

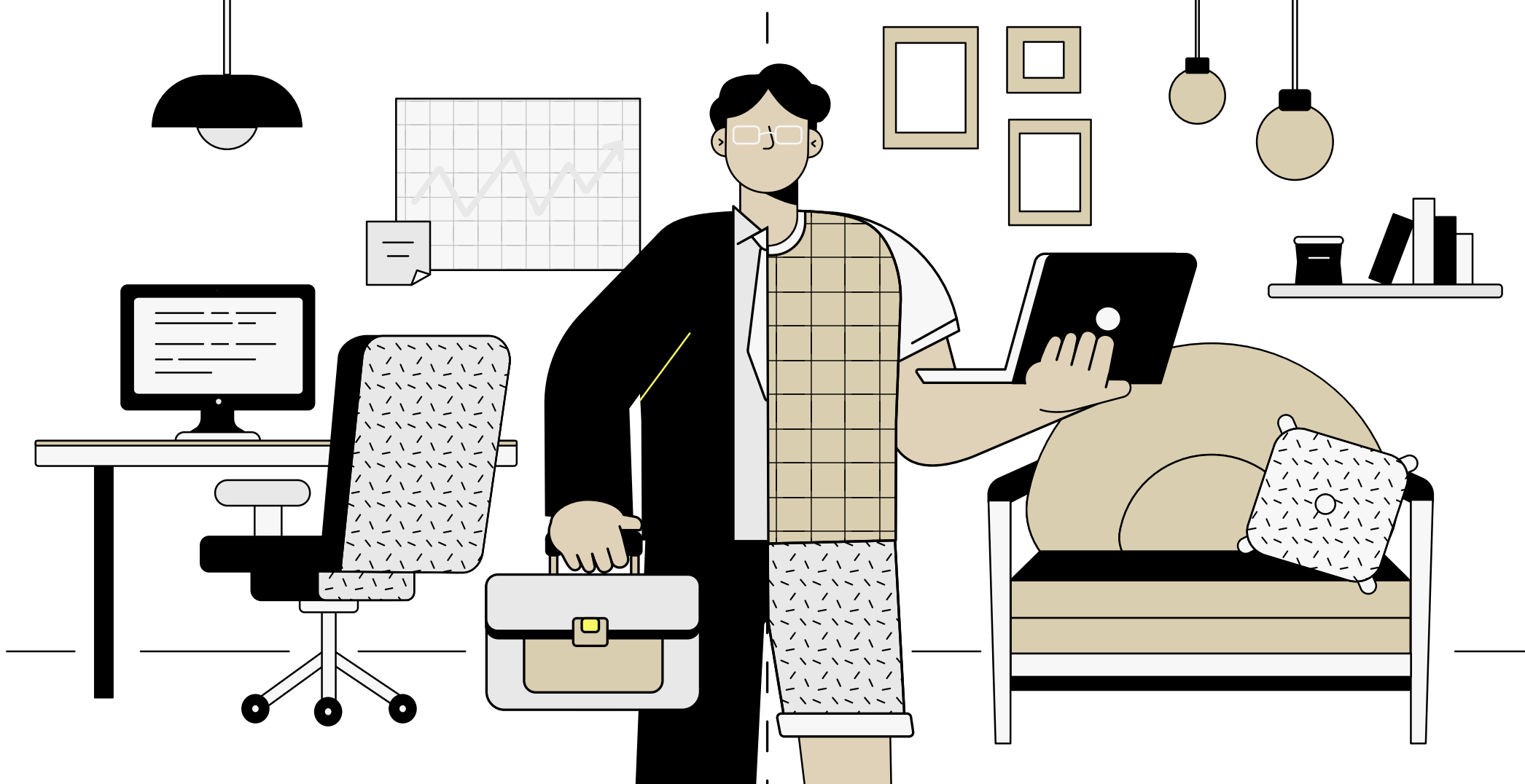


# WORK 3.0

REIMAGINING  
LEADERSHIP IN  
A HYBRID WORLD



Image: Freepik.com



# WORK 3.0 REIMAGINING LEADERSHIP IN A HYBRID WORLD, ASIA-PACIFIC STUDY

RESEARCH PARTNERS:



# FOREWORD

We are delighted to present the *WORK 3.0: Reimagining Leadership in a Hybrid World* study.

The study is a culmination of over eight months of research led by the Center for Creative Leadership (CCL), in partnership with The American Chamber of Commerce in Singapore, AsiaHRM (Hong Kong), CARROT Global (South Korea), Institute of Corporate Directors Malaysia, Institute of Corporate Directors (Philippines), Intercontinental Institute of HR Management (Sri Lanka), Japan Association for CHROs, Kestria, LinkedIn, Prasetya Mulya Executive Learning Institute (Indonesia), Sasin School of Management (Thailand), Singapore Human Resources Institute, The Society for Human Resource Management (APAC), Talentnet (Vietnam), and XED Space (Australia and New Zealand). *WORK 3.0* presents a comprehensive point of view on the evolution of work and workplaces in Asia Pacific, and how leaders must align with the realities of the "new" World of Work.

Asia Pacific, like the rest of the world, has witnessed a massive shift in the evolution of work and workplaces. From

most people working in physical offices pre-pandemic (Work 1.0), to most people working virtually during the pandemic (Work 2.0), to now finding the "right" hybrid balance (Work 3.0). Organizations and leaders are struggling to keep pace with people expectations, business transformation, and digital evolution. The inability of organizations to keep up with people's changing expectations, has manifested in the "the Great Resignation," "Quiet Quitting" and "Lying Flat" movements we see across the world.

Clearly, there is no turning back. A major shift is underway, fundamentally altering when, where, and how work occurs. Excelling in a hybrid work environment requires leaders to build cohesion among colleagues working together from disparate locations, fending off burnout, being intentional about inclusion, and strengthening shared culture. Leaders must work toward curating a human-centric culture that puts people at the center of their hybrid work strategy. Organizations must have a culture of inclusion that fosters a sense of belonging, embraces diversity, and creates an environment where employees feel valued and appreciated.

The *WORK 3.0* study identifies what leaders must know about the hybrid world, separating myths from reality; how leaders must frame the "tensions" and polarities in the new work environment; and, how they must transform themselves and their organizations for success in the *Work 3.0* era.

Through this research, CCL takes yet another leap in furthering the Asian leadership development agenda. With the *WORK 3.0* research, we aim to not only help leaders in Asia Pacific examine the current status of their collective leadership, but also enable them to look at how they can amplify the longer-term positive impact on their organizations, communities, and the societies they serve.

We take this opportunity to thank 2,200 leaders across 13 countries in the region who participated in the research and helped shape the key findings.

We sincerely hope you will find the *WORK 3.0: Reimagining Leadership in a Hybrid World* study useful as you prepare your organization for the future!



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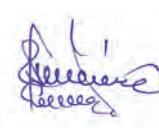
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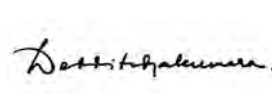
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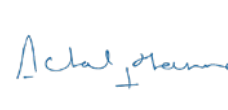
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# EXECUTIVE SUMMARY

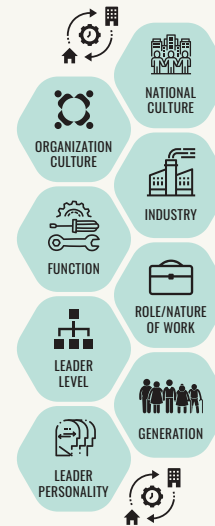


## 1. EMPLOYEES WANT MORE FROM WORK.

Owing to the disruption that the world has gone through, stakeholders have heightened expectations from corporations.

Employees are seeking incremental meaning from their work, higher flexibility, and a better "quality" of life.

Dissatisfaction around such asks is partially manifesting in "the Great Resignation," "Antiwork," or "Lying Flat" movements across the world.

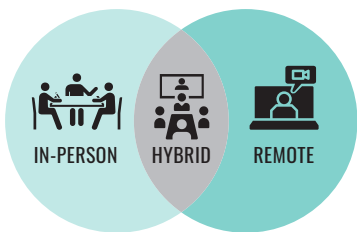


## 3. ORGANIZATION CONTEXT DICTATES VIABILITY & VERSION OF HYBRID MODEL.

Different versions of hybrid work for different organizations.

The discretion that employees have around workplace depends on several variables.

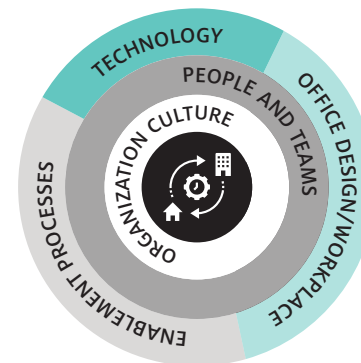
Organization culture, type of work, leader level, leader age/generation, and national culture are some variables that dictate the viability of hybrid and flexibility that employees can have if organizations adopt it.



## 2. HYBRID OR WORK 3.0 HAS EMERGED AS THE PREFERRED MODEL.

After having embraced a fully remote model during the pandemic, most organizations are currently testing to see what combination of onsite and remote works best for them.

Key variables that organizations are trying to optimize for are flexibility for employees on the one hand, and productivity and efficiency on the other hand. Increasingly, there is very little correlation between work and workplace.



## 4. SUCCESS IN WORK 3.0 CENTERS ON PEOPLE AND CULTURE.

Technology has evolved exponentially in the past two years.

While it is often celebrated as the biggest champion of enabling hybrid working, WORK 3.0 research suggests that it is at best a "hygiene" factor.

The success of the hybrid model hinges on people/teams and organizational culture.

# EXECUTIVE SUMMARY

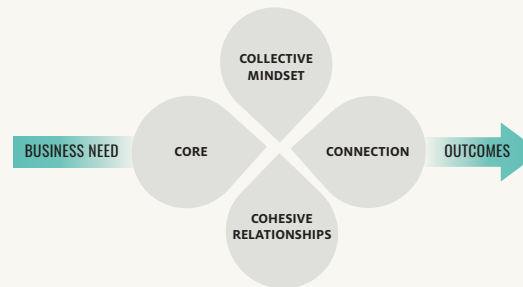


## 5. LEADERS' SUCCESS DEPENDS ON THEIR MINDSETS & ATTRIBUTES.

Leaders must be dynamic and agile as they align their capabilities with Work 3.0. Mindset shifts must precede skillset changes.

Most mindset and skillset shifts center on trust, communication, and growth.

Leaders in developing Asia must also align to the reality that teams can be productive even as they work from home.



## 7. TEAM SUCCESS IN WORK 3.0 HINGES ON 4 KEY ELEMENTS.

Elements of a team that must come together to enable organizations to deliver on business needs, especially in a hybrid work environment, are core agreements about how people work together, collective mindset or team culture, cohesion or intra-team relationships, and connections across teams.

Leaders must manage tensions in these 4 areas for teams to perform and thrive in Work 3.0.



## 6. SOME LEADERS DO MUCH BETTER THAN OTHERS.

Mindset maturity and hybrid-world-friendly attributes dictate leader comfort and success in the new world.

On the one end of the spectrum are leaders who not only thrive in a hybrid world but also champion navigating the polarity between flexibility and collaboration. On the other end of the spectrum, however, are leaders who are struggling to find their feet.



## 8. LEADERS MUST ALSO PLAY 5 ROLES TO MAKE WORK 3.0 A SUCCESS.

Leaders must lean on their Work 3.0 mindsets and attributes to manage several complementary or competing ideas in navigating tensions at work.

In doing so, leaders must embrace 5 roles – Anchored Imagineer, Cat Herder, Wellness Hunter, Risk-Averse Gambler, and Tech-Savvy Humanist. Ability to play these five roles dictates if inherent Work 3.0 tensions will act as “springs” or “mines.”

# RESEARCH METHODOLOGY

*WORK 3.0: Reimagining Leadership in a Hybrid World* study, based on inputs from 2,200 leaders across 13 countries, highlights the challenges organizations and leaders are facing in navigating business, people, and process polarities as they embrace "Work 3.0," the new world of hybrid work.

The research was led by the Center for Creative Leadership (CCL) in partnership with a pan-Asia Pacific research consortium comprising 15 organizations in the region: The American Chamber of Commerce in Singapore, AsiaHRM (Hong Kong), CARROT Global (South Korea), Institute of Corporate Directors Malaysia, Institute of Corporate Directors (Philippines), Intercontinental Institute of HR Management (Sri Lanka), Japan Association for CHROs, Kestria, LinkedIn, Prasetiya Mulya Executive Learning Institute (Indonesia), Sasin School of Management (Thailand), Singapore Human Resources Institute, The Society for Human Resource Management (APAC), Talentnet (Vietnam), and XED Space (Australia and New Zealand).

Key questions the research study attempts to address are:

- What does the evolution of workplace look like in Asia Pacific?

- What are the implications of the various work models organizations are embracing?
- How can leaders prepare for the hybrid world?
- What are the "right" mindsets and attributes leaders must display to be successful?

The CCL research team curated and tested a survey instrument to seek inputs from leaders across Asia Pacific to the above questions. The survey was rolled out by the research consortium partners in 13 countries over a 10-week period. The research team collected 2,170 valid responses to the survey (demographics on the right).

The research consortium also interviewed 27 leaders across 10 countries to get qualitative inputs on how organizations are embracing new work models, and the challenges leaders are facing in doing so. The interviewee leaders belonged to a mix of industries including financial services, fast-moving consumer goods (FMCG), technology, retail, infrastructure, and professional services companies.

Subsequently the CCL research team analyzed the qualitative and quantitative data, and curated the key findings report.

## SURVEY PARTICIPANTS: 2,170

INDUSTRY SECTOR		GENDER		COUNTRY	
Manufacturing	10%	Male	58%	Australia, New Zealand	17%
Financial Services	10%	Female	40%	India	6%
FMCG	6%	Not Disclosed	2%	Indonesia	11%
Professional Services	12%				
Tech/IT/ITES/Telecom	12%	TENURE		Japan	10%
Consumer Services and Retailing	6%	Tenure < 10 years	24%	China	6%
Education	10%	11-20 years	29%	Malaysia	9%
Energy/Utilities/ Transportation	5%	> 20 years	47%	Philippines	8%
Government	10%	TEAM SIZE		Singapore	4%
Pharma and Health Services	7%	< 10 FTEs	50%	South Korea	8%
Not-for-Profit	2%	11-50 FTEs	24%	Sri Lanka	5%
Real Estate	4%	> 50 FTEs	26%	Thailand	8%
Others	5%	ROLE		Vietnam	7%
		Business Leader	38%	Others	2%
		HR Leader	29%	AGE	
		Others	33%	Gen Z	2%
COMPANY OWNERSHIP				Gen Y	33%
Public Company	28%			Gen X	50%
Private Company	59%			Baby Boomers	14%
State-Owned Company	13%			Not Disclosed	1%
LEADER LEVEL					
Entry-Level (Assistant Manager, Officer, and equivalent level)		15%			
Mid-Level (Manager, Senior Manager, Associate Director, AVP, VP, and equivalent level)		37%			
Senior-Level (Director, Senior Director, Managing Director, VP, SVP, and equivalent level)		29%			
Executive (President, CEO, and equivalent level)		12%			
Board-Level (Executive or Non-Executive Director, Chairperson, or equivalent level)		7%			

*Note that percentage numbers in graphs/charts may be +/- 100% due to the rounding-off error.*

In the research report, we also use the term "hybrid" to mean hybrid work models; "hybrid world" to refer to the era of hybrid work and workplace; and "hybrid leader" to refer to executives who are leading hybrid teams. We also use "Work 3.0" and "hybrid work model" interchangeably.



**"While the demand for talent continues to grow, 100% of the people are never coming to the office 100% of the time. We need to adjust to the new reality."**

# 1

## INTRODUCTION TO THE HYBRID WORLD

World 3.0

# ECONOMIC, BUSINESS, SOCIETAL CONTEXT HAS CHANGED POST-PANDEMIC

The world is slowly but surely recuperating from the shock of the pandemic in 2020. Economic growth is picking up, albeit at a modest rate owing to geopolitical disturbances in Europe and some parts of Asia. Organizations are aggressively striving to get back to pre-pandemic business activity levels.

Top of mind for organizations is to reinvent and reset themselves for the "new" world, from business, technology, and talent standpoints. Societies want organizations to be more purpose-driven, having primarily stakeholder-driven agendas.

Employees are seeking incremental meaning from their work, higher flexibility, and better "quality" of life. Dissatisfaction around such asks is partially manifesting in "the Great Resignation," "Antiwork," or "Lying Flat" movements across the world.

## Post-Pandemic World

### ECONOMIC REALITY



Global Growth in 2023\*



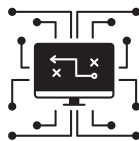
Emerging and Developing Asia Growth in 2023\*

\*IMF, World Economic Outlook, April 2022.

### ORGANIZATION PRIORITIES



**Business Strategy**  
Staying adaptable and resilient



**Digital Strategy**  
Seamless integration of tools and data with workflow



**Talent Strategy**  
Source the best talent from anywhere

### SOCIETAL EXPECTATIONS



**Organizations to be:**  
"Responsible"  
"Purpose-led"  
"Inclusive"  
"Environment-friendly"

"In this new era, we are not going back to the narrative of shareholder primacy; any company that dares follow that route will be 'punished' by the society, customers, employees, and most certainly by investors."



**EMPLOYEE EXPECTATIONS**



### Evolution of Work



**WORK 1.0**

- Most people came in to work.
- Strong correlation between work and workplace.

**WORK 2.0**

- Most people worked remotely/from home.
- Few people worked from the office.

**WORK 3.0**

- Some people come in to work, while others work remotely.
- Some people spend some time in the office.
- Office is a place to collaborate and innovate.
- Little correlation between work and workplace.

"In the new world, set processes, invest in technology, and trust people."

## Demand-Supply of Flexible Job Opportunities

# MORE JOBS & EVEN MORE APPLICANTS

Owing to the pandemic and giving in to talent expectations, organizations in Asia have taken a big psychological leap in their talent philosophy, opening up a large volume of new hirings/openings to the remote option.

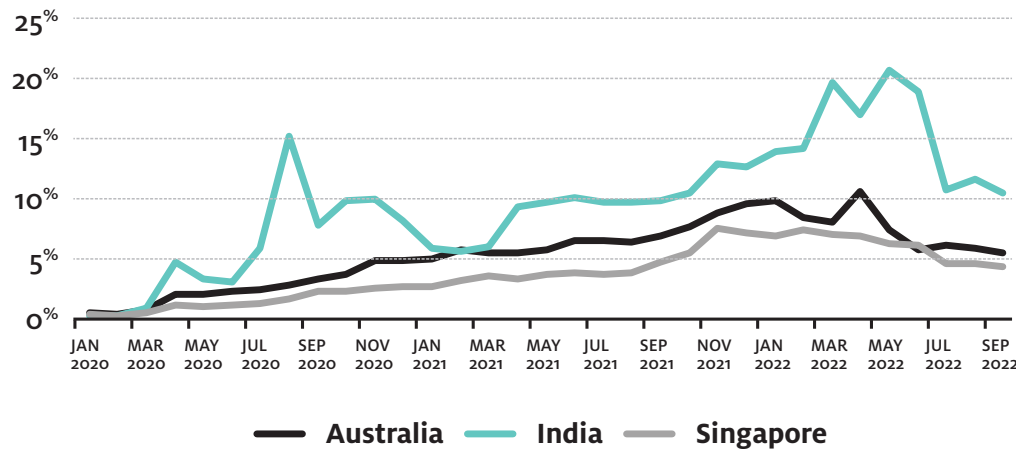
Considering paid jobs advertised in Australia, India, and Singapore on the LinkedIn platform, there is a larger proportion of paid job postings that offer

remote work options compared to one year ago. This reflects that companies are becoming more open to providing workers with flexible work options.

On the supply side, we also see that job applicants are showing more interest in jobs that offer remote options. Relative to their absolute share of all job postings, those that offer remote options receive more interest on average.

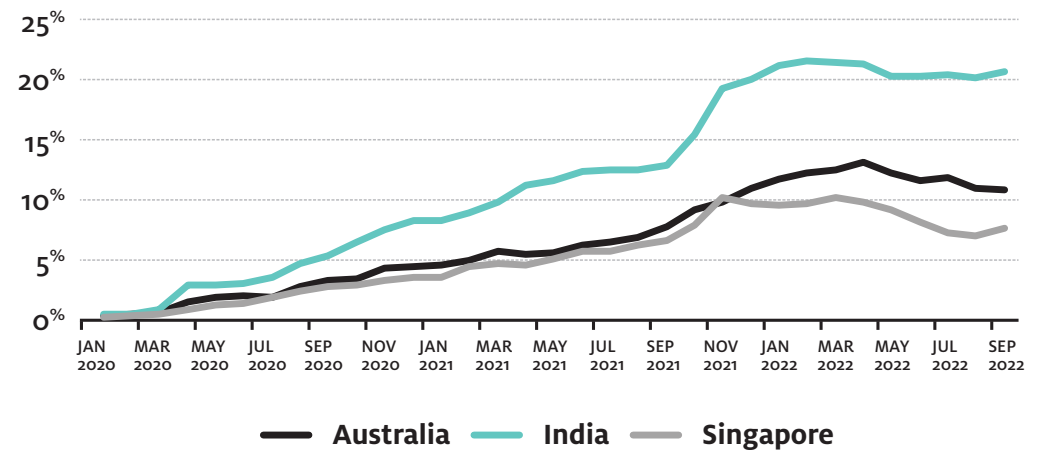
### REMOTE JOB OPENINGS % of Paid Jobs That Are Remote

**Q2 Update** (Feb 22 versus Feb 21)  
Australia: Up 1.5x  
India: Up 2.5x  
Singapore: Up 2.3x



### INTEREST IN REMOTE JOBS % of Applications to Remote Job Postings

**Q2 Update** (Feb 22 versus Feb 21)  
Australia: 1.50x more applications  
India: 1.58x more applications  
Singapore: 1.35x more applications



Remote job postings looks at the proportion of paid job postings that offer remote work compared to all paid job postings. Interest in remote job postings is calculated by comparing the proportion of applications to remote job postings against the proportion of paid job postings that offer remote work.

## Hybrid Work Model

# TIME SPENT IN THE OFFICE HAS CONSIDERABLY REDUCED

From a pre-pandemic level when one-in-two organizations expected employees to spend 100% of their work time in a physical office, post-pandemic, this number changed to one-in-eight.

Over four-in-five organizations have settled for a flexible work arrangement, most still trying out different combinations of workplace discretion.

This discretion that employees have around workplace is termed as hybrid work, or hybrid world, or Work 3.0. In a way, hybrid is a combination of co-located and dispersed teams mostly working in a synchronous mode (and sometimes in an asynchronous mode.)

### Hybrid Workplace Model

The hybrid workplace model combines remote workers with onsite workers, with some or all employees having the flexibility to choose where and when they work. In-office time may be allocated by days or by teams, or on an as-needed basis.

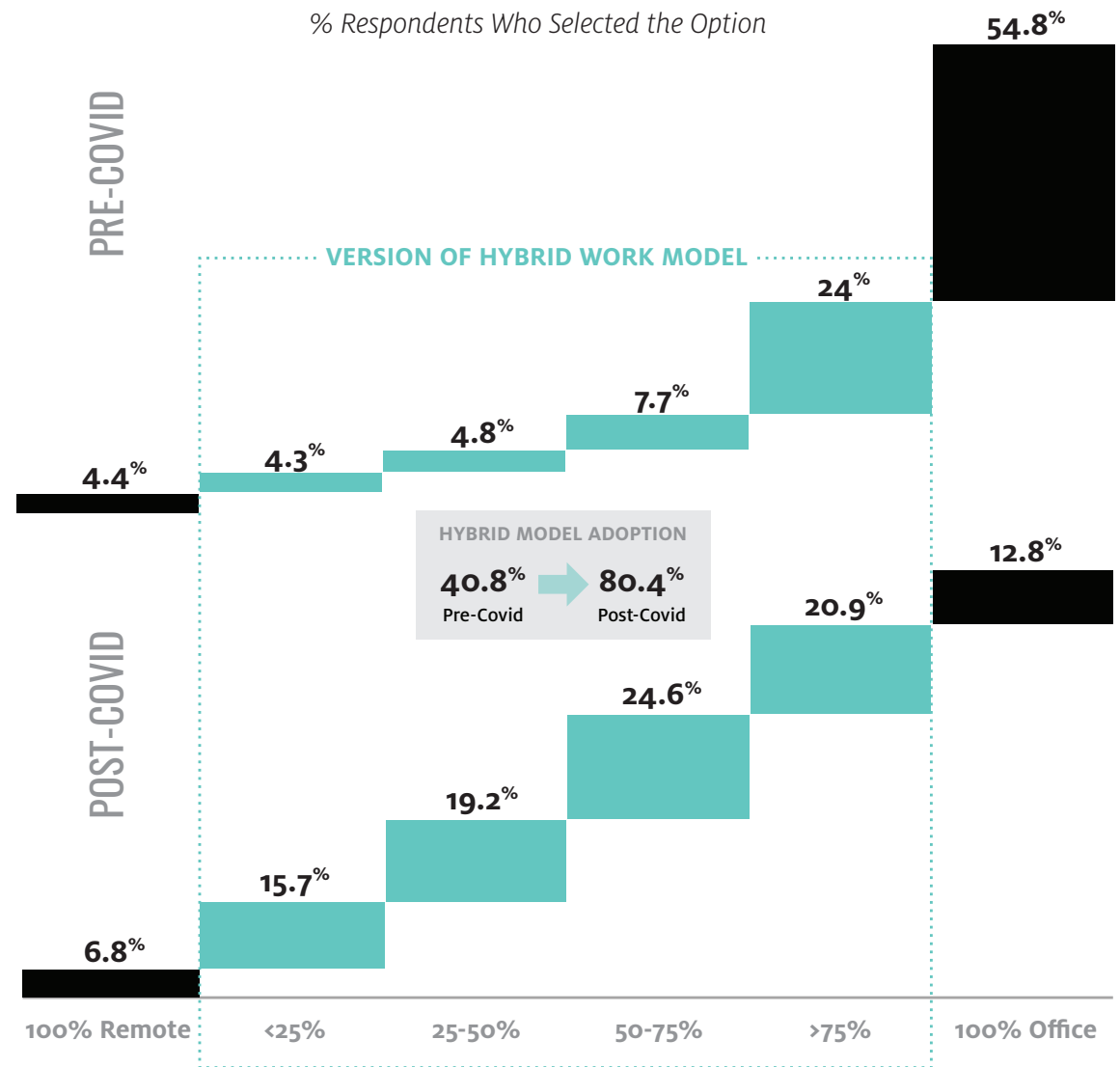
[www.SAP.com](http://www.SAP.com)

A hybrid work model supports a blend of in-office and remote workers who may work at all levels in the organization. They might work onsite or off-site, with many employees switching between those environments regularly, depending on their needs.

[www.cisco.com](http://www.cisco.com)

## EXPECTATION AROUND TIME SPENT IN THE OFFICE

% Respondents Who Selected the Option



N=2170

Question: What are the pre-Covid and post-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?

