



THE VOICE OF THE COMMUNITY



Strategic Planning Considerations 2023 & Beyond

“The Age of the Employee is Here”

April 14, 2023

...because HR happens.



Foresight/Analysis: Social/People

- Talent Acquisition Trends
- Company Culture
- Emerging Work Models

Talent Acquisition Trends 2023 – Korn Ferry

1. **Moving around but not out**
2. **Nurturing the new hire into a long term relationship**
3. **Increase in Executive and Professional short term hires**
4. **Hybrid workplaces and developing company culture**
5. **Migration from work-life imbalance to work-life integration**
6. **Boomerang employees inbound**
7. **Workforce planning is getting smarter**



Visier - Workplace Trends 2023

In most industries, the last 25 years has been marked by an almost breathless obsession with the customer - how to acquire them, how to keep them, and how to maximize their lifetime value.

The next 25 years will be similarly consumed by the employee - how to acquire them, how to keep them, and how to maximize the value they contribute to a business.



VISIER WORKPLACE TRENDS 2023

10 trends that will change the way people-centric businesses and their employees impact each other in 2023

- 1. HR goes to the C Suite**
- 2. Resignation/Retention as Yin/Yang**
- 3. Finding Company Culture in Hybrid Work**
- 4. Lack of Data Insights Gets Costly**
- 5. Talent Acquisition Gets an Overhaul**
- 6. Organizational Empathy Enters the DEIB Chat**
- 7. Pay Transparency Opens Up**
- 8. Effective Beats Efficient**
- 9. Always On – Active and Passive Listening**
- 10. Data Informed Ethical Transformation**

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Global Talent Trends - 2022 Mercer

- From the pandemic, a fundamental change in people's values is underpinning a structural shift in the labor market
- In the event of another economic downturn, C-suite executives plan to make strategic investments, not only cut costs
- Talent attraction and retention are also top of mind for executives, with two-thirds (66%) saying they face a labor shortage crisis

...because HR happens.⁶



Global Talent Trends - 2022 Mercer

C-suite executives say the pandemic helped them realize that:

- **The fundamental shift in our business required a complete reset around work, the workforce and the workplace 40%**
- **Our business can rise above unforeseen challenges 41%**
- **To compete we need to be more digital than we are today 40%**
- **Our investment in employee health and well-being has delivered a measurable return 36%**
- **Knowing what skills we have in our workforce improves our agility 36%**



COMPANY CULTURE

- Organizations that listen to employee feedback and prioritize **freedom, trust, and flexibility** are seeing positive impacts on their people and the business (turnover, time to hire, engagement)
- Companies are shifting their focus from: 'How do we get employees back in the office?' to 'How can we ensure remote/hybrid work keeps our culture and sense of belonging alive?'
- These companies are tasking employees with ways to keep the culture alive and vibrant and representative of company values – not always a management issue!

COMPANY CULTURE

- **Company culture is now the first thing prospective employees ask about a company**
 - **Social media is a powerful tool in researching company cultures – and people are doing it**
 - **Talking about and knowing what company culture is – is not enough, companies are purposefully creating the culture they want rather than the traditional approach of an evolving company culture**
 - **CEO's spending more time on company culture initiatives than ever before**
 - **Alignment of employee and company values is critical to existing and potential employees**
- ...because it happens.



TwoGreySuits™
Company Culture Trends

**2023 GLOBAL CULTURE REPORT, O.C. TANNER
INSTITUTE**

- 1. Employees want more from their work**
- 2. Workplace community is increasingly important**
- 3. Leaders are burning out**
- 4. The rise of generalists**
- 5. Symbolic awards build belonging**



TwoGreySuits™
Company Culture

A sense of belonging improves several cultural metrics:

+43% Retention

+84% Estimated tenure

+41% Employee Net promoter Score e(NPS)

+20% Great Work

+40% Job Satisfaction

-38% Burn Out



Company Culture

Strategic Opportunity

- *Culture drives engagement and engagement drives profitability*
- Define exactly how you want to differentiate your culture – be purposeful!
- Use this in your EVP and candidate attraction, retention and in elevating engagement levels to **achieve** your growth plans



Work Models: Hybrid/Remote Work

- **Hybrid and remote work is here to stay**
- **Both offer significant benefits for recruitment and retention**
- **In terms of perception of culture, no significant differences were found between on-site and remote/hybrid workers – McLean & Company 2022 Employee Engagement Trends report**
- **This is positive – as culture driver ranks #1 in impact on engagement**
- **Still important for remote/hybrid workers that companies create cross departmental collaboration and increase visibility of each departments contributions**

Work Models: 4 Day Work Week

- The 4 day week is a reduction in the work week from a standard 40 hours to 32 hours for the same pay and benefits
- The concept of a four-day workweek is not new, but there are very few large-scale trials to measure its success
- One study in the Academy of Management Journal found that the four-day workweek does not reduce labor productivity and may in fact increase it
- A larger study in the United Kingdom in June of this year launched the largest 4 day work week to date, including more than 3,300 workers and 70 British companies.



Work Models: 4 Day Work Week

- **It's important for businesses to do a stress-test on their business processes before making the switch**
- **Failing to understand internal processes and the tasks employees perform each day is a critical misstep that can tank efforts to maintain productivity during a major workforce-related shift**
- **The goal of a shortened workweek is to find ways to help employees work smarter, not harder**
- **The best way to do that is to identify ways to improve, streamline and maximize the value of their output through data-enabled analysis of the processes and tasks that determine their day-to-day activities**



Work Models: 4 Day Work Week

- Many organizations continue to make a one-to-one connection between hours worked and productivity
- Downtime actually allows for greater productivity because we don't have important life matters constantly stealing our attention, and some personal space allows for creative solutions to work challenges to naturally surface
- A four-day workweek can be a great **strategic** response to the employee burnout dilemma we are experiencing because it exhibits a commitment from leaders to prioritize downtime without sacrificing performance
- Now more than ever, people need to know that their employers genuinely care



Work Models: **Strategic Opportunity**

- **Previously perceived hiring barriers (on site requirement) removed with prevalence of hybrid or remote work (contract, part time, full time)**
- **Opportunity to **lead** in this regard, initial studies see more overall benefit than risk**
- **Iceland has already proven it is successful (4 day week)**
- **New Zealand and Belgium have been testing different 4 day models for years**
- **4 day model does not have to mean your business is closed 3 days/week**
- **Could be significant in attracting talent to live and work in your area in future**



In Summary

Strategic opportunities exist in:

- **Culture creation and ultimately high employee engagement**
- **Leadership identification/development**
- **New work models (remote, hybrid, 4 day work week)**
- **Revamped performance management**
- **Strategically leveraging the time spend of the incoming HR professional**