

A group of four business professionals (three men and one woman) are seated around a white table in an outdoor cafe setting. They are engaged in a meeting, with one man using a laptop and another woman using a tablet. The table is set with coffee cups, croissants, and a newspaper. The background shows a scenic view of mountains and a city street with a yellow bus.

Work in Progress:

How the
Future of Work
Depends on Us

Overview

Companies are experiencing supply chain stressors, security threats, inflation, mixed economic signals and changing customer expectations amid a tight talent market. These accelerated transformations place greater pressure on a workforce that has been living and working through unprecedented times for more than two years.

In this context, organizations are moving forward with work model decisions—but only **35% of workers are satisfied with their company's approach.**

Our research among 10,750 workers and 200 CEOs found that although most companies are now promising some degree of flexible work, many are not effectively enabling their people with the technology, tools and empowerment they need to be healthy, happy and productive across work locations.

Companies that support and enable workers in new ways can unlock human potential, regardless of location. We need to question assumptions about how, where and when work typically happens and rethink traditional work models to enable workers who can be “productive anywhere.”

The experience of today's worker:

Working, living and surviving in unprecedented times... for 2+ years



Managing personal obligations

70% of workers around the globe have some level of caregiving responsibility—and over **8%** are caring for both children and elderly parents.



Feeling disconnected

30% of workers see a link between their work and their company's broader purpose.

29% trust their company's leaders have their best interests at heart.

1 in 6 workers is **omni-connected** to their work, their team and their organization.



Looking to their organizations for support...

The perception that organizations are responsible for leaving workers **Net Better Off** has significantly increased among workers in the last year. The largest increase? The expectation that companies should connect workers with purpose (+5%).



...But largely not finding it

The perception that people's companies have left them **Net Better Off** **has not changed** since last year.

People are leaving as a result: 26% of workers have been with their current company less than **3 years**, and an additional **19%** intend to leave their organizations.

Leaders must reimagine the work experience

A look into the mindsets of 200 CEOs around the globe revealed that although many understand a need for change as we move beyond the pandemic, very few are thinking in holistic ways about how to manage people and organizations differently in the future of work.

Where businesses go next depends on the path they take today.

Only
26%

of CEOs are ready to think in new ways about leveraging organizational purpose, worker experience and technology to shape a better future of work.

Is work evolving in ways that people want?

Organizations are making long-term decisions about where their people will work, but for 65% of workers around the globe, these decisions are falling flat.

Only

35%

of workers are satisfied with their company's approach.



Delivering on the promise of hybrid

Companies (74%) are promising some degree of flexibility in the work schedules of their people, but **82% are telling workers to plan for resuming a travel schedule like what they had pre-pandemic.** Furthermore, 36% of workers around the globe are back to a fully onsite work model across all industries.

Accenture's [Future of Work 2021 study](#) found that hybrid is what workers want, but a truly effective hybrid work model designs for productivity across onsite and remote work environments and enables workers with resources to help them thrive. Companies are promising hybrid... but are they equipped to deliver?



