



BCG

Future of Work Employer's Edition Pulse Check

OCTOBER 2022

Executive Summary

We surveyed executives from **350 companies on 12 critical dimensions** of the future of work.

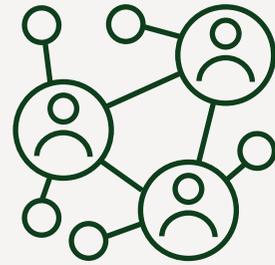
Organizations are in early stages of creating new work models and addressing other future-of-work dimensions.

Most organizations are focusing on office-based employees rather than making work better for their “deskless” workers, such as factory or frontline workers, who cannot work remotely. Industries such as energy and consumer products, which have a higher share of deskless workers, are lagging.

Executives say creating stronger, more generative leaders, building new flexible talent models, and ensuring always-on learning are the most important dimensions, **yet companies have made little progress addressing them.**

Executives **worry about hybrid work’s negative impact** on employee satisfaction and sense of belonging, but remote/ hybrid workers report positive sentiment on these issues.

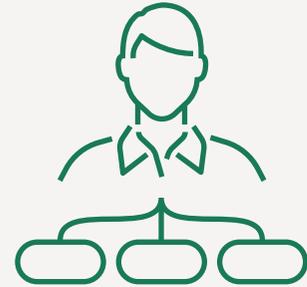
Future-of-work initiatives fall into four broad categories and 12 dimensions



How we work

Embrace disruption

- Customer relationships
- Work models
- Ways of working



How we lead

Empower and inspire

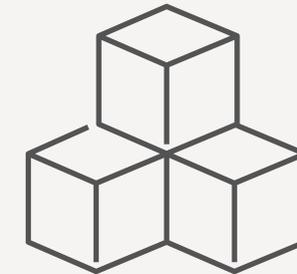
- Generative leadership
- Purpose-driven culture
- Societal impact



How we organize

Responsive and resilient

- Adaptive organization
- New and diverse talent models
- Always-on learning



What we need

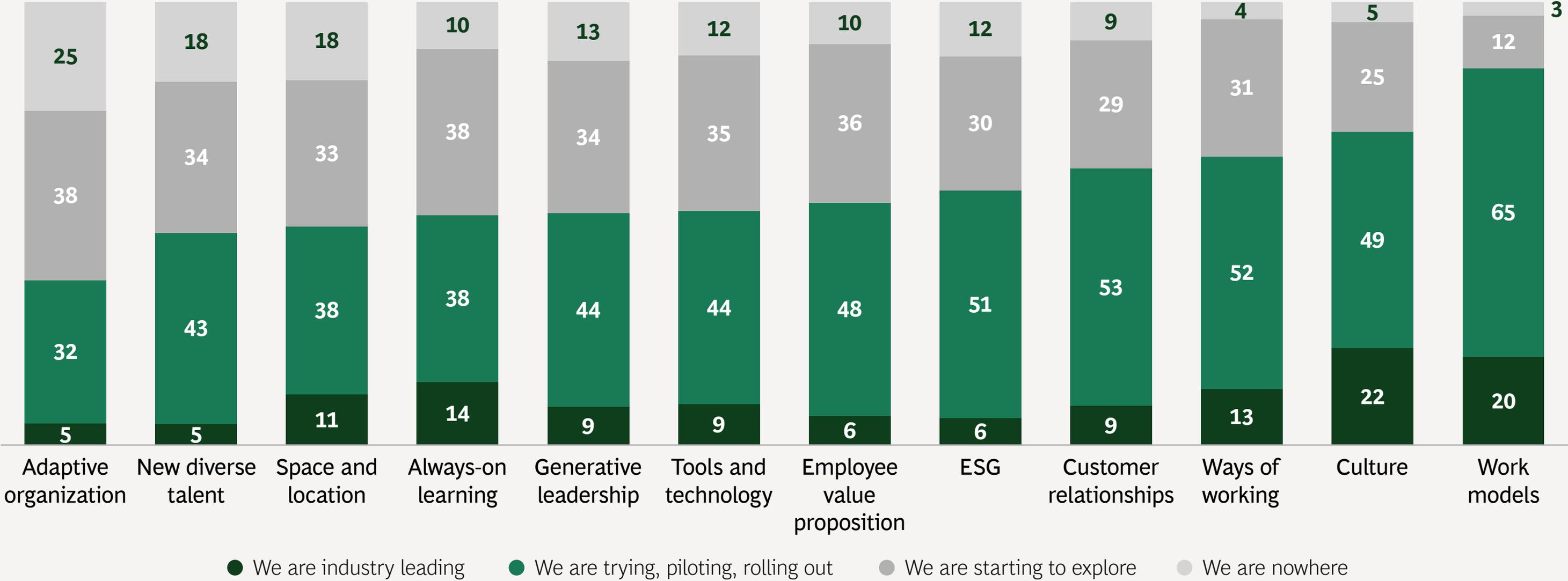
Set the stage

- Employee value proposition
- Location, space, design, and travel
- Tools and technology

For details, see Appendix on slide 13.

