

It's time to **reimagine work**

Competitive advantage comes down to people, the ability to **engage** diverse talent aligned by purpose to achieve massive goals in complex environments.

The future of work is **flexible**, **connected**, and **inclusive**.

The winners will be **digital-first**.



2020: Year of massive change in how we work

Majority of remote workers are more productive and communicative

All companies, even those with no remote work culture, have had to mandate and effectively manage their employees working from home. Research shows how the workforce is experiencing the shift, and what employees need to stay productive and engaged. The future of work after the COVID-19 pandemic will not be the same.

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Netflix's Reed Hastings Deems Remote Work 'a Pure Negative'

Co-CEO of streaming giant discusses company's culture of candor and how working from home is harder

JOURNAL REPORTS: LEADERSHIP

Remote Work Is Here to Stay. Bosses Better Adjust.

Even when the pandemic ends, many employees will continue to work from home. Here's how managers can make sure those workers stay productive—without burning out.



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Companies Start to Think Remote Work Isn't So Great After All

Projects take longer. Collaboration is harder. And training new workers is a struggle. "This is not going to be sustainable."

83% do not want to go back to the old way

17%

want to return to working full-time in the **office**



20%

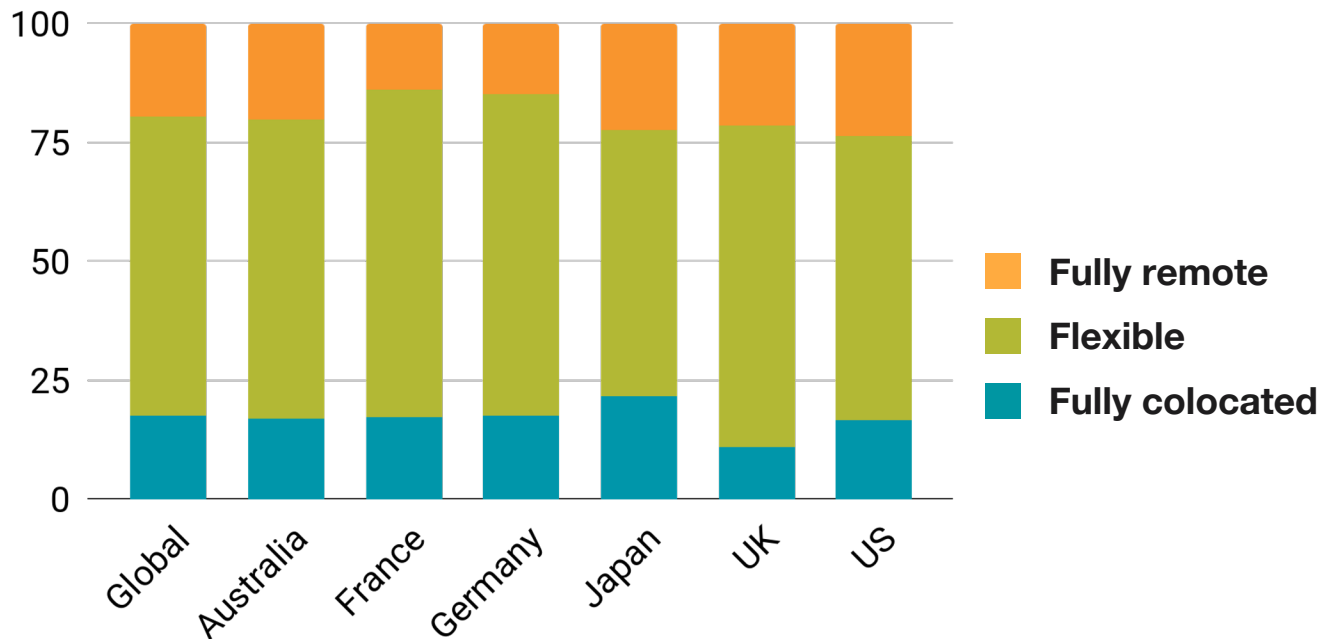
want to remain **remote** full-time



63%
want flexibility

Source: The Future Forum Study is based on a survey of 9K+ knowledge workers who identify as “skilled office workers” in the U.S., U.K., France, Germany, Japan and Australia. It was fielded via GlobalWebIndex, a third-party online panel provider.