## Flexible Work Models

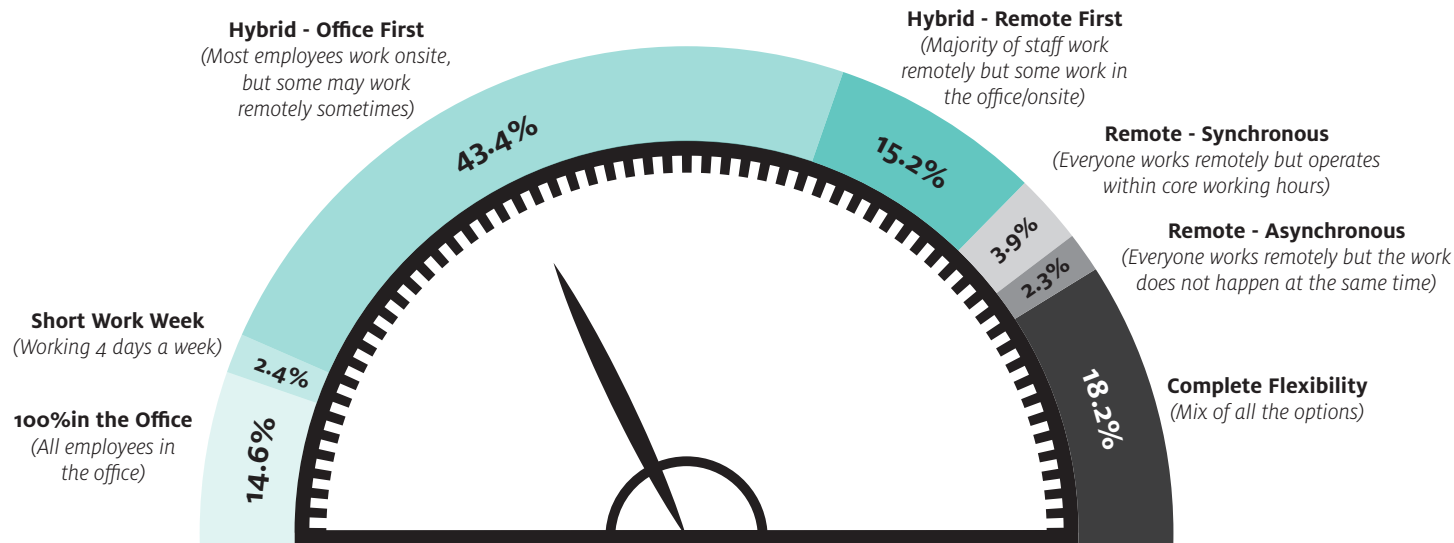
# MOST ORGANIZATIONS HAVE EMBRACED A VERSION OF THE HYBRID WORK MODEL

Flexibility takes different forms in different organizations, or even different functions/ businesses/roles within the same organization, ranging from complete flexibility around workplace and work time, to constraining either one of the two parameters.

The majority of organizations are likely to land on a hybrid model mainly centered on most people

attending the office and some working remotely, or employees working remotely for part of their week (often a minor part of the week).

In this transition, the definition of "office" or a "designated physical workplace" has undergone a paradigm shift. Work now happens wherever employees can hook up their devices and access shared office data and resources.



N=2170

Question: In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?

### Office – Then & Now!

"A physical space"

"Building, meeting rooms, tables, chairs, people"

"A place where I go 9 am to 5 pm, 5 days a week"

"A place you report for work"

"State of working"

"Me, my laptop, and my mobile phone"

"A place where I go only when I need to collaborate and innovate"

"Place for communication, collaboration and celebration"

"We have three categories of working models: One is work-from-office, which is when people are expected to come to the office; then there is group two, which is work-from-anywhere, when people are not expected to come to the office on any day. And the third one is the hybrid option."



Flexible Work Models

# SOME COUNTRIES ARE LESS EMBRACING OF WORK 3.0

While all countries are likely to lean towards the "Hybrid-Office First" model, hoping to make the physical office a locus of work/activity, they differ in how far they are likely to push their employees to come in 100% of the time.

While more than one-in-five leaders in the Philippines, India, Sri Lanka, and Malaysia expect their organizations to get people in to work 100% of the time, fewer than

one-in-ten leaders in Japan, Australia, Vietnam, and Singapore expect their organizations to do so.

Singapore and Australia are likely to champion the work flexibility agenda, with more leaders expecting their organizations to lean towards the "Complete Flexibility" mode of working.

## FUTURE OF WORK ACROSS COUNTRIES

% Respondents in Each Country Who Selected the Work Model Preference

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
FULLY ONSITE	8%	24%	17%	8%	14%	20%	28%	1%	11%	22%	18%	8%	20%	15%
REMOTE – SYNCHRONOUS	3%	1%	5%	4%	2%	3%	2%	4%	12%	2%	3%	6%		4%
REMOTE – ASYNCHRONOUS	4%	1%		6%	3%	3%	2%		1%	1%	2%			2%
HYBRID – OFFICE FIRST	40%	41%	48%	48%	61%	43%	39%	36%	47%	39%	37%	43%	40%	43%
HYBRID – REMOTE FIRST	16%	17%	11%	21%	8%	12%	13%	27%	12%	17%	20%	12%	12%	15%
SHORT WORK WEEK	2%	3%	1%		2%	1%	2%	1%	4%	2%	3%	12%	4%	2%
COMPLETE FLEXIBILITY	28%	13%	17%	13%	10%	19%	15%	31%	13%	17%	16%	19%	24%	18%

N=2170

Question: In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?

ANZ=Australia and NZ; IN=India; ID=Indonesia; JP=Japan; CN=China; MY=Malaysia; PH=Philippines; SG=Singapore; KR=South Korea; SL=Sri Lanka; TH=Thailand; VI=Vietnam; OTH=Other countries; ALL=All countries

“I think there are several stages [of flexibility]. The first stage is to punch in on time, with no off time. The second stage is called the flexible working stage, which means employees can arrive one hour late and punch out one hour later. The third stage is the hybrid working environment. The kind of flexibility most companies [in China] can provide is the second one, and I think we still have a long way to go regarding the hybrid model.”

How Do I Set Myself Up for Success?

## THE WHAT, HOW, WHO OF WORK 3.0

While there is a widespread optimism in all stakeholders – employees, their managers, organizations, and society – towards a Work 3.0/hybrid world, different work models continue to evolve rapidly.

Leaders who are expected to make the hybrid model work without any compromise of productivity, efficiency and employee engagement, are left wondering if they can set themselves and their teams up for success in the "new" world.

Do they know enough about how the hybrid world is evolving? Are they equipped to get their heads around the challenges they are likely to face? How do they need to change their mindsets and behaviors to succeed in Work 3.0? These are the questions leaders in Asia Pacific are anxious about.

### Everybody Wants a Hybrid Workplace!



#### PEOPLE/TEAMS

- ✓ Better work-life balance
- ✓ More flexibility, less commuting



#### LEADERS

- ✓ Higher levels of employee engagement
- ✓ Lower employee turnover



#### COMPANIES

- ✓ Broader access to talent pools
- ✓ Lower office infrastructure costs



#### SOCIETY

- ✓ Even development across towns and villages
- ✓ Reduction of carbon emissions (due to reduced commuting)



## PREPARING TO LEAD IN A HYBRID WORLD

*To Excel at Leading in a Hybrid Workplace...*

### WHAT Do I Need to Know?

- Is hybrid model right for me/my organization?
- What is the most suitable configuration?

### HOW Do I Need to Think?

- How do I think about the implications?
- How do I frame the challenges I must deal with?

### WHO Do I Need to Be?

- Are there must-have mindsets and skills?
- Are there roles I will need to play in this journey?

“We are in the process of studying the benefits and costs of the hybrid work model. However, it is quite likely that we will not allow working from home 100% of the time. More likely, we will allow people to work for 2 or 3 days from home.”





**“Hybrid working will continue to evolve at an unprecedented rate, and organizations will need to adjust and recalibrate on a dynamic basis to meet both employee and business needs.”**

# 2

WHAT DO  
I NEED TO  
KNOW?

How Hard Can It Be?

# WHILE THE HYBRID MODEL IS A COMBINATION, IT IS MUCH MORE THAN JUST OPERATING IN-PERSON + REMOTE

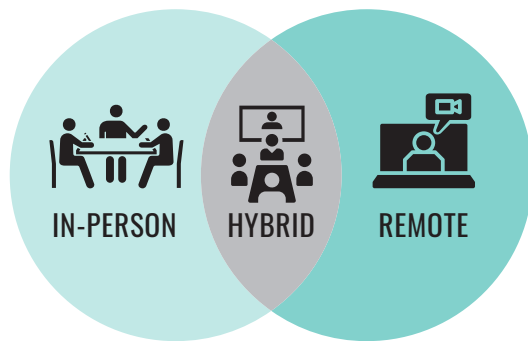
Organizations embraced an "onsite" model till 2020, when the majority transitioned to a virtual work mode with a "reasonable" success. Organizations and leaders who now aspire to a hybrid model therefore position that as an amalgamation of what they have experienced in the past – onsite and remote.

CCL's WORK 3.0 research however highlights that leaders may be underestimating the amount of

transition or shift required to align with the hybrid world by looking at it incrementally over onsite and remote models.

Owing to the unique "tensions" that may emerge around self-identity, inclusion, psychological safety, biases, etc., the hybrid world has a distinctive character of its own. It almost exists in a separate plane!

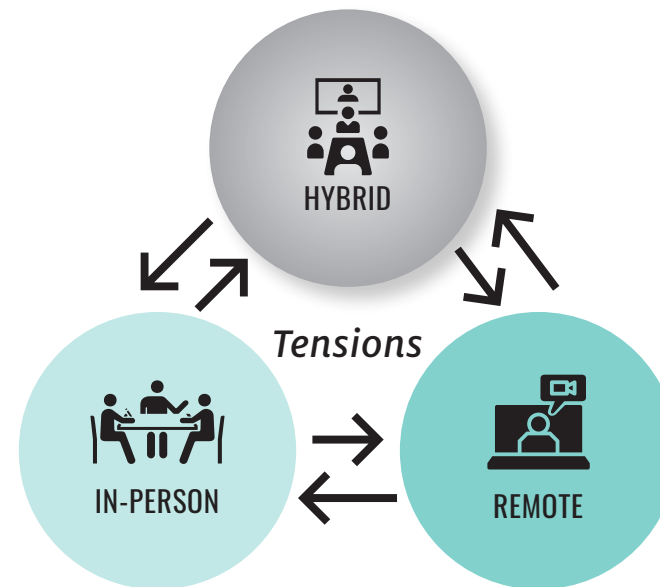
HYBRID: Virtual Meets Real World



“We are a traditional organization, so we have always had people come in for work. During Covid, however, we quickly and efficiently aligned to virtual. Now, as things normalize, we are experimenting with hybrid, still trying to get the balance right between in-office and remote.”

Counterpoint

HYBRID: A Third Plane



“The big realization we have had in the past few months is that the hybrid work model is another 'plane;' in a way, it is a different animal! You can't treat it like an amalgamation of remote and onsite. It needs to be looked at and treated independently.”

Is The Hybrid Model for Me?

# WHILE HYBRID HAS SEVERAL BENEFITS, IT MAY NOT WORK FOR ALL

Stakeholders root for hybrid since it offers a host of benefits such as employee happiness, attracting talent, and increased productivity. These benefits, however, may not manifest for all organizations, geographies, or situations.

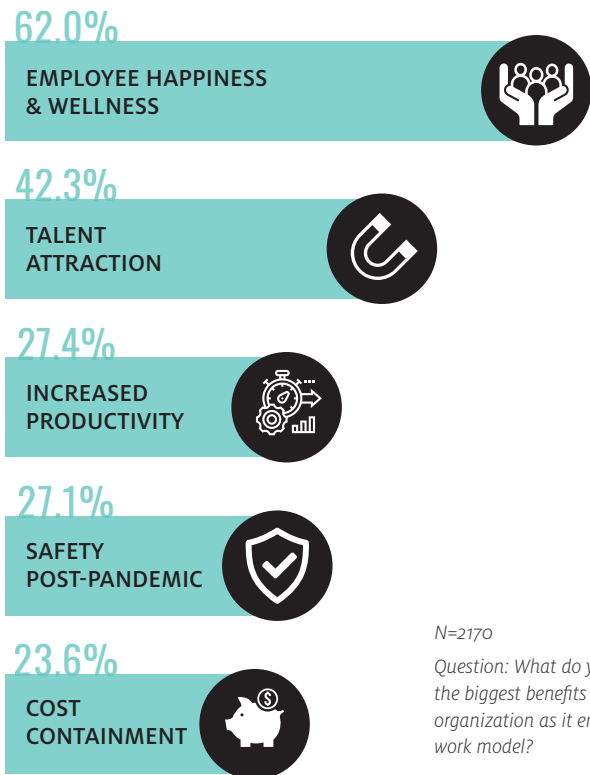
CCL's WORK 3.0 research highlights several factors that govern hybrid work model suitability. Some of these may play out at the country level (such as national culture), the

organization level (such as industry, organization culture), or the individual level (such as leader seniority, personality).

Organizations therefore must think long and hard before making hybrid a default option. Progressive organizations often leave the decision around the degree of flexibility to the discretion of various departments, functions, businesses, and country heads.

## KEY BENEFITS OF EMBRACING THE HYBRID MODE

% Respondents Who Rated the Factor as One of Top 3



N=2170  
Question: What do you believe the biggest benefits will be to your organization as it embraces a hybrid work model?

“Hybrid has a strong talent attraction feature, is more inclusive in attraction and retention/growth for working women, nomads, etc., and there is a reduced space requirement for desks thereby reducing premises costs; people can have collaboration spaces instead to drive engagement.”

## Point Counterpoint

“Implementing hybrid was not too hard in our organization since the culture mainly centers on trust and empowerment.”

“While we have transitioned our customer service teams to hybrid, other functions are expected to come in to work.”

“For negotiations at top-management level that require not only logical communication, but also emotional communication, face-to-face is essential.”

“As we left the hybrid discretion to our managers, we realized that some leaders transitioned quite easily while others struggled.”

## FACTORS THAT MAY INFLUENCE HYBRID SUCCESS

Inputs from Interviewees



“Indonesian people may need more control, so we can't let them work on their own.”

“Our line of business is banking which is closely related to operations and service, therefore some units are unable to do hybrid work.”

“For gaining knowledge/information, we can do hybrid work style; however, for harnessing wisdom, face-to-face mode is still more effective.”

“The seniors needed more time to adapt to the new situation since they were used to doing everything face-to-face. Meanwhile, the millennials didn't have much problem embracing the hybrid policy.”

## Are We Ready for Hybrid?

# WHILE LEADERS MAY BE READY FOR HYBRID, ONE-IN-TWO ORGANIZATIONS DO NOT HAVE THE VISION FOR WORK 3.0

Two-in-three leaders are supportive of their teams working in a hybrid mode. One-in-two leaders also claim that they are "thriving" in the hybrid world.

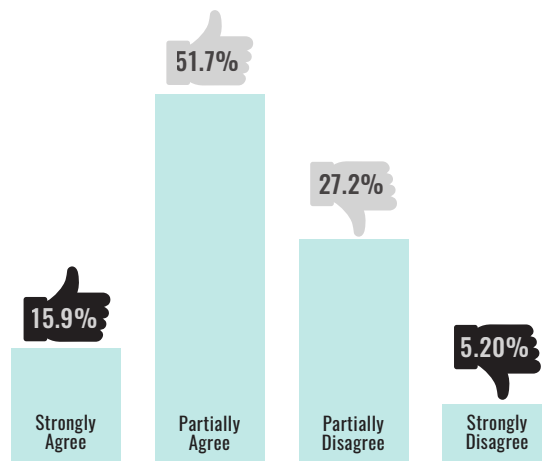
WORK 3.0 research interviewees, however, suggest a more balanced feedback on the success of the hybrid work model. Over half of the organizations in Asia Pacific either do not have a vision of what the hybrid work model in

their context may look like, or are still grappling with it.

Any optimism that leaders have around hybrid may therefore wane in the near future, and a more realistic outlook toward the hybrid model's feasibility may emerge. There are already media reports of organizations reversing their earlier stand on embracing a 'fully remote' model.\*

### LEADER SUPPORT TO THEIR TEAMS WORKING IN HYBRID MODE

% Respondents Who Selected the Option

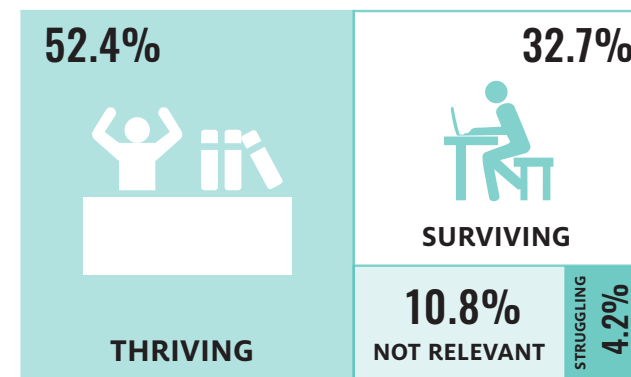


N=2170

Question: Do you agree with the statement that the 'majority of leaders are fine with their teams working in hybrid mode'?

### LEADER RESPONSE TO THE HYBRID MODE

% Respondents Who Selected the Option



N=2170

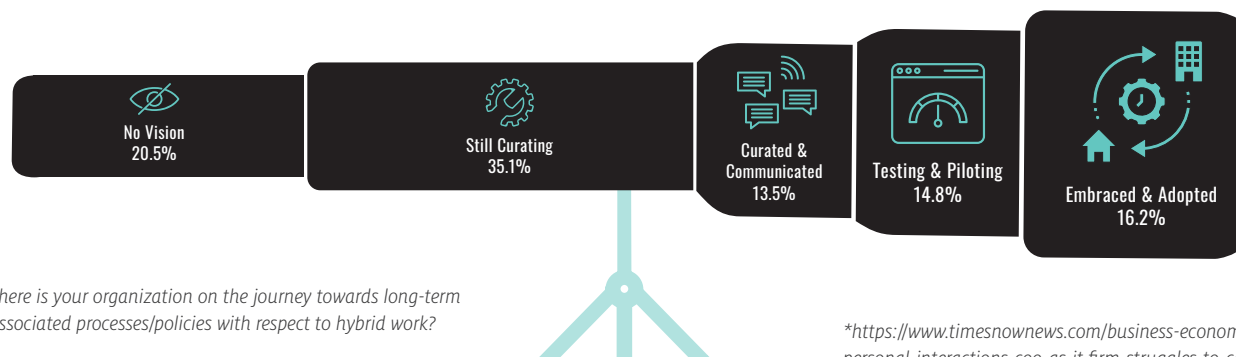
Question: How would you describe your response to the current hybrid work environment?

### Point

### Counterpoint

### LONG-TERM HYBRID VISION

% Organizations at Various Stages



N=2170

Question: Where is your organization on the journey towards long-term vision and associated processes/policies with respect to hybrid work?

\*<https://www.timesnownews.com/business-economy/companies/wfh-at-tcs-ends-mentoring-done-through-personal-interactions-coo-as-it-firm-struggles-to-call-millennials-back-to-office-article-94291784>

Is Hybrid Good for My Entire Team?

# WHILE MOST EMPLOYEES WANT FLEXIBILITY, THE HYBRID MODEL MAY HURT BELOW-AVERAGE PERFORMERS

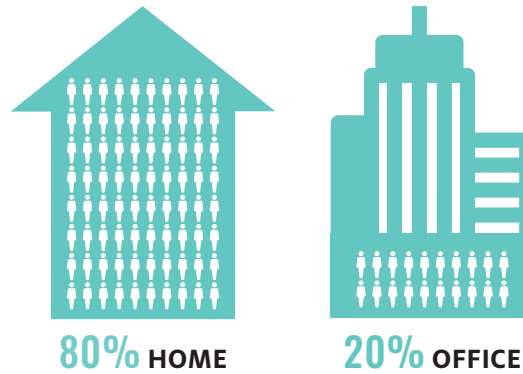
WORK 3.0 research suggests that employees love the work-from-home option, with four-in-five survey respondents vouching for that.

Data suggests that the hybrid model may considerably lift the productivity and engagement of only top performers. There

may be serious negative impact, however, on the "below average" performers.

As organizations and leaders embrace the hybrid model, they must have a mitigation plan for engagement and productivity erosion in their below-average performer pools.

**EMPLOYEE PREFERENCE OF WORKING FROM HOME**  
% Respondents Who Selected the Option



N=2170  
Question: Do you agree with the statement that 'majority of employees want to work from home'?

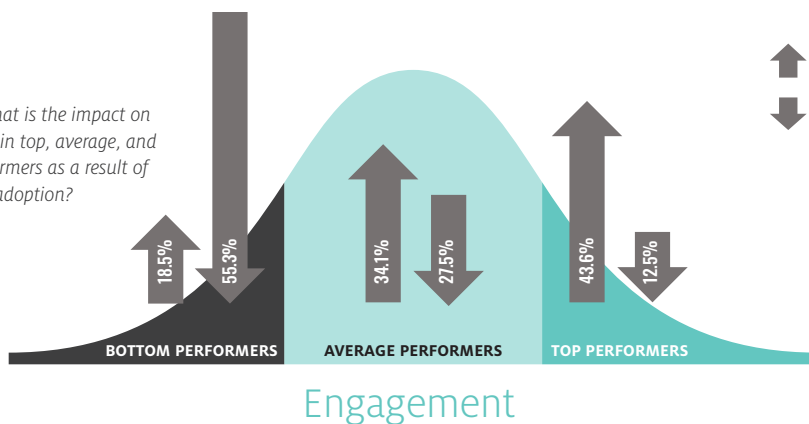
“There is a general belief that if you are working in the office then you are productive. So, what we created is a stepwise movement. We started with two days in the office and saw how the productivity got impacted. So, it was productivity versus engagement. We have hit a sweet spot in terms of getting the right productivity that was desired plus the desired employee engagement level.”

**Point**

**Counterpoint**

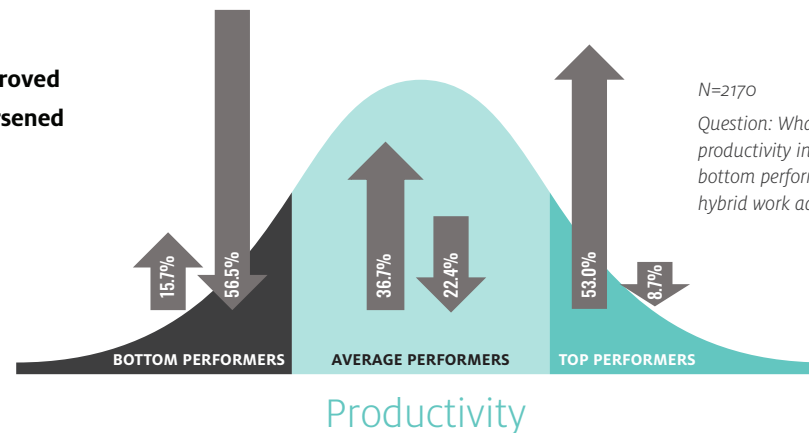
**IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE ENGAGEMENT**  
% Respondents Who Selected the Option

N=2170  
Question: What is the impact on engagement in top, average, and bottom performers as a result of hybrid work adoption?



**IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE PRODUCTIVITY**  
% Respondents Who Selected the Option

N=2170  
Question: What is the impact on productivity in top, average, and bottom performers as a result of hybrid work adoption?





Where Should We Focus?

# WHILE THERE IS A LOT OF "NOISE" AROUND TECHNOLOGY, PEOPLE & CULTURE ARE THE KEY DIFFERENTIATORS

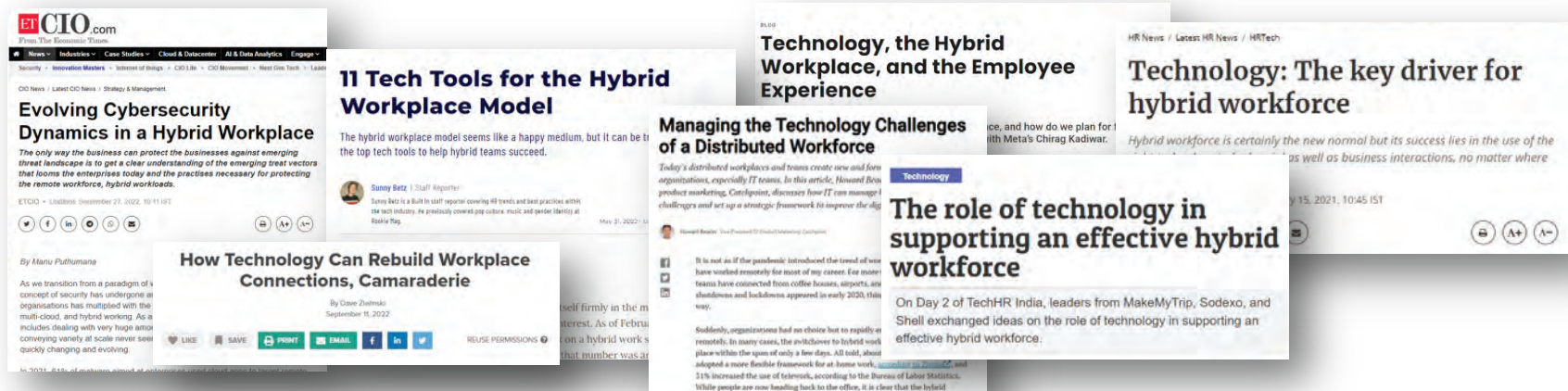
Technology is being celebrated as the biggest beneficiary of the pandemic-led disruption and also the biggest champion of enabling hybrid and/or remote working.

WORK 3.0 research, however, suggests that while technology is a "hygiene factor," and perhaps a must-have to enable collaboration in geographically dispersed teams, the biggest drivers of success in

the hybrid model are people and culture. Seven-in-10 survey respondents rank people and culture factors as their number-one drivers.

Individual capabilities and mindsets, team dynamics, and enabling culture of psychological safety, collaboration, and inclusion, will determine the success of hybrid model implementation for organizations in the region.

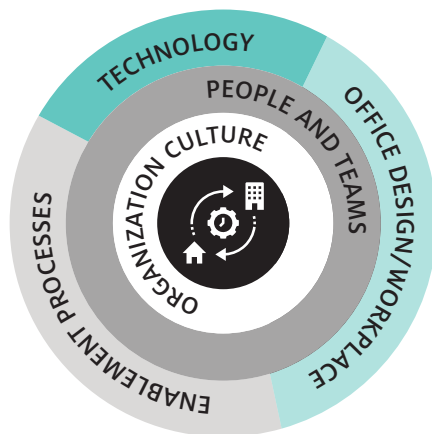
## TECHNOLOGY OFTEN POSITIONED AS THE KEY DRIVER OF SUCCESS



Point

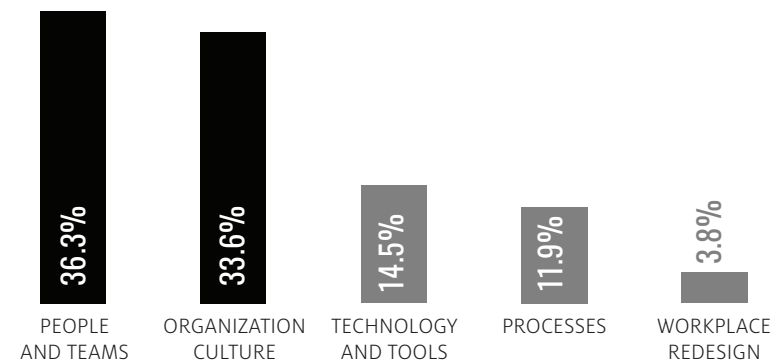
Counterpoint

### KEY FACTORS THAT SHAPE THE HYBRID WORLD



### SUCCESS FACTORS IN THE HYBRID WORK ENVIRONMENT

% Respondents Who Ranked the Factor as "Most Important"



N=1946  
Question: Rank the following factors that influence leader success in the hybrid working environment in terms of their importance.