Where companies are focused

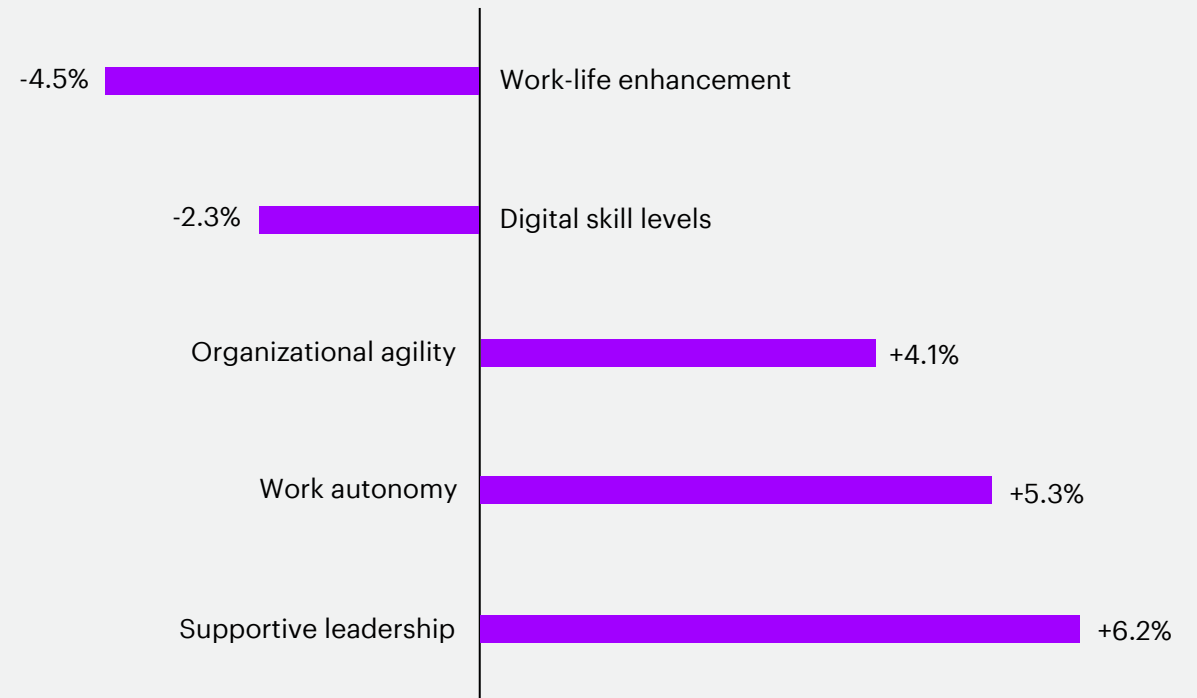
Effective hybrid work models require workers to have access to the right tools and processes wherever they work. We asked workers where their companies are enabling them with access to the tools, technology and processes they need in order to do their jobs.

In Spring 2021, remote access prevailed. But today, workers are **7.4%** more likely to say their access to these resources requires them to be onsite. More workers now say they need to be onsite to effectively collaborate, be visible for promotions and development, and utilize the best technology and tools for their job.

How workers are being supported

Beyond enabling work to happen in different locations, companies best enable a thriving workforce by designing resources into the role and experience of every worker. We asked workers to what extent they experience these at work.

We found that since Spring 2021, more workers now experience organizational agility, work autonomy and supportive leadership at work. But fewer are learning and using digital skills. And fewer feel a sense of energy at work, impacting their personal lives.



■ Year-over-year change in worker-reported experience of each resource, measured at both time points on 5-pt. scales