This is a global phenomenon



For leaders, there's no going back

64% of businesses are planning permanent and significant increases in remote working and that 32% expect to reduce the office footprint.

-- 451 Research, January 2021

But the pandemic has a happy ending for the 30% of customer-obsessed firms that will harvest the opportunities that surfaced in the pandemic, taking advantage of their cloud-first and platform strategies. **The net result: those leading organizations will grow their firms up to 3.5x faster than the average of their peers.**

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Forrester; Oct 15 2020

BRIEF

PwC: Remote work 'an overwhelming success' for employers, employees

The number of remote workers at the end of 2021 will be 3x pre-pandemic levels. ...**At companies that don't deliver great experiences, employees will walk or, worse, stay and underperform.**

-- Forrester; Oct 15 2020

FAST@COMPANY

01-21-21

The office as we know it is over—and that's a good thing

2021 will be the year we finally get to enjoy the true benefits of the remote work revolution. Herewith, three predictions for a post-office future.



The CEO Agenda, 2021

Top strategies

1. Accelerating pace of digital transformation
2. Improve innovation

Top challenges

1. COVID-19 related disruptions
2. Lack of quality talent

Source: The Conference Board, 2021

[Survey of >900 CEOs](#) primarily three regions: Europe, Asia, and North America, Nov 7 to December 10, 2020.