Is Hybrid Good for DEI?

# WHILE BIASES DO EXIST, THE HYBRID MODEL GENERALLY HELPS THE DIVERSITY, EQUITY, & INCLUSION (DEI) AGENDA

Hybrid model does bring with it incremental biases due to the creation of in-groups and out-groups. Such biases indicate unintentional yet deeply ingrained associations that may be present in leader behavior.

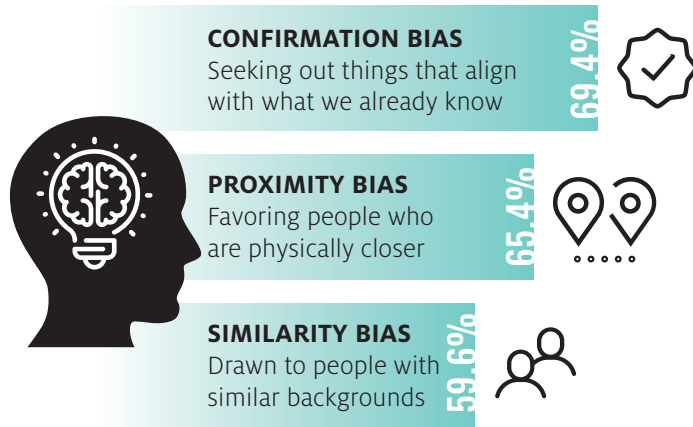
Despite biases, and complications associated with those, hybrid model tends to further the equity, diversity, and especially the inclusion agenda.

For instance, the hybrid model has opened organizations to the potential of accessing incremental talent pools comprising women, retirees, and differently abled.

Also, several interviewees mentioned that while in the virtual mode, they witnessed quieter members of their team voicing their thoughts more frequently.

### TOP 3 BIASES AT PLAY IN THE HYBRID WORLD

% Respondents Who Selected the Option as Their Top 3



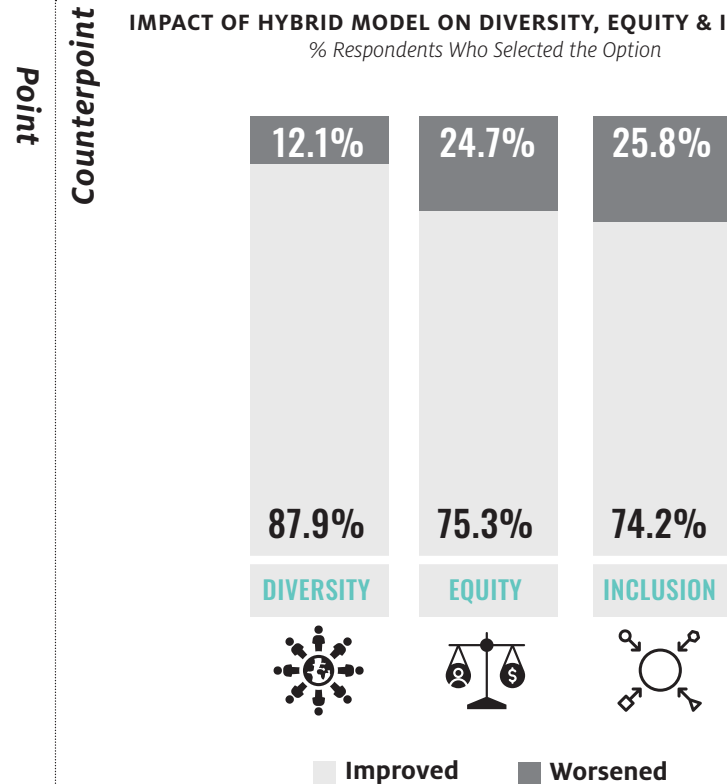
N=2170

Question: What cognitive biases according to you are more prevalent in a hybrid work environment?

“There is an increased likelihood of proximity bias that could cause people to feel marginalized and be disengaged.”

### IMPACT OF HYBRID MODEL ON DIVERSITY, EQUITY & INCLUSION

% Respondents Who Selected the Option



N=2170

Question: What is the impact of hybrid/virtual work environment on diversity, equity, inclusion?

“The representation of women workforce has gone up substantially; women look for flexibility, which kind of gave us some crucial advantage.”

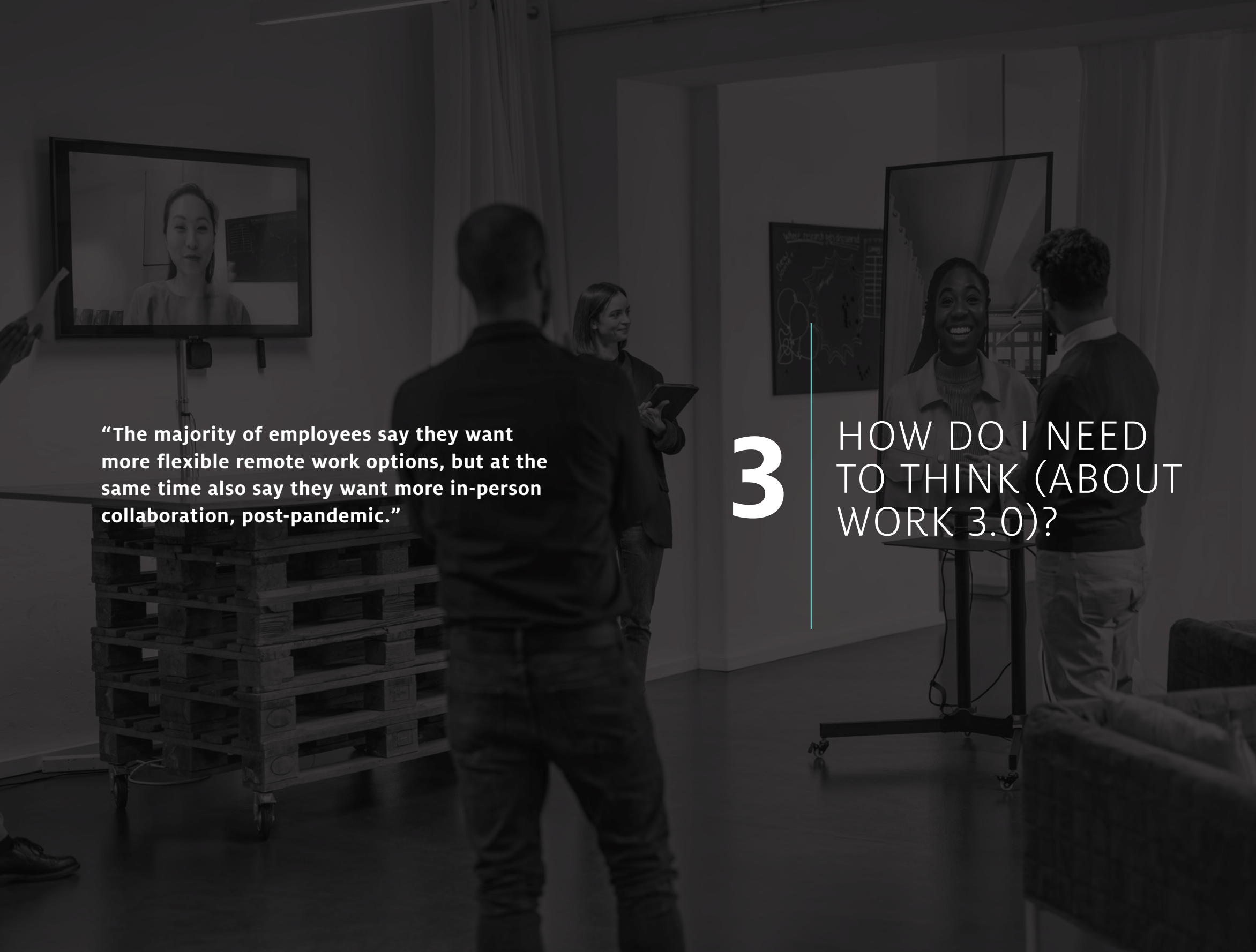
SELF-REFLECTION

# HOW COMPELLING IS THE WORK 3.0/HYBRID MODEL FOR ME/MY ORGANIZATION?

Reflect individually and with your team on the following 7 factors that may impact your group’s success in embracing and operating in a hybrid work environment.

REPRESENTATIVE STARTER QUESTIONS	KEY ENABLERS	KEY BLOCKERS	IDEAS TO OVERCOME BLOCKERS
<p><b>COUNTRY CULTURE</b> How important is hierarchy and power distance, collectivism, uncertainty-avoidance?</p>			
<p><b>COMPANY CULTURE</b> Do we have a culture of trust, collaboration, empowerment, or that of command-and-control?</p>			
<p><b>FUNCTION</b> Do we work in an external client-facing or an internal client-facing function?</p>			
<p><b>INDUSTRY</b> Are we a services or a highly operations-oriented industry?</p>			
<p><b>LEADER LEVEL</b> Does the level/seniority of my team influence the need for physical presence at work?</p>			
<p><b>ROLE/NATURE OF WORK</b> Is there sensitivity around data and information my team handles, or does my team’s work involve handling physical machines/tools at the workplace?</p>			
<p><b>GENERATION/AGE</b> Are most of my team members of Gen Z, or Gen X, or Gen Y, or are they Baby Boomers?</p>			





**“The majority of employees say they want more flexible remote work options, but at the same time also say they want more in-person collaboration, post-pandemic.”**

**3**

**HOW DO I NEED TO THINK (ABOUT WORK 3.0)?**

Where Should I Begin?

## CORE, COLLECTIVE MINDSET, COHESION, & CONNECTION (4C) FRAMEWORK

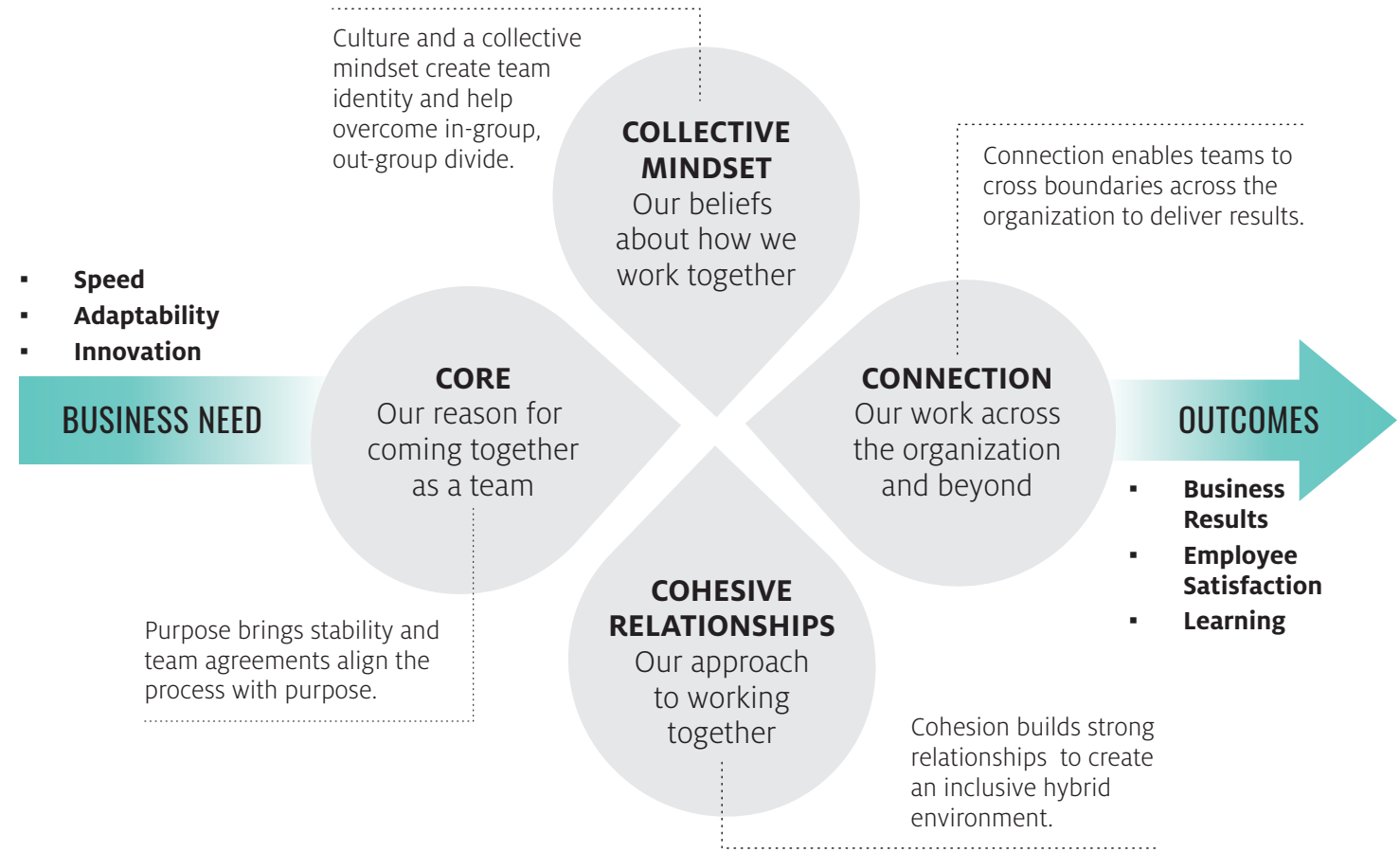
Teams serve a business need and deliver outcomes. Businesses often seek quick response and turnaround, higher resilience and adaptability, and new thinking. In response, teams deliver on not only business goals, but also employee happiness, and incremental learning and growth.

Elements of a team that must come together to enable organizations to deliver on business needs are core agreements about how people

work together, the collective mindset or team culture, cohesion or intra-team relationships, and connection across teams.

Doing hybrid is a new process, so teams need agreements in place to navigate it. Teams that have real conversations about beliefs and values, create psychological safety for making mistakes, and collaborate with other groups, are the ones that will succeed in a hybrid world.

### HYBRID TEAMS SUCCESS CRITERIA



“Think through ‘why’ we are working at the current company? Why we are working as a team? A leader should deliver not only purpose but also the ‘why’ behind the purpose, followed by the ‘what’ and the ‘how,’ otherwise, people do not move.”

How Should I Deal With Team Dynamics?

## PLAY THE ROLE OF TENSION NAVIGATOR

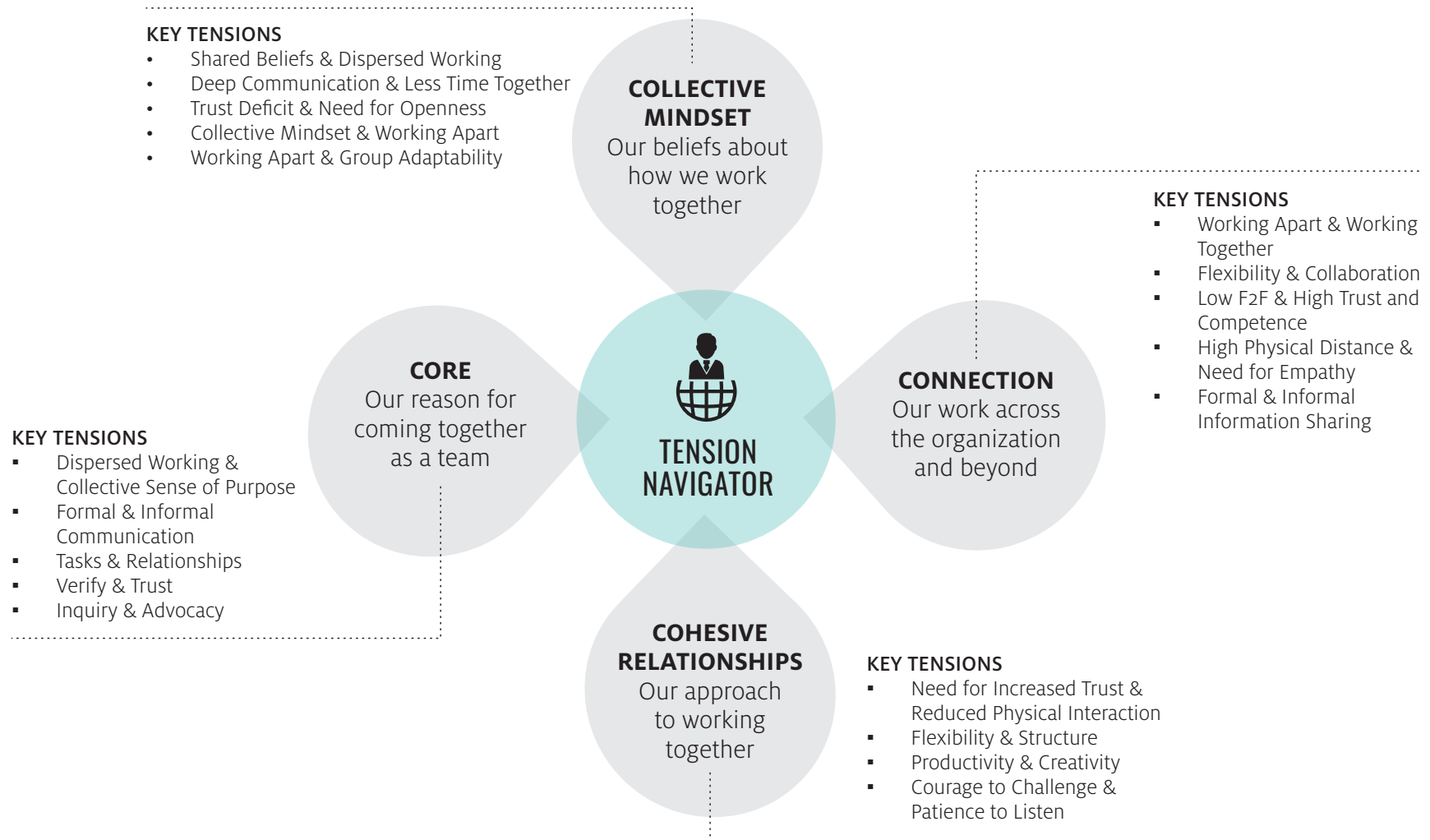
To understand how businesses need to operate in response to the hybrid world, leaders must be aware of polarities or tensions they must navigate. Chief among them is that employees want the flexibility of remote work, but also the inspiration and real-time collaboration that in-person work offers.

Other key tensions can be about team agreements, shared

beliefs, and how to balance those and drive psychological safety in a dispersed environment where people don't meet each other.

Leaders need to be adept at not only defusing these tensions but also curating synergies in a hybrid environment where shared direction, alignment, and commitment may be hard to establish.

### NAVIGATING THE HYBRID POLARITY/TENSION MAZE



How to Frame My Actions?

## CENTER THE ACTIONS ON THE 4C CONTEXT



Since things can be fluid in a hybrid world, leaders must revisit agreements to ensure their relevance. Mutually-agreed-upon agreements that are relevant in the hybrid work environment will ensure that teams stay together even though there is little overlap between place and time of work.

Leaders must also be intentional in building the desired culture, especially in teams that are high on their diversity quotient.

Curating cohesion in a team drives belongingness and the feeling of inclusion. An inclusive environment, in return, means open and more transparent conversations, people

bringing their best selves to work, and a higher desire to collaborate to meet team goals.

Work often happens at the intersection of different teams and groups within the organizations. Leaders must drive teams to have deeper connections of mutual respect and empathy with other groups in order to create winning synergy.

ELEMENT	 <b>CORE</b> Our Reason for Coming Together as a Team	 <b>COLLECTIVE MINDSET</b> Our Beliefs About How We Can Work Together
<b>CRITICAL DRIVER</b>	<ul style="list-style-type: none"> <li>■ Hybrid is new to all, so teams need agreements in place to navigate.</li> <li>■ Successful teams create intentional work processes and deploy collaboration tools.</li> </ul>	<ul style="list-style-type: none"> <li>■ Developing a collective mindsets and curating open and adaptable culture drives high performance.</li> <li>■ Adaptive culture binds in-group and out-group teams to give them a common purpose.</li> </ul>
<b>CONTEXT</b>	Dispersed Working & Collective Sense of Purpose	Shared Beliefs and Values & Divisive Forces (in a Hybrid Environment)
<b>REPRESENTATIVE LEADER ACTIONS</b>	<ul style="list-style-type: none"> <li>✓ Spend time communicating and reiterating the collective purpose of the team. Do it through town halls, office-wide emails, and team meetings.</li> <li>✓ Check direction-alignment-commitment once in a while and act to align the three for your teams.</li> <li>✓ Set up group collaboration tools and encourage teams to access and use those.</li> <li>✓ Be aware of cultural differences while communicating formally and informally.</li> <li>✓ Establish and reinforce team norms.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Curate a shared mindset to design an environment that suits the whole team.</li> <li>✓ Discuss how to create a team culture around key values the team wants to embrace, such as resilience, work-life balance, etc.</li> <li>✓ Strive to create a culture that supports results, satisfaction, and learning.</li> <li>✓ Positively reinforce behaviors that support the desired culture.</li> </ul>
	<p><i>“The biggest challenge I had was to bring the entire team on the same page regarding the strategic direction.”</i></p>	<p><i>“During any disruption, shared beliefs do come under pressure; strength of culture defines how resilient the collective group will be.”</i></p>

How to Frame My Actions?

## CENTER THE ACTIONS ON THE 4C CONTEXT... CONTD.

“We've had to (and will have to continue to) adapt considerably. We have to trust our people more, to give them an enabling environment that allows them to work at their best, and to considerably increase our flexibility and decrease our want for bureaucratic control.”



### COHESION

Our Approach to Working Together

- Key to collective accomplishments are strong relationships and high psychological safety.
- Forming bonds is tough, especially for remote teams, hence the need for inclusiveness, openness, and trust.

#### Strong Team Bonds & Remote Team Operations

- ✓ Create a shared sense of openness and trust to encourage team members to bring their best selves to work.
- ✓ Encourage giving and receiving feedback.
- ✓ Use technology and other collaborative spaces to cascade organization updates.
- ✓ Create virtual spaces, or virtual "coffee-machine corners" for free and frank sharing.
- ✓ Have clear guidance on when to have team members work on individual tasks, or in smaller groups, versus when to have all members together for synchronous work.

*“The strength of the relationship in hybrid teams is indicated by the frequency of courageous conversations, and team members dealing with work conflict.”*



### CONNECTION

Our Work Across the Organization and Beyond

- The ability of teams to span boundaries across the organization’s network of teams drives business outcomes.
- Hybrid teams that outperform have strong relationships with other groups.

#### In-Group Team Bond & Out-Group Network

- ✓ Discuss how work gets done in the organization to help team members appreciate the need to connect with other teams.
- ✓ Encourage use of collaboration tools across teams.
- ✓ Encourage cross-team activities, projects, off-sites to help cross-team collaboration.
- ✓ Organize cross-team meetings with joint-team agendas.
- ✓ Create norms around information sharing and communication across teams.

*“While I made an effort to develop deeper relationships with my team members, I drifted away from my peers and colleagues in other teams; we need to find opportunities to rejuvenate cross-team bonds.”*

SELF-REFLECTION

# HOW ADEPT AM I IN IDENTIFYING & DEALING WITH TENSIONS & POLARITIES?

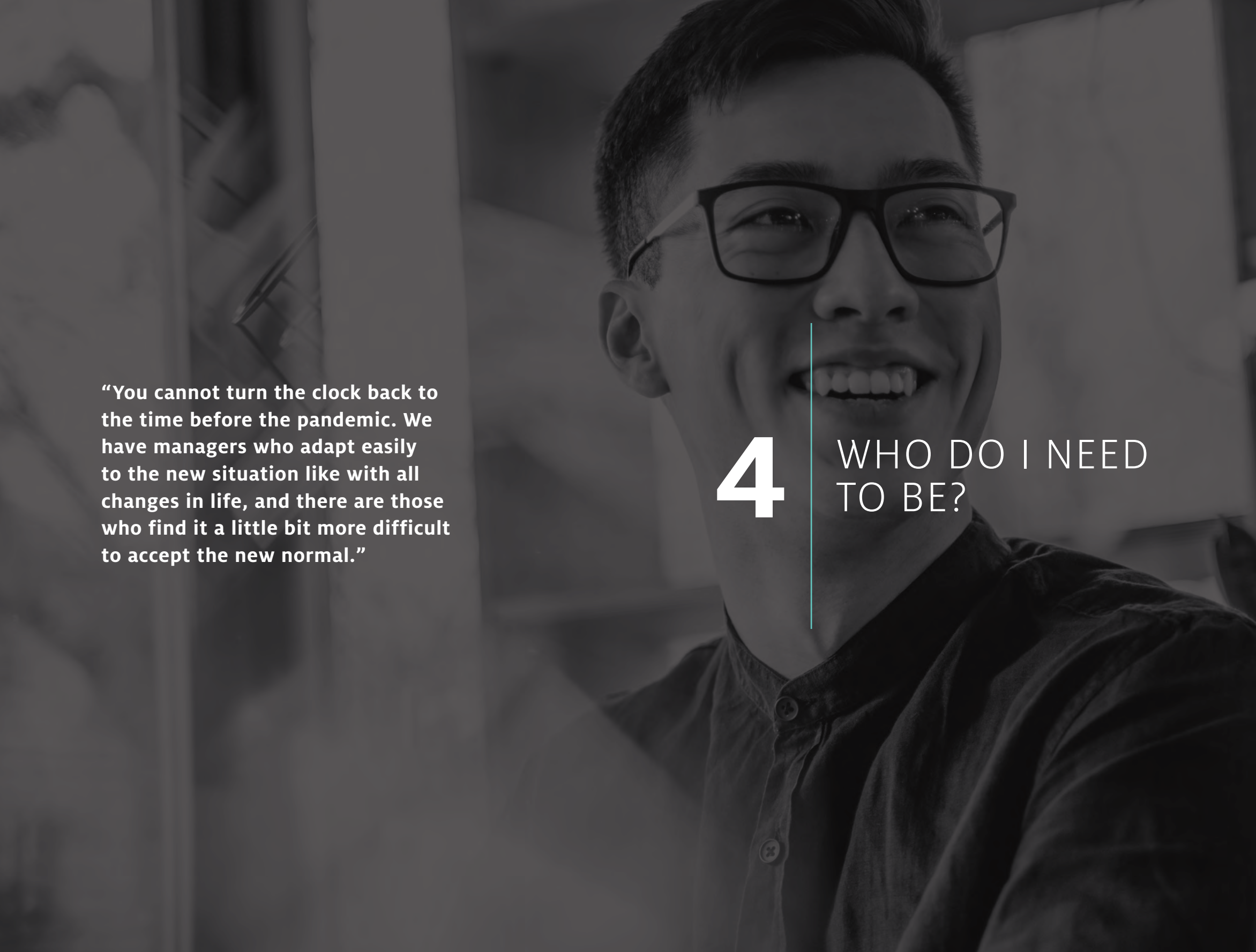
List down the "tensions" that the hybrid work model presents or may present within the context of your organization. Reflect how best to navigate or manage the tensions.