Transforming the experience of work to enable “productivity anywhere” at scale

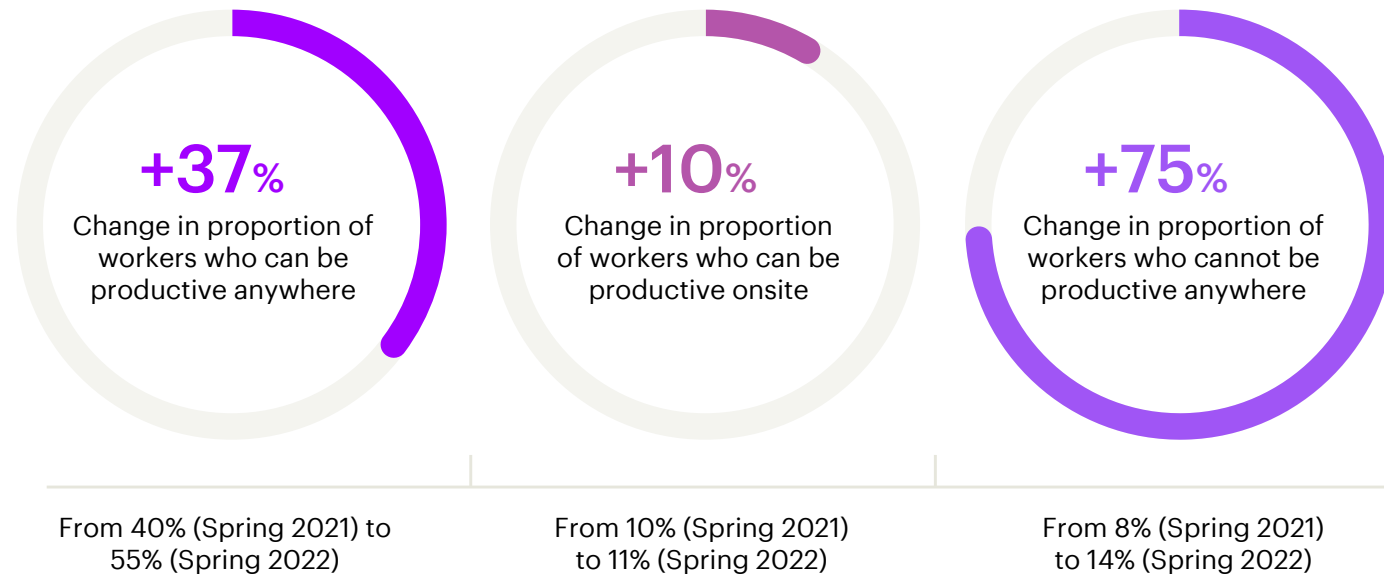


Enabling a productive future

The goal of any work model should be to enable workers to be productive, healthy and happy, regardless of where work happens. Increases in resources like supportive leadership, organizational agility and work autonomy have helped more workers become productive anywhere in the last year, with 55% of people now saying they can be productive regardless of where they work.

But a faster growing group is a segment of workers that do not feel they can be productive, healthy or happy anywhere in the future of work... even if they are offered opportunities to work flexibly.

Organizations have invested in optimizing onsite technology, tools and processes, but they have not moved the needle on creating a workforce that feels it can be productive onsite.

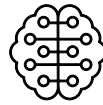


CEOs must invest in the right approaches



Flexibility for all

Work autonomy, organizational agility, supportive leadership and digital upskilling are 1.5x-2.5x as impactful in driving a "productive anywhere" mindset as the ability to work flexibly.