Re-imagine work

Break long-held assumptions

INCLUSIVE

People

FLEXIBLE

Process

CONNECTED

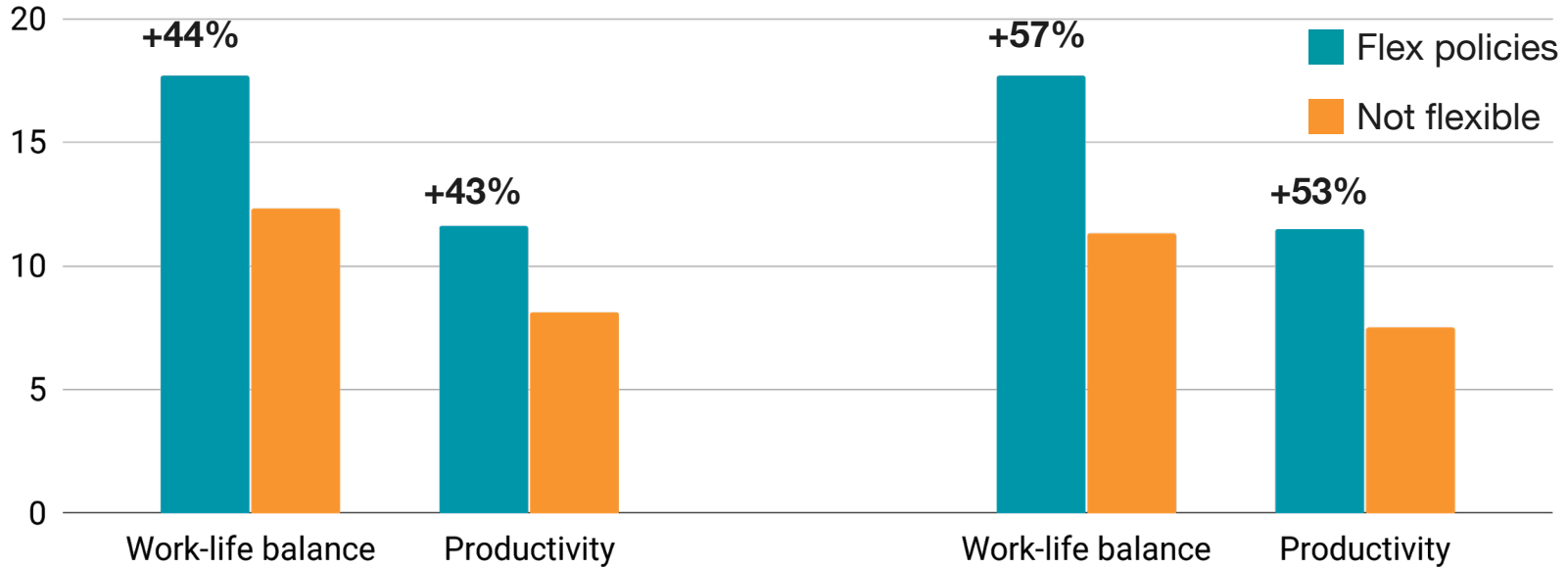
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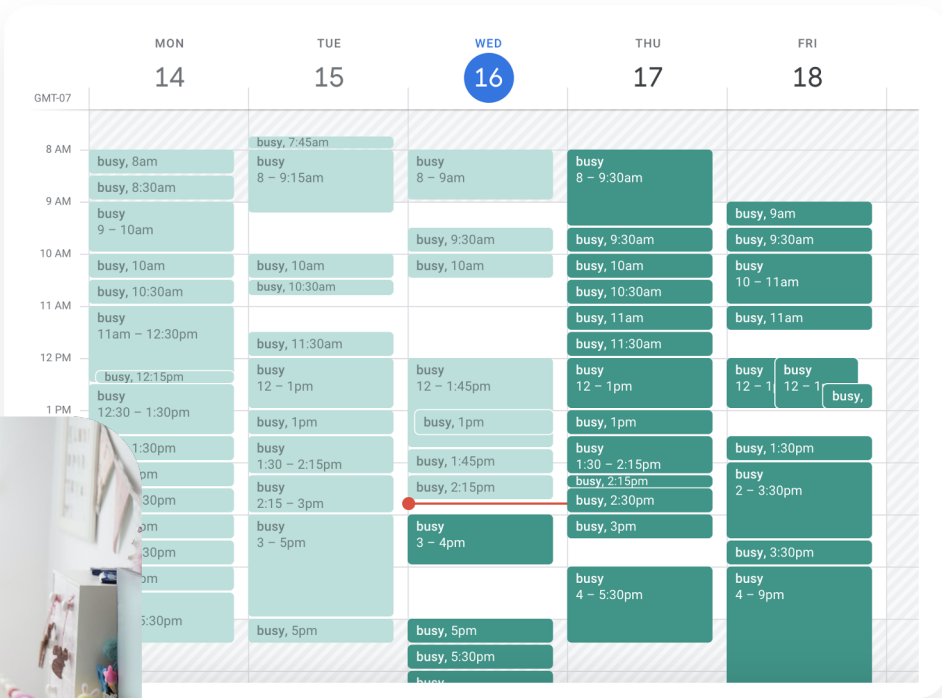
Benefits of flexibility: when as well as where

