2022/2023

Trends Report The Evolving Post-Pandemic Global Workplace

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Challenges Abound Yet Positivity Ahead

In 2022 the Covid-19 pandemic became an endemic. The war in Ukraine and its tragic impact captured attention around the world. Supply chain shortages along with manufacturing operations and workplace management challenges continued.

Global economy slowdowns and recession and inflation warnings clouded the air. Yet, despite the numerous enduring challenges, innovations and business changes made during the past few years demonstrate great resilience.

Four major trends have emerged:

- Trend 1 Workplace "Normal" Means Hybrid is Here to Stay
- Trend 2 Candidate-Driven Marketplace Puts Employees at the Center
- Trend 3 Technology is Fundamental and Fueling Change
- Trend 4 Strong, Agile, Collaborative Leadership is Essential

Introduction



Back to "Normal" Back to Back to the Office

Covid-19 caused drastic workplace changes by making work from home commonplace. Today, however, in most countries, as Covid-19 cases continue to fall, work patterns are in the process of being reestablished.

For example, in the UK there is a push to return to work-from-office in many administrative functions while other sectors remain hybrid; in Norway business is mainly "back to usual" in most industries; and in Australia employees are responding favorably to employers' requests.

Trend 1

Workplace "Normal" Means Hybrid is Here to Stay



Back to "Normal" Back to Back to the Office

Trend 1
Workplace "Normal" Means
Hybrid is Here to Stay





"In manufacturing and central government sectors, people in administrative positions are returning to the office. Non-government and local government, along with professional service firms, seem to be content with a hybrid strategy.

However, pressures on energy and general living costs this winter may drive people back to the office in greater numbers. Many firms are providing incentives such as free lunch to entice people back."

Phillip Price, IMSA United Kingdom



"People are spending more time working in the office, however, there is some flexibility. And most industries and sectors are reporting that productivity is the same as pre-pandemic."

Jan Gunnar Storli, IMSA Norway



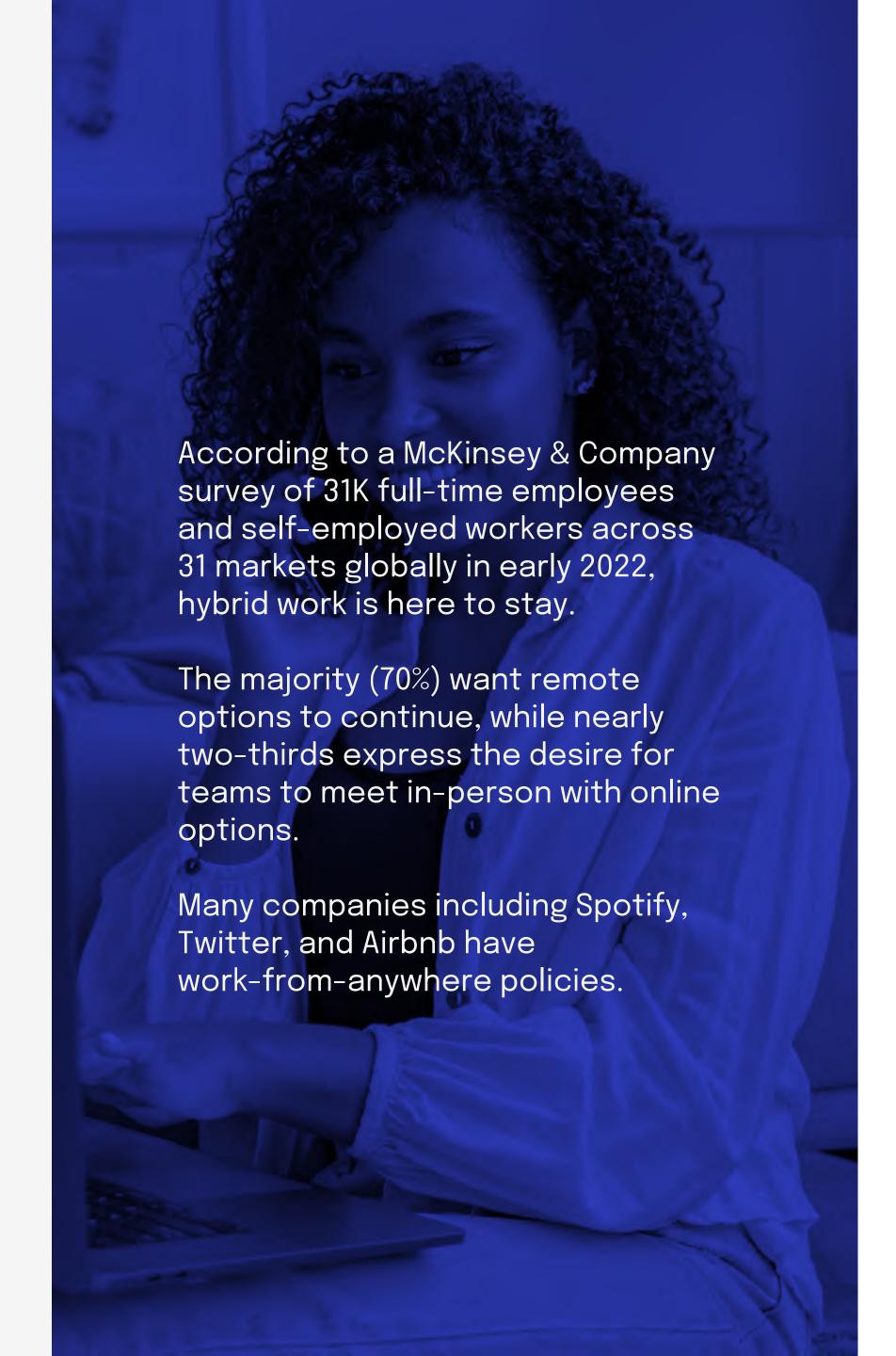
"We are not currently seeing the "Great Resignation" as employees are worried about increasing interest rates, the war in Ukraine, unsettled world politics, and commodity shortages. Employees are also loyal to companies that supported them through the pandemic."

Simone Allan, IMSA Australia

Based on Demand, Hybrid is Here to Stay

Trend 1 Workplace "Normal" Means Hybrid is Here to Stay







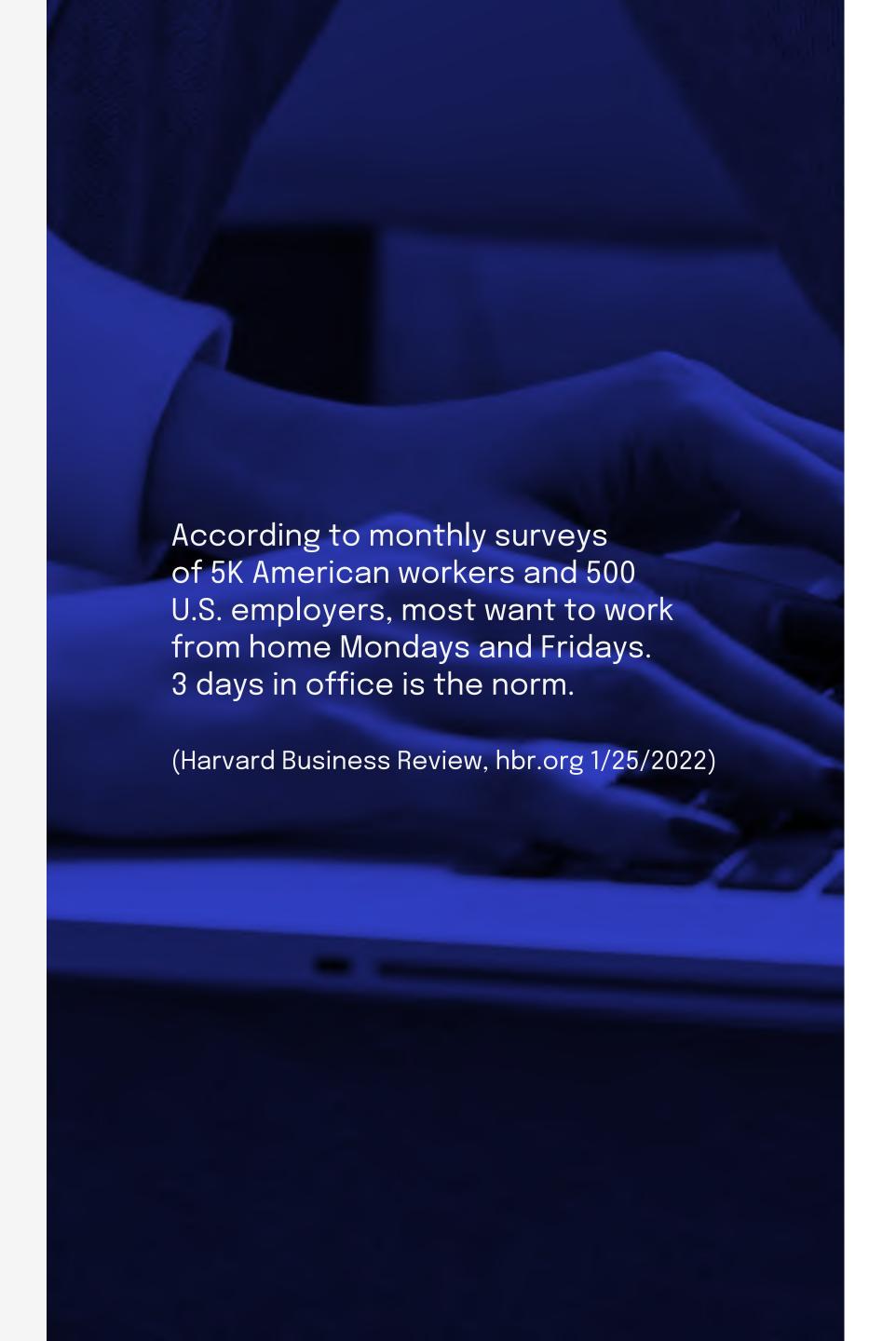
"Work has fundamentally and irreversibly changed. Organizations have learned to work remotely, employees no longer want to return to offices full-time."