Key "Tensions" (Use the list as a starter)	Choices The Team Needs to Make	Implications For Team Dynamics	Action Steps (List the owners)

**REPRESENTATIVE LIST OF "TENSIONS"**

- Dispersed Working & Collective Sense of Purpose
- Formal & Informal Communication
- Remote Work & Better Alignment
- Task & Relationship
- Flexible & Traditional Work Schedule
- Verify & Trust
- Inquiry & Advocacy
- Dependent & Independent Culture
- Deep Communication & Less Time Together
- Trust Deficit & Need for Openness
- Collective Mindset & Working Apart
- Working Apart & Group Adaptability
- Work-Life Balance & Stress
- Physical Distance & Work Proximity
- Increased Trust & Reduced Physical Interaction
- Flexibility & Structure
- Productivity & Creativity
- Vulnerability & Low Trust Context
- Work-Life Balance & Long Work Hours
- Remote Work & Online Security
- Working Apart & Working Together
- Safety & Efficiency
- Flexibility & Collaboration
- Low In-Person Communication & Higher People Connect
- Low F2F Interaction & Establishing Competence
- High Physical Distance & Need for Empathy
- Formal & Informal Information Sharing



A young man with short dark hair and glasses is smiling broadly, looking slightly upwards and to the right. He is wearing a dark, button-down shirt. The image is overlaid with a semi-transparent dark grey filter. On the left side, there is a quote in white text. On the right side, there is a large white number '4' followed by the text 'WHO DO I NEED TO BE?' in white, uppercase letters. A thin vertical white line is positioned to the right of the number '4'.

**“You cannot turn the clock back to the time before the pandemic. We have managers who adapt easily to the new situation like with all changes in life, and there are those who find it a little bit more difficult to accept the new normal.”**

# 4

**WHO DO I NEED  
TO BE?**

How Do I Prepare Myself for Work 3.0?

## MINDSETS, SKILL SETS, ROLES

The hybrid work model is new and still evolving. Leaders therefore need to be very dynamic and agile as they align their capabilities with Work 3.0. CCL research suggests that mindset shifts must precede skillset changes. The big shifts most interviewees highlighted are around having a mindset of continuous growth and trust.

Leaders must embrace learning to align with the ever-changing world that requires digital savvy and different ways of communicating. Leaders, especially in developing Asia, must also align to the reality that teams can be productive even as they work from home.

Basis mindset and skillset shifts, leaders must act in specific ways to make collaboration happen, to drive purpose, curate "hybrid-friendly" culture, and roll out technology in a human-friendly way.

### WORK 3.0 MINDSETS, SKILLSETS, & ROLES

*(Illustrative)*

“Leaders are under a lot of pressure from key stakeholders to hit the ground running in the new hybrid work environment; they need to get the right attributes under their belt, but more importantly believe in the power of hybrid in the first place.”

#### MINDSETS

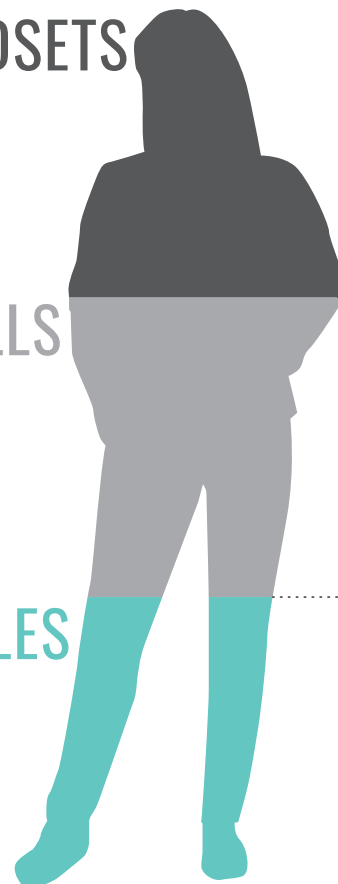
- Growth/Explorer
- Inclusive
- Agile
- Boundary Spanning
- Accountability
- Trusting
- Global Citizen
- Purpose-Led Leadership
- Intentional Collaboration
- Flexible
- Polarity
- Co-creation
- Empowering
- Autonomy

#### SKILLS

- Learning Agility
- Resilience
- Building Trust
- Communication
- Accountability
- Building Relationships
- Digital Dexterity
- Change Management
- Collaboration
- Multidimensional Thinking
- Engaging Talent
- Empathy
- Team Building
- Time Management
- Self-Awareness
- Influence

#### ROLES

- Talent Champion
- Change Leader
- Digital “Guru”
- Culture Ambassador
- Collaboration Driver
- Humanist





# What Leader Type Am I? LAGGARD, HOPEFUL, SKEPTIC OR CHAMPION

Hybrid leaders come in different flavors!

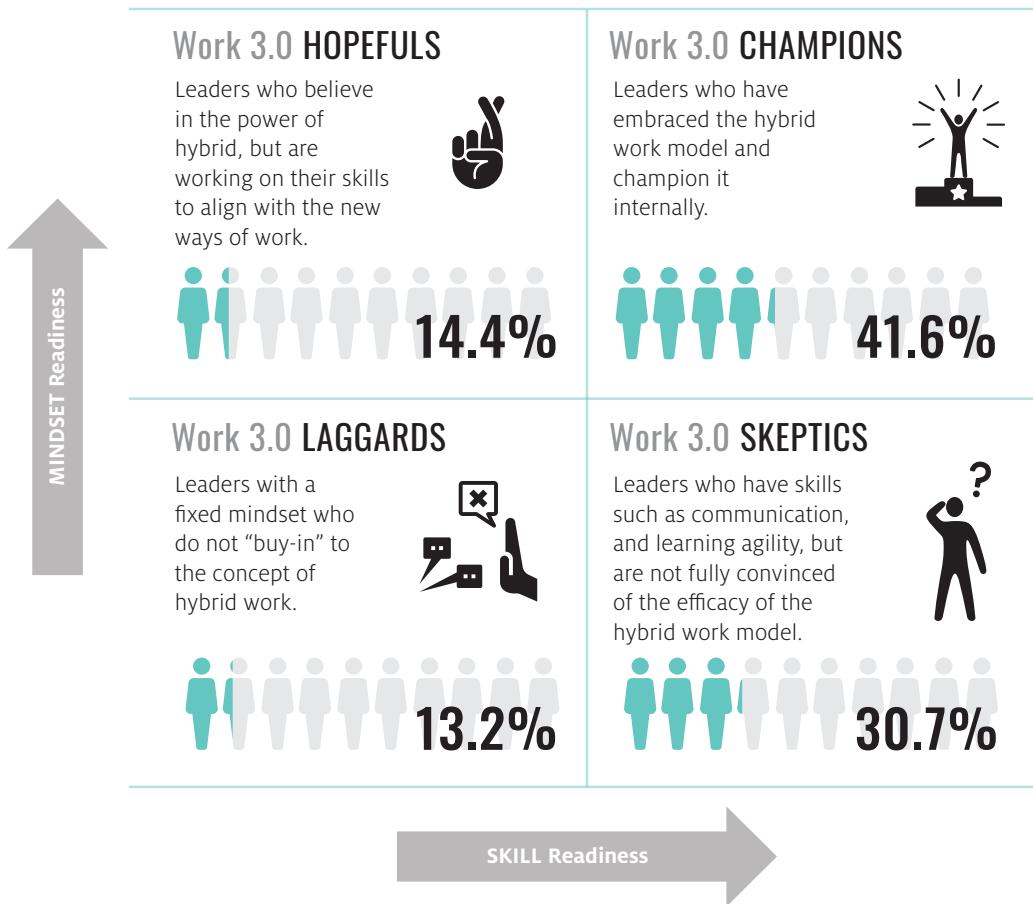
A mindset and skillset maturity combination defines how embracing leaders are of Work 3.0. Mindset maturity is about the level of comfort leaders have around their teams working remotely, their growth leaning, and thinking beyond boundaries. Skillset maturity centers on leaders' ability to communicate effectively in a hybrid world, and their trusting nature and digital dexterity among other attributes.

Four-out-of-ten leaders we surveyed rated their peers as having the right combination of mindset and skills. Only one-in-eight leaders rated their peers as having neither the right skills nor the right mindsets.

At a country level, except for India, Japan, and South Korea, leaders in the rest of the Asia Pacific countries branded the majority of their peers "Work 3.0 Champions."

## FLAVORS OF WORK 3.0 LEADERS

% Respondents Who Rated Their Peers on Skill and Mindset Readiness



## WORK 3.0 LEADERS ACROSS COUNTRIES

% Respondents in Each Country Who Selected the Option

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
CHAMPIONS	45%	25%	51%	29%	31%	40%	53%	48%	22%	46%	55%	50%	44%	42%
SKEPTICS	21%	39%	29%	44%	30%	38%	28%	28%	37%	36%	23%	24%	24%	31%
HOPEFULS	19%	18%	10%	17%	18%	10%	11%	15%	17%	11%	11%	16%	4%	14%
LAGGARDS	14%	17%	10%	11%	21%	11%	9%	9%	25%	7%	12%	11%	28%	13%

N=2170

Question: Do my colleagues and peers have the 'right' set of skills and mindset towards hybrid work environment?

ANZ=Australia and NZ; IN=India; ID=Indonesia; JP=Japan; CN=China; MY=Malaysia; PH=Philippines; SG=Singapore; KR=South Korea; SL=Sri Lanka; TH=Thailand; VI=Vietnam; OTH=Other countries; ALL=All countries

"The corporate world is split into two types of leaders – those who buy into the hybrid work model and are trying to align with the new ways of working, and those who believe that the current workplace shift is temporary and that the world will go back to traditional working ways."

N=2170

Question: My colleagues and peers have the 'right' set of skills and mindset towards hybrid work environment?

Are There Must-Have Skills?

## COMMUNICATION & BUILDING TRUST TOP THE LIST

Communication is the ability to convey or share ideas and feelings effectively in a synchronous and asynchronous mode with people working onsite or remotely or a combination thereof.

Building trust is about developing a psychologically safe environment with onsite and remote teams such that people feel safe to be their real selves and empowered to share ideas.

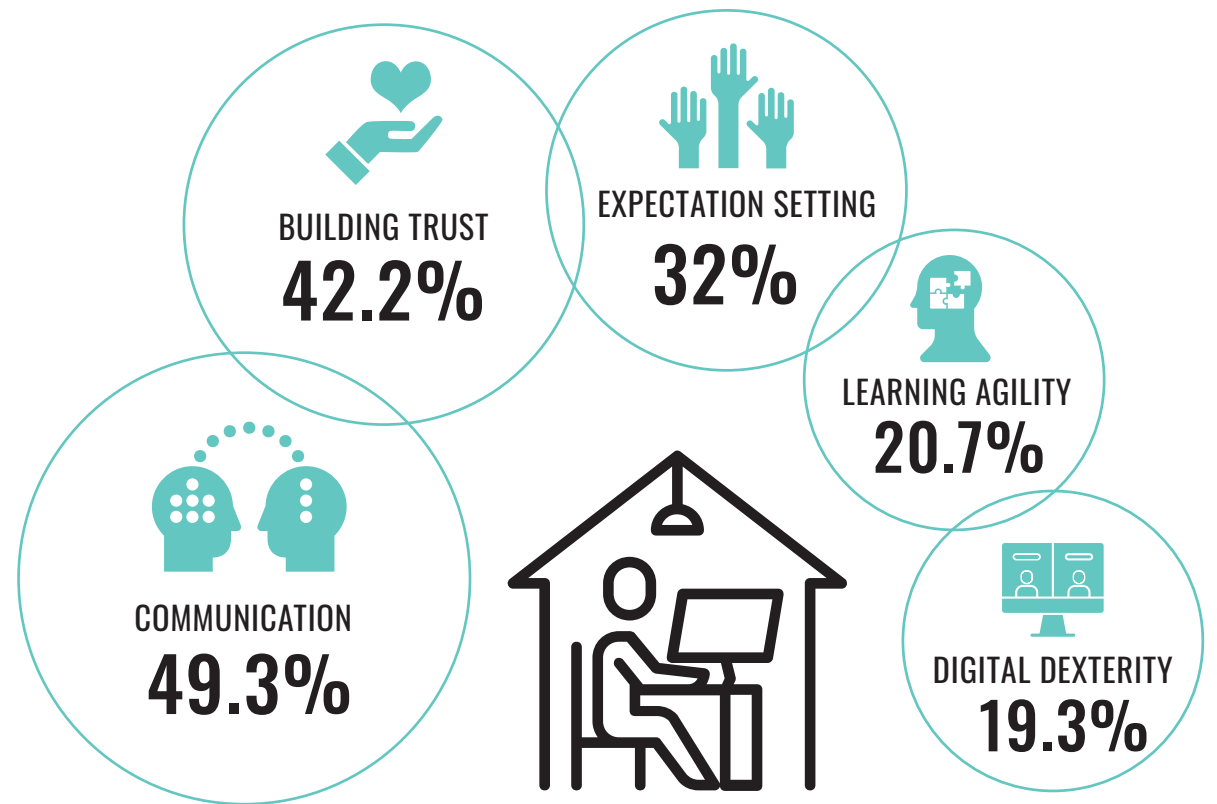
Expectation setting is the process of formulating and communicating what is expected of teams irrespective of their location (remote or onsite).

Learning agility is the willingness to learn from experiences in the rapidly changing hybrid work environment and apply those learnings to new situations.

Digital dexterity is the desire and ability of employees to embrace existing and emerging technologies to achieve better business outcomes.

### ATTRIBUTES OF A ROCKSTAR HYBRID LEADER

% Respondents Who Selected the Option as One of Their Top 3



N=2170

Question: What SKILLS must leaders develop/polish to thrive in a hybrid work environment?

“Communication, agility, and flexibility are must-have attributes. Agility is changing how you are doing something, and flexibility is responding to what your people need.”

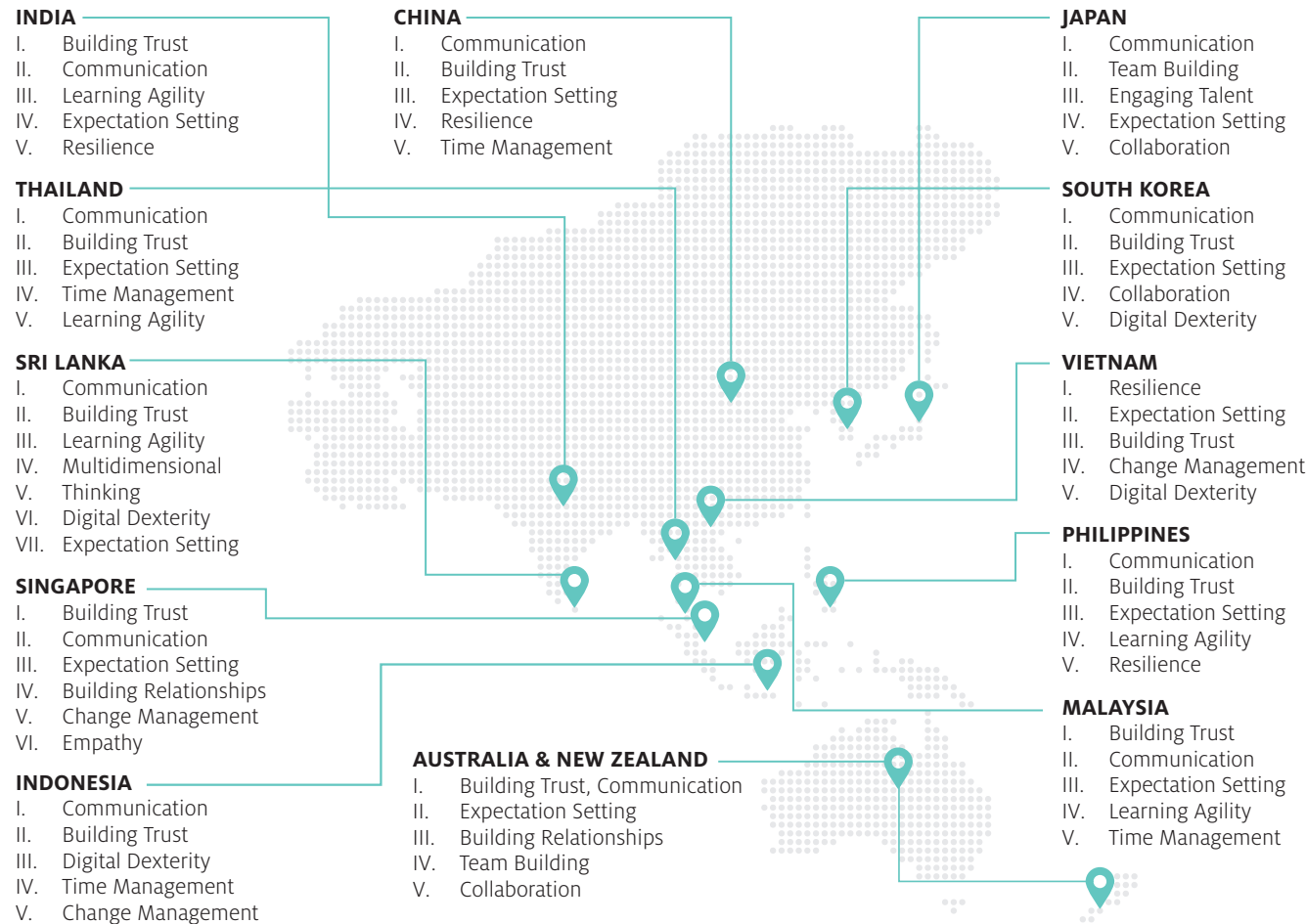
## How Do Skills Vary by Country?

# SKILLS CHANGE ONLY MARGINALLY BY GEOGRAPHY

Ability to build trust and to communicate effectively in a hybrid environment remains top of the list for most countries across Asia Pacific. The key must-have capabilities don't change even across organizations by ownership type.

**TOP 5 ATTRIBUTES BY COUNTRY**  
*Respondents in Each Country Who Selected the Option*

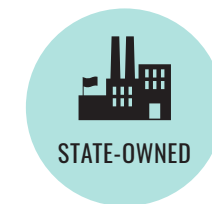
**TOP 5 ATTRIBUTES BY COMPANY OWNERSHIP**  
*Respondents Who Selected the Option*



- I. Communication
- II. Building Trust
- III. Expectation Setting
- IV. Learning Agility
- V. Change Management
- VI. Digital Dexterity



- I. Communication
- II. Building Trust
- III. Expectation Setting
- IV. Learning Agility
- V. Digital Dexterity



- I. Communication
- II. Building Trust
- III. Expectation Setting
- IV. Learning Agility
- V. Building Relationships

“You need to have trust; mutual trust between the manager and employees as well as between the manager and the leadership team. We have to be outcome focused rather than looking into time spent in the office, which in my opinion, is never a good indicator of how much people work because you can spend time in your office with very ineffective outcomes.”

What Mindset Should I Inculcate?

## ACCOUNTABILITY & GROWTH ARE MUST-HAVE MINDSETS

A growth mindset highlights a belief that intelligence and talents to succeed in a rapidly-evolving Work 3.0 culture can be developed over time irrespective of an individual leader's age and seniority.

A mindset of trust is a shared belief that people are committed, compassionate, and capable, irrespective of whether they are onsite or remote.

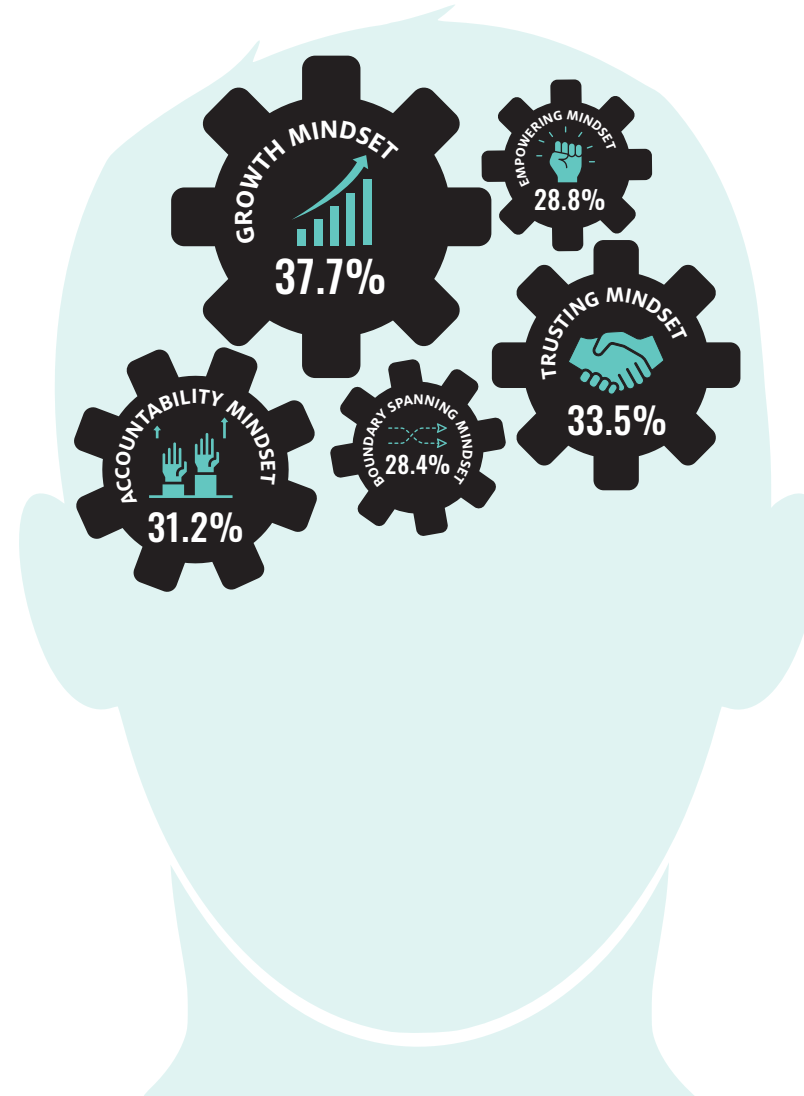
An accountability mindset is a belief shared by all employees onsite and remote, regardless of level or title, that others are counting on them to go the extra mile to achieve a quality outcome.

An empowering mindset is one where leaders are focused and committed, and where they consistently take action that moves them closer to achieving individual, team, and organization goals.

Boundary spanning is when leaders can span multiple boundaries and work with a wide variety of people of differing positions, backgrounds, and locations.

### MINDSETS OF A ROCKSTAR HYBRID LEADER

% Respondents Who Selected the Option as One of Top 3



N=2170

Question: What are the elements of a must-have MINDSET to succeed in a hybrid work environment?

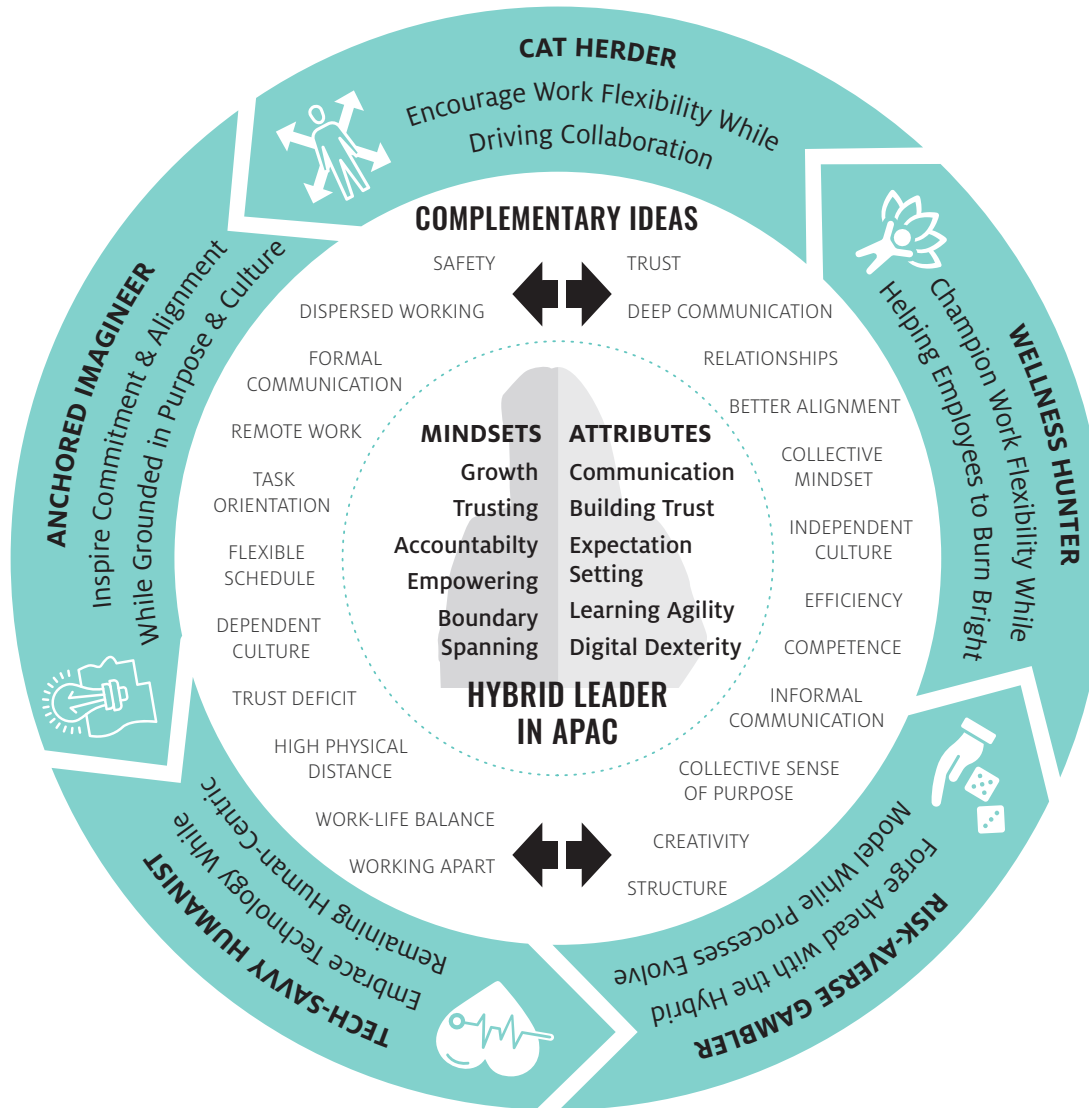
Who Do I Need to Be?

# 5 ROLES WORK 3.0 LEADERS NEED TO PLAY

Leaders must lean on their Work 3.0 mindsets and attributes to manage several complementary or competing ideas in navigating tensions at work. These could be around team dynamics, relationships, work flexibility, human centricity, communication, and trust (or lack of it).

In doing so, leaders must embrace 5 roles – Anchored Imagineer, Cat Herder, Wellness Hunter, Risk-Averse Gambler, and Tech-Savvy Humanist. The ability of leaders to play these five roles dictates if inherent Work 3.0 tensions will act as “springs” or “mines.”