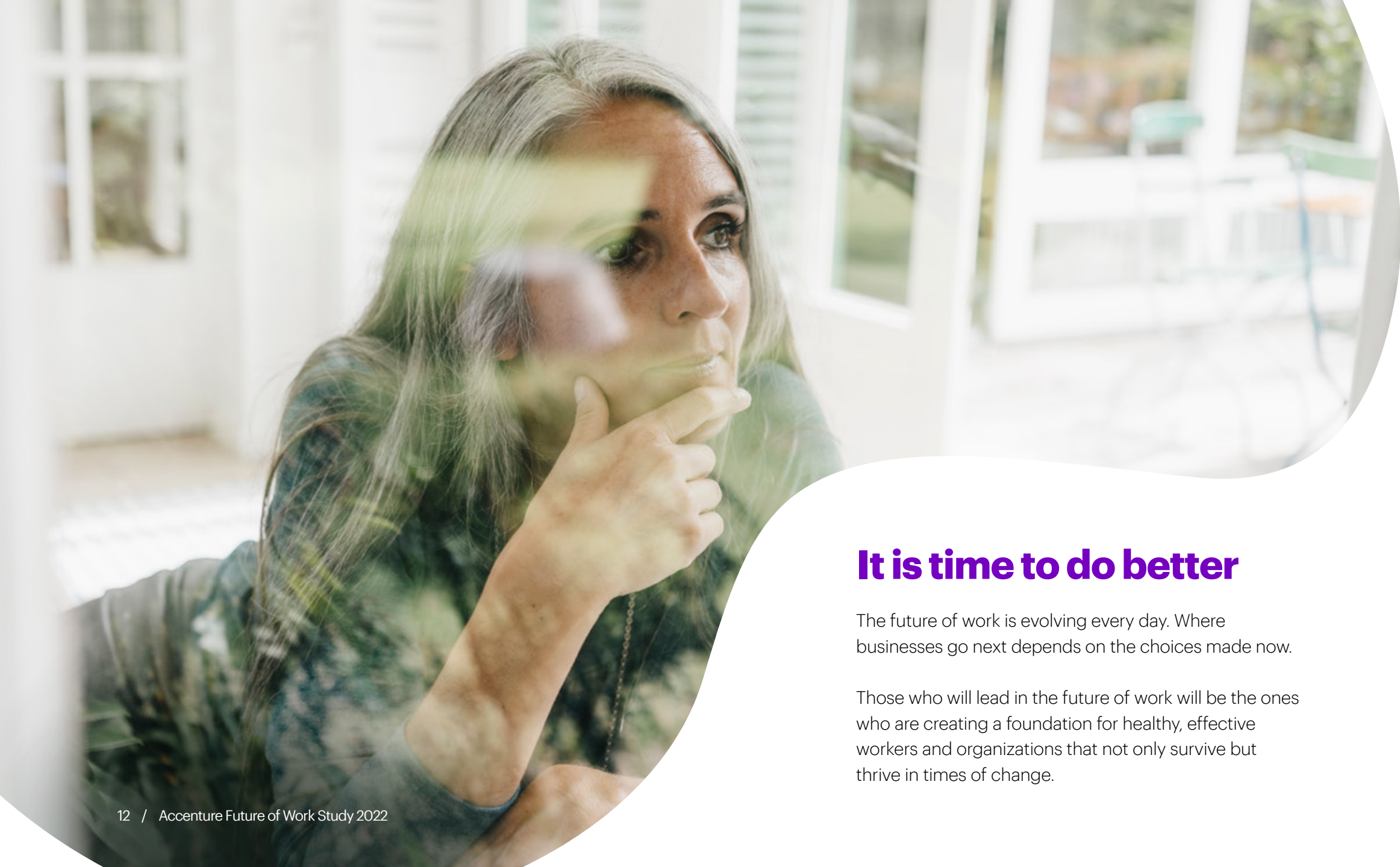
Renewed thinking

"Productive anywhere" workers are 21% Net Better Off, which we know from previous research drives up to **5% revenue growth** (and when enabled through omni-connected work cultures, drives up to **7.4% revenue growth**).



Staying power

Workers enabled to be productive anywhere are 2.3x more likely to stay with their company, even in high-turnover industries.



It is time to do better

The future of work is evolving every day. Where businesses go next depends on the choices made now.

Those who will lead in the future of work will be the ones who are creating a foundation for healthy, effective workers and organizations that not only survive but thrive in times of change.

Four questions to ask

Approaches that have worked in the past are based on outdated concepts about people and business. Now, leaders must reimagine a new model that centers on people and how, where and why they work.

Business leaders can begin to change the current trajectory and shape a future of work that benefits both workers and the business. These questions are a good place to start:

01

What is your organization's purpose?

02

How are your business leaders supporting people?

03

How is your business creating better work experiences?

04

Do your workers have the right digital skills?

What is your organization's purpose?

Purpose has been used as a talent-attraction tool, yet it instead should help impart a sense of dignity where all workers believe they are contributing to something bigger than themselves.

Leaders can embed purpose into the fabric of the culture by communicating purpose through a variety of interactions, such as during recruitment or career development, and ensuring all people and teams feel a sense of responsibility for driving purposeful impact.

52%

of CEOs say purpose is more of a talent branding tool than a real catalyst for change.



How are your business leaders supporting people?

Intrinsic motivators inspire people to give their best and feel better about doing so. Workers feel more autonomous when leaders shed command and control models and instead lead with intent, where people can choose their own path to get to business outcomes.

94%

of workers who feel they can be productive anywhere in the future of work are trusted to manage their own time, provided deadlines and expectations are met.



How is your business creating better work experiences?

Leaders have over-indexed on improvements to onsite work experiences rather than investing more in resources that enable workers to be “productive anywhere” and Net Better Off. Better work experiences emerge from omni-connected cultures where people feel connected and that they belong, regardless of physical work location.

59%

Being omni-connected accounts for 59% of someone’s intention to stay with a company.



Do your workers have the right digital skills?

An organization-wide digital strategy can boost perceived relevance of technology and digital skill sets and empower workers to solve real problems and innovate using their technology skills.

The right strategy puts digital tools at the center of how people connect, work and grow. People need ongoing training to build their digital fluency and understand how the work they do contributes to innovation and better customer experiences.

1 in 3

Fewer than 1 in 3 workers are confident their skills will be relevant in 5 years.





**The future of work
is ours to determine.**

**What will be your
next move?**

For more information



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About the Research

A workforce survey was fielded in February 2022 sampling 10,750 workers across 13 countries (Australia, Brazil, Canada, China, France, Germany, Italy, India, Japan, Singapore, Sweden, UK and USA), working in 12 industries (Banking, Insurance, High Tech, Retail, Consumer Goods & Services, Public Sector, Healthcare, Communications & Media, Utilities, Energy, Life Science and Travel & Hospitality). An additional survey was fielded with 200 CEOs across the same geographies and industries. Worker-experienced drivers of onsite and remote productivity and key work resources were measured again following a Spring 2021 survey, for year-over-year comparison. Workforce productivity segments were calculated by computing workers below and above key benchmarks in onsite and remote productivity drivers, with workers above the benchmark on both being considered “productive anywhere.” Future-focused CEOs were determined by aggregating responses to slider scale questions probing traditional versus forward-thinking mindsets regarding managing organizations and people

Research support provided by Christine Yiannakis, Ranjan Ramdas, Sankara Narayanan and Pragati Sharma.

About Accenture

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