Irma Simonkevičienė, IMSA Lithuania

3 Days in the Office and 2 Days @ Home

Trend 1 Workplace "Normal" Means Hybrid is Here to Stay







"My multinational clients are talking about an optional 1-2 days work from home; some have fixed days and others let employees choose their in-office days. My e-commerce client is advocating working from home."

Jerry Chang, IMSA China



"A lot of companies are maintaining hybrid work policies where employees are required to be in the office 1-2 days and the other days they can work from home."

Armando Ajuria, IMSA Mexico

Employees Expect Independence and Flexibility

Today employees not only prefer but demand flexibility and autonomy. They expect their companies to be accommodating. An employer's flexible policies and culture directly impact their ability to attract and retain top talent.

According to a July 2022 study of 13K global workers by McKinsey & Company, 40% of respondents indicate that workplace flexibility is a top motivator in whether they continue in a role, and a lack of flexibility is a major factor in resignation.

Trend 1

Workplace "Normal" Means Hybrid is Here to Stay



WORK HARD.
TRAVEL HARDER.

Employees Expect Independence and Flexibility

Trend 1
Workplace "Normal" Means
Hybrid is Here to Stay





"3 days in office is the norm and companies that require 4 days in office are having difficulty attracting the best candidates. It has become more important for people to have more independence."

Petra Johnsson, IMSA Sweden



"We have seen a huge shift to work from home as employees of large and small organizations alike are demanding a few days at home."

Simone Allan, IMSA Australia



"The younger generation expects to be able to work from home, as part of building a balanced life style."

Jerry Chang, IMSA China



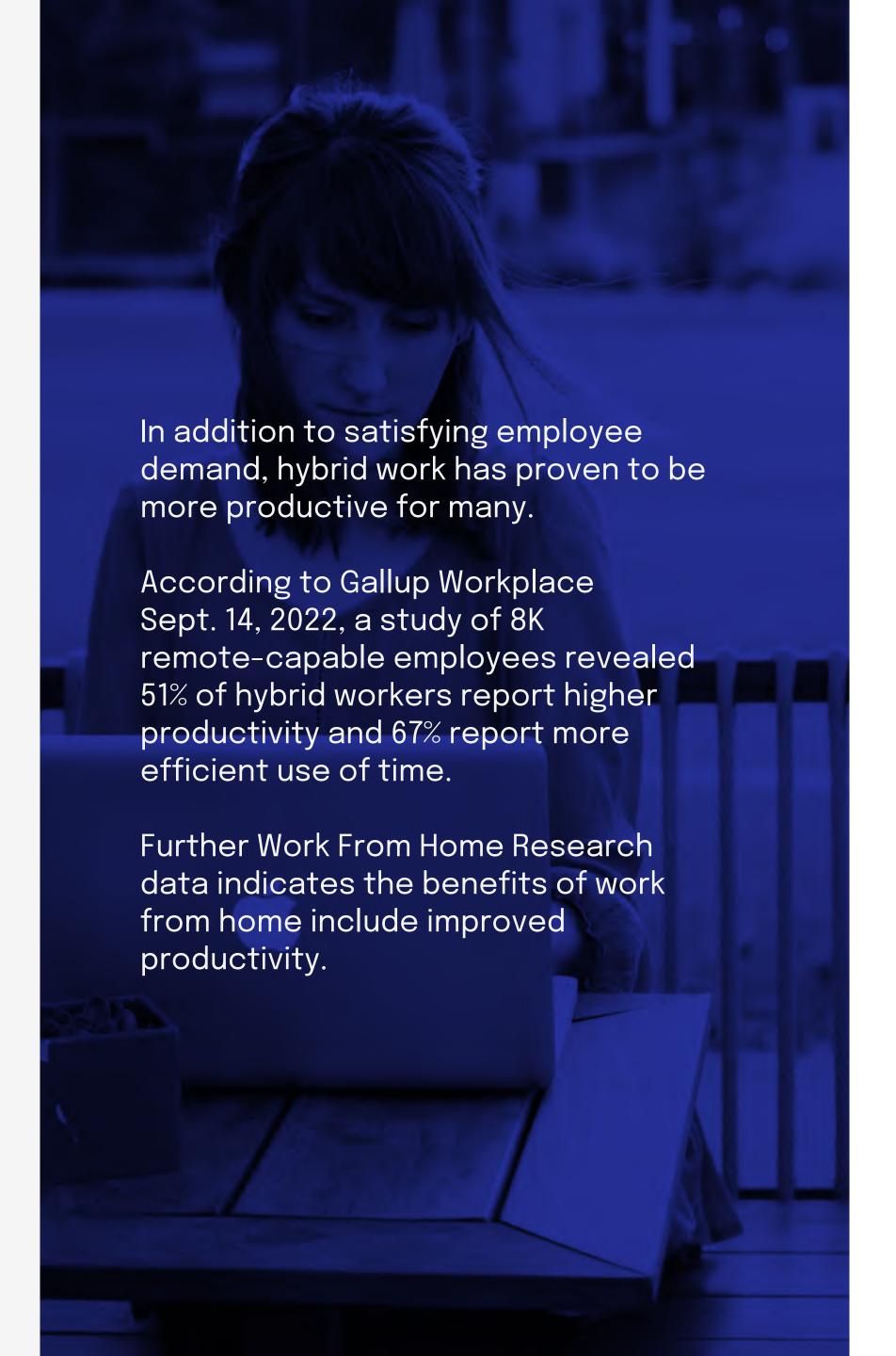
"Many employees prefer to quit their jobs if they are required to go back to the office full-time."

Armando Ajuria, IMSA Mexico

While Hybrid Dominates, Productivity Remains High

Trend 1 Workplace "Normal" Means Hybrid is Here to Stay







"The experiences of lockdown and remote work revealed that it's possible to maintain the same level of productivity and better manage personal time."

Pedro Hipólito, IMSA Portugal



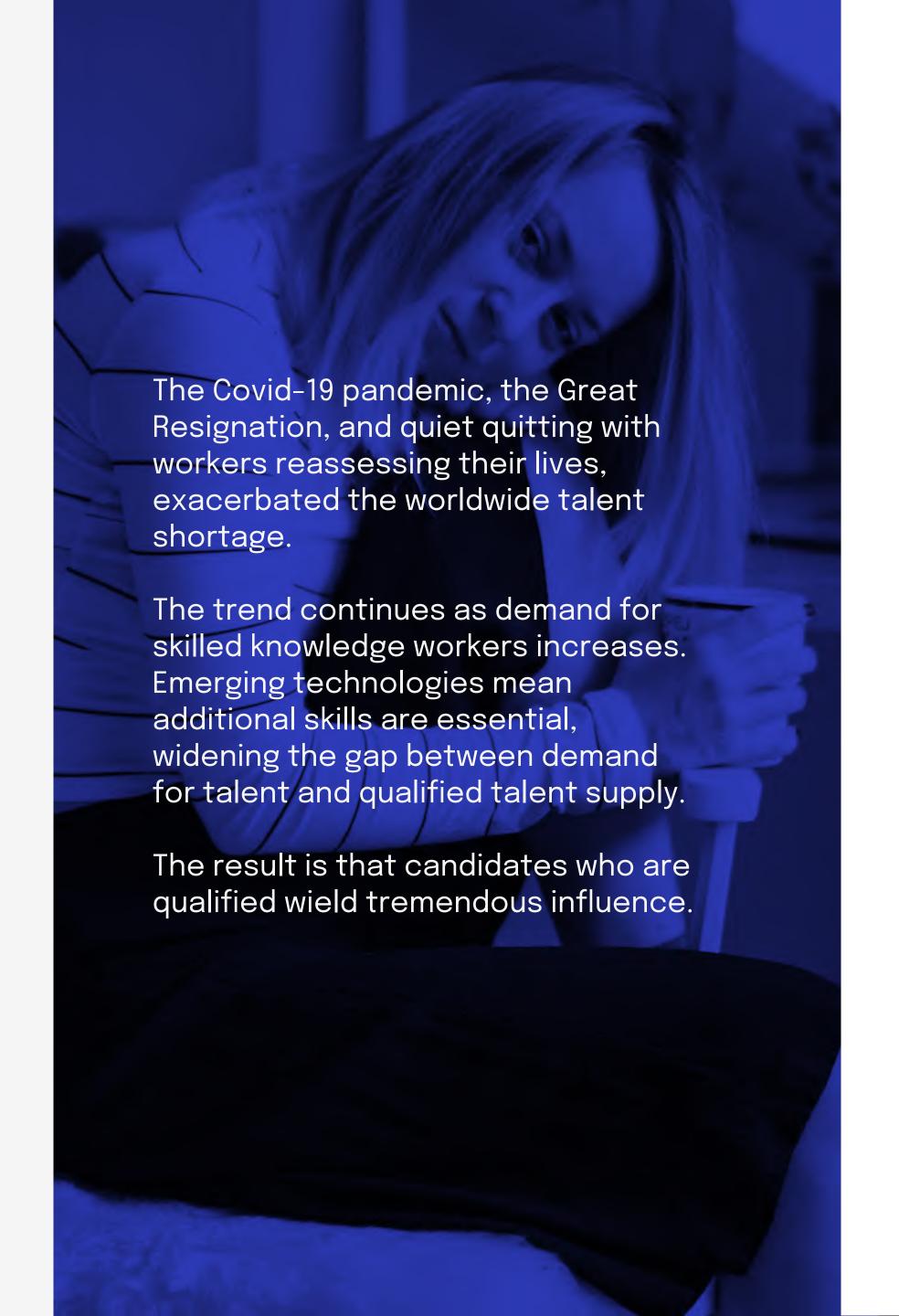
"We provide our employees with the option to work from wherever they are most comfortable and they are appreciative, happier, and more productive."