Flexibility in where I work

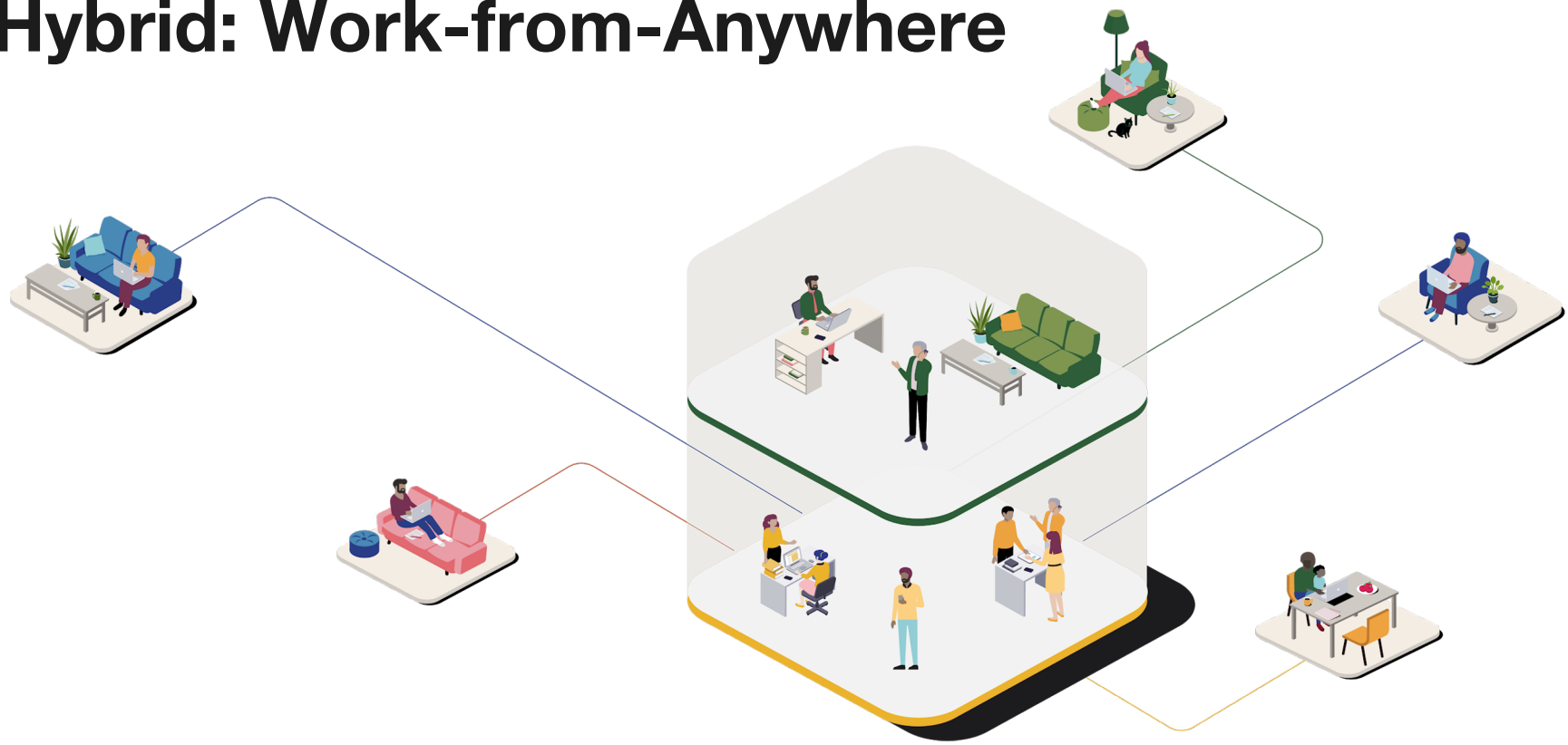
Flexibility in when I work



9-to-5 doesn't work for most people



Hybrid: Work-from-Anywhere





DE&I is both a moral *and* business imperative

Markets are not a monoculture. Success requires diverse perspectives.

Diverse enterprises outperform their competitors

- Generate 2.3X higher cash flow / employee ¹
- Outperform their peers by 25% (gender) to 36% (race/ethnicity) ²
- Create 19% more revenue from innovation ³

Change is hard, but it builds resilience. Diverse companies adapt 1.8X faster to opportunities and challenges. ¹