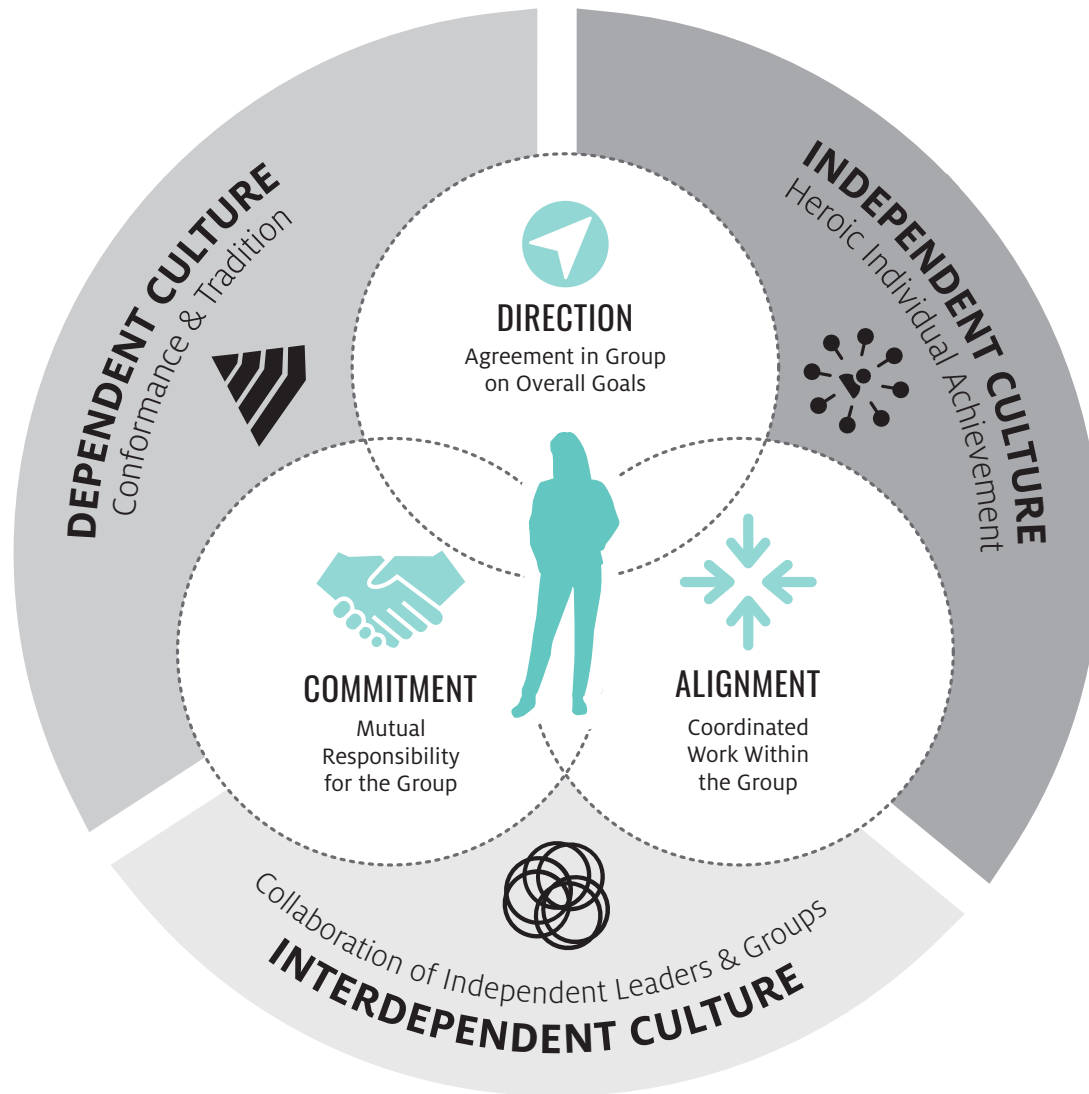
## ROLES WORK 3.0 LEADERS MUST PLAY



“I realize that I need to change myself to excel in the hybrid world; my ‘old self’ may stumble and fail as I deal with remote teams.”

ANCHORED IMAGINEER

INSPIRE COMMITMENT & ALIGNMENT WHILE GROUNDED IN PURPOSE & CULTURE



**ROLE OF AN ANCHORED IMAGINEER**

- ✓ Help engineer (and stay grounded in) an interdependent culture of psychological safety, collaboration, trust, and transparency.
- ✓ Enable hybrid teams and work groups to imagine and visualize shared direction.
- ✓ Mindfully and deliberately drive alignment and commitment within the team.

**54%** leaders believe that "Openness and Transparency" is a key element of the organization culture for enabling hybrid work model to thrive.

**36%** leaders feel that "Direction" is harder to accomplish in a hybrid work environment.

**44%** leaders feel that "Alignment" is harder to accomplish in a hybrid work environment.

**39%** leaders feel that "Commitment" is harder to accomplish in a hybrid work environment.

“Alignment and commitment are more or less related to remote work. But the leader still has to go back to the first question about direction. Once the direction is clear, then you can consider which work model can enhance the team alignment and commitment. No matter if it is remote or non-remote.”

## Anchored Imagineer

# CURATE AN INTERDEPENDENT CULTURE OF TRANSPARENCY, ACCOUNTABILITY, & COLLABORATION

Leaders must do their bit in curating an interdependent culture steeped in transparency, accountability, collaboration, outcome orientation, and psychological safety. In the hybrid world, a Work 3.0-friendly culture that spreads far and wide within the organization, not only helps newcomers embrace what the organization stands for, but also signals the organization’s distinctiveness to potential new recruits. Besides, it ensures

that the bond between employees and the organization remains strong.

An “anchored imagineer” must ground himself or herself in this culture of the organization; and all decisions he/she makes should be from that position. Leaders must encourage teams to imagine what the future of the organization will be and can be, but always within the context of the interdependent organization culture.

### KEY ELEMENTS OF ORGANIZATION CULTURE

% Respondents Who Selected the Culture Element as One of Top 3



N=2170

Question: What are the key elements of organization CULTURE for creating the ‘right’ environment for leaders to thrive in a hybrid team?

### TOP 5 ATTRIBUTES BY COMPANY OWNERSHIP

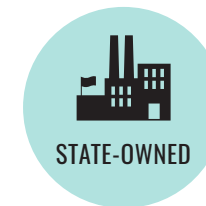
Per Respondent’s Selection



- I. Openness/Transparency
- II. Accountability
- III. Collaboration
- IV. Outcome Orientation
- V. Psychological Safety



- I. Openness/Transparency
- II. Accountability
- III. Collaboration
- IV. Outcome Orientation
- V. Psychological Safety



- I. Collaboration
- II. Outcome Orientation
- III. Openness/Transparency
- IV. Accountability
- V. Caring

“Whilst originally focused on ensuring productivity, managers/leaders are also now looking at building cohesive culture and how to drive ideation, as innovation is key to our business.”



# Anchored Imagineer DRIVE FUTURE-READY DIRECTION, ALIGNMENT, & COMMITMENT OUTCOMES

From the vantage point of being deeply anchored in the Work 3.0 culture, an “anchored imagineer” must make leadership happen through three critical outcomes — direction, alignment, and commitment (DAC) — which are under pressure in uncertain times like these. This is true especially in privately-owned companies and with a comparatively older set of employees.

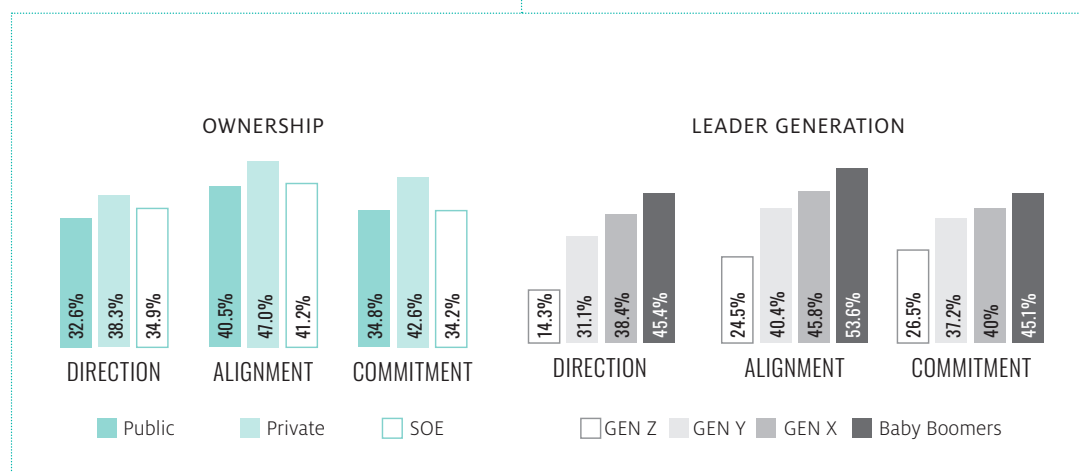
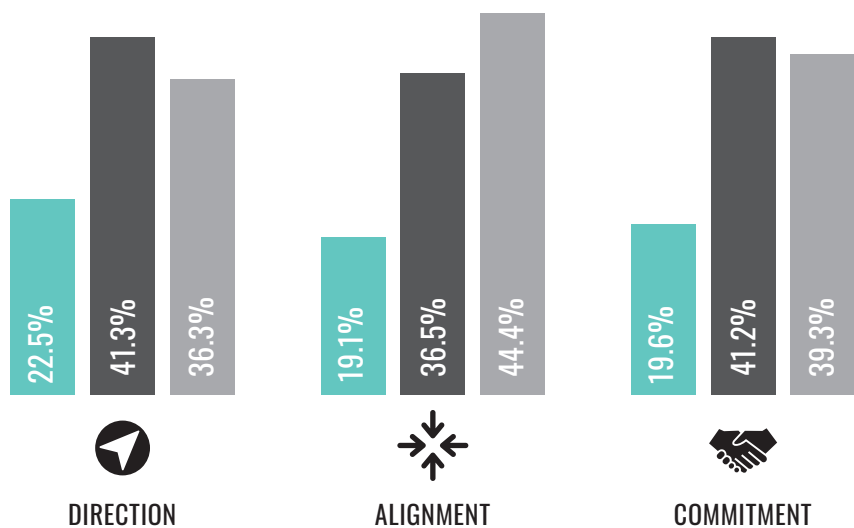
In order to make it possible for individuals, whether in the office or working remotely, to work together willingly and effectively to realize organizational achievements, an “anchored imagineer” must help curate direction through shared exploration rather than compliance, make alignment happen through mutual adjustment rather than through an “iron fist,” and drive commitment around developing a community rather than by commanding loyalty.

The success of an “anchored imagineer” is in helping teams imagine the future, and “engineering” the DAC to make the future possible. DAC is ever-evolving, similar to the hybrid model. An “anchored imagineer” therefore must maintain perspective by embracing change and seeing challenges as learning opportunities.

## DIRECTION, ALIGNMENT, COMMITMENT SETTING IN A HYBRID WORK ENVIRONMENT

% Respondents Who Selected the Option

■ Easier to Accomplish   ■ Same as Before   ■ Harder to Accomplish



N=2170

Question: What according to you is the impact of hybrid work environment on setting the Direction, Alignment, Commitment in an organization?



## Anchored Imagineer

# LEADER ACTIONS



### SITUATIONAL CHALLENGES

- ✘ “There can be emergence of conflict and confusion among remote and onsite teams on key priorities and agendas.”
- ✘ “In some instances, we had leaders ‘dragging their feet,’ and there was a general feeling of ‘helplessness’ in teams.”
- ✘ “Managers were reporting missed deadlines when onsite and remote teams collaborated. Sometimes even work completed missed the main ask.”
- ✘ “Various teams, both onsite and remote, started ‘competing’ with each other rather than collaborating.”
- ✘ “Employees, in their informal discussions, were reporting that their leaders’ stated intent was different from their action; leaders were not walking the talk.”
- ✘ “Lack of empathy for remote teams/individuals.”
- ✘ “Fault lines started to emerge between teams that worked together in-person and those that worked remotely.”
- ✘ “We realized that, in some cases, remote teams were left out of seemingly small decisions made by onsite teams.”
- ✘ “We had a class system at work; a ‘dominant group’ of employees who felt central to the organization, and an ‘underclass’ of those who felt disconnected.”



### KEY PRACTICES ADOPTED

**ENGINEER OPPORTUNITIES TO TALK ABOUT PURPOSE AND DIRECTION**  
*“One thing that worked was talking about the spirit of the organization in office-wide forums, all-company emails, webinars, team meetings, even informal chats.”*

**CURATE VIRTUAL & ONSITE SOCIAL EVENTS**  
*“Social events give us the opportunity to have co-workers build camaraderie; while we do in-person events, we have also tried hosting fun virtual events. Breakout rooms is a great way to do that.”*

**NURTURE AN OPEN WORK ENVIRONMENT**  
*“I deploy technology to drive openness; we manage workflows digitally so that all teams – virtual and onsite – can view project progress and roadblocks.”*

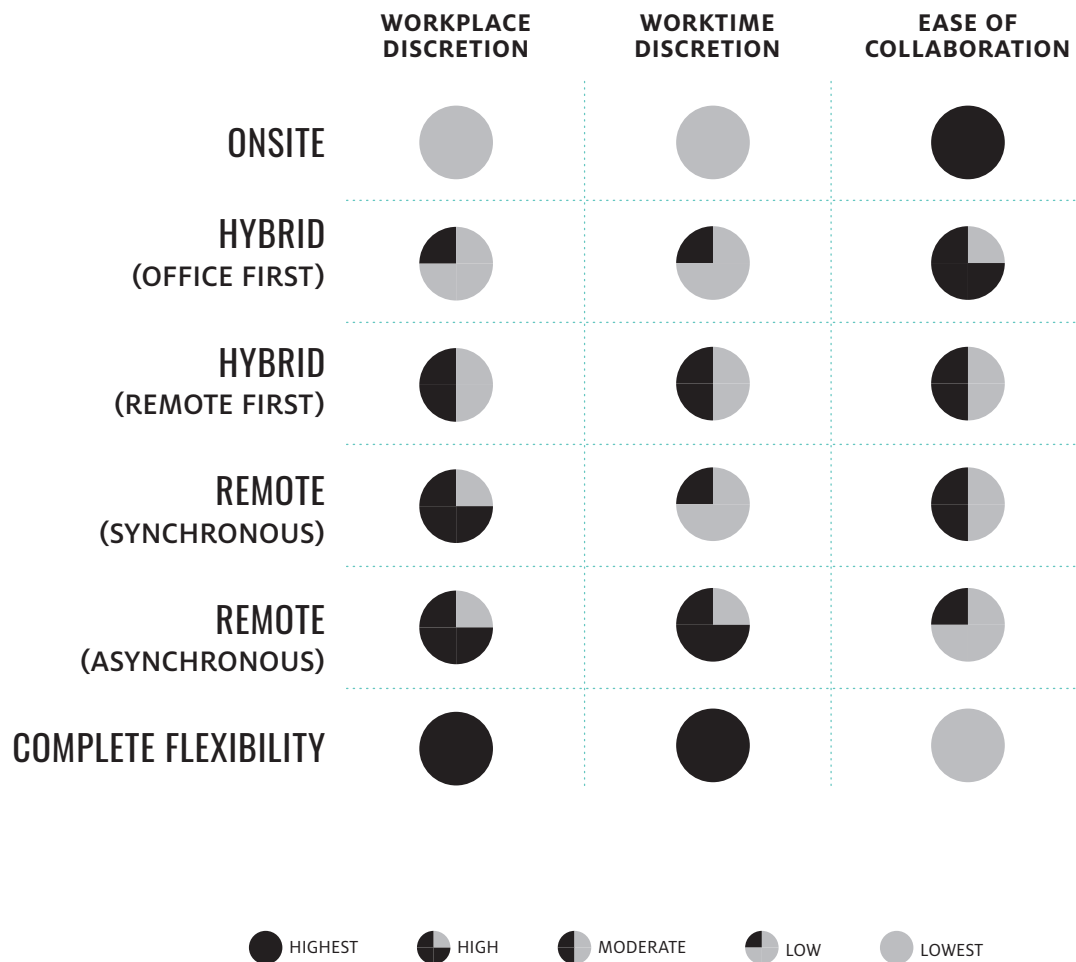
**DRIVE EMPLOYEE COMMUNICATION NETWORKS**  
*“Interactive platforms are a huge asset. We allow employees to share and comment on company news and updates, and even have a shared drive with all resources my team needs.”*

**CELEBRATE DIVERSITY**  
*“We must make employees feel like our organization enables them to express their identity.”*

**CURATE MENTOR-MENTEE RELATIONSHIPS**  
*“To ensure remote teams continue to have strong bonds with the organization, we have started a mentorship program, where either the mentor or the mentee works onsite.”*

CAT HERDER

# ENCOURAGE WORK FLEXIBILITY WHILE DRIVING COLLABORATION



## ROLE OF A CAT HERDER

- ✓ Champion flexibility to enable employees to have maximum possible discretion around workplace and work time in a hybrid environment.
- ✓ Bring people, who are used to working in isolation, together to drive innovation and build team relationships.
- ✓ Set ground rules for making collaboration happen within the constraints of time and place.

**79%** Pre-pandemic expectation from the workforce to spend more than three-quarters of the time onsite/in the office.

**34%** Post-pandemic expectation from the workforce to spend more than three-quarters of the time onsite/in the office.

**44%** leaders report "hybrid-office first" (most employees work onsite, but some may work remotely sometimes) is emerging as the preferred mode of working in the future.

**18%** leaders highlight that "complete flexibility" (employees having complete flexibility around time and place) is the emerging future work model.

“Business leaders should curate and create opportunities of bringing people together.”

# Cat Herder

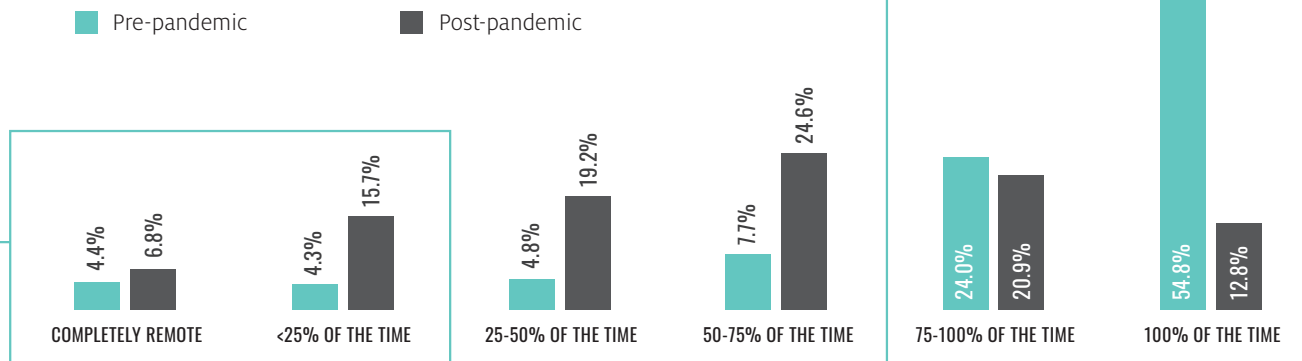
## ENABLE ORGANIZATIONS TO EMBRACE FLEXIBILITY

Post-pandemic, the majority of organizations are gravitating towards more flexibility. While some leaders are tentative about extending flexibility around time and place of work across the board, they are also unlikely to act otherwise since flexibility is a popular ask across employee pools.

A “cat herder” must enable teams to embrace flexibility or come up with their own design of Work 3.0. They must equip them along the way so that teams are efficient and productive irrespective of where and how they choose to work.

### TIME SPENT IN OFFICE: PRE- AND POST-PANDEMIC EXPECTATIONS

% of Time

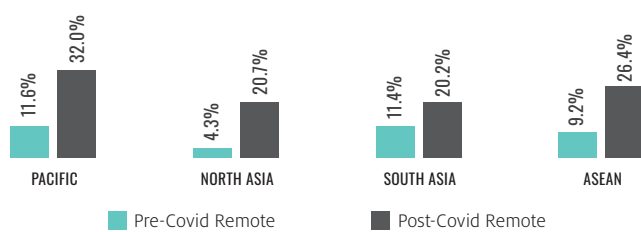


N=2170

Question: What are the pre-Covid and post-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?

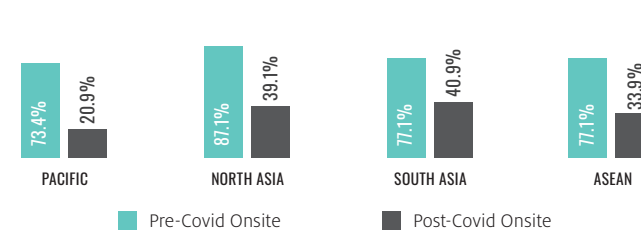
#### CHANGE IN REMOTE EXPECTATION BY REGION

<25% Remote



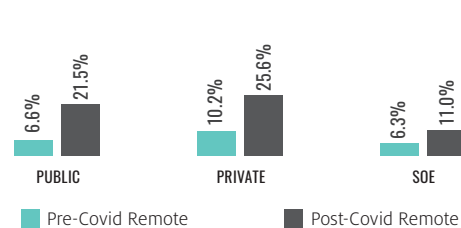
#### CHANGE IN ONSITE EXPECTATION BY REGION

>75% Onsite



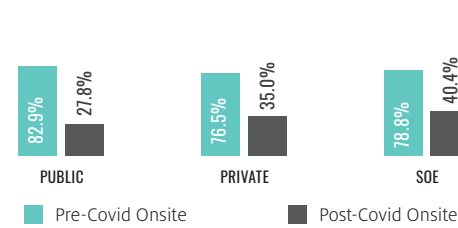
#### CHANGE IN REMOTE EXPECTATION BY OWNERSHIP

<25% Remote



#### CHANGE IN ONSITE EXPECTATION BY OWNERSHIP

>75% Onsite



“We probably had an unintentional stigma about people not being in the office. We have now realized that our ability to collaborate can be done just as well, albeit differently, in a hybrid world. Collaboration has always been critical for us, and now we have figured out new ways of doing things.”

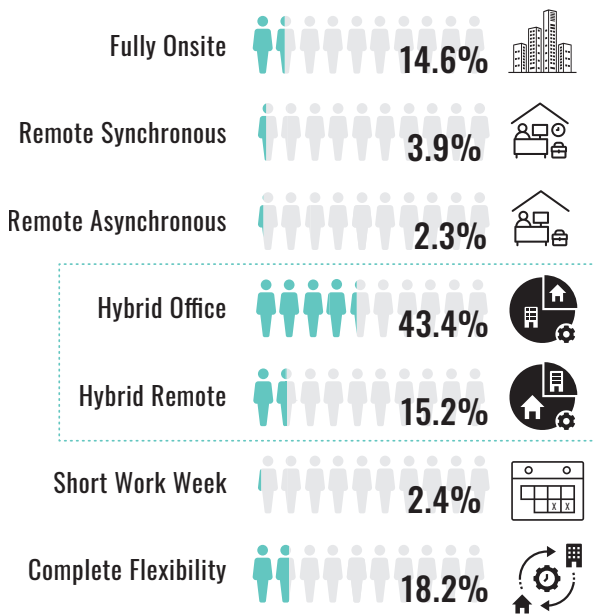
## Cat Herder

# ADOPT A MODEL THAT DRIVES COLLABORATION

While a “cat herder” champions flexibility, he/she must also build collaboration processes and work schedules, and enable people through tools and/or guidelines. Most organizations are expected to move towards embracing some version of a hybrid model over the long term, thereby navigating the flexibility versus collaboration paradox. A “cat herder” will play a key role in making this happen.

### FUTURE WORK MODEL ADOPTION

% Respondents Who Selected the Long-term Preference Option

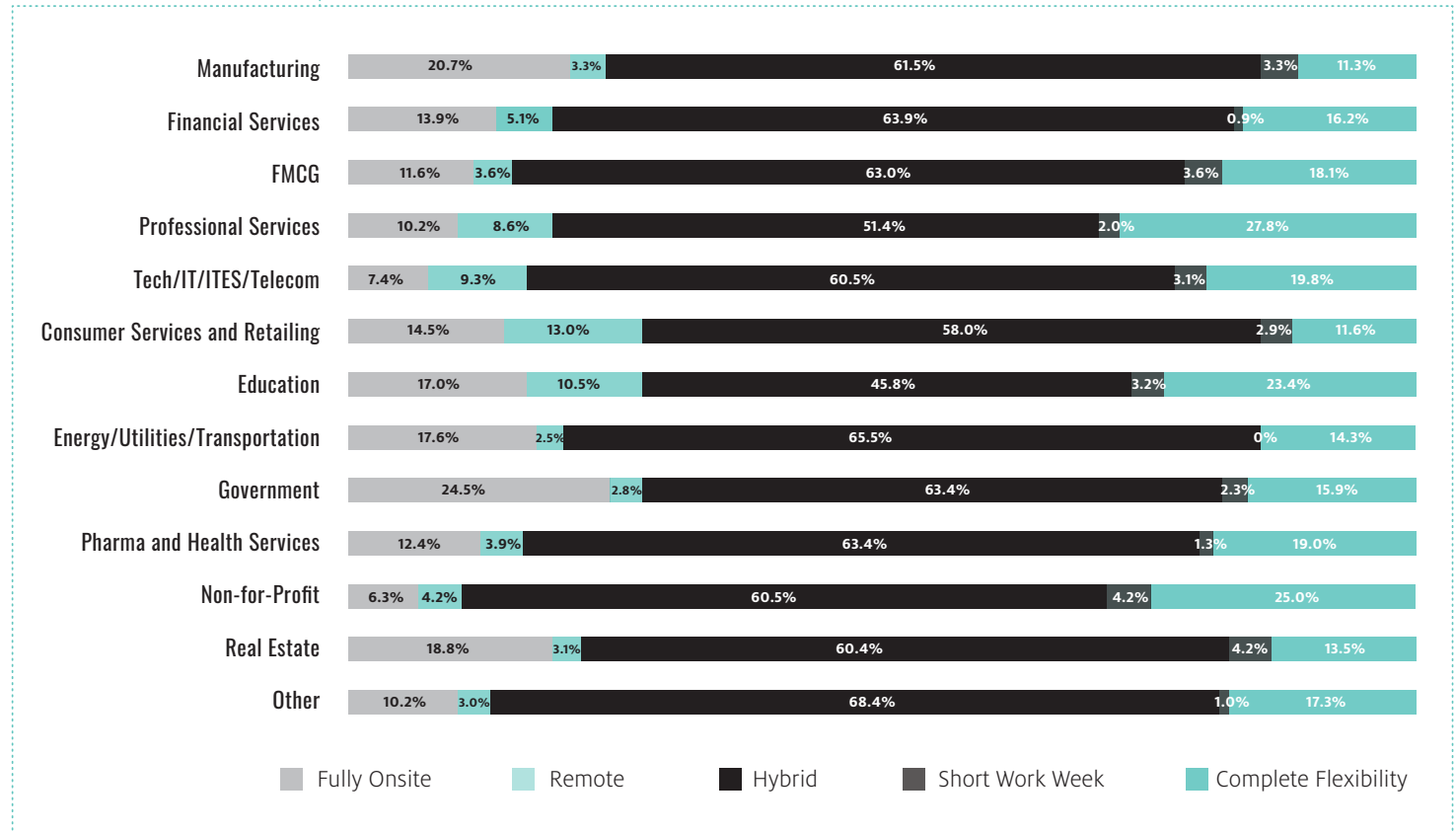


N=2170

Question: In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?

### WORK MODEL ADOPTED BY INDUSTRY

% Respondents Who Selected the Option, Across Industries



“The generation that is going to be part of the workforce requires flexibility. This flexibility may go up to a situation where they will work for multiple organizations at a given point of time. So, obviously, I do see the hybrid and the flex model continuing in the near future as well.”