Mitch Berger, IMSA USA

Talent Shortage Means Candidate -Driven Marketplace

Trend 2 Candidate-Driven Marketplace Puts Employees at the Center







"We see an unprecedented level of candidates switching companies. Companies are seeking to attract candidates with greater flexibility terms such as work-from-home and telework policies."

Patrick Van Lijsebetten, IMSA Belgium



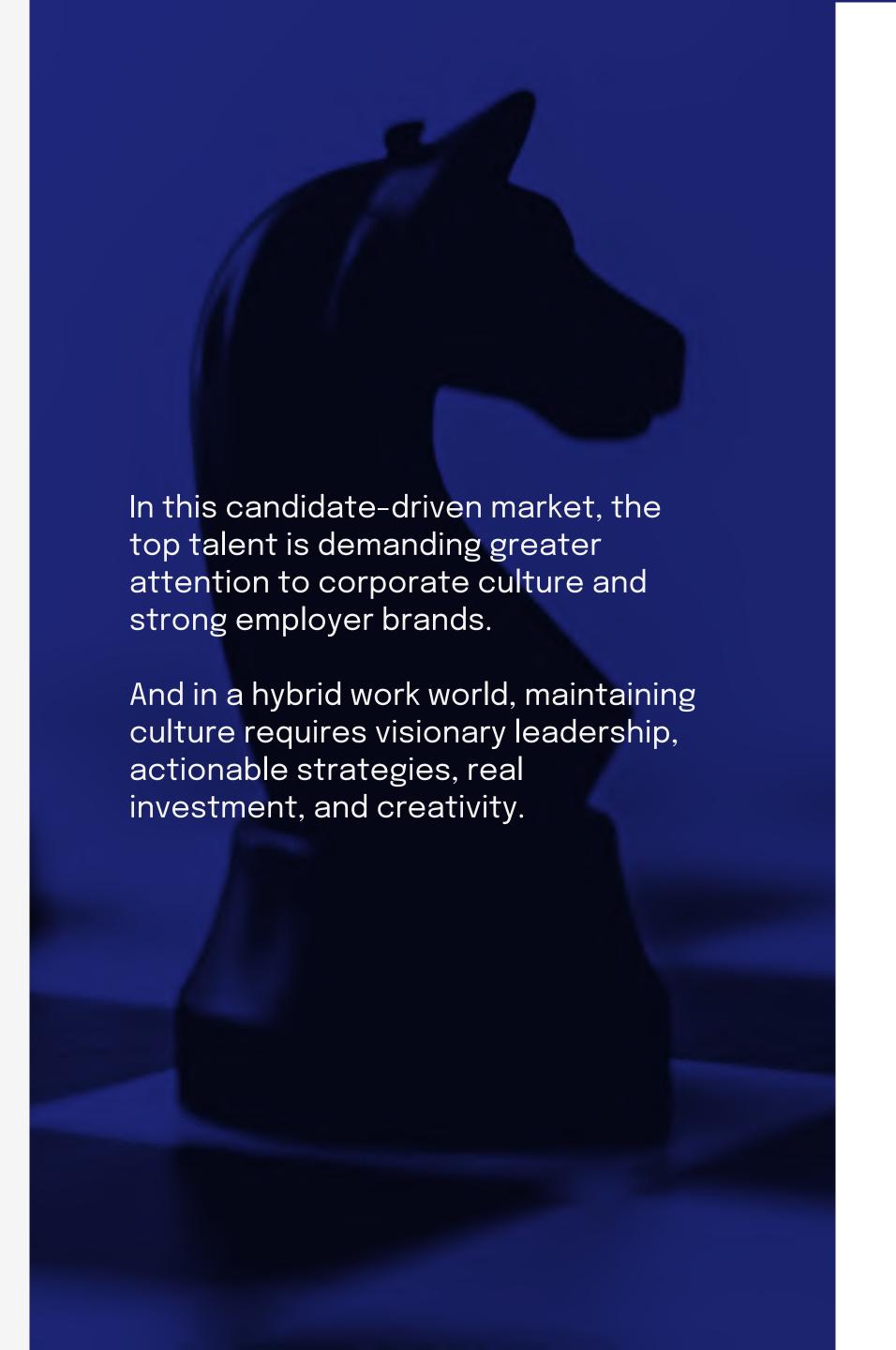
"We are seeing a talent shortage driving companies to invest heavily in salary increases, new benefits policies, employee experience initiatives, and employer branding."

Pedro Hipólito, IMSA Portugal

Employer Brand and Culture are Important

Trend 2 Candidate-Driven Marketplace Puts Employees at the Center







"Organizations need to double down on strengthening and living their purpose. Successful organizations realize that focusing on culture and purpose allows you to attract and keep the best talent. In 2023, it's almost impossible to deliver on strategic goals, if your employees are not engaged with something "bigger" than EBITA metrics.."

David Nirenberg, IMSA Canada



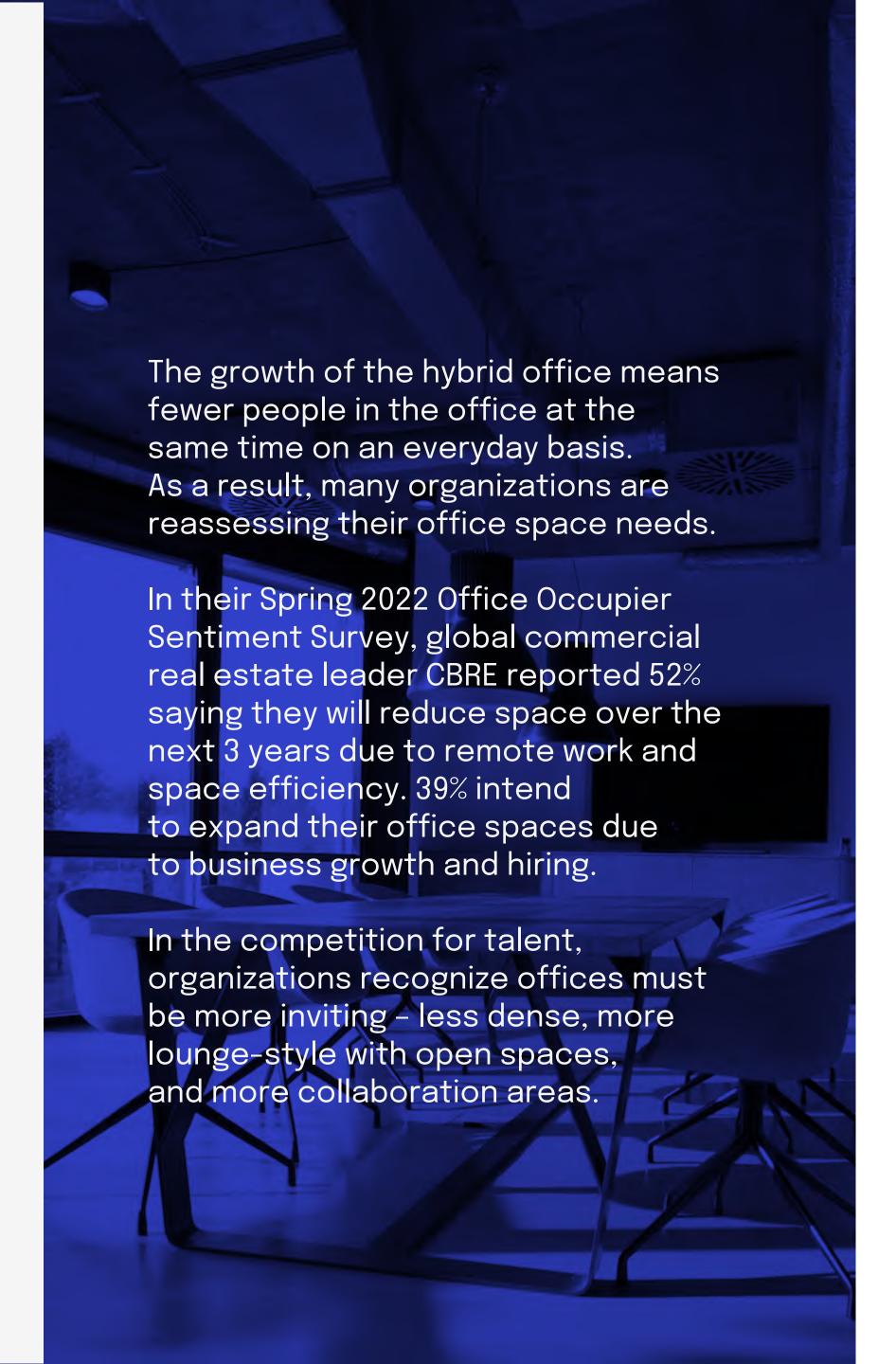
"Managers of the future will need well-developed organizational and leadership skills with talent in culture, flexibility, and employer branding."