¹ Deloitte [Why Diversity and Inclusion Has Become a Business Priority](#), 2019

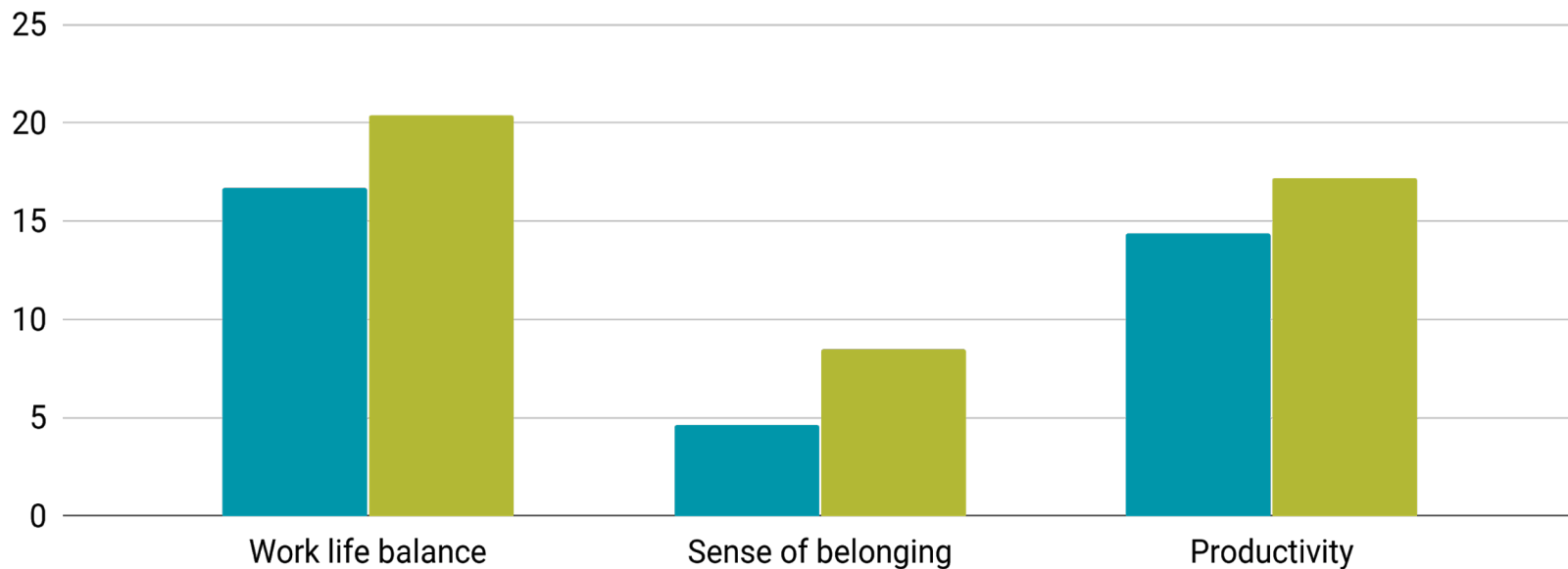
² McKinsey: [Diversity Wins: How Inclusion Matters](#), 2019