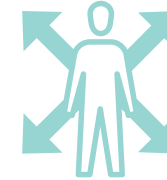
Cat Herder

## LEADER ACTIONS



### SITUATIONAL CHALLENGES

- ✘ “Leaders either lean towards complete flexibility or swing all the way to complete control; we are still trying to get the mindset of balanced flexibility.”
- ✘ “I am aware that some people on my tech team are ‘moon-lighting,’ and as a leader I don’t like that since it means they are not at their optimal the next day. I am also worried about security risk and compromise of data privacy.”
- ✘ “Over a two-year period, we have moved from 100% in-the-office to potential 100% virtual; I am not sure if people are ready for so much flexibility, even though we all want it.”
- ✘ “Teams have got so used to virtual work that they ‘frown’ each time their managers want them to come in for work. That is a problem for us.”
- ✘ “Well, sometimes I see people walking into the office at odd hours, and that worries me. Not sure we are building the right culture.”
- ✘ “Leaders are adjusting to a hybrid workforce, and I am not sure if they are as comfortable with it as they claim to be!”
- ✘ “We are trying to figure out how to replicate the casual ‘water cooler talk’ or create ‘virtual corridors;’ we sense something is amiss.”
- ✘ “There are employees who joined us working virtually, and I still haven’t seen all of them. Well, that makes me anxious.”
- ✘ “We are constantly trying to balance the flexibility of remote work, with the real-time collaboration that in-person work offers.”
- ✘ “I guess the challenge of this [hybrid] model is you want to trust, but there's also a minority who will abuse the system. You always have a few people who think they're smarter than all the others; we just need to identify and educate them.”
- ✘ “I think my team is facing digital exhaustion at this point!”



### KEY PRACTICES ADOPTED

#### SCHEDULE DAILY WORK EVALUATION

“Control doesn’t mean that you must report every minute; indeed, at least in the beginning of the day and at the end of the day, you have an evaluation session regarding the day’s work. Having this concept enables leaders to have full appropriate control over their team.”

#### STRUCTURE INTERMITTENT COLLABORATION

“Perhaps managers should create a collaborative app, for instance, or conduct a meeting once a week to discuss the progress of their team’s work. Back then, we didn’t have to hold a meeting to get a progress report, managers just simply came to one’s desk and asked about the progress.”

#### ENFORCE "OFFICE HOURS"

“We have had considerable success with scheduling 2 hours every day when everyone needs to be online, and my team is expected to come into the office every Thursday.”

#### EMPOWER INDIVIDUAL TEAMS TO TAKE DECISIONS REGARDING FLEXIBILITY

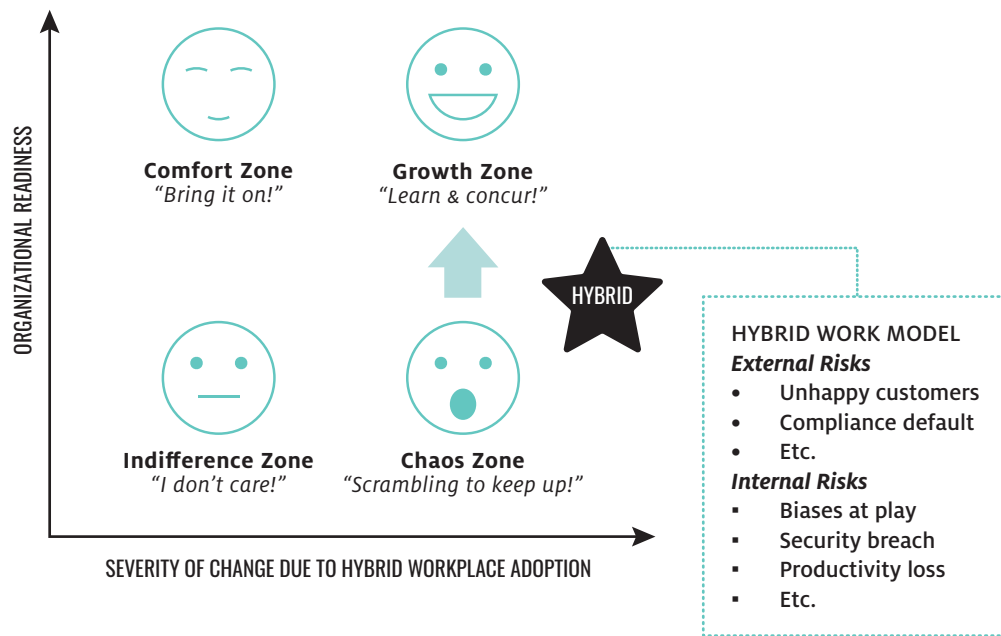
“After some experimentation, we have come to realize that it is important to understand that these rules [of hybrid model/flexibility] don’t universally apply. Each business and role is different, and some are more affected by remote work than others.”

#### EDUCATE TEAMS ON COLLABORATION TOOLS

“I realized the hard way that my team needed group call technology and realtime collaboration on document-editing tools. There are also some hygiene elements that we have had to educate people on, like switching on their cameras while on calls.”

RISK-AVERSE GAMBLER

FORGE AHEAD WITH THE HYBRID MODEL WHILE PROCESSES EVOLVE



ROLE OF A RISK-AVERSE GAMBLER

- ✓ Embrace the hybrid work model despite lack of clarity around processes, policies, optimal systems for the "new" workplace.
- ✓ Endure uncertainty, innovate passionately, and mitigate risks to steer towards an agile, learning environment, thereby making the most of the hybrid workplace opportunity.
- ✓ Champion and create processes and policies wherever there is too much ambiguity.

**21%** leaders claim that their organizations are "completely prepared" to support the long-term hybrid work environment.

**56%** organizations lack or are still curating a vision and associated processes with respect to the hybrid work model.

**16%** leaders claim that their organizations have "completely reimagined processes" for talent management as they have transitioned to a hybrid work model.

“Work-anywhere policies have been chaotic at best! Since people work at different times in different places with different time zones, the systems that were once relied upon to aid productivity don’t work anymore.”



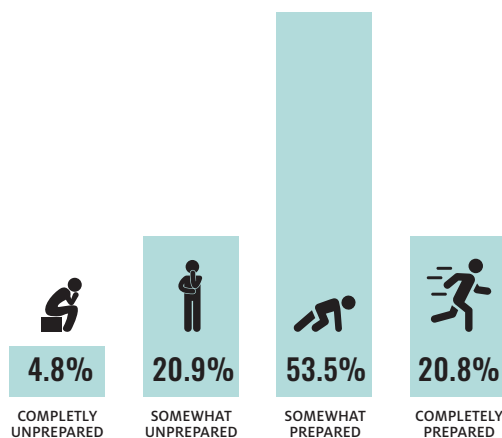
## Risk-Averse Gambler ENSURE A LEVEL OF PREPAREDNESS & ABILITY TO MITIGATE RISKS

A “risk-averse gambler” must do some digging around to identify potential process gaps and risks. The hybrid policy is a good place to start. Questions leaders must ask include: Will the processes that worked in the office environment still work remotely? What effect would a process failure have on the organization? What are the new risks the organization is exposed to? Further, some activities rely on interactive business relationships, and remote work could put such business relationships at risk. Also, a slew of processes rely on hard copy documentation and physical signatures. How will

remote working impact such processes? Some processes rely heavily on third parties. How will such parties continue to deliver services? As leaders wear a cautious risk-averse “hat” they must continue to run!

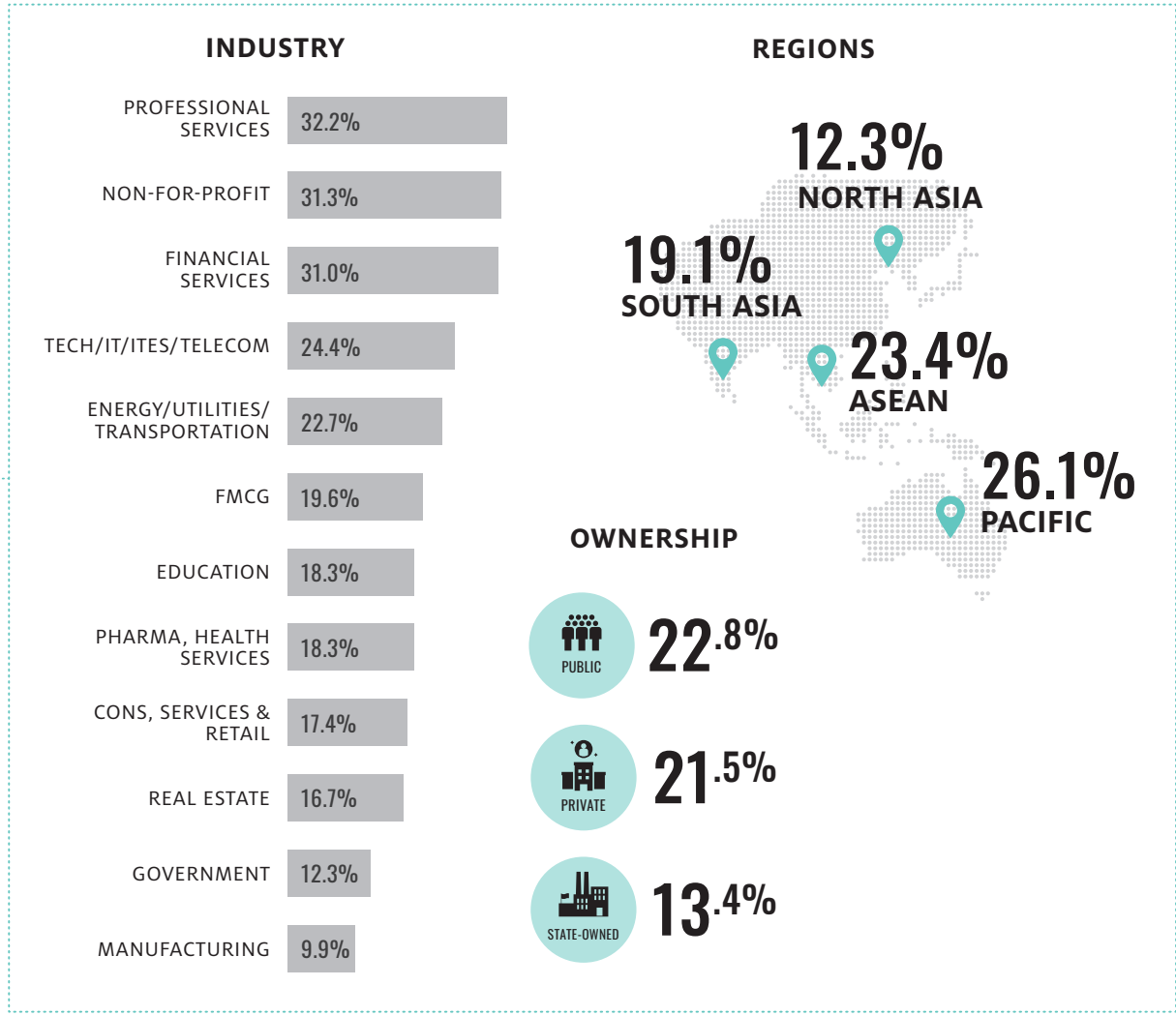
Currently only about one-in-five organizations are confident of their preparedness. Public enterprises, organizations in the Pacific and ASEAN regions, and industries such as professional services and financial services seem to be most prepared (as the graphic suggests).

### ORGANIZATION PREPAREDNESS % Respondents Who Selected the Option



N=2170

Question: How prepared do you believe your organization is to support long-term hybrid work environment?



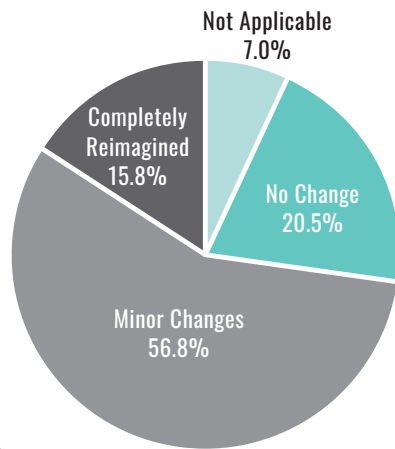
# Risk-Averse Gambler

## KEEP RUNNING EVEN AS PROCESSES LAG BEHIND

A lot of organizations that see the hybrid model as an increment of onsite or remote working, are not convinced yet if they should modify processes. Even organizations that appreciate that Work 3.0 will need some internal “rewiring,” are scrambling to evaluate the impact on talent management and related policies, processes, and systems.

While the processes and systems evolve, “risk-averse gamblers” must continue to nudge their teams to march ahead, even playing a key role in shaping Work 3.0 policies.

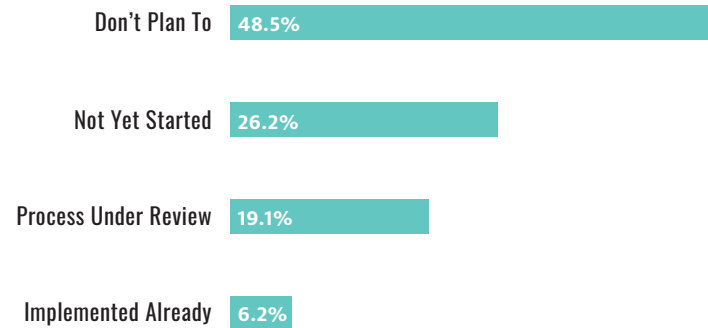
**TALENT PROCESS CHANGE**  
% Organizations at Different Change Levels



N=2170

Question: Have talent processes (such as hiring, onboarding, development, engagement, performance management, etc.) undergone a shift in the hybrid working model?

**HYBRID EMPLOYEE EVALUATION PROCESS ADOPTION**  
% Organizations at Different Levels of Adoption



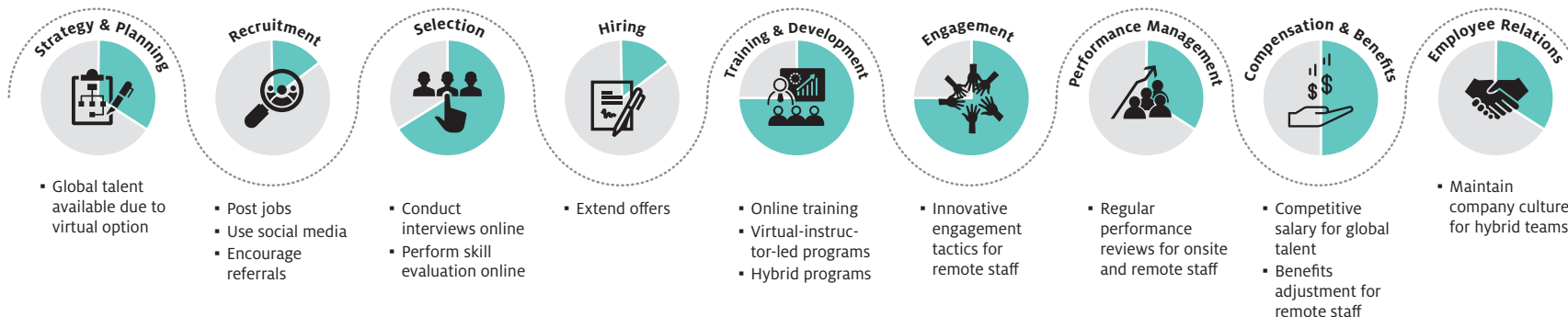
N=2170

Question: Has your company implemented a revised process for evaluating hybrid/remote workers versus in-office workers for promotions and succession planning?

“When we were working in the office, it was easy to communicate with each other through small conversations. But working from home is separate, so the way we manage performance needs to be completely changed. Furthermore, the evaluation criteria, which should be based on quality of output rather than working hours, needs to be changed.”

### EVOLUTION OF TALENT MANAGEMENT PROCESSES IN THE HYBRID WORLD

(Illustrative)



The completeness of the colored circle indicates the amount of potential change.

# Risk-Averse Gambler

## LEADER ACTIONS



### SITUATIONAL CHALLENGES

- ✘ “How do we acclimate new employees to a company and its culture when they are working remotely, or teams are together in-person less often?”
- ✘ “Managers are asking questions about how to manage remote teams, while we have already given up 5,000 sq.ft. space that we had earlier; we have no choice but to make hybrid work.”
- ✘ “As the economy jumps back, business is asking for faster talent development, and we are still implementing hybrid development models in the organization.”
- ✘ “Business leaders are excited about accessing best talent globally as remote is an option, while we are still trying to figure out hiring, compensation and benefits strategies for global talent, especially if employees are based in different countries and jurisdictions.”
- ✘ “I can say we are ready for the hybrid world, but the work models are evolving so quickly, processes will always play catch-up.”
- ✘ “The big risk we have is around data security; with remote staff, technology is a huge advantage and a risk too.”
- ✘ “We are trying to set up processes around who can access what data and how; with people working off-site, this task is even harder.”
- ✘ “There is so much pressure from employees to pursue flexible working. While our leadership team is excited about it, very few leaders are asking questions about ‘how’ to optimally make it happen from a work process standpoint.”
- ✘ “Business processes have evolved too quickly in the past 2 years; risk mitigation strategies continue to evolve.”



### KEY PRACTICES ADOPTED

#### STRENGTHEN THIRD-PARTY RISK MITIGATION

“Businesses need to strengthen their third-party risk management strategy; we conduct a more thorough evaluation now on existing and prospective third-party service providers before extending or entering into partnerships with them.”

#### FOCUS ON CYBERSECURITY RISKS

“Business and HR deploys ‘hard’ and ‘soft’ measures to beef up cybersecurity using technology and process controls and getting employees to take ownership of their responsibility in safeguarding the company’s systems and data.”

#### EMBRACE DYNAMIC EVALUATION PROCESS

“Our company introduced a regular evaluation system around the same time as hybrid work was introduced. Rather than setting goals at the beginning of the year and evaluating at the end of the year, we have established a system to receive feedback as often as possible depending on the team member’s work/project point. I think it is a change that reflects the characteristics of hybrid work, which is output-oriented.”

#### SET PRODUCTIVITY PROCESSES IN PLACE

“There have been changes in employment rules and regulations. As we were working from home, our company provided a guideline for how to report on time, working standard, and method of reporting. This guide was provided because my manager couldn’t see the current status of my work by looking at my face in the office.”

#### CONSTANTLY EVALUATE RISK SCENARIOS

“We are building the hybrid ‘ship’ as it sails; we are not aware of what could go wrong. We often spend a lot of time in our leadership team meetings discussing ‘what if’ scenarios.”

WELLNESS HUNTER

# CHAMPION WORK FLEXIBILITY WHILE HELPING EMPLOYEES TO "BURN BRIGHT"

**PHYSICAL WELLBEING**

*Biological, Physical Needs, Safety*

- ✓ Freedom, opportunities, and resources needed to maintain physical health
- ✓ Includes fitness, comfort, nourishment, and environmental wellbeing

**MENTAL WELLBEING**

*Emotional, Esteem, Cognitive Needs*

- ✓ Psychological ability to deal with emotions, desires, and stresses in a balanced way
- ✓ Critical for day-to-day functioning



**FINANCIAL WELLBEING**

*Financial, Economic Comfort*

- ✓ Ability to handle financial situations and related behaviors
- ✓ Living productively without financial stress and associated anxiety

**SOCIAL WELLBEING**

*Belongingness & Love*

- ✓ Genuine, authentic, and mutually affirming interactions
- ✓ Personal and professional relationships
- ✓ Community engagement

**ROLE OF A WELLNESS HUNTER**

- ✓ Champion employee work flexibility while passionately pursuing the wellness agenda, "hunting" for opportunities to overcome wellness challenges due to social isolation.
- ✓ Innovating ways for employees to achieve resilience at work, managing their energy to perform at their best, so they "burn bright" instead of burning out.

“We are social animals, right! We need to speak with people to let our steam out, and people were facing a lot of stress because of COVID situation. So, we established an employee wellness program, which basically focused on four elements of wellness – mental, physical, social, and financial wellness.”

**56%**

leaders claim that they are doing more of "working alone" as they align with the hybrid work model.

**46%**

leaders report a negative impact on social wellbeing due to isolated workstyle.

**21%**

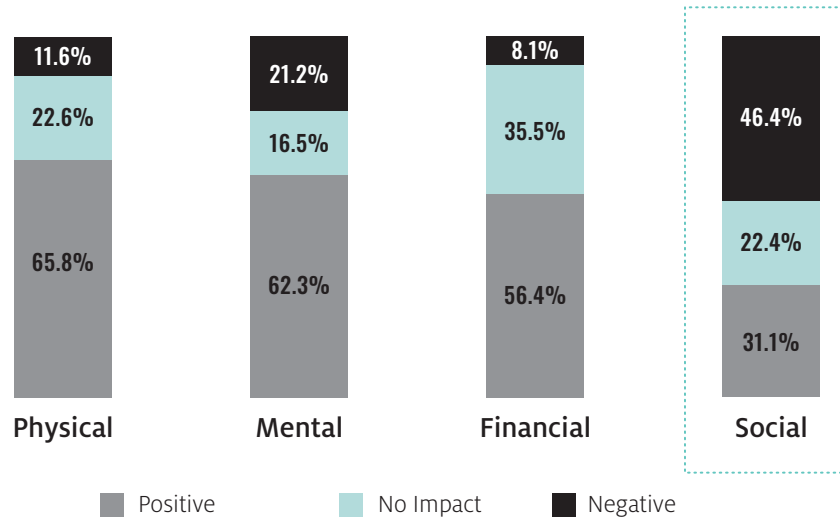
leaders claim that the hybrid work model has caused a negative impact on their mental wellbeing.

## Wellness Hunter FOCUS ON SOCIAL WELLBEING

As more people work remotely, often in isolation, social wellbeing is most at risk. Lack of feeling heard, or being recognized for their contributions, or having a sense of belonging, can often be detrimental to an organization's success. The impact is the hardest for the older generation of employees.

A "wellness hunter" must empathize with what remote workers go through, and engineer ways to promote social wellbeing.

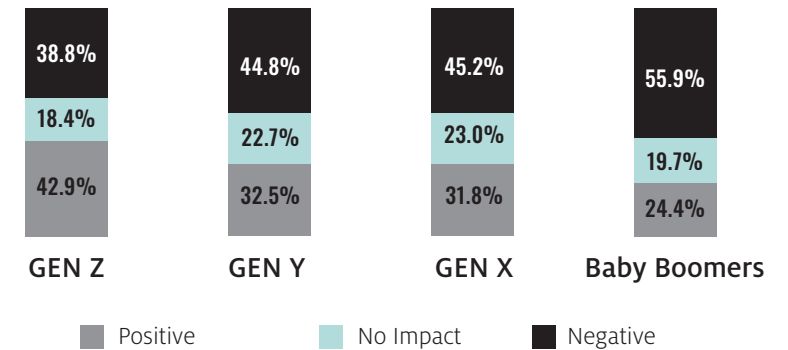
### IMPACT OF HYBRID ENVIRONMENT ON LEADER WELLBEING *% Respondents Who Selected Nature of Impact*



N=2170

Question: What is the impact of hybrid work environment on physical, mental, social, and financial aspects of employee wellbeing?

### IMPACT OF SOCIAL WELLBEING BY GENERATION *% Respondents Who Selected Nature of Impact*



“Remote employees working in isolation may struggle with loneliness. Eventually, these feelings impact the efficiency of your business due to people not being in their top emotional state.”

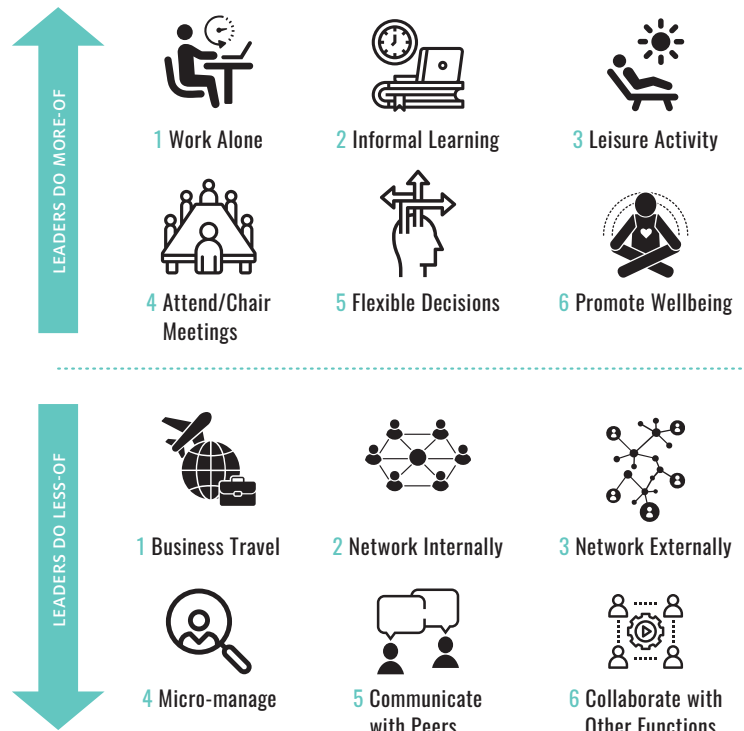
# Wellness Hunter

## ENABLE LEADERS TO BURN BRIGHT

While more people work alone in a hybrid world, it also allows them more time for leisure and wellbeing activities. While they do/chair more meetings, business travel has considerably reduced.

A “wellness hunter” must subtly encourage leaders to get the right balance of work and non-work/leisure activities to help them always feel energized, as against feeling drained-out or burnt.

### LEADER ACTIVITY IN THE HYBRID WORLD



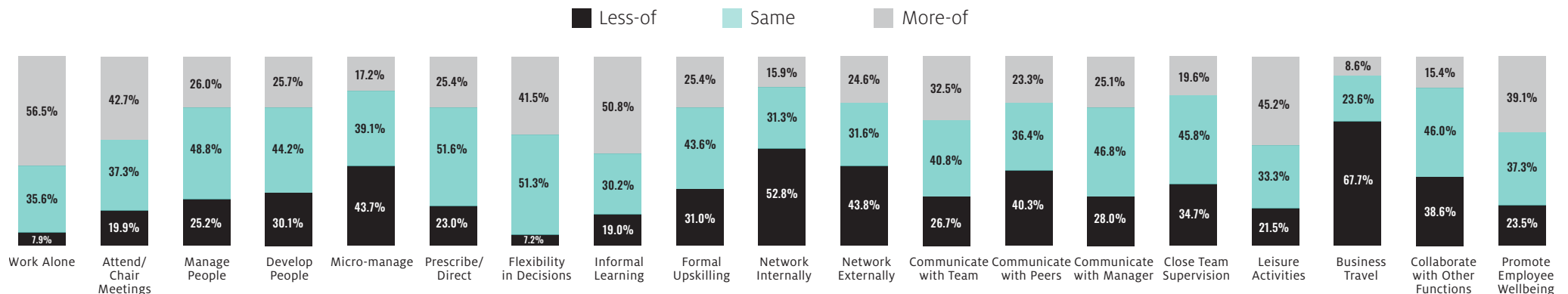
“Before the pandemic, conducting three meetings in a day was something great. Now, we are able to have five to six meetings in one day; hence the improved productivity. Although, sometimes it feels ridiculous to have two meetings at the same time, and we end up not attending both meetings.”

### WHAT ACTIVITIES ARE LEADERS ENGAGING IN?

% Respondents Engaging More/Less/Same-Level in Activities

N=2170

Question: What are you doing 'less-of', 'same-as-before' or 'more-of' in a hybrid work environment?