Jan Gunnar Storli, IMSA Norway

Companies Reassessing Their Office Space

Trend 2 Candidate-Driven Marketplace Puts Employees at the Center







"Many of our clients are retaining their office space and renovating it to create more shared offices, meeting spaces, and brainstorming areas."

Mitch Berger, IMSA USA



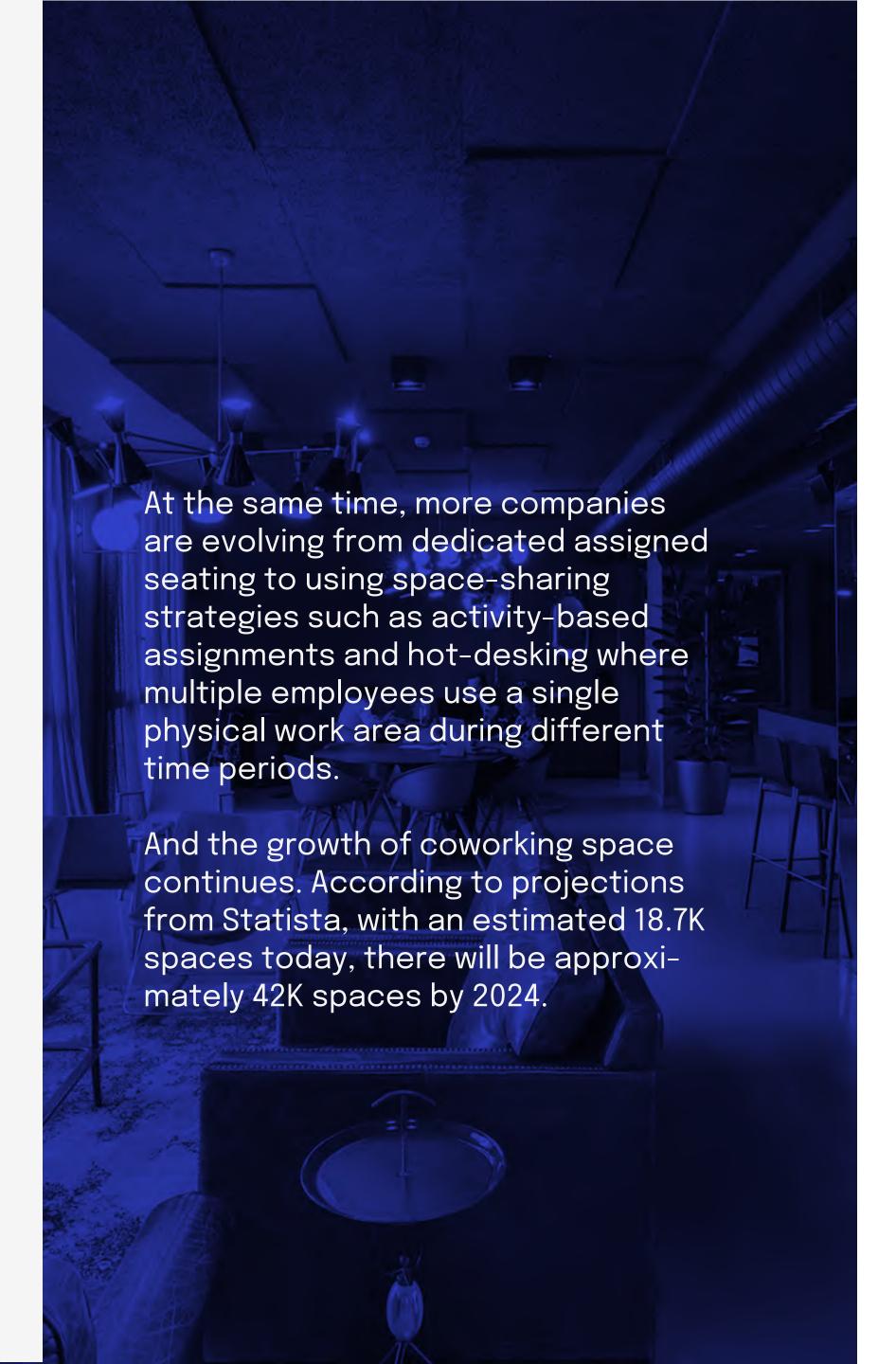
"Offices are scaling down in size to accommodate work from home. UBS bank and some other large banks are moving out of central locations to less expensive business locations."

Jerry Chang, IMSA China

Space Sharing and CoWorking Spaces Abound

Trend 2 Candidate-Driven Marketplace Puts Employees at the Center







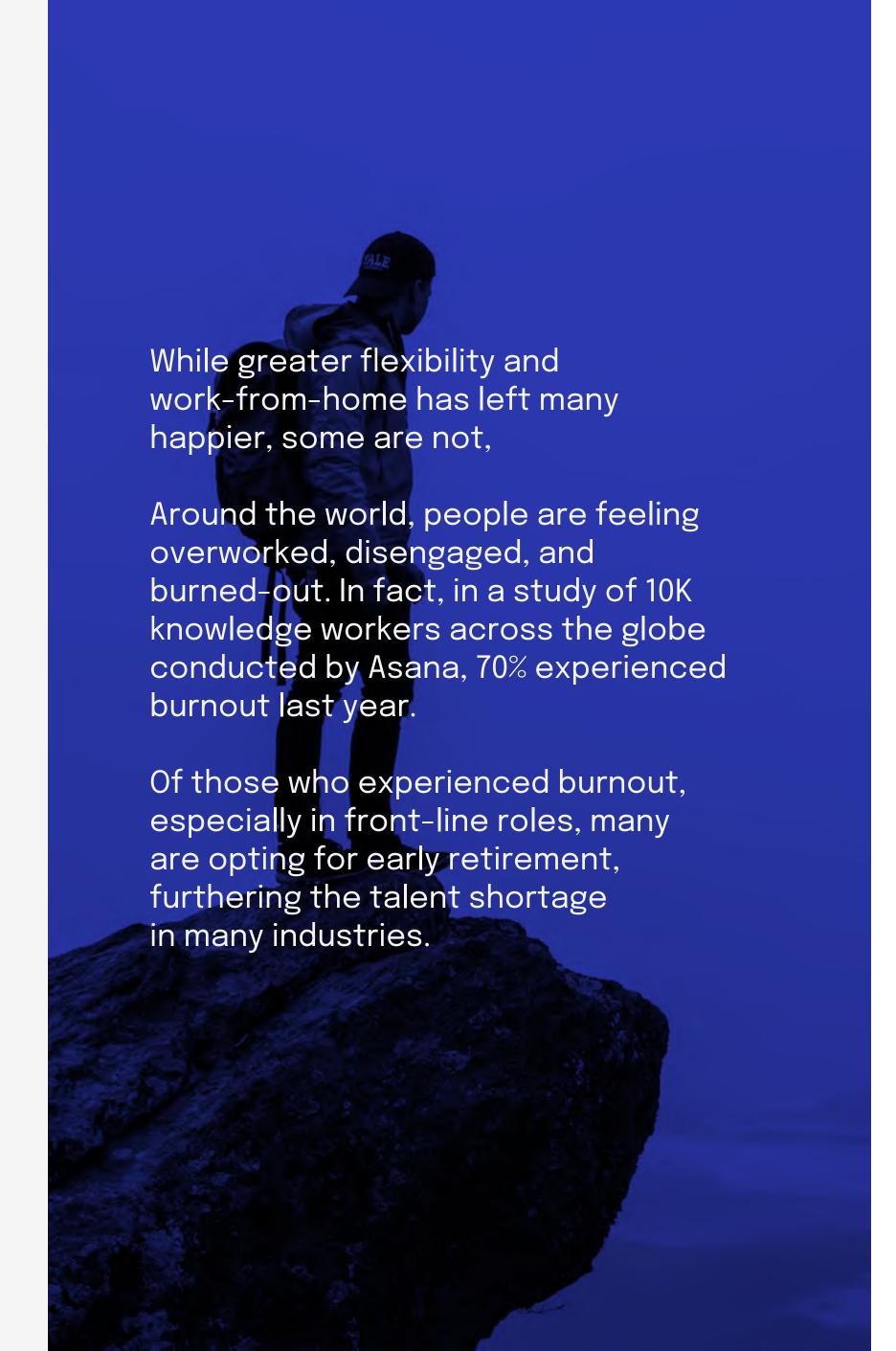
"We are seeing more people working from coworking spaces that offer great flexibility. You can have your own office, a flex office or other alternatives, and be able to build networks with other forward-thinking people and companies."

Petra Johnsson, IMSA Sweden

BurnOut Leads to Early Retirement for Some

Trend 2 Candidate-Driven Marketplace Puts Employees at the Center







"Mature workers are not returning and taking early retirement, especially from front-line roles that exhausted them during the pandemic - teachers, nurses and childcare workers."