³ BCG: [How Diverse Teams Boost Innovation](#), 2018

Women with children are disproportionately impacted

■ Women with children

■ Men with children

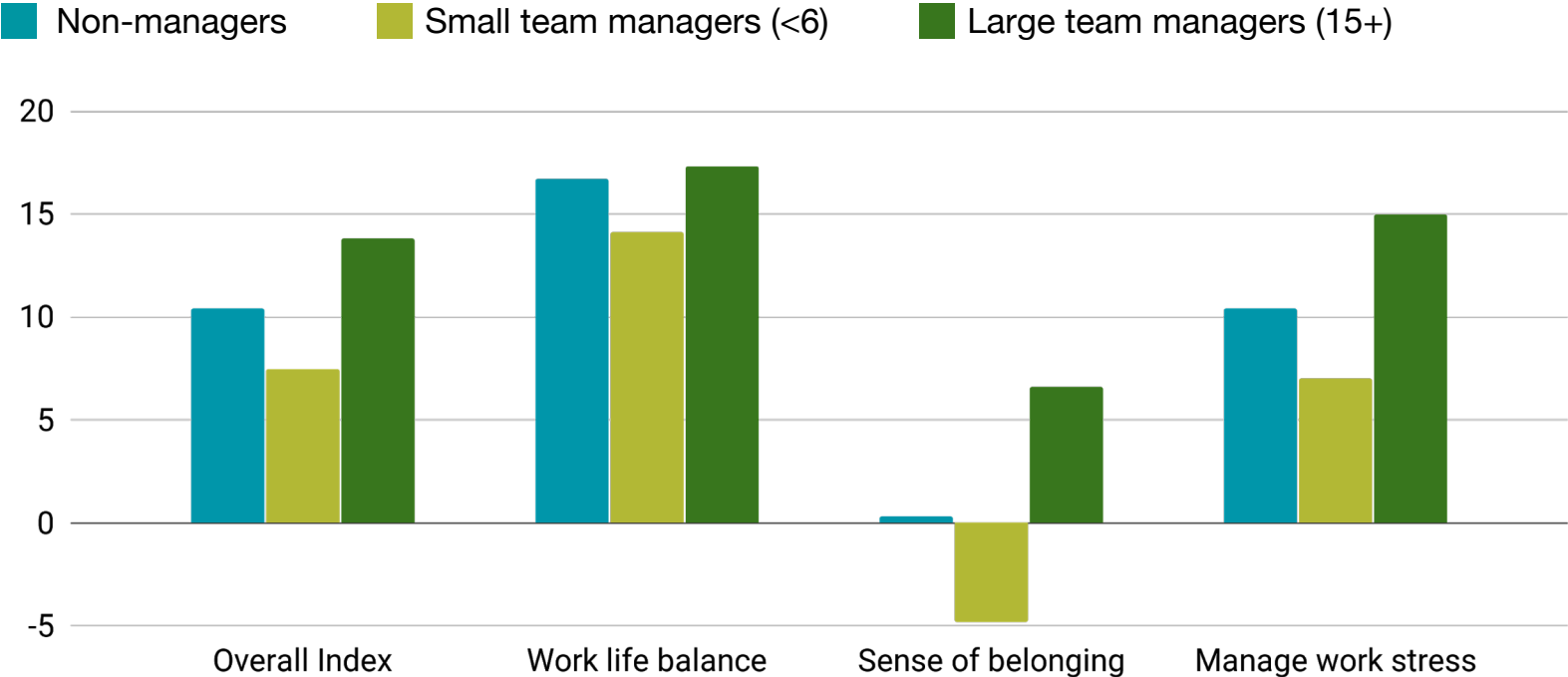


Change the playing field for working moms

Increase company support

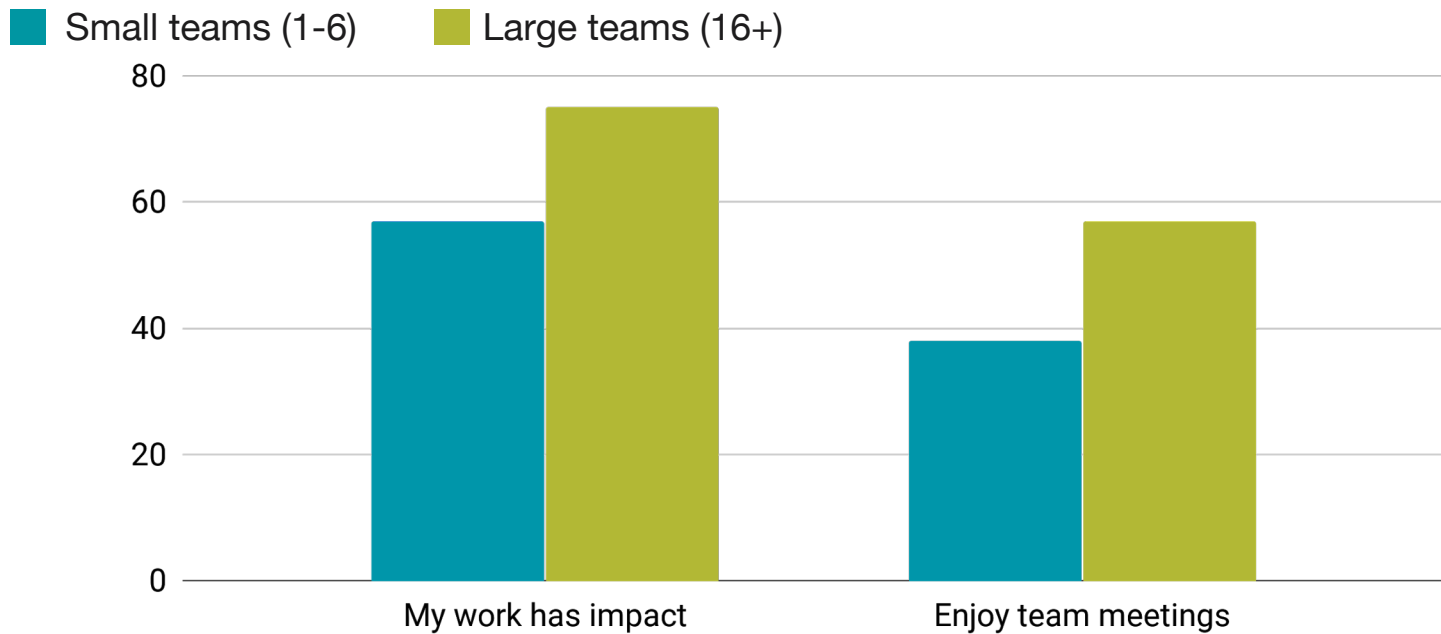
- Abandon the **flexibility** stigma
- Consider your perks and who they serve and **increase support**: childcare over happy hours
- **Redefine leadership**: collaboration over competition