## Wellness Hunter LEADER ACTIONS



### SITUATIONAL CHALLENGES

- ✘ “During remote working, we had so many back-to-back meetings. The break duration between those meetings was perhaps only 2 to 5 minutes. You can imagine how intense the schedule was. In addition, since the employees did not commute, the meeting could last longer, compared to when we did such meetings offline.”
- ✘ “Social distancing and remote working have so many employees struggling with loneliness and isolation. These feelings impact the efficiency of business due to poor quality of work.”
- ✘ “The hybrid model may create a dominant class of those who feel engaged with the office, and those who prefer to work remotely, and this may negatively impact the inclusion agenda.”
- ✘ “A lot of my colleagues struggle to deal with the FOMO versus FOTO polarity – ‘Fear Of Missing Out’ and ‘Fear Of The Office.’ This causes stress and anxiety in employees.”
- ✘ “I know a colleague who recently had an emotional outburst at work, and it was root caused to her working in isolation for long periods.”
- ✘ “Experience tells me that managers often share more of developmental feedback with their remote teams, and less of encouragement; this does take a toll on the happiness levels of employees.”
- ✘ “In our organization, I know that there are fewer people leaving home, and even fewer engaging in much physical activity. I am concerned about the long-term impact on the physical wellbeing of our remote employees.”



### KEY PRACTICES ADOPTED

#### ORGANIZE TEAM BONDING ACTIVITIES

“During remote working, I tackled the issue of social isolation by organizing frequent interaction with my team members and setting up team bonding virtual meetings at least once in two weeks. We also tried hosting a picnic once a month to bring the entire team – onsite and remote – together.”

#### INSTITUTE "HAPPINESS OFFICERS"

“We are currently discussing assigning a specific person or team to become the ‘Chief of Happiness,’ although this hasn’t been formally done yet. The person or the team will be responsible for thinking about employees not only in terms of business as usual such as recruitment or talent management, but also in terms of their talent and passion. They will also be responsible for driving engagement among employees.”

#### PURSUE EMPLOYEE ASSISTANCE PROGRAMS

“We have started an employee assistance program which provides assessment, short-term counseling, referral, consultation, and coaching services to employees; it is available 24x365.”

#### DRIVE A "MENTAL HEALTH CHAMPION" INITIATIVE

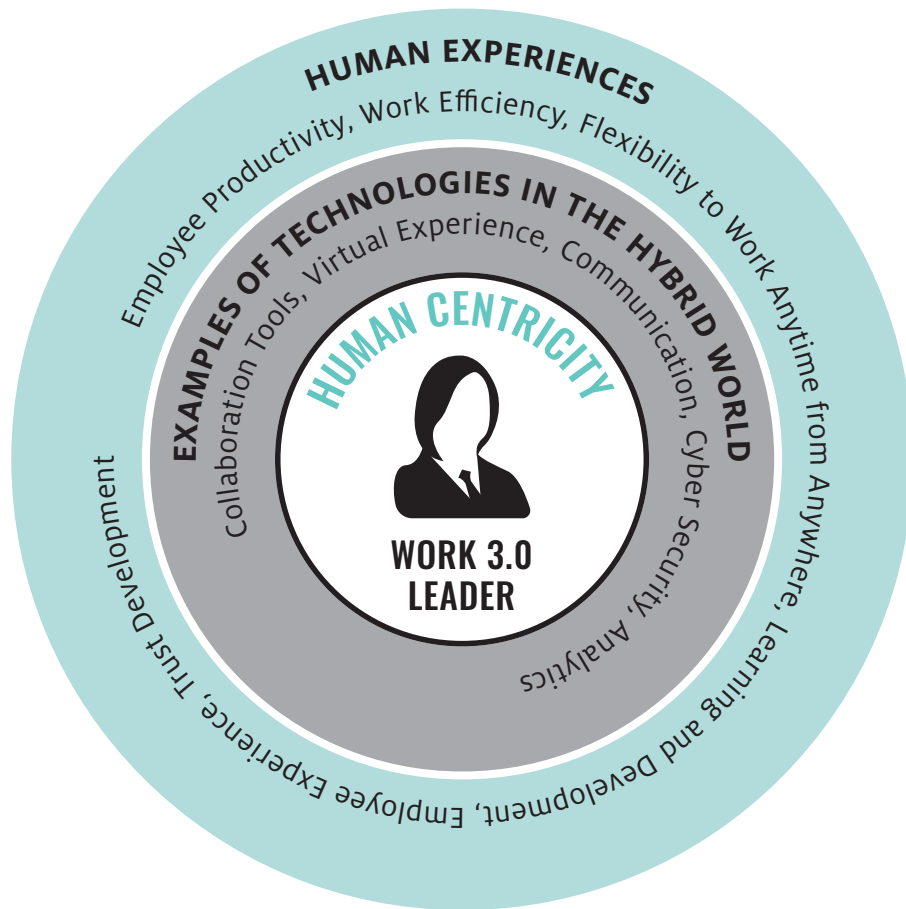
“Each team has a mental health champion tasked with creating a positive mental health environment at work; the champion does not intend to replace or duplicate the role of HR; instead they partner with HR to get maximum reach for their initiatives.”

#### RUN A BURN-BRIGHT CAMPAIGN

“We organize a ‘burn-bright’ week every quarter when we talk about wellness initiatives, organize workshops during lunch hours, arrange social activities for onsite and virtual staff, and celebrate mental, physical, and emotional wellbeing.”

TECH-SAVVY HUMANIST

# EMBRACE TECHNOLOGY WHILE REMAINING HUMAN-CENTRIC



### ROLE OF A TECH-SAVVY HUMANIST

- ✓ Ensure people are at the center of any technology and tools adoption and implementation initiative.
- ✓ Use emotional intelligence to understand and empathize with employee behavior, needs, aspirations in the hybrid world, and select technologies that enable their fulfillment.
- ✓ Constantly scan and anticipate the future of the hybrid workplace, and draw a balance between using data, technology, and tools to set people up for success while mitigating potential dangers to privacy, quality of life, and social relations.

**53%** leaders warn that "Lack of Belonging or Human Connection" is the biggest barrier to adopting a hybrid work model in the long term.

**70%** leaders rate "People & Culture" factors as the number-one success driver of the hybrid work model.

**15%** leaders rate "Technology and Tools" as the number-one success driver of the hybrid work model.

“Technology is a means to an end. An inefficient process or toxic people culture ‘wrapped’ in A-grade technology will almost never ever succeed.”

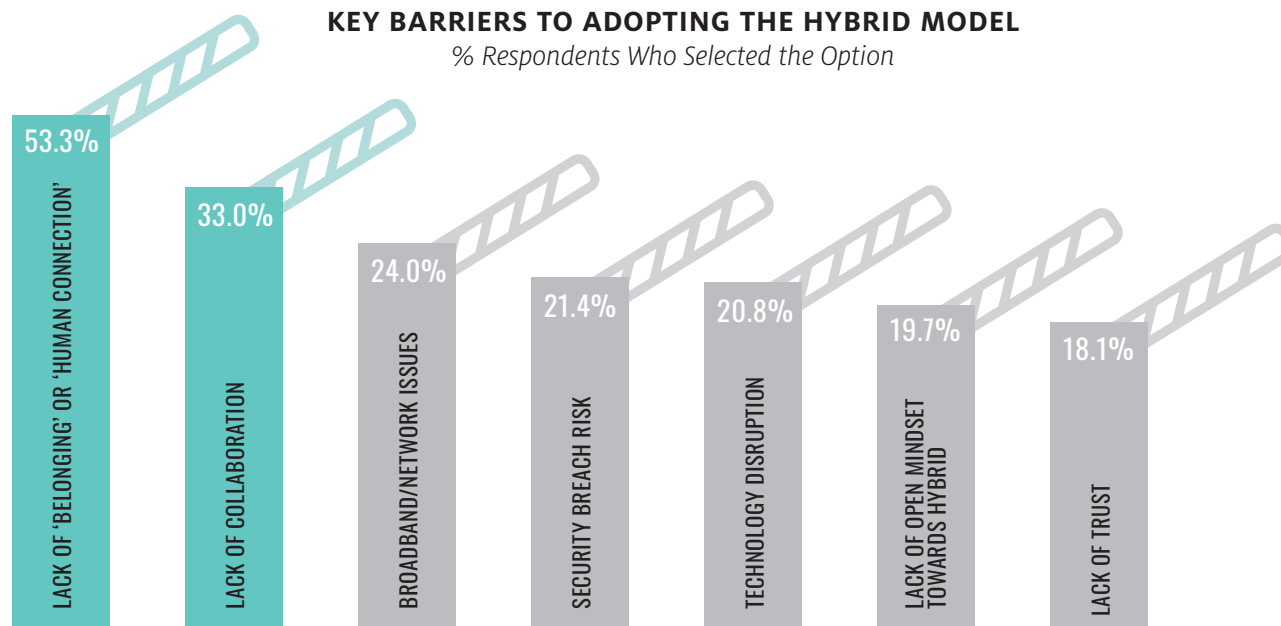
Tech-Savvy Humanist

# APPRECIATE & OVERCOME THE BIGGEST BARRIER TO ADOPTING HYBRID

Human touch, even in a virtual workspace, is critical. Lack of belonging and collaboration are the key barriers that may stall adoption of Work 3.0.

A “tech-savvy humanist” must appreciate that while it is the backbone of making hybrid work, technology that undermines human centricity is a losing

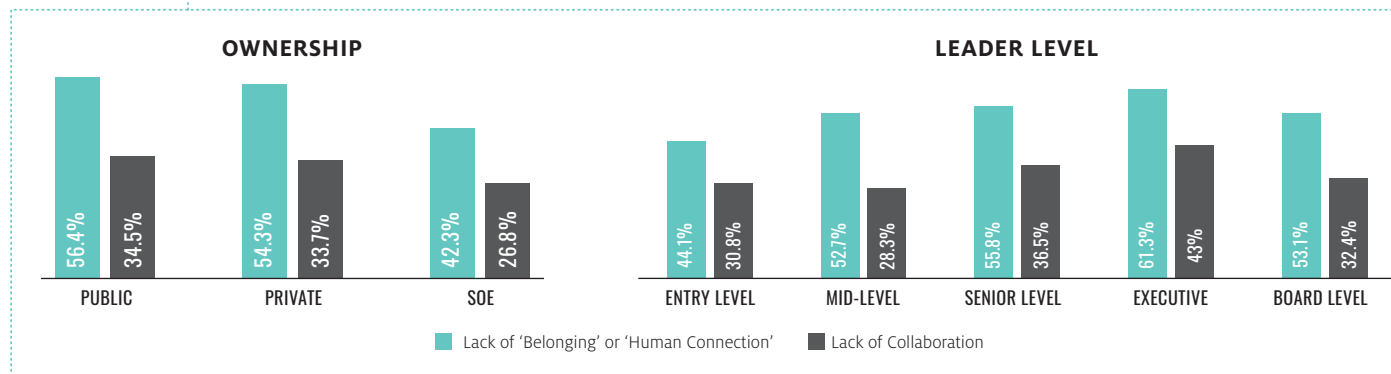
proposition. The emphasis in Work 3.0 is on building a more engaged workforce through simple, easy-to-use, and collaborative HR tech solutions. However, even in the face of change, retaining the human element is vital to ensure that employees are happy, engaged, and truly feel a part of the organization.



“Organizations are at risk of considering the comfort of a few as the driver for using more and more complex technology. In most cases, convenience of operations, systems, integration, and a handful of consumers often labeled as ‘average users’ take precedence over a wider population.”

N=2170

Question: What do you believe the biggest barriers are to adopting a sustainable hybrid working model in your organization?



## Tech-Savvy Humanist

# DRIVE THE PEOPLE & CULTURE AGENDA; TECHNOLOGY IS "HYGIENE"

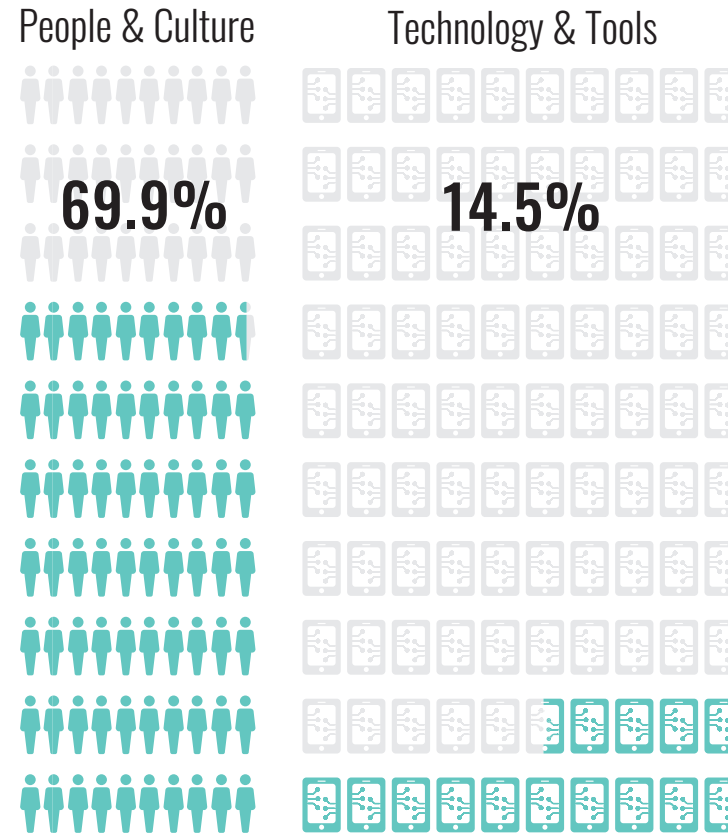
The speed at which technology is changing, thanks to the pandemic disruption, creates the risk of excluding less tech-savvy employees from its usage. For example, people with difficulty using complicated apps, will always feel excluded. The focus should be on making technology inclusive, rather than adopting technology that is useful only for a handful of employees.

A "tech-savvy humanist" must appreciate that technology is an enabler; it is people and the culture of the organization that ultimately drives success in the hybrid world. Leaders must anticipate human challenges before making technology decisions by asking critical human-centered questions before introducing any tech-based product or service to the hybrid workforce.

"We are often working more but getting less done. So, we should ask ourselves if the technology is enhancing our productivity, or are we drowning in it?"

## SUCCESS FACTORS IN THE HYBRID WORK ENVIRONMENT

% Respondents Who Ranked the Factor as "Most Important"



N=1946

Question: Rank the following factors that influence leader success in the hybrid working environment in terms of their importance.

### HUMANISTIC TECHNOLOGY



**SIMPLE**

Technology should focus on reducing the complexity of our daily lives.



**CONVENIENT**

Reduce cognitive overload; should provide personalized, quick, relevant, and easy results.



**INCLUSIVE**

Focus should be on making technology inclusive, rather than making it useful only for a handful of people.



**SAFE**

Technology should not expose users to intended or unintended potential harm.

## Tech-Savvy Humanist

# LEADER ACTIONS



### SITUATIONAL CHALLENGES

- ✘ “The first challenge is about preparing the IT infrastructure. For example, we need to make sure that we have a solid internet connection or good software that allows people who are working at home more than usual (e.g., from 25% to 70% or 100%) to access resources undisputedly.”
- ✘ “Six months into formally working in a hybrid mode, my people are still struggling with technology, apps, tools of collaboration.”
- ✘ “I am not sure we have found a compelling answer to how teams can meaningfully communicate, connect, or collaborate while some team members are in the office and the others are working remotely.”
- ✘ “Going by my informal chats, I can tell you that a segment of remote workers are quite underwhelmed by the tools and apps they have to support their day-to-day functioning.”
- ✘ “In a drive to protect data and privacy, sometimes IT teams compromise user experience; we may want to guard against that by finding a win-win here.”
- ✘ “Collaboration technology is causing virtual meeting burnout; I can see a lot of tired and bored faces on my Zoom calls.”
- ✘ “The technology is evolving so quickly that organizations, especially the more tech-savvy ones, make employee experience an after-thought.”
- ✘ “The younger people think of work-life balance very differently, especially as the co-relation between physical workplaces and work has started diminishing.”
- ✘ “We have a lot of discussion about technology, and we seldom include users in those conversations early enough. That I think leads to problems later when we expect our teams to embrace technology changes.”



### KEY PRACTICES ADOPTED

#### COLLABORATE WITH HR TO GET A SENSE-CHECK ON TECHNOLOGY

“We collaborate with the people function at least once a quarter to find the pulse of the employees. We ask questions around what employees think about tools they use, and what else can be done from a technology standpoint to help them be more productive at home or in the office.”

#### INCLUDE END-USERS IN TECH DECISIONS

“We have a practice to always have multiple representatives from across functions and roles while we are evaluating tech tools or services. That ensures there is no ‘us versus them’ when we introduce technologies internally. It also makes employees more accountable for embracing the tools.”

#### CURATE A TECHNOLOGY VISION

“We have set up what we call a ‘technology vision,’ which is a kind of framework or set of rules for evaluating new technology and implementing it. The leadership team, led by the CEO himself, maintains a close connect between the technology vision, the people culture, and the future strategy of the organization.”

#### 5 Powerful Questions to Ask!

- ✓ Will the tool or technology result in overall good for all employees in my organization, and not just a segment of them?
- ✓ What could be some incidental consequences (benefits or challenges) of the technology under consideration?
- ✓ What is the social, cultural, environmental, and ethical impact of implementing the technology?
- ✓ Will the technology under consideration augment human intellect, support it, disrupt it, or substitute for it?
- ✓ Can, under any circumstances, the technology under consideration be used to “harm” others?


SELF-REFLECTION

# HOW BEST TO PREPARE FOR THE 5 ROLES?

List down the skills and mindsets you need to develop, and actions you need to take to play the five roles articulated in the research.

<b>Roles I Need to Play</b> Identify the Most-Relevant Role(s)	<b>Mindsets</b> I Must Modify to Play the Role	<b>Skills</b> I Must Develop/Polish	<b>Actions</b> I Must Commit To
<b>ANCHORED IMAGINEER</b> Inspire Commitment & Alignment While Grounded in Purpose and Culture			
<b>CAT HERDER</b> Enable Work Flexibility While Driving Collaboration			
<b>RISK-AVERSE GAMBLER</b> Forge Ahead with the Hybrid Model While Processes Evolve			
<b>WELLNESS HUNTER</b> Champion Work Flexibility While Helping Employees to "Burn Bright"			
<b>TECH-SAVVY HUMANIST</b> Embrace Technology While Remaining Human-Centric			





**“Originally it was work-life balance, but now it is life-work balance. They are not the same. As Gen-Z enters the workplace, they feel that work is a part of life, but life precedes work. So, I think the hybrid work model shows much more respect for human beings.”**

# 5

## KEY TAKEAWAYS

WORK 3.0

# REIMAGINING LEADERSHIP IN A HYBRID WORLD

To be successful in Work 3.0, leaders must stay clear of myths about the hybrid work model, and focus on the "right" priorities. They must appreciate that the journey towards success is dependent on how well they navigate

tensions around teamwork and dynamics. And, finally, leaders must not only develop appropriate Work 3.0 mindsets and capabilities for themselves, but also enable their teams to do the same.

## WHAT

### *Leaders Need to Know*

- i. While the hybrid work model is a combination, it is much more than operating onsite + remotely.
- ii. While the hybrid model has several benefits, it may not work for all.
- iii. While leaders may be ready for hybrid, one-in-two organizations do not have the vision for Work 3.0.
- iv. While all employees want flexibility, hybrid model adoption may hurt below-average performers.
- v. While biases do exist, the hybrid model generally helps the DEI agenda.
- vi. While there is a lot of "noise" around technology, people and culture are the key differentiators.

## HOW

### *Leaders Need to Think (about Work 3.0)*

- i. Frame the hybrid work model in 4 elements—Core Agreements or ways to work together; Collective Mindsets or culture you are creating together; Cohesion, which is about relationships; and Connection across internal teams.
- ii. Evaluate "tensions" at play in these elements. These include "dispersed working and collective sense of purpose," "shared beliefs and values and divisive forces in a hybrid environment," "strong team bonds and remote team operations," and "in-group team bond and out-group network."



## APAC LEADER

## WHO

### *Leaders Need to Be*

- i. Demonstrate 5 mindsets: Accountability, Growth, Boundary Spanning, Trusting, Empowering
- ii. Demonstrate 5 attributes: Communication, Building Trust, Setting Expectations, Learning Agility, Digital Dexterity
- iii. Play 5 roles: Anchored Imagineer, Cat Herder, Wellness Hunter, Risk-Averse Gambler, Tech-Savvy Humanist

“The new work environment is probably much more inspiring than the one we currently have. This is a chance for us to really adapt to a new work environment as a company. The younger generations are really eager in implementing the hybrid model and it will help us to have a better retention rate.”

# Reimagining Leadership in a Hybrid World

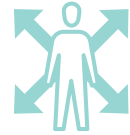
## EXECUTING THE 5 ROLES IN WORK 3.0

There are five roles leaders must play, each solving for tensions around flexibility, relationships, collaboration, trust, technology, wellbeing, processes, and a sense of purpose. How well leaders are able to play these five roles will determine the overall organization success in the hybrid world.



### ANCHORED IMAGINEER

Inspire Commitment & Alignment While Grounded in Purpose and Culture



### CAT HERDER

Enable Work Flexibility While Driving Collaboration



### RISK-AVERSE GAMBLER

Forge Ahead with the Hybrid Model While Processes Evolve



### WELLNESS HUNTER

Champion Work Flexibility While Helping Employees to "Burn Bright"



### TECH-SAVVY HUMANIST

Embrace Technology While Remaining Human-Centric

## ACTIONS

- |  |  |   |  |   |
|--|--|---|--|---|
| <ul style="list-style-type: none"> <li>✓ Find opportunities to talk about organization, team, group purpose, and direction</li> <li>✓ Closely monitor any cultural shifts and take action, if required</li> <li>✓ Drive mentor-mentee programs</li> <li>✓ Celebrate diversity</li> </ul> | <ul style="list-style-type: none"> <li>✓ Develop events, social, and cultural programs for remote workers</li> <li>✓ Encourage and support subgroups to meet up in different locations</li> <li>✓ Empower team managers/leaders to take decisions around team flexibility</li> </ul> | <ul style="list-style-type: none"> <li>✓ Define policies and rules around remote employee work participation</li> <li>✓ Prepare guidelines around meetings</li> <li>✓ Have policies around memberships, digital publications subscription for remote employees</li> <li>✓ Constantly evaluate risk scenarios, and encourage early mitigation actions</li> </ul> | <ul style="list-style-type: none"> <li>✓ Coach, train, and support people in adjusting to the new environment</li> <li>✓ Do not undermine the emotional impact of the change</li> <li>✓ Champion employee assistance programs</li> </ul> | <ul style="list-style-type: none"> <li>✓ Find the budget to invest in remote/home technology infrastructure</li> <li>✓ Have a security policy that does not limit the flexibility of remote/hybrid employees</li> <li>✓ Promote and encourage the learning and deployment of collaboration tools</li> <li>✓ Include end-users in technology/tool acquisition decisions</li> </ul> |
|--|--|---|--|---|

“Set processes, invest in technology, and trust people. Communicate as much as you can. Don't try to satisfy everyone. If the majority is with you, just move on.”







6

COUNTRY DATA

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
N=	372	137	235	224	123	194	171	86	164	113	174	143	34	2170
<b>ANZ</b> =Australia and New Zealand; <b>IN</b> =India; <b>ID</b> =Indonesia; <b>JP</b> =Japan; <b>CN</b> =China; <b>MY</b> =Malaysia; <b>PH</b> =Philippines; <b>SG</b> = Singapore; <b>KR</b> =South Korea; <b>SL</b> =Sri Lanka; <b>TH</b> =Thailand; <b>VI</b> =Vietnam; <b>OTH</b> =Other countries; <b>ALL</b> =All countries														

**What are the pre-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Completely remote	4%	7%	3%	2%	4%	6%	8%	5%	3%	4%	3%	6%	4%	4%
< 25% of the time at the office	7%	4%	5%	3%	2%	4%	4%	1%		9%	6%	3%		4%
25-50% of the time at the office	7%	3%	5%	4%	6%	5%	4%	1%	1%	11%	6%	5%		5%
50-75% of the time at the office	9%	3%	10%	4%	5%	8%	3%	4%	7%	7%	17%	10%	16%	8%
75-100% of the time at the office	38%	17%	16%	25%	25%	19%	16%	33%	23%	19%	25%	22%	24%	24%
100% of the time at the office	36%	67%	60%	63%	59%	58%	66%	57%	65%	50%	43%	54%	56%	55%

**What are the post-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Completely remote	10%	12%	9%	7%	2%	4%	11%	6%	1%	6%	7%	3%	4%	7%
< 25% of the time at the office	22%	15%	12%	27%	5%	11%	19%	21%	12%	10%	18%	6%	16%	16%
25-50% of the time at the office	20%	14%	20%	27%	15%	19%	15%	28%	6%	20%	24%	22%	16%	19%
50-75% of the time at the office	27%	19%	26%	17%	30%	19%	23%	36%	24%	24%	26%	30%	28%	25%
75-100% of the time at the office	17%	24%	23%	17%	29%	22%	19%	7%	40%	18%	14%	25%	16%	21%
100% of the time at the office	4%	17%	12%	5%	19%	26%	15%	2%	17%	22%	12%	15%	20%	13%

**In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Fully onsite [All employees back to office]	8%	24%	17%	8%	14%	20%	28%	1%	11%	22%	18%	8%	20%	15%
Remote – synchronous [Everyone works remotely but operates within core working hours.]	3%	1%	5%	4%	2%	3%	2%	4%	12%	2%	3%	6%		4%
Remote – asynchronous [Everyone works remotely but the work does not happen at the same time.]	4%	1%		6%	3%	3%	2%		1%	1%	2%			2%
Hybrid – office first [Most employees work on site, but some may work remotely sometimes.]	40%	41%	48%	48%	61%	43%	39%	36%	47%	39%	37%	43%	40%	43%
Hybrid – remote first [Majority or staff work remotely but some work in office/site.]	16%	17%	11%	21%	8%	12%	13%	27%	12%	17%	20%	12%	12%	15%
Short Work Week [Working 4 days a week]	2%	3%	1%		2%	1%	2%	1%	4%	2%	3%	12%	4%	2%
Complete flexibility [Mix of the above options.]	28%	13%	17%	13%	10%	19%	15%	31%	13%	17%	16%	19%	24%	18%

**Do you agree with the statement that 'majority of employees want to work from home'?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Strongly agree	26%	41%	31%	39%	7%	28%	40%	34%	17%	19%	18%	13%	24%	27%
Partially agree	59%	47%	38%	51%	48%	59%	50%	57%	55%	67%	60%	51%	60%	53%
Partially disagree	11%	8%	25%	10%	38%	10%	5%	8%	24%	7%	15%	34%	8%	16%
Strongly disagree	5%	4%	6%	0%	7%	3%	5%	1%	5%	7%	7%	2%	8%	4%

**Do you agree with the statement that the 'majority of leaders are fine with their teams working in hybrid mode'?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Strongly agree	10%	19%	20%	35%	4%	16%	22%	14%	5%	13%	21%	6%	12%	16%
Partially agree	55%	52%	39%	44%	42%	60%	55%	64%	52%	65%	51%	48%	60%	52%
Partially disagree	30%	16%	36%	21%	45%	20%	19%	19%	34%	17%	22%	46%	24%	27%
Strongly disagree	5%	13%	5%	1%	10%	5%	4%	4%	10%	5%	6%		4%	5%

**How would you describe your response to the current hybrid work environment?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
I am THRIVING	61%	39%	68%	67%	36%	51%	54%	67%	13%	27%	62%	57%	52%	52%
I am SURVIVING	33%	34%	17%	33%	46%	28%	28%	30%	58%	55%	22%	25%	24%	33%
I am STRUGGLING	3%	10%	7%		3%	4%	5%	2%	7%	5%	2%	1%	4%	4%
Not relevant; we don't have a hybrid work environment in our organization/my department	3%	17%	8%		15%	18%	12%		22%	12%	14%	18%	20%	11%