Simone Allan, IMSA Australia

Technology is Fundamental and Fueling Change

Hybrid working and the remote workplace accelerated innovation and widespread acceptance of so many technological advances. Today technology plays a fundamental role across industries, functional areas, and positions. Tools and platforms are continually updating, transforming the way we work.

An October 2022 survey of global technology leaders from the U.S., U.K., China, India, and Brazil conducted by IEEE, the world's largest technical professional organization, indicates the most important areas of technology will be: cloud computing (40%), 5G (38%), metaverse (37%), electric vehicles (EVs) (35%), and the Industrial Internet of Things (IoT) (33%).

Trend 3 Technolog

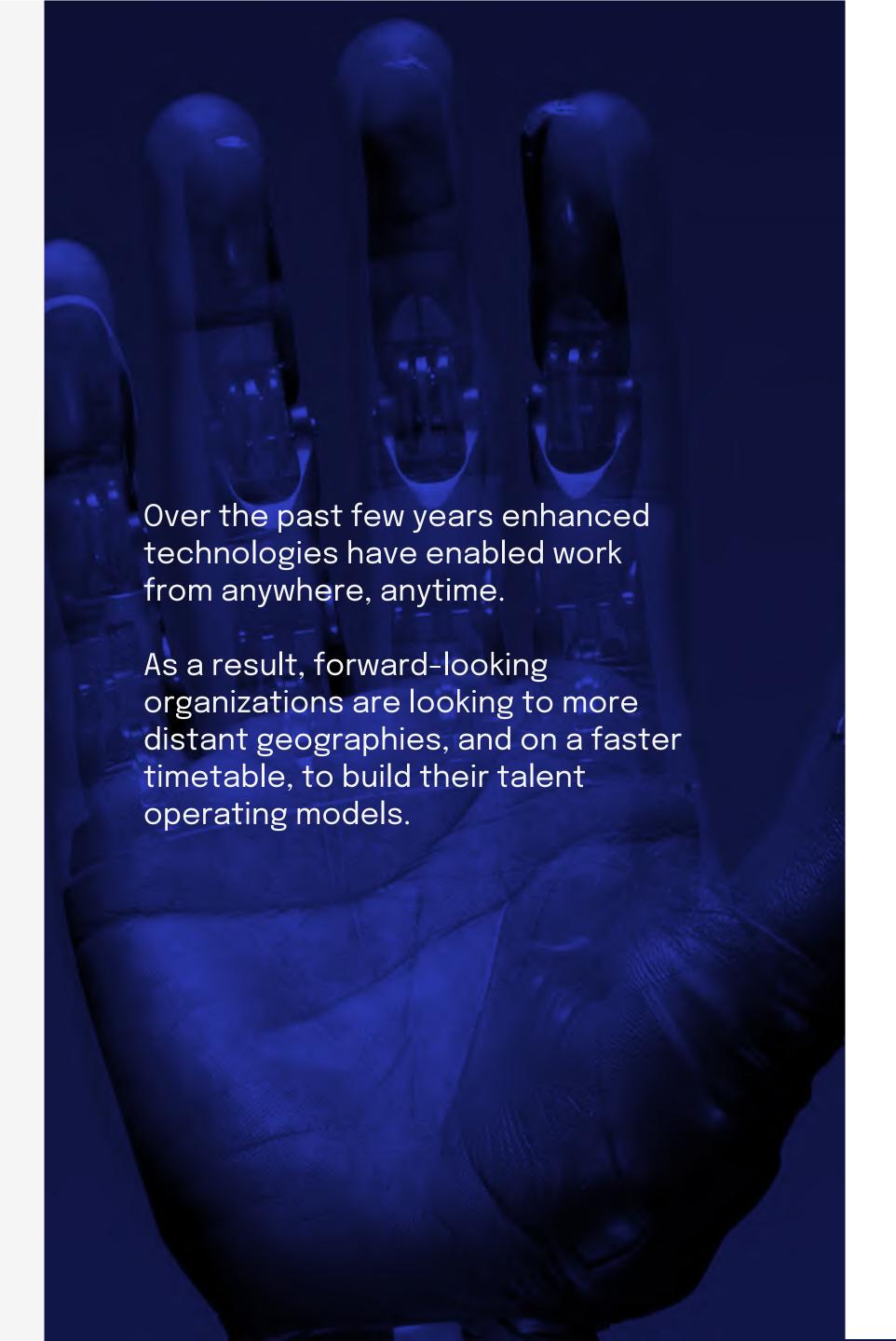
Technology is Fundamental and Fueling Change



Tech Enables Global Recruiting It's a Small World

Trend 3 Technology is Fundamental and Fueling Change







"The increasing focus on digitalization across sectors and industries will have an even greater impact in the future, not only on an organizational level, but also on an individual level."

Jan Gunnar Storli, IMSA Norway



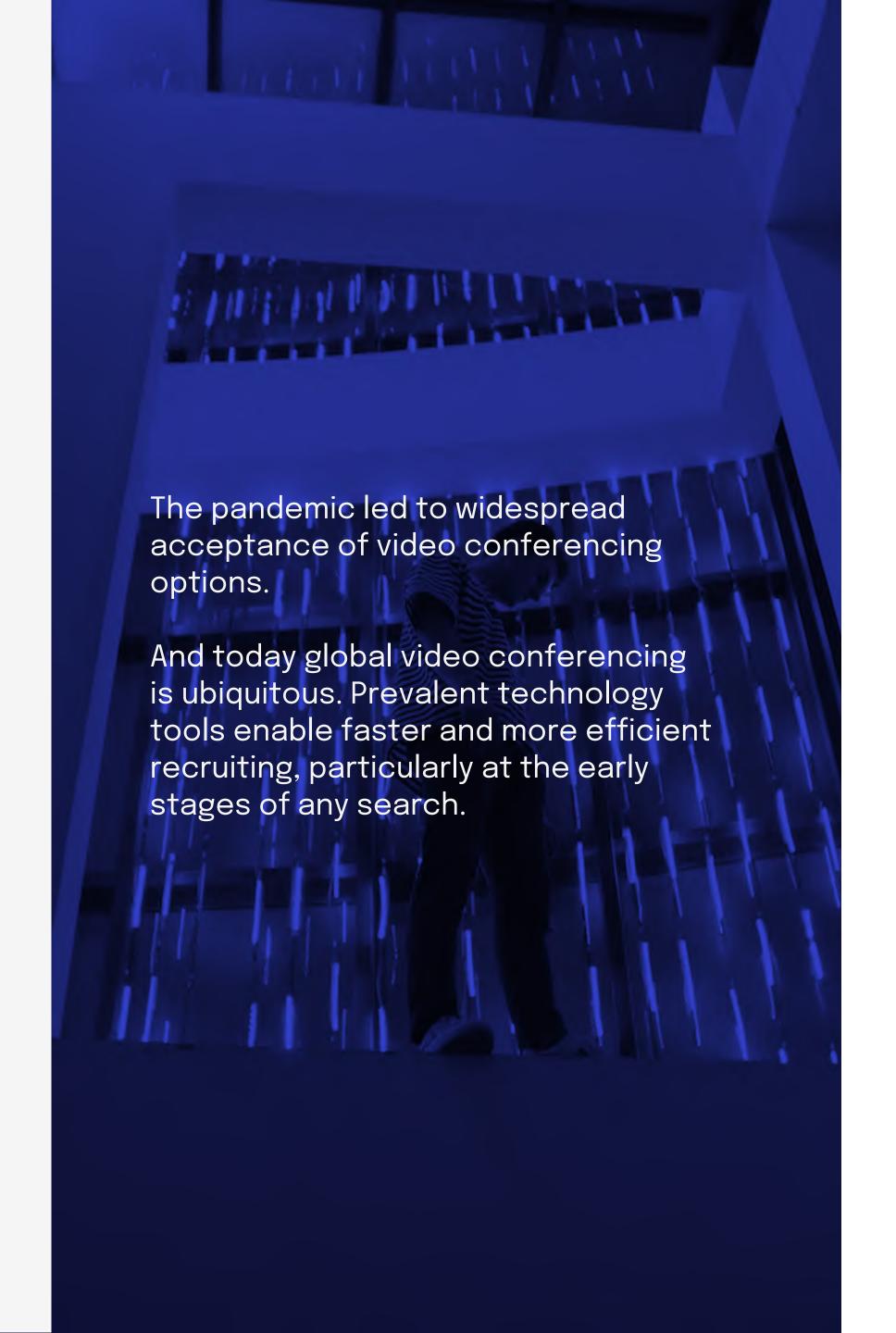
"Most organizations are hiring based on employees' knowledge, skills, and values rather than their location. Similarly, employees have much greater career opportunities, which are not necessarily in their own cities or countries. This intensifies the global talent competition."

Irma Simonkevičienė, IMSA Lithuania

Technology Makes Recruiting More Efficient

Trend 3 Technology is Fundamental and Fueling Change







"First interviews are happening on Teams, Zoom, or Googlemeet. HR has internalized the benefits of conducting initial interviews remotely, saving time for the candidate and the recruiter, enabling them to "see" more candidates, and being more efficient. Social networks, Linkedin in particular, are indispensable tools."

Thierry Baux, IMSA France



"Candidates feel like their time is more valued with first interviews online. Many candidates don't mind if the entire hiring process happens online."

Monika Ciesielska, IMSA Poland

Adaptive Al, Metaverse, and People Analytics in HR

Trend 3 Technology is Fundamental and Fueling Change



Al and ML have become leading workplace trends, making it easier for recruiters to optimize the hiring process, including pre-selection and adaptation.