Companies are not investing equally in all 12 dimensions

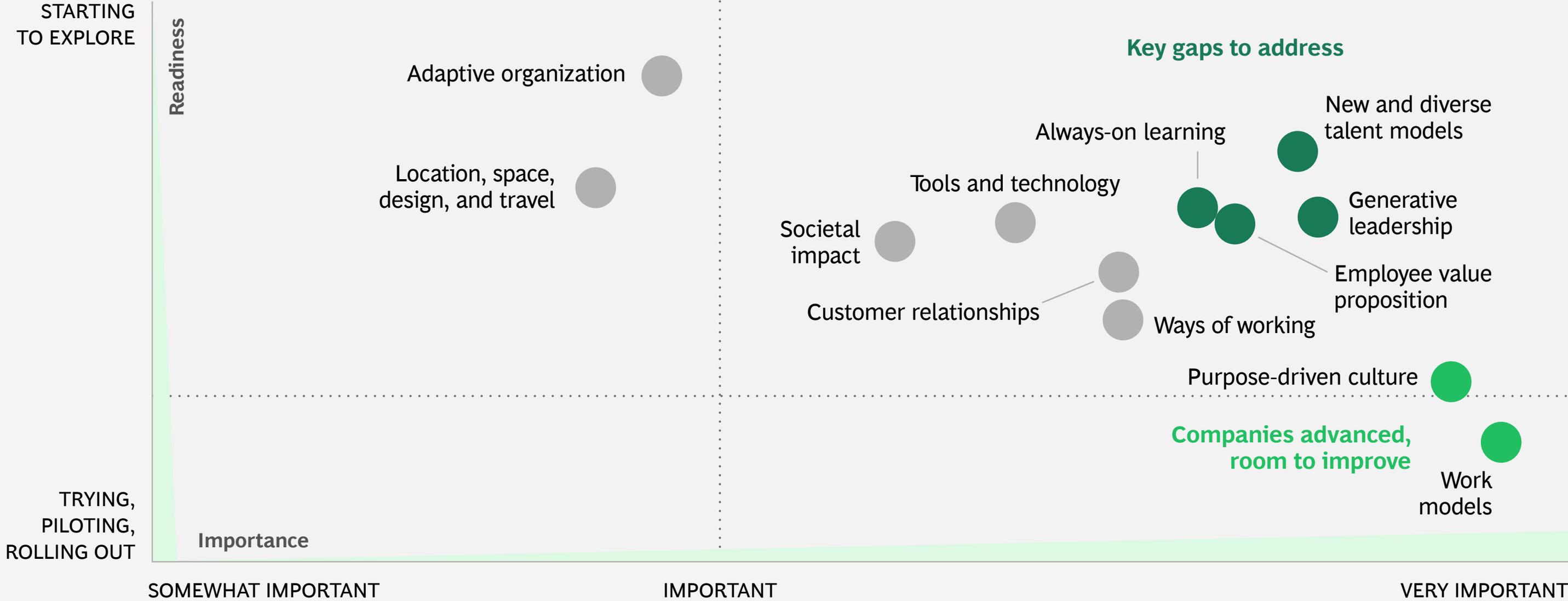
FUTURE-OF-WORK READINESS PER DIMENSION (%)



Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.

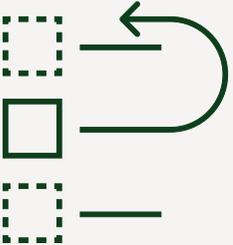
Note: Readiness possible answers were: We are nowhere; we are starting to explore; we are trying, piloting, or rolling out; and we are industry leading.

Many of the most important dimensions, such as generative leadership, require greater focus



Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.
Note: Matrix represents a zoomed-in view into aggregated readiness-importance priorities for all respondents. Importance scale consists of: Not important, somewhat important, important, and very Important. Readiness scale consists of: We are nowhere; we are starting to explore; we are trying, piloting, or rolling out; and we are industry leading.

