Capgemini Research Institute

NURTURING THE

future of work

HOW ORGANIZATIONS EMPOWER TALENT FOR TOMORROW

Quarterly review
N°6 — 2022

The sixth edition of the Capgemini Research Institute's quarterly review, **"Conversations for Tomorrow,"** looks at how organizations can thrive in the future of work.

REDESIGNING WORK AROUND EMPLOYEES

Many of today's employees are, to some degree, unsatisfied or unhappy with their experience at work. Only 28% of employees say they are satisfied at work, compared to 80% of leaders who believe their employees are satisfied.[1]

1. Capgemini Research Institute, The people experience advantage – How companies can make the better for their most important assets

"hybrid work could be the best way to customize working environments for every personal circumstance and career or life stage."

Jean-Pascal Tricoire
Chief Executive Officer, Schneider Electric

"The smartest organizations are redesigning jobs and working environments around employees."

Josh Bersin
Industry Analyst

LEADING WITH TRUST

There is a strong correlation between employees feeling that they are "not trusted" to manage themselves and burnout rates. Of the employees who feel they are being micromanaged, 64% also feel burned out in a remote setup.[1]

1. Capgemini Research Institute, The people experience advantage – How companies can make the better for their most important assets

"The first thing people want from their employers is a sense of trust and belonging – the ability to be themselves at work and to have open conversations and relationships with peers, without any fear of negative consequences."

Josh Bersin
Industry Analyst

"In a hybrid setup, leaders should go out of their way to encourage dissenting views."

Amy Edmondson
Novartis Professor of Leadership and Management, Harvard Business School

"Our success is based on honest discussions and, when necessary, tough conversations."

Stacey Flahler
Vice President Rugby Union International

BEWARE OF 'PRODUCTIVITY THEATER'

In a remote setting, employee productivity has increased, and costs have decreased. However, these gains may come at the expense of employee well-being. More than half (55%) of employees feel burned out because they are working longer hours in a remote environment.[1]

1. Capgemini Research Institute, The future of work: Sustainable, resilient, inclusive in hybrid

"Employees want to be seen to be productive, and this can lead to 'productivity theater.' attending meetings in order to be seen, making sure they chip in from time to time, but really their attention is on something outside the meeting."

Jared Spataro
Member of the Board of Management, Technology and Innovation at Deutsche Telekom

"The shift to remote working has caused the share of time employees spend in collaborative cross-group connections to drop by about 25% compared with the pre-pandemic level."

Amy Edmondson
Novartis Professor of Leadership and Management, Harvard Business School

MAKING THE WORKPLACE FIT FOR PURPOSE

Employees feel they lack the necessary technology and data to carry out their work. Less than one-third of employees (29%) say they are happy with collaboration tools at work.[1]

1. Capgemini Research Institute, The people experience advantage – How companies can make the better for their most important assets

"We are evolving our workspaces with 25% of space for individual desks and 75% for creative and collaborative [work]."

Xavier Chéreau
Chief Human Resources & Transformation Officer, Stellantis

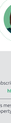
"Organizations that use technology as an empowering element and offer employees the right tools [...] improve [...] their employees' ability to perform their jobs and help them to derive greater satisfaction from doing so."

Jon Hartman and Alan Connolly
Capgemini

NON-TRADITIONAL TALENT AND UPSKILLING

Upskilling holds the key to unlocking unrealized productivity. 90% of organizations with advanced upskilling initiatives say that their workforce is supportive of the organization's automation initiatives.[1]

1. Capgemini Research Institute, Upskilling – people fit for the age of the machine



"Organizations need to be on the lookout for talent, even in non-typical hiring environments. In fact, we are upskilling Uber drivers to join Capgemini as junior associates."

Aimee Ezzat
CEO, Capgemini

"Organizations have to get better at evaluating candidates based not just on their professional experience or data, but also on their characteristics, related skills, and ability to learn."

Sir Christopher Pissarides
Nobel Prize Laureate

"We [...] have an internal talent marketplace that 140,000 employees use. It's a game-changer: connecting talent and skills, at scale, across the business. It empowers people and democratizes access to work by disrupting traditional internal hierarchies and breaking down silos."

Elaine Arden
Chief Human Resources Officer, HSBC

AUTOMATION IMPROVES QUALITY OF JOBS

The OECD has estimated that, on average, 15% of jobs are at high risk of automation in OECD countries. The risk is as high as 23% for young people, as entry-level jobs tend to have a high share of routine, non-cognitive tasks, which can be more easily automated.[1]

1. Capgemini Research Institute, Conversations for Tomorrow: The Future of Work Starts Now

"Everybody feared automation, robotization, the idea of a jobless economy. It is true that a lot of traditional roles are disappearing; but it is also true that there are more jobs in today's economy than ever before and a lot of them are more interesting, highly skilled and strategic roles."

Nicolas Schmit
European Commissioner for Jobs and Social Rights

"[Automation brings] improvements to engagement and enjoyment of work."

Kathryn van der Merwe
Group Executive, Talent & Culture and Service Centres, ANZ

FOSTERING DIVERSITY AND INCLUSIVITY

"Less than one-third of organizations actively measure inclusion."[1]

1. Source: G.A., "Transforming Enterprises through Diversity and Inclusion," April 2021

"We have linked our long-term variable-pay program for our executives to increasing the percentage of women in line-manager positions."

Magdalena Arfert
SVP & Chief People Officer, Ericsson

"There is a disconnect between organizations' perception of the level of inclusivity they are offering and that which is experienced by young women in the workforce."

Dr. Tarika Barrett
CEO, Girls Who Code

"Women are 24% more likely than men to apply to remote roles."

Sue Duke
Global Head of Public Policy and Economic Graph, LinkedIn

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