When evaluating candidates, Al and ML help employers address recruitment shortcomings like subconscious bias.

HR professionals can use analytics to achieve better business results and improve workforce management.



"Today, there is no industry that hasn't integrated technology into its operations and digital transformation growth agenda. It's obvious that Adaptive AI, Metaverse and People Analytics are going to be really important in the Human Resources area in the next few years."

Jordi Berenguer, IMSA Spain



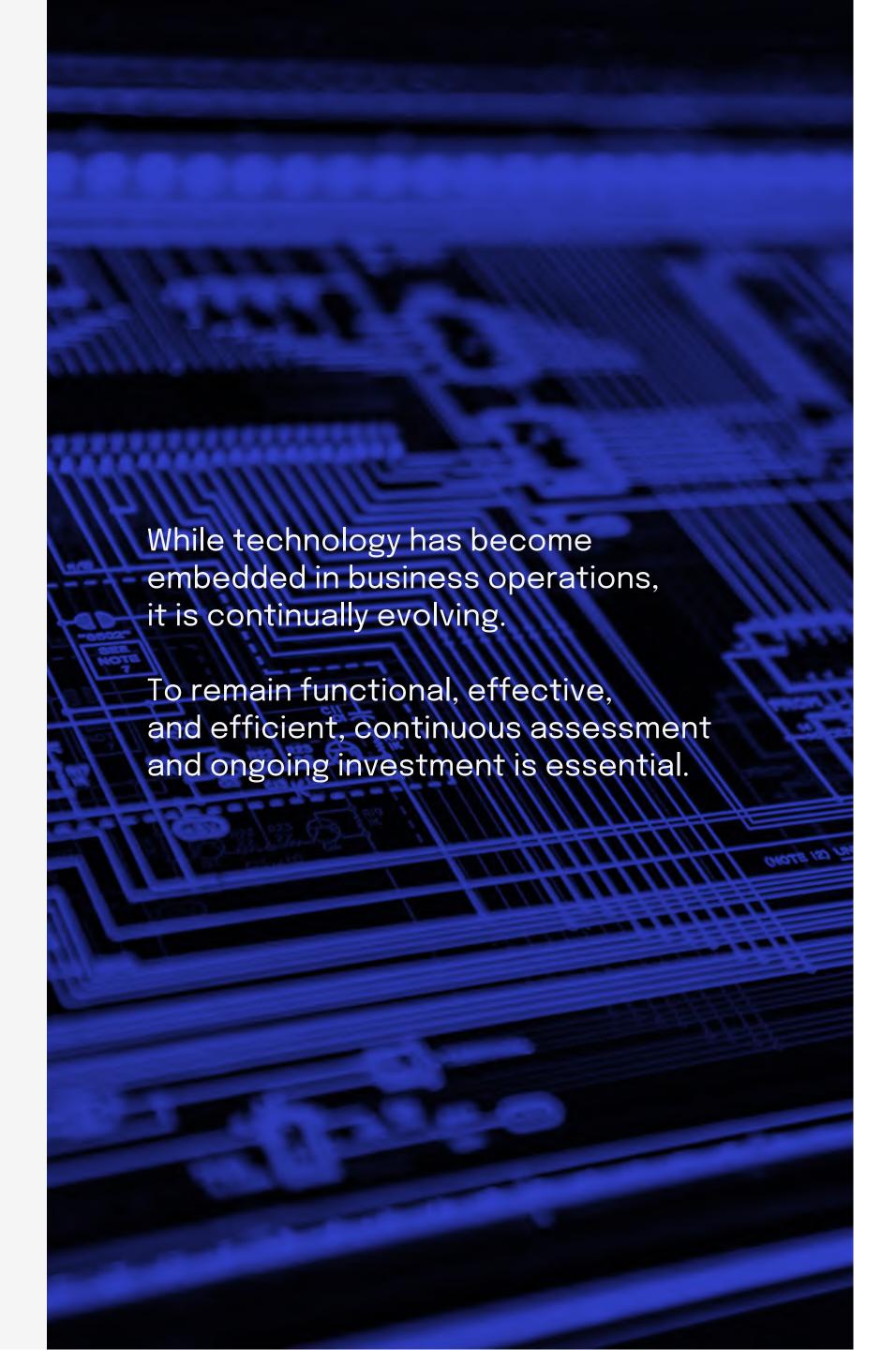
"While everyone is using technology to help find the best talent, it's essential that your search firm be an impactful storyteller. A great executive search firm crafts and then executes a candidate communication strategy that effectively tells your story and excites the right leaders."

David Nirenberg, IMSA Canada

More Tech, Bigger Budgets Needed

Trend 3 Technology is Fundamental and Fueling Change







"The digital economy has expanded significantly and is poised to continue its rapid growth. Employees are now encouraged to start teleworking. Video conferencing tools such as Teams and Zoom are communication standards. New hard- and software is engrained in our business day-to-day.

We need to increase investing in the new way of doing business to gain new clients, to search for candidates, and to create matches."

Patrick Van Lijsebetten, IMSA Belgium



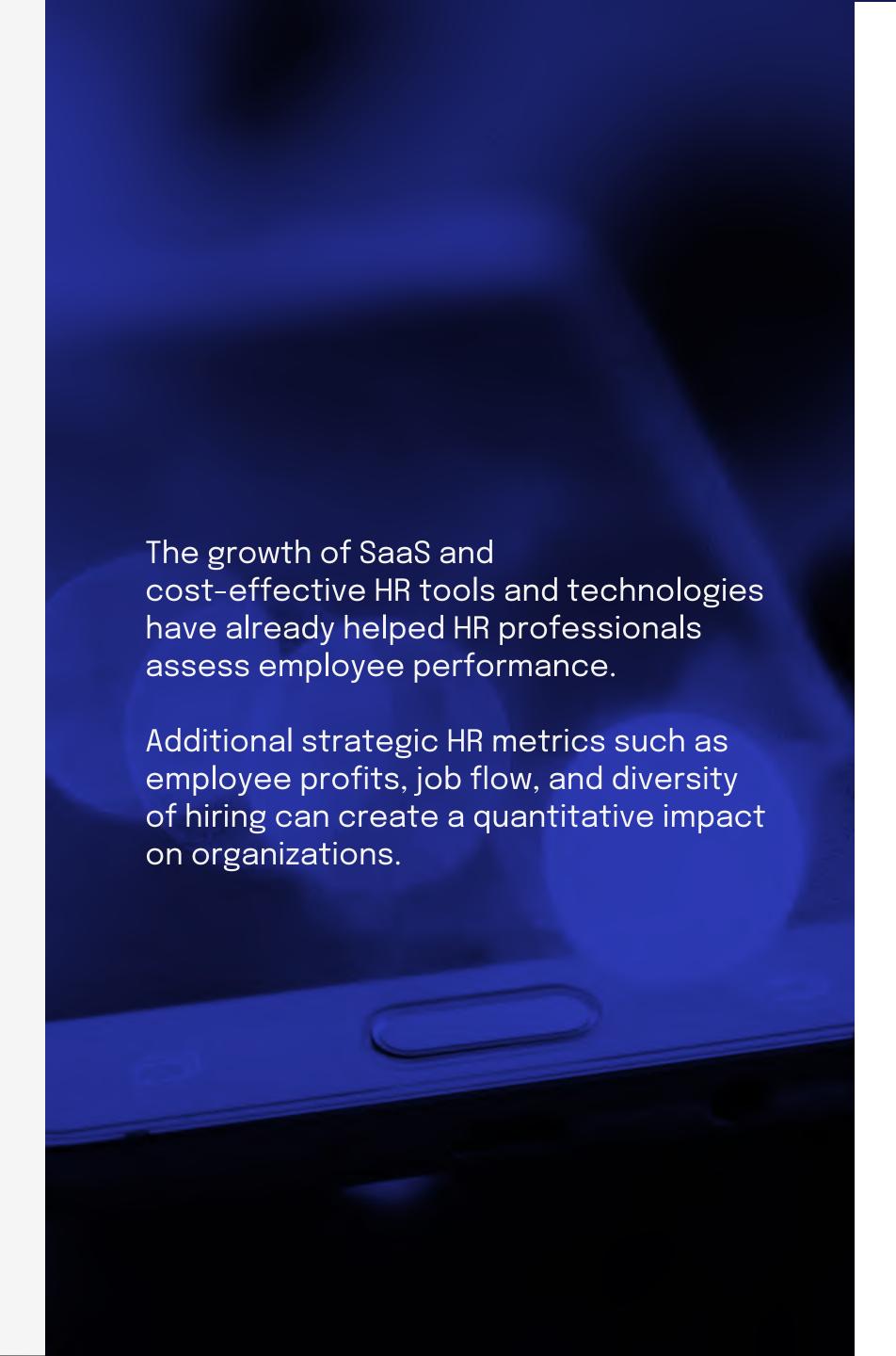
"A lot of technology adoption is underway, but HR departments struggle to secure the necessary budgets. The need clearly exists, but we are still seeing budget restrictions."

Armando Ajuria, IMSA Mexico

Increased Digitization Leads to Improved Management Tools

Trend 3 Technology is Fundamental and Fueling Change







"We are seeing more real-time productivity dashboard measures, more VOIP (Voice Over Internet Protocol), more mobile WFH (Work-From-Home) technology and Gantt chart measures."