Beyond the “big picture” dimensions view, companies face three overall struggles related to future of work



01
Key initiatives are not on CEO agenda



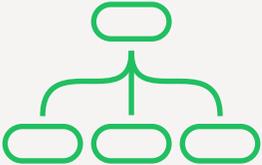
CEO attention drives initiatives forward, yet main topics are still not on CEO agendas



02
Deskless worker-focused initiatives are falling behind



Companies and industries with a high share of deskless workers are falling behind companies with more office workers in implementing future-of-work initiatives

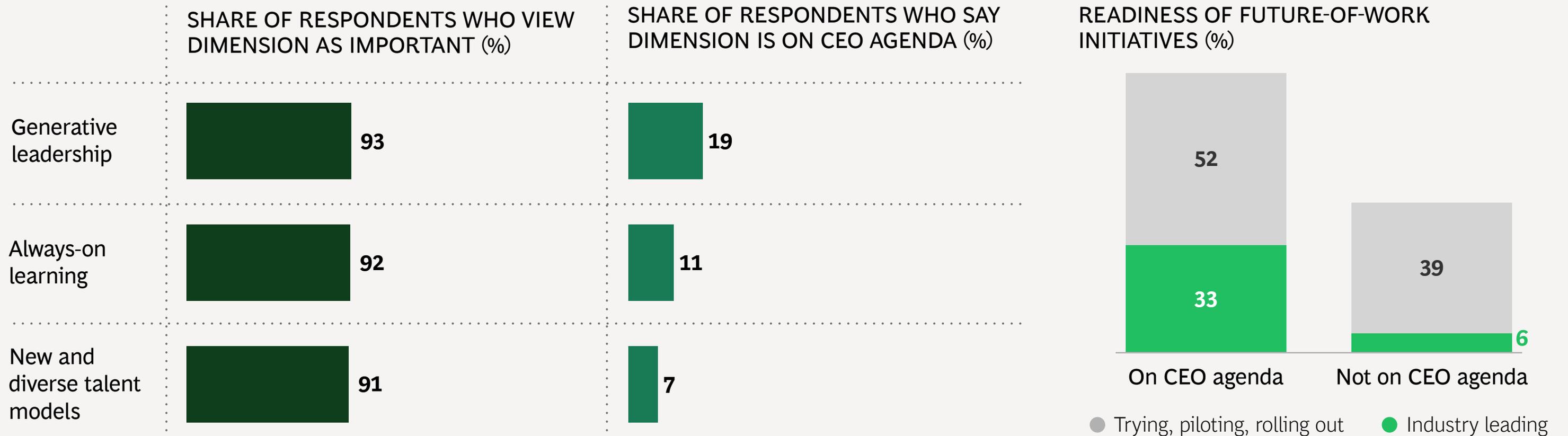


03
Leadership is stuck in the say-do gap



Leadership is critical to success, but many companies are not doing enough to support their leaders