Front line managers are the most challenged



Source: Future Forum Remote Employee Experience Index Jan 2021

Front line managers need reskilling & tools to navigate this change in work

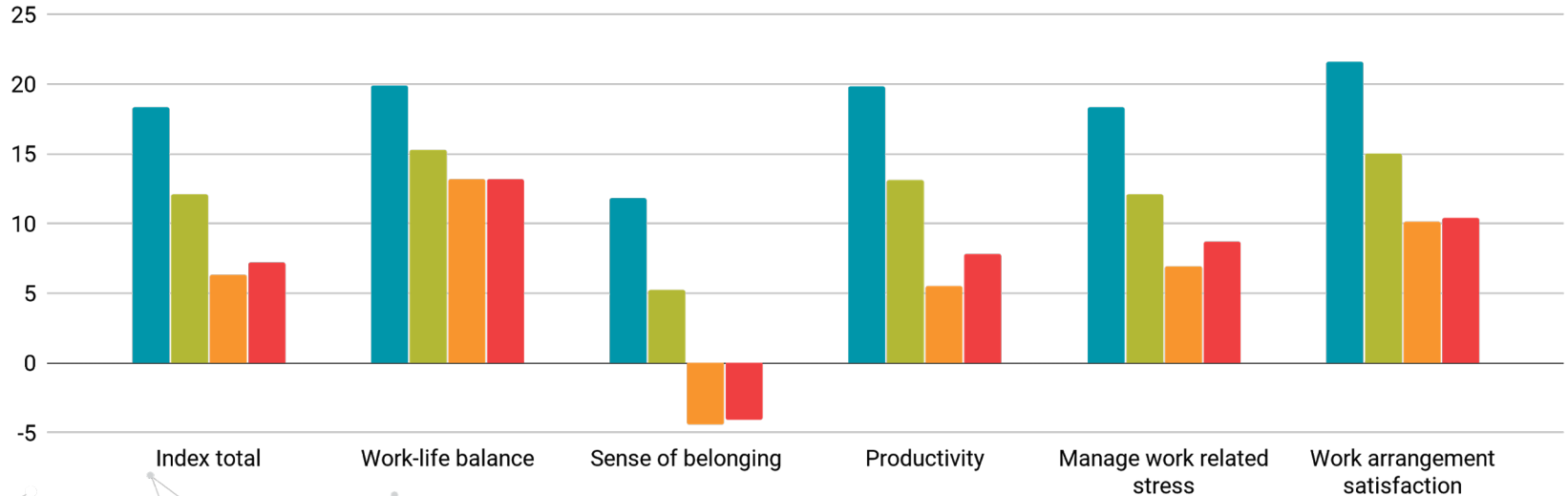


Top challenge: staying aware of team's work (48%)

The future is **digitally connected**

Employees report far better results at companies they consider technology leaders vs those at laggards

■ Innovator ■ Early Adopter ■ Majority ■ Laggard





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