Simone Allan, IMSA Australia



"The heightened attrition during the Great Resignation Era has led to increased importance of knowledge management tools. Both industry-focused and functional-focused solutions are emerging."

Rajaram Agrawal, IMSA India

Security Concerns Escalate

Trend 3
Technology is Fundamental and Fueling Change



Technology is also the source of major security concerns in the C-Suite.

According to global cybersecurity leader Trend Micro Inc., in their Cyber Risk Index Report, an annual survey of 2.8K IT managers and practitioners from the US, Europe, and Asia/Pacific, 26% of global corporations fell victim to 7 or more cyberattacks in the past year.

In IEEE's October 2022 survey of 350 chief technology officers, chief information officers, and IT directors, "51% of respondents mentioned cloud vulnerability as a top concern and 43% mentioned data center vulnerability as a top concern."



"With employees working on multi-devices in multiple spaces, there are heightened challenges to maintaining the data privacy.

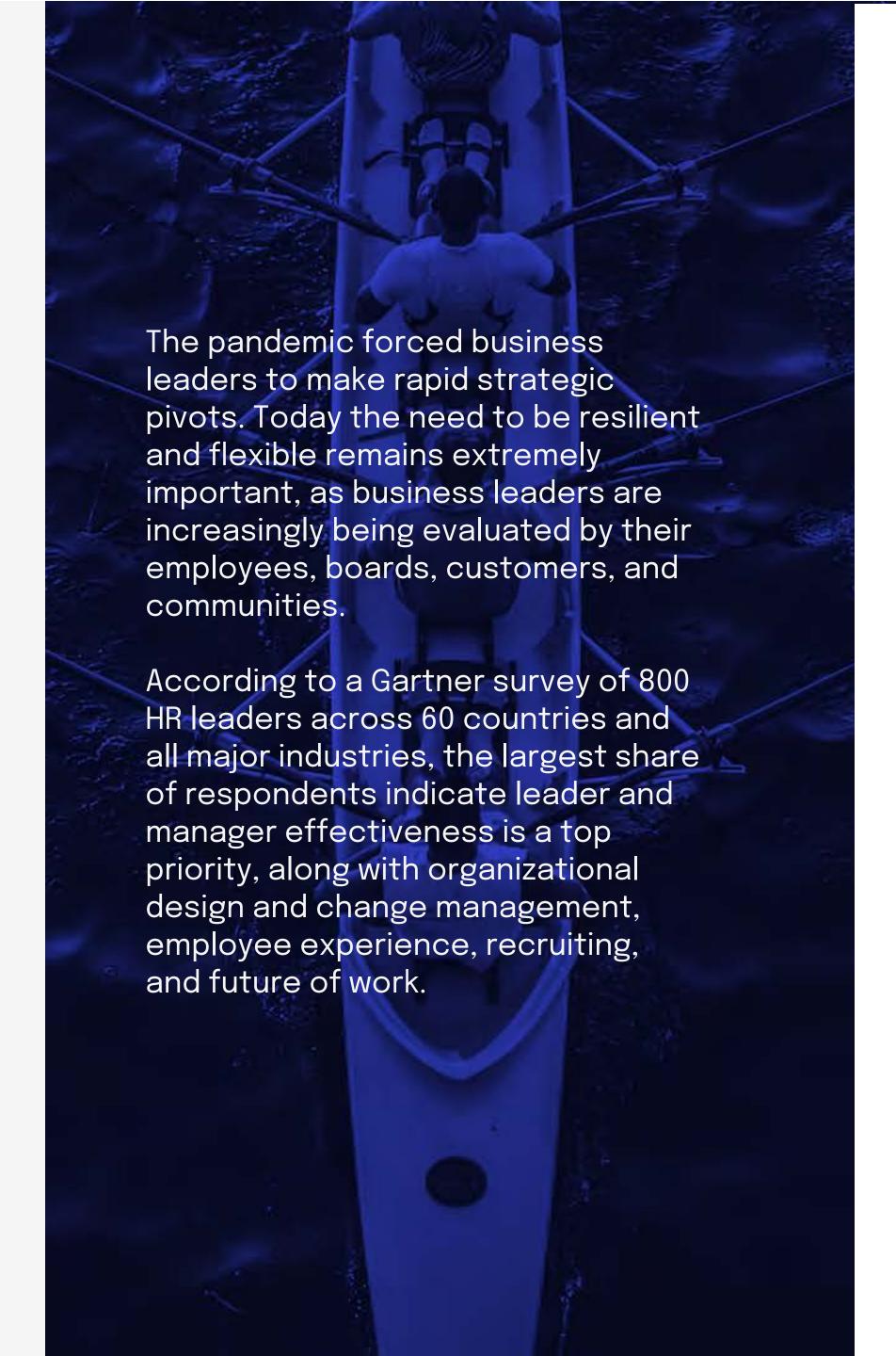
Companies are scrambling to counter this threat."

Rajaram Agrawal, IMSA India

Strong Leadership is Essential

Trend 4 Strong, Agile, Collaborative Leadership is Essential







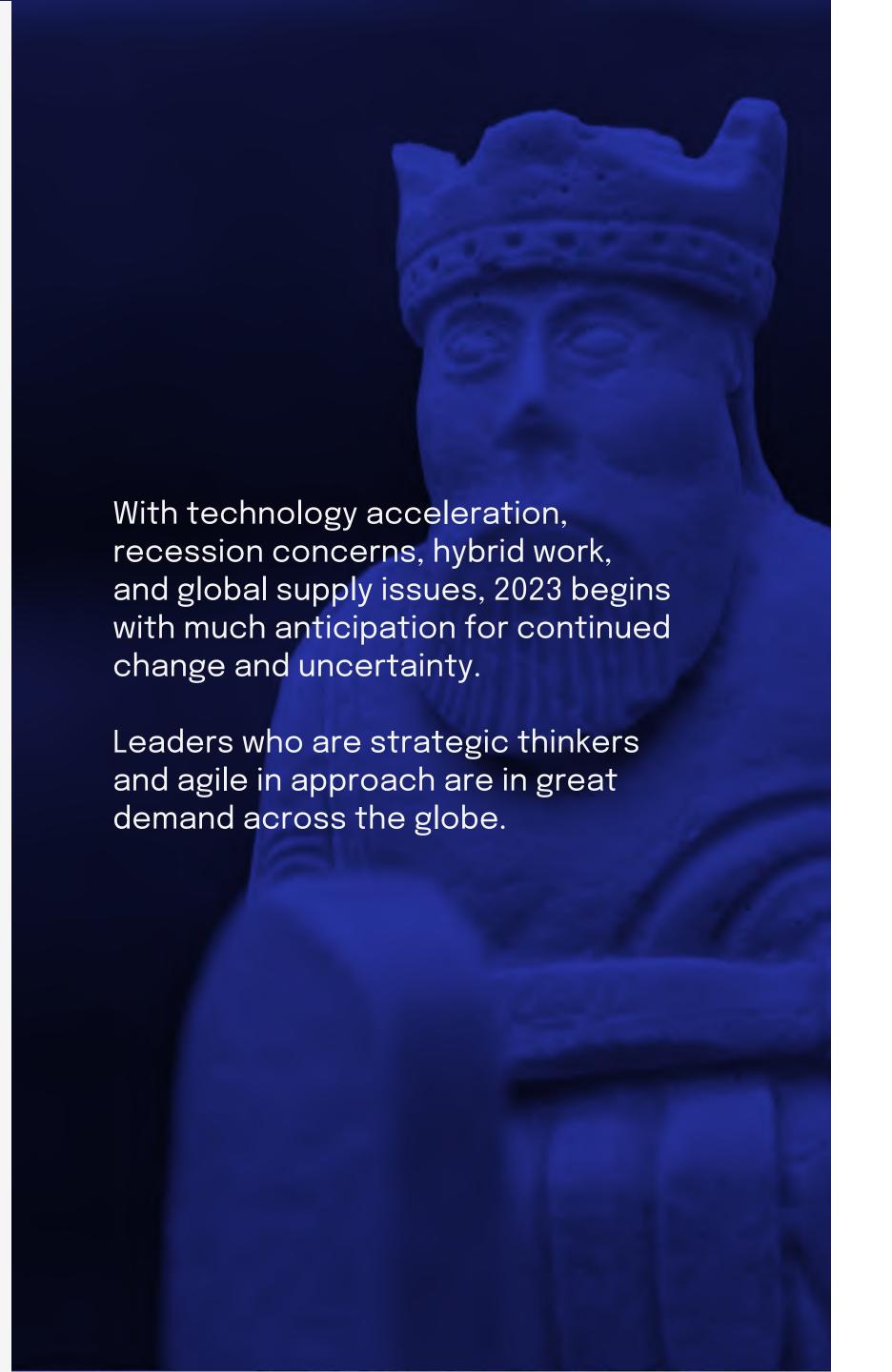
"The future of work will be driven by employee experience, organizational design, change management, and leader/manager effectiveness."

Jordi Berenguer, IMSA Spain

Agile Leaders are in Demand

Trend 4
Strong, Agile, Collaborative
Leadership is Essential







"Today, it's a global playing field and change happens faster than ever so organizations need agile leaders. Agile leadership requires a nuanced combination of traits and characteristics. Assessing for agility requires unique, layered, and more sophisticated approaches. Your search firm and talent acquisition teams need to design and implement interviewing techniques that go well beyond simply asking, "Give me an example of when you were agile.""