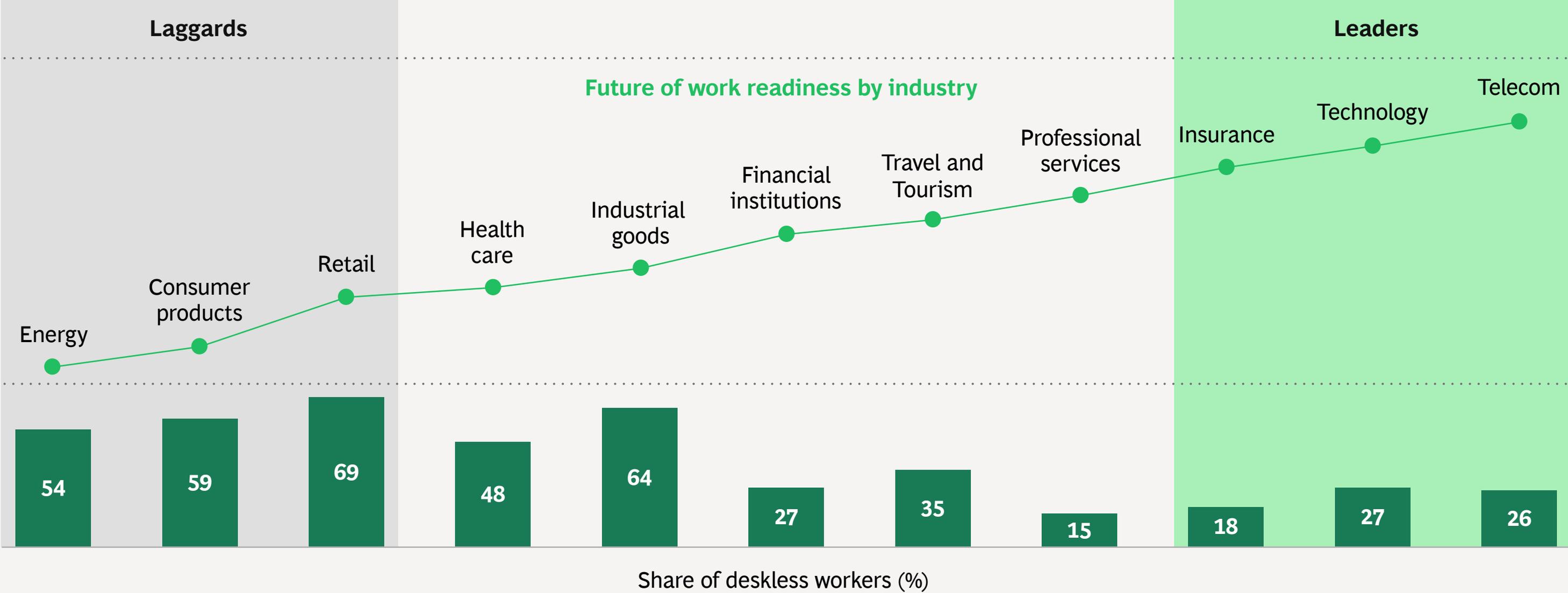
CEO support matters, yet many critical future-of-work dimensions are not on the CEO agenda



Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.

Note: Readiness scale consists of: We are nowhere; we are starting to explore, we are trying, piloting, or rolling out; and we are industry leading.

Industries with lowest future-of-work readiness have highest share of deskless workers

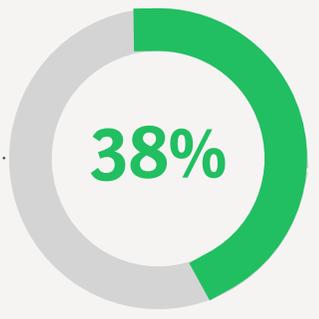
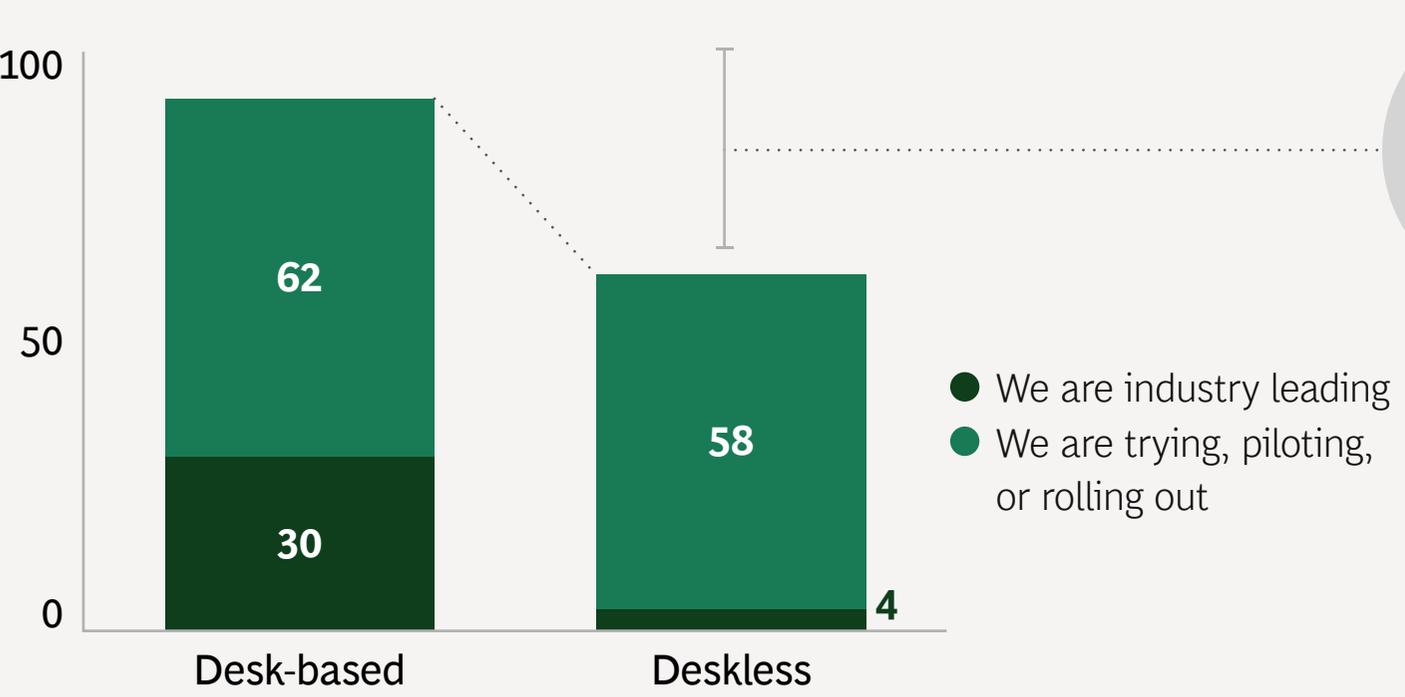


Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.

Note: Readiness scale consists of: We are nowhere; we are starting to explore, we are trying, piloting, or rolling out; and we are industry leading. Y-axis plotted based on average future-of-work readiness score of the industry.

Deskless-worker initiatives are a much lower priority than other initiatives

WORK MODEL DIMENSION READINESS (%)



of organizations are not yet implementing new initiatives, such as flexible schedules, differentiated benefits, or frontline-first culture for deskless workers¹



of deskless workers are at risk of leaving their jobs in the next 6 months²
 The top 3 reasons are lack of flexibility, limited opportunities for career advancement, and compensation.

Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.

Note: Readiness scale consists of: We are nowhere; we are starting to explore, we are trying, piloting, rolling out; and we are industry leading.

¹BCG Future of Work Global Employer Survey 2022; 38% represents organizations responding as being nowhere or starting to explore work model initiatives.

²BCG Future of Work Deskless Worker Sentiment Survey.

Despite importance of leaders, companies are inadequately supporting them



But few companies do what is needed to help them succeed

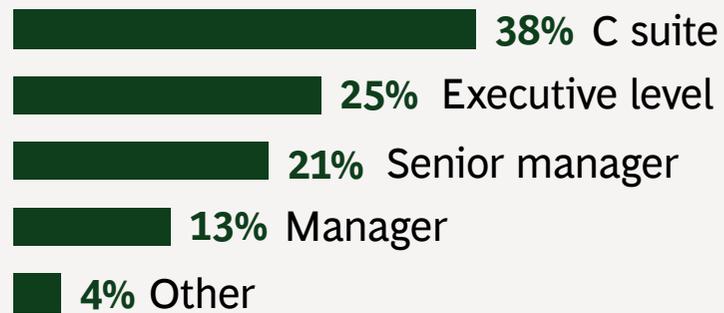


Sources: BCG Future of Work Global Employer Survey 2022; BCG analysis.

