnout issues during the process of rapidly developing their skills. Hence, clear communication can assist the staff to understand the reason behind the changes and successfully adopt the change.
2. The HRM department of PwC UK should encourage experimentation in HR function through digital technology. This will assist the professionals to reduce their workload and successfully using the latest technology to improve business operations.
3. Training the leaders and managers to manage employees in remote or hybrid locations can allow PwC UK to improve the performance of the overall workforce. This will assist the firm in ensuring a high-performing workforce while managing flexible working arrangements.

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7. Appendices

Appendix 1: Hiring Process of PwC