David Nirenberg, IMSA Canada



"Agile workers who can demonstrate their skills around adapting to rapid change are the most sought after."

Simone Allan, IMSA Australia



"Our captains of industry, business leaders, CxO people will need to be more agile than ever before. They will need to expand beyond their traditional way of thinking, adapting to the new digital world where data and metrics are even more important."

Patrick Van Lijsebetten, IMSA Belgium

Understanding and Addressing Employee Needs

Trend 4Strong, Agile, Collaborative Leadership is Essential





Understanding and Addressing Employee Needs

Trend 4
Strong, Agile, Collaborative
Leadership is Essential





"After two black swan events (Covid-19 and Ukraine war) management responsibilities have expanded. Leaders are now tasked with creating an inclusive and diversified workplace, addressing employees' mental health, attracting and engaging team members, as well as creating a sense of belonging."

Monika Ciesielska, IMSA Poland



"Leadership needs to evolve, particularly when so many are leading their teams from afar. The strongest leaders are investing time and energy in understanding employees' needs. Those leaders that focus exclusively on business and ignore employees' full life experiences will see a lack of commitment from their teams."

Armando Ajuria, IMSA Mexico



"Another trend is the importance of wellness and mental health at work. Governments, employers, and key stakeholders are working together to improve mental health at work by creating an environment for change."

Jordi Berenguer, IMSA Spain



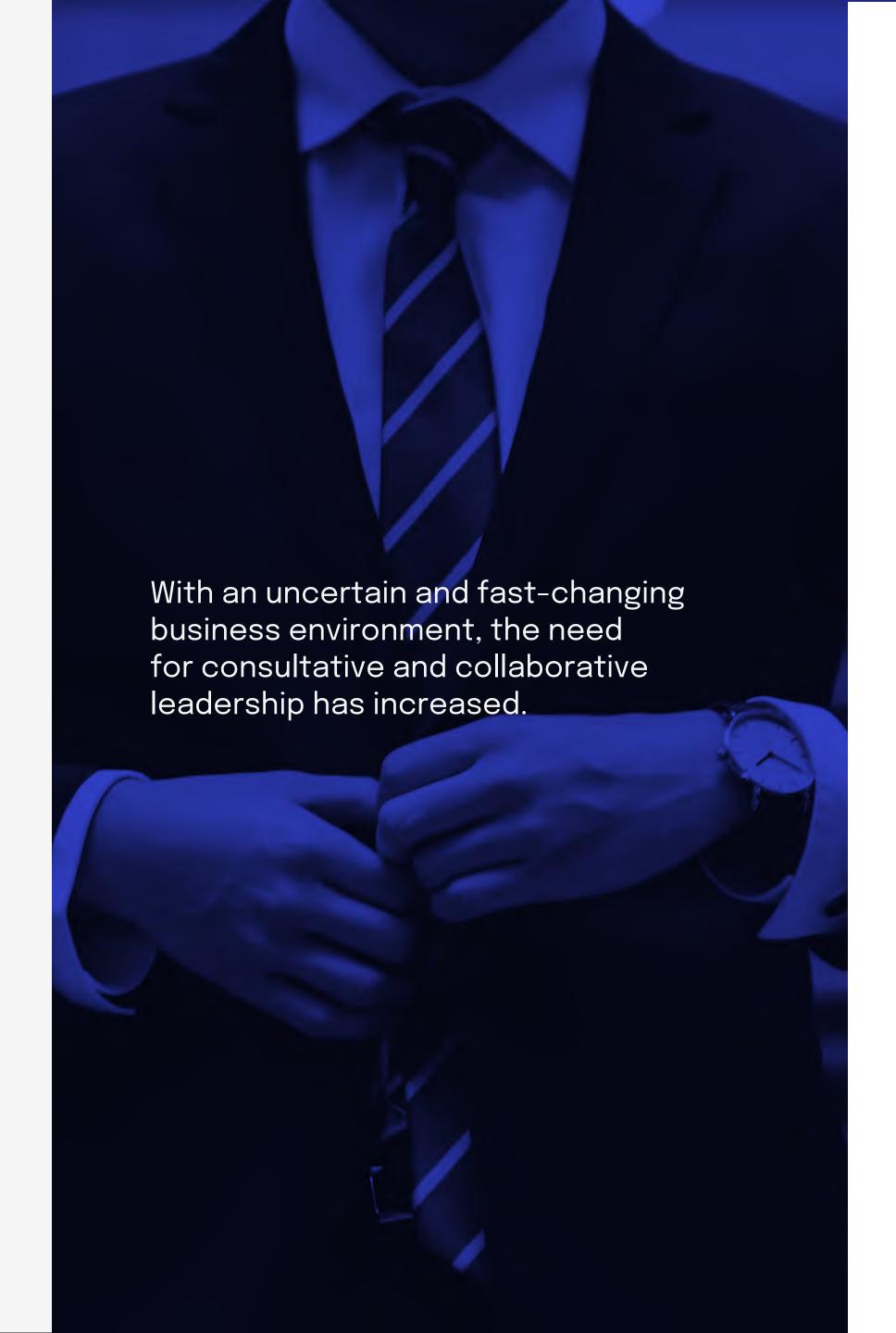
"Empathy with "remote staff" will be one of the major qualities leaders will need. This will be the only way to increase team efficiency, be agile, and quickly adapt day-to-day plans."

Patrick Van Lijsebetten, IMSA Belgium

Consultative and Collaborative Leadership is Key

Trend 4
Strong, Agile, Collaborative
Leadership is Essential







"Successful leaders invite participation and create congenial atmospheres which will ultimately lead to greater employee productivity. By collaboration, I mean identifying synergies between inter and intra- geographical regions which is easier due to video meetings/data sharing platforms, etc."

Rajaram Agrawal, IMSA India



"Expectations for managers have increased significantly so it is harder and harder to find one person with all the necessary competencies. Many companies are dividing responsibilities and relying on a management team instead of a single manager."

Irma Simonkevičienė, IMSA Lithuania

Trust-Based Leadership is Good for Business

Today's strong leaders must connect with workers, demonstrating empathy, transparency, and trustworthiness, which can in turn result in increased revenue.

As reported on Accenture.com from their ongoing study of global business leaders and employees, connectedness by workers to their companies and leaders remains low: Only 1 in 6 employees feels highly connected to their organization and leaders; only 1 in 5 feels they can share problems or conflicts; only 1 in 4 feels leaders respond to their needs.

Data shows improving these connections can drive a revenue boost of approximately 7% per year.

Trend 4
Strong, Agile, Collaborative
Leadership is Essential



Trust-Based Leadership is Good for Business

Trend 4
Strong, Agile, Collaborative
Leadership is Essential





"There is a strengthened focus on trust-based leadership and governance which demands new skills, and focuses more on what people perform and not where they perform."

Petra Johnsson, IMSA Sweden



"The keys to successful leadership are: Know how to trust - Personify the company's values - Enable the exchange and transmission of knowledge

- Encourage change Take care of yourself (Emotional Intelligence)
- Communicate and Act transparently."

Thierry Baux, IMSA France



"Humanity is even more important in our digitalized AI world. There is only one thing that is growing faster than digitalization in Swedish society and that is burnout. That's why it's so important to dare to be human."

Petra Johnsson, IMSA Sweden

Employees Expect their Companies to Focus on CSR, ESG, DEI

Trend 4
Strong, Agile, Collaborative
Leadership is Essential

IMSA SEARCH

Global warming is now a global threat.
Social movements continue to raise the issue of DEI.
Today's business leaders recognize the importance of focusing on the environment and sustainability, as well as on creating a diverse and inclusive workplace.

Whether they are driven by internal motivators, pressure from employees, customers, investors, or regulators, or all of the above, they are paying attention.

Employees Expect their Companies to Focus on CSR, ESG, DEI

Trend 4
Strong, Agile, Collaborative
Leadership is Essential





"Employees now demand organisations be clear on their Corporate & Social Responsibility. Money is only one driver. Integral leadership, career challenge, a diverse workplace and health and well being workplace offerings are critical."

Simone Allan, IMSA Australia



"Sustainability is now widely regarded as the next big revolution since the shift to digitalization. ESG is disrupting the way we do business, the way we see the world, and the way we make strategic decisions.

We are all involved, we are all stakeholders."

Marianna Carbonari, IMSA Italy



"The growing appreciation of ESG-related variables by all stakeholders has led to a paradigm shift in leadership: leaders who develop long-term sustainability strategies with implementation plans are highly valued."

Pedro Hipólito, IMSA Portugal

Employees Expect their Companies to Focus on CSR, ESG, DEI

Trend 4
Strong, Agile, Collaborative
Leadership is Essential





"Sustainability, now under the umbrella of ESG, has rocketed up on employers' agendas. In HR, ESG goals are powered by employee activism. In fact, employees are the largest stakeholder group to influence ESG activities within their companies. Employees who share a company's values and can relate to its ESG initiatives are much more likely to stay."

Jordi Berenguer, IMSA Spain



"Employees and candidates are becoming more and more sensitive to corporate social responsibility, refusing positions when companies don't deliver on their stated purpose."

Thierry Baux, IMSA France



"People driven by values are more likely to succeed in creating effective teams. Vision and values distinguish you from others. And only with a team can a manager succeed."

Irma Simonkevičienė, IMSA Lithuania

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