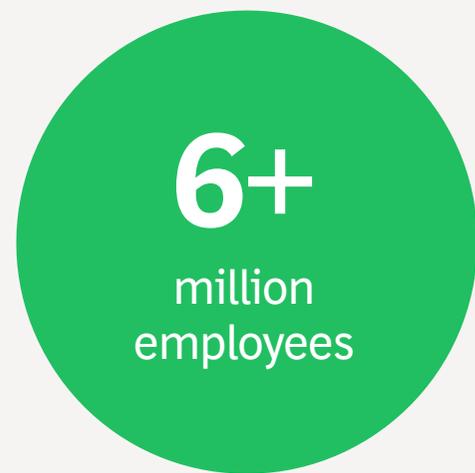
Demographics



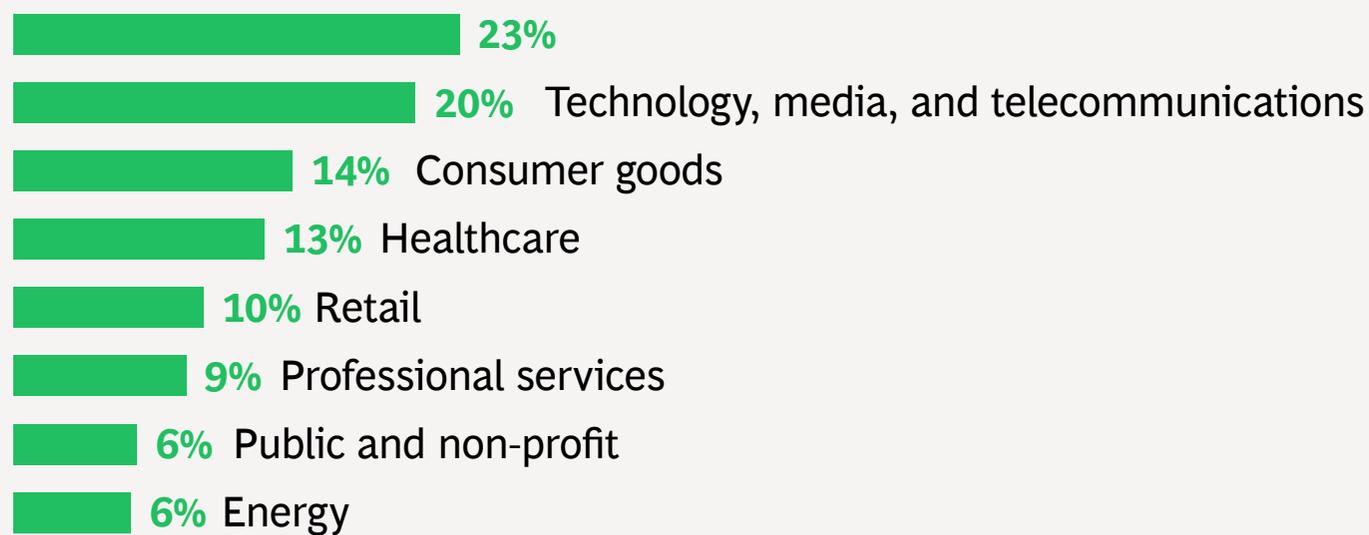
Respondents



- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Bulgaria
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Croatia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- India
- Indonesia
- Israel
- Italy
- Japan
- Kenya
- Lebanon
- Malaysia
- Mexico
- Netherlands
- Norway
- Peru
- Poland
- Portugal
- Qatar
- Romania
- Saudi Arabia
- Serbia
- Singapore
- South Africa
- Spain
- Sri Lanka
- Sweden
- Switzerland
- Thailand
- Turkey
- United Kingdom
- United States



Represented across all industries



Appendix: Details on the 12 dimensions of the future of work

How we work

Customer relationships

- Rethink personalized relationships
- Remove friction; create convenience
- Build virtual go-to-market methods
- Manage engagement across all channels

Work models

- Desk-based: create flexibility within a framework for remote, hybrid, onsite
- Deskless: Redefine labor strategy and potential for flexibility in time and place
- Optimize for productivity and talent needs

Ways of working

- Prioritize what matters; remove waste
- Embrace agile, iterative teaming
- Foster virtual, hybrid, synchronous, and asynchronous collaboration
- Digitize, automate, AI-augment work

How we lead

Generative leadership

- Reimagine businesses to serve all stakeholders
- Enable leaders for mixed-work models
- Empower and support the front line

Purpose-driven culture

- Reinvigorate purpose
- Articulate, activate, and embed culture
- Build mechanisms to drive affiliation and mentorship in mixed-work models

Societal impact

- Scale employee well-being
- Drive diversity, equity, and inclusion
- Reduce carbon footprint
- Ensure compliance

How we organize

Adaptive organization

- Adopt more flexible operating models (platform, agile at scale, fractal organizations)
- Update core management processes (QBRs, OKRs, talent marketplaces)

New and diverse talent models

- Adopt skill-based workforce management
- Source talent in new ways
- Make talent more fluid, flexible, and gig-like
- Digitize and AI-enable talent journey

Always-on learning

- Co-create solutions and experiment on new ways of working, leading, and organizing
- Invest in learning and upskilling at scale
- Apprentice continuously on the job

What we need

Employee value proposition

- Create meaningful employee segmentation
- Rethink pay and benefits
- Foster growth, development, and opportunity
- Reimagine career paths and mobility

Location, space, design, and travel

- Rethink location strategy, including hubs, satellites, co-location, and remote-only
- Right-size real estate footprint
- Create safe, smart, and right workspaces

Tools and technology

- Adopt collaboration and remote tools
- Enhance virtual, metaverse, and mixed-modal experience
- Strengthen cybersecurity and data privacy