**My colleagues and peers...**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
HAVE the 'right' set of skills and HAVE the 'right' mindset towards hybrid work environment	45%	25%	51%	29%	31%	40%	53%	48%	22%	46%	55%	50%	44%	42%
HAVE the 'right' set of skills but DO NOT HAVE the 'right' mindset towards hybrid work environment	21%	39%	29%	44%	30%	38%	28%	28%	37%	36%	23%	24%	24%	31%
DO NOT HAVE the 'right' set of skills but HAVE the 'right' mindset towards hybrid work environment	19%	18%	10%	17%	18%	10%	11%	15%	17%	11%	11%	16%	4%	14%
DO NOT HAVE the 'right' set of skills and DO NOT HAVE the 'right' mindset towards hybrid work environment	14%	17%	10%	11%	21%	11%	9%	9%	25%	7%	12%	11%	28%	13%

**How prepared do you believe your organization is to support long-term hybrid work environment?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Completely prepared	26%	20%	19%	17%	18%	21%	20%	33%	2%	18%	30%	25%	28%	21%
Somewhat prepared	58%	49%	55%	50%	51%	59%	59%	58%	42%	62%	47%	52%	48%	54%
Somewhat unprepared	12%	23%	23%	28%	25%	16%	16%	8%	46%	15%	20%	20%	20%	21%
Completely unprepared	4%	8%	4%	5%	6%	5%	5%	1%	10%	5%	3%	3%	4%	5%

**Where is your organization on the journey towards long term vision and associated processes/policies with respect to hybrid work?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
We have no hybrid-work vision; we are going back to the pre-covid world	11%	31%	17%	12%	33%	23%	22%	2%	34%	31%	18%	26%	28%	21%
We are still curating the vision	43%	34%	32%	26%	32%	37%	44%	31%	37%	31%	30%	36%	32%	35%
We have already curated and communicated the vision	12%	10%	13%	35%	15%	9%	5%	15%	12%	13%	8%	11%	16%	14%
We have started testing/piloting the vision	12%	13%	23%	7%	10%	17%	14%	22%	13%	15%	21%	18%	8%	15%
We have completely embraced and adopted the hybrid-work environment	23%	12%	15%	20%	11%	16%	15%	29%	5%	11%	23%	9%	16%	16%

**Have talent processes (such as hiring, onboarding, development, engagement, performance management, etc.) undergone a shift in the hybrid working model?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
No change; same talent processes	25%	18%	17%	18%	29%	19%	18%	24%	21%	23%	19%	15%	24%	21%
Minor changes in talent processes	57%	56%	55%	63%	49%	60%	56%	57%	59%	55%	55%	60%	48%	57%
Completely reimagined processes	15%	22%	26%	11%	5%	17%	21%	16%	4%	12%	18%	15%	12%	16%
Not applicable; we have not adopted a hybrid working model.	3%	4%	3%	8%	17%	4%	5%	2%	17%	10%	8%	9%	16%	7%

**Has your company implemented a revised process for evaluating hybrid/remote workers versus in-office workers for promotions and succession planning?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
No, we don't plan to revise the process	54%	56%	20%	90%	81%	41%	36%	52%	41%	42%	33%	38%	48%	49%
Yes, we plan to revise the process, but haven't started	24%	28%	31%	5%	11%	28%	34%	23%	31%	35%	29%	41%	24%	26%
Yes, the process is under review	15%	13%	37%	5%	4%	27%	25%	20%	24%	18%	22%	13%	24%	19%
Yes, we have implemented a revised process	7%	3%	12%		4%	4%	5%	5%	4%	5%	16%	8%	4%	6%



**What is the impact of hybrid work environment on PHYSICAL WELLBEING**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Negative	10%	17%	9%	22%	14%	11%	10%	11%	2%	14%	13%	8%	16%	12%
No impact	22%	23%	20%	26%	24%	30%	10%	19%	19%	26%	26%	24%	32%	23%
Positive	69%	60%	71%	52%	62%	58%	80%	71%	79%	60%	61%	68%	52%	66%

**What is the impact of hybrid work environment on MENTAL WELLBEING**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Negative	22%	25%	18%	34%	35%	22%	18%	26%	7%	14%	20%	7%	52%	21%
No impact	11%	18%	18%	28%	21%	16%	8%	17%	16%	13%	19%	17%	8%	17%
Positive	67%	57%	64%	37%	44%	62%	74%	57%	77%	73%	61%	76%	40%	62%

**What is the impact of hybrid work environment on SOCIAL WELLBEING**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Negative	67%	53%	52%	14%	73%	52%	56%	59%	17%	37%	47%	13%	80%	46%
No impact	14%	12%	17%	46%	17%	18%	16%	15%	38%	27%	29%	25%	8%	22%
Positive	19%	36%	31%	41%	10%	30%	28%	26%	45%	36%	24%	62%	12%	31%

**What is the impact of hybrid work environment on FINANCIAL WELLBEING**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Negative	5%	5%	11%	13%	15%	5%	10%	4%	9%	7%	9%	7%		8%
No impact	37%	33%	28%	49%	51%	31%	16%	49%	48%	9%	36%	43%	36%	36%
Positive	59%	62%	61%	38%	34%	63%	74%	48%	43%	84%	55%	50%	64%	56%

**What is the impact on employee engagement in TOP PERFORMERS performers as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened engagement	1%	4%	4%		2%	5%	2%	2%	3%	8%	9%	4%	8%	3%
Worsened engagement	9%	10%	10%	7%	8%	7%	6%	7%	7%	12%	12%	16%	8%	9%
No change	46%	49%	40%	43%	49%	45%	50%	47%	52%	35%	30%	45%	24%	44%
Improved engagement	33%	30%	33%	35%	36%	32%	29%	34%	33%	31%	32%	27%	52%	32%
Significantly improved engagement	11%	7%	13%	15%	6%	11%	13%	11%	4%	13%	18%	8%	8%	11%

**What is the impact on employee engagement in AVERAGE PERFORMERS as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened engagement	1%	5%	3%		2%	6%	2%		1%	10%	4%	6%		3%
Worsened engagement	27%	30%	26%	19%	30%	31%	15%	24%	17%	17%	18%	36%	40%	25%
No change	37%	32%	42%	49%	40%	37%	40%	44%	49%	25%	35%	42%	40%	40%
Improved engagement	33%	26%	28%	29%	26%	24%	38%	28%	32%	41%	33%	16%	20%	30%
Significantly improved engagement	2%	7%	1%	3%	2%	3%	5%	4%	2%	7%	9%			3%

**What is the impact on employee engagement in BOTTOM PERFORMERS as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened engagement	22%	26%	25%	19%	24%	28%	11%	19%	9%	20%	12%	25%	36%	20%
Worsened engagement	43%	25%	33%	35%	49%	38%	34%	49%	37%	16%	22%	38%	24%	35%
No change	25%	31%	26%	28%	20%	24%	28%	26%	27%	27%	27%	27%	16%	26%
Improved engagement	8%	15%	12%	15%	5%	6%	23%	7%	21%	27%	24%	8%	24%	14%
Significantly improved engagement	2%	4%	4%	3%	3%	4%			6%	10%	14%	3%		5%

**What is the impact on productivity in TOP PERFORMERS as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened productivity	1%	3%			2%	1%	2%			3%	5%	1%	1%	3%
Worsened productivity	4%	7%	6%	6%	13%	6%	3%	2%	9%	12%	18%	12%	4%	7%
No Change	38%	45%	34%	34%	41%	37%	35%	36%	52%	29%	35%	47%	38%	45%
Improved productivity	42%	34%	43%	42%	37%	42%	46%	45%	37%	48%	28%	34%	42%	34%
Significantly improved productivity	16%	12%	17%	19%	7%	14%	14%	16%	2%	8%	14%	7%	16%	12%

**What is the impact on productivity in AVERAGE PERFORMERS as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened productivity	2%	4%	1%		2%	3%	2%	1%	1%	7%	2%	3%	4%	2%
Worsened productivity	14%	19%	18%	20%	33%	21%	14%	14%	20%	16%	27%	38%	20%	20%
No Change	40%	41%	42%	54%	37%	41%	33%	44%	51%	25%	35%	42%	44%	41%
Improved productivity	43%	31%	37%	24%	24%	34%	46%	38%	27%	45%	31%	16%	32%	34%
Significantly improved productivity	3%	4%	2%	2%	3%	2%	6%	2%	1%	8%	5%	1%		3%

**What is the impact on productivity in BOTTOM PERFORMERS as a result of hybrid work adoption?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly worsened productivity	16%	22%	20%	22%	24%	23%	7%	14%	6%	12%	21%	20%	24%	17%
Worsened productivity	45%	30%	34%	50%	46%	40%	36%	52%	37%	21%	33%	41%	32%	39%
No Change	28%	34%	29%	22%	20%	27%	28%	28%	39%	26%	26%	27%	24%	28%
Improved productivity	11%	12%	15%	5%	7%	9%	23%	6%	16%	27%	16%	11%	12%	13%
Significantly improved productivity	1%	3%	2%	1%	3%	1%	6%		3%	13%	5%	2%	8%	3%

**What are you doing 'less-of', 'same-as-before' or 'more-of' in a hybrid work environment?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
<b>Work alone</b>														
LESS-OF	4%	15%	6%	1%	7%	7%	11%	8%	9%	22%	12%	6%	20%	8%
SAME-AS-BEFORE	29%	29%	53%	54%	23%	34%	33%	27%	38%	34%	32%	29%	32%	36%
MORE-OF	68%	56%	42%	45%	70%	60%	56%	65%	53%	45%	56%	66%	48%	57%
<b>Attend/Chair meetings</b>														
LESS-OF	22%	16%	14%	7%	7%	18%	16%	16%	56%	34%	19%	18%	16%	20%
SAME-AS-BEFORE	44%	32%	37%	57%	23%	37%	34%	40%	24%	36%	36%	29%	48%	37%
MORE-OF	34%	52%	49%	36%	70%	45%	50%	44%	20%	31%	45%	54%	36%	43%
<b>Manage people</b>														
LESS-OF	19%	23%	20%	9%	35%	28%	30%	15%	46%	43%	36%	14%	24%	25%
SAME-AS-BEFORE	63%	44%	52%	72%	36%	44%	43%	62%	28%	36%	36%	43%	44%	49%
MORE-OF	18%	34%	28%	19%	29%	28%	26%	23%	26%	21%	28%	43%	32%	26%
<b>Develop people/teams</b>														
LESS-OF	31%	25%	24%	9%	50%	33%	32%	24%	35%	41%	41%	27%	36%	30%
SAME-AS-BEFORE	50%	41%	41%	67%	30%	43%	39%	58%	45%	36%	30%	40%	32%	44%
MORE-OF	19%	35%	35%	23%	20%	24%	30%	17%	21%	22%	29%	33%	32%	26%
<b>Micro-manage</b>														
LESS-OF	50%	49%	32%	26%	61%	51%	49%	58%	35%	41%	51%	33%	44%	44%
SAME-AS-BEFORE	40%	24%	45%	65%	24%	34%	32%	34%	43%	36%	33%	42%	28%	39%
MORE-OF	9%	27%	23%	10%	15%	16%	20%	8%	21%	23%	16%	25%	28%	17%

Prescriptive/directive

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	32%	32%	17%	19%	18%	21%	18%	34%	20%	22%	32%	8%	24%	23%
SAME-AS-BEFORE	50%	44%	52%	69%	43%	60%	54%	42%	56%	52%	38%	47%	60%	52%
MORE-OF	18%	25%	32%	13%	39%	20%	28%	24%	24%	26%	31%	46%	16%	25%

Flexible in my decisions

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	4%	12%	8%	3%	10%	8%	8%	4%	12%	9%	8%	6%	16%	7%
SAME-AS-BEFORE	55%	36%	55%	68%	42%	58%	51%	50%	51%	55%	41%	37%	40%	51%
MORE-OF	41%	52%	37%	29%	49%	34%	42%	47%	38%	36%	51%	57%	44%	42%

Informal learning

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	30%	28%	17%	7%	17%	19%	14%	23%	20%	19%	17%	9%	24%	19%
SAME-AS-BEFORE	32%	25%	27%	43%	22%	27%	30%	33%	41%	32%	26%	21%	24%	30%
MORE-OF	39%	48%	55%	51%	61%	55%	56%	44%	39%	49%	56%	70%	52%	51%

Formal upskilling

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	36%	32%	23%	11%	44%	39%	33%	44%	38%	29%	32%	23%	28%	31%
SAME-AS-BEFORE	46%	33%	47%	65%	42%	37%	36%	40%	48%	41%	38%	36%	44%	44%
MORE-OF	18%	35%	31%	24%	14%	24%	31%	16%	14%	31%	30%	41%	28%	25%

Network within the organization

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	63%	55%	32%	36%	64%	61%	45%	63%	46%	44%	74%	54%	52%	53%
SAME-AS-BEFORE	27%	22%	42%	51%	20%	28%	36%	27%	37%	26%	21%	28%	32%	31%
MORE-OF	10%	23%	27%	13%	16%	10%	19%	11%	18%	30%	5%	18%	16%	16%

What are you doing 'less-of', 'same-as-before' or 'more-of' in a hybrid work environment?

Network outside the organization

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	58%	39%	26%	32%	41%	43%	49%	47%	38%	39%	58%	46%	64%	44%
SAME-AS-BEFORE	23%	33%	35%	47%	38%	33%	21%	30%	44%	26%	24%	34%	24%	32%
MORE-OF	20%	28%	40%	21%	21%	24%	31%	23%	18%	35%	18%	20%	12%	25%

Communicate with my team

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	23%	21%	18%	21%	32%	23%	21%	12%	52%	31%	39%	36%	16%	27%
SAME-AS-BEFORE	47%	36%	39%	56%	37%	49%	39%	41%	27%	37%	39%	27%	40%	41%
MORE-OF	30%	44%	43%	23%	32%	28%	40%	48%	20%	31%	22%	38%	44%	33%

Communicate with my peers

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	36%	42%	33%	37%	46%	40%	36%	31%	57%	36%	48%	52%	28%	40%
SAME-AS-BEFORE	47%	29%	35%	47%	32%	44%	29%	42%	25%	33%	31%	24%	40%	36%
MORE-OF	18%	29%	32%	17%	22%	16%	35%	27%	18%	31%	21%	24%	32%	23%

Communicate with my manager

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	25%	23%	17%	22%	39%	28%	19%	17%	63%	26%	32%	33%	24%	28%
SAME-AS-BEFORE	59%	37%	45%	58%	33%	50%	48%	61%	26%	44%	46%	34%	64%	47%
MORE-OF	16%	41%	38%	21%	28%	22%	33%	22%	11%	30%	22%	33%	12%	25%

Closely monitor or supervise my team

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	40%	27%	27%	14%	43%	34%	29%	31%	58%	40%	38%	39%	40%	35%
SAME-AS-BEFORE	53%	48%	42%	67%	39%	46%	44%	55%	31%	36%	43%	35%	40%	46%
MORE-OF	8%	25%	32%	19%	18%	21%	27%	14%	12%	25%	20%	26%	20%	20%

Dedicate time for personal commitments/leisure

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	20%	30%	17%	12%	19%	26%	27%	30%	8%	22%	32%	24%	28%	22%
SAME-AS-BEFORE	25%	27%	38%	61%	30%	36%	31%	22%	34%	34%	23%	33%	32%	33%
MORE-OF	55%	43%	45%	27%	51%	38%	42%	48%	59%	45%	45%	43%	40%	45%

Travel for work/business

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	82%	73%	54%	76%	75%	74%	73%	79%	15%	68%	66%	71%	68%	68%
SAME-AS-BEFORE	15%	21%	32%	21%	20%	22%	18%	20%	56%	21%	21%	23%	24%	24%
MORE-OF	4%	7%	14%	2%	5%	4%	9%	1%	29%	12%	13%	6%	8%	9%

Collaborate with my peers in other functions/departments

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	48%	40%	32%	21%	32%	48%	33%	40%	54%	48%	35%	34%	32%	39%
SAME-AS-BEFORE	43%	45%	45%	70%	48%	44%	43%	45%	37%	38%	48%	41%	40%	46%
MORE-OF	10%	15%	23%	10%	20%	8%	24%	15%	9%	14%	17%	25%	28%	15%

Drive/Promote employee engagement/wellbeing initiatives

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
LESS-OF	23%	28%	15%	9%	26%	28%	33%	16%	17%	31%	35%	27%	24%	24%
SAME-AS-BEFORE	39%	26%	40%	48%	29%	38%	28%	34%	46%	36%	46%	27%	32%	37%
MORE-OF	38%	46%	45%	42%	46%	34%	39%	50%	38%	33%	20%	46%	44%	39%

What is the impact of hybrid/virtual work environment on DIVERSITY?

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly improved	13%	25%	25%	9%	38%	21%	23%	14%	4%	24%	25%	37%	16%	20%
Improved	74%	59%	64%	83%	54%	62%	68%	72%	88%	62%	57%	57%	56%	68%
Worsened	13%	13%	11%	8%	7%	14%	9%	13%	7%	12%	16%	4%	24%	11%
Significantly worsened	1%	3%			1%	3%		1%	1%	3%	3%	2%	4%	1%

What is the impact of hybrid/virtual work environment on EQUITY?

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly improved	9%	15%	10%	6%	19%	11%	16%	7%	1%	21%	18%	9%	4%	11%
Improved	63%	57%	69%	66%	58%	68%	67%	65%	74%	64%	55%	66%	52%	64%
Worsened	27%	25%	21%	27%	23%	20%	17%	26%	24%	9%	23%	25%	40%	23%
Significantly worsened	2%	4%		1%	1%	1%		2%	1%	7%	4%	1%	4%	2%

What is the impact of hybrid/virtual work environment on INCLUSION?

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Significantly improved	6%	17%	13%	5%	23%	13%	15%	5%	5%	23%	14%	10%	8%	12%
Improved	62%	58%	69%	69%	60%	65%	68%	69%	68%	57%	47%	57%	60%	63%
Worsened	31%	20%	18%	25%	16%	19%	15%	26%	26%	18%	34%	30%	32%	24%
Significantly worsened	1%	5%		1%	1%	3%	1%	1%	1%	2%	5%	3%		2%

What according to you is the impact of hybrid work environment on setting the DIRECTION in an organization?

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Easier to accomplish	12%	18%	41%	11%	40%	19%	22%	13%	12%	36%	33%	27%	16%	23%
Same as before	41%	30%	37%	65%	28%	43%	40%	50%	52%	35%	39%	32%	16%	41%
Harder to accomplish	47%	52%	23%	25%	33%	38%	37%	37%	35%	30%	28%	41%	68%	36%

**What according to you is the impact of hybrid work environment on achieving ALIGNMENT in an organization?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Easier to accomplish	9%	16%	28%	14%	28%	17%	18%	9%	18%	38%	29%	17%	16%	19%
Same as before	30%	31%	35%	56%	22%	40%	35%	37%	46%	30%	39%	37%	20%	37%
Harder to accomplish	61%	53%	37%	30%	50%	43%	47%	54%	36%	32%	33%	46%	64%	44%

**What according to you is the impact of hybrid work environment on garnering the right level of COMMITMENT in an organization?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Easier to accomplish	12%	15%	29%	11%	37%	15%	19%	12%	16%	28%	33%	16%	20%	20%
Same as before	43%	37%	36%	62%	30%	42%	45%	40%	38%	33%	36%	43%	24%	41%
Harder to accomplish	44%	48%	35%	27%	33%	43%	36%	49%	46%	39%	31%	41%	56%	39%

**Rank the following factors that influence leader success in the hybrid working environment in terms of their importance**

**Organization Culture**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Rank 1	39%	33%	23%	NA	63%	35%	28%	43%	40%	18%	31%	22%	40%	34%
Rank 2	38%	21%	32%	NA	12%	26%	28%	31%	17%	25%	23%	20%	36%	27%
Rank 3	12%	17%	23%	NA	11%	17%	12%	17%	23%	19%	13%	18%	8%	16%
Rank 4	9%	24%	20%	NA	9%	14%	28%	7%	19%	29%	22%	29%	12%	18%
Rank 5	2%	5%	3%	NA	6%	8%	5%	1%	2%	9%	12%	11%	4%	5%

**Technology and Tools**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Rank 1	10%	15%	17%	NA	6%	21%	15%	6%	12%	24%	18%	17%	8%	15%
Rank 2	17%	23%	25%	NA	23%	24%	22%	15%	23%	22%	25%	23%	24%	22%
Rank 3	33%	33%	37%	NA	26%	28%	30%	36%	24%	26%	24%	27%	32%	30%
Rank 4	37%	22%	17%	NA	40%	22%	28%	41%	34%	13%	25%	24%	32%	28%
Rank 5	4%	7%	4%	NA	6%	5%	5%	2%	7%	15%	8%	10%	4%	6%

**Processes (for remote work)**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Rank 1	7%	18%	6%	NA	9%	7%	10%	11%	27%	12%	15%	19%	12%	12%
Rank 2	13%	25%	10%	NA	25%	21%	18%	20%	25%	25%	22%	23%	12%	19%
Rank 3	34%	19%	23%	NA	33%	30%	36%	34%	29%	21%	34%	29%	24%	30%
Rank 4	39%	30%	41%	NA	23%	34%	30%	24%	15%	25%	22%	22%	36%	30%
Rank 5	8%	9%	19%	NA	10%	9%	6%	12%	4%	17%	8%	6%	16%	10%

**People**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Rank 1	44%	29%	52%	NA	18%	34%	46%	38%	15%	36%	31%	36%	40%	36%
Rank 2	31%	28%	30%	NA	34%	26%	30%	34%	33%	19%	25%	28%	20%	30%
Rank 3	15%	28%	11%	NA	24%	17%	16%	9%	17%	17%	22%	20%	32%	17%
Rank 4	8%	10%	5%	NA	18%	14%	4%	16%	20%	12%	14%	13%	4%	11%
Rank 5	2%	5%	3%	NA	7%	9%	4%	2%	16%	16%	8%	4%	4%	6%

**Workplace/Office Design**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Rank 1	2%	4%	2%	NA	5%	2%	2%	2%	7%	9%	5%	6%	4%	4%
Rank 2	1%	3%	3%	NA	6%	6%	2%	1%	3%	10%	8%	6%	12%	4%
Rank 3	6%	4%	6%	NA	7%	7%	6%	5%	7%	17%	6%	6%	4%	7%
Rank 4	8%	15%	17%	NA	11%	16%	11%	11%	12%	21%	16%	12%	12%	13%
Rank 5	84%	75%	71%	NA	72%	69%	80%	81%	71%	43%	65%	70%	68%	73%

**What do you believe the biggest benefits will be to your organization as it embraces a hybrid work model? (select top three)**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Talent attraction	50%	55%	29%	50%	42%	56%	37%	65%	20%	20%	33%	52%	29%	42%
Employee happiness & wellness	74%	61%	51%	62%	41%	68%	67%	81%	55%	59%	52%	71%	44%	62%
Increased productivity	35%	28%	31%	27%	23%	23%	28%	29%	13%	30%	36%	18%	18%	27%
Safety during post pandemic	17%	20%	28%	32%	42%	20%	50%	17%	27%	28%	34%	19%	6%	27%
Cost containment	13%	26%	34%	17%	26%	22%	22%	12%	38%	40%	24%	23%	12%	24%
Increased creativity	5%	6%	16%	8%	2%	8%	6%	3%	9%	12%	8%	9%	3%	8%
Business resilience	23%	18%	20%	7%	37%	16%	26%	27%	11%	10%	22%	6%	15%	18%
Environmental benefit	8%	4%	6%	4%	5%	12%	4%	8%	2%	11%	6%	8%	18%	7%
Better digital experience	6%	8%	21%	13%	12%	12%	11%	7%	16%	10%	10%	22%	3%	12%
Autonomy	15%	7%	3%	29%	21%	6%	5%	15%	54%	3%	9%	17%	12%	15%
Time management	12%	5%	28%	13%	20%	14%	13%	22%	30%	17%	36%	19%	15%	19%
Manage distractions	4%	2%	2%	3%	2%	4%	1%	3%	15%	1%	3%	3%	6%	4%
Longer productive work hours	11%	9%	11%	21%	9%	10%	10%	7%	10%	14%	18%	6%	9%	12%
Other (please elaborate)	4%	3%	1%		2%	2%	1%	1%		2%		1%		2%
Not applicable since my organization is not planning to adopt a hybrid model.	3%	10%	2%	2%	4%	7%	2%			5%	1%	6%	6%	4%

**What do you believe the biggest barriers are to adopting a sustainable hybrid working model in your organization?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Employee motivation and wellbeing	18%	15%	9%	26%	10%	12%	13%	16%	14%	20%	10%	8%	9%	15%
Technology disruption	18%	18%	36%	5%	9%	26%	32%	10%	13%	48%	18%	17%	21%	21%
Security breach risk	13%	26%	12%	22%	15%	25%	29%	19%	35%	29%	17%	32%	9%	21%
Broadband/network issues	16%	15%	43%	19%	13%	26%	49%	13%	20%	27%	18%	26%	18%	24%
Lack of collaboration	37%	26%	26%	57%	39%	20%	18%	49%	48%	22%	26%	28%	29%	33%
Lack of 'belonging' or 'human connection'	67%	48%	49%	58%	65%	53%	36%	73%	35%	26%	58%	63%	38%	53%
Loss of productivity	10%	11%	14%	11%	27%	14%	18%	10%	18%	11%	23%	12%	15%	14%
Lack of trust	20%	14%	17%	17%	15%	23%	13%	30%	21%	16%	24%	8%	12%	18%
Lack of skills related to hybrid working	14%	12%	10%	13%	15%	8%	9%	5%	21%	17%	27%	20%	3%	14%
Lack of 'open' mindset [in leaders] towards hybrid working	25%	23%	12%	13%	27%	23%	18%	30%	24%	12%	18%	15%	12%	20%
Business model not sustainable in hybrid	7%	10%	6%	12%	18%	12%	11%	5%	18%	8%	9%	5%	15%	10%
Managerial Biases due to part of the workforce on remote working	16%	16%	31%	18%	11%	13%	8%	19%	21%	5%	10%	10%	6%	16%
Performance evaluation may be harder	15%	9%	15%	17%	15%	12%	16%	12%	7%	13%	22%	26%	9%	15%
Not applicable; my organization is not planning to adopt a hybrid model.	3%	14%	5%	1%	7%	11%	5%		1%	6%	5%	6%	6%	5%

**What SKILLS must leaders develop/polish to thrive in a hybrid work environment? (select top three skills)**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Learning agility	15%	35%	19%	17%	19%	31%	32%	14%	9%	27%	21%	15%	35%	21%
Resilience	12%	21%	4%	8%	26%	12%	25%	9%	10%	19%	25%	44%	18%	17%
Building Trust	50%	54%	38%	8%	46%	66%	38%	65%	41%	36%	37%	37%	50%	42%
Communication	50%	39%	66%	40%	51%	51%	49%	53%	62%	55%	47%	22%	59%	49%
Accountability/expectation setting	41%	33%	9%	29%	33%	39%	32%	44%	37%	24%	28%	40%	32%	32%
Building relationships	22%	15%	14%	9%	15%	12%	12%	22%	17%	9%	20%	3%	18%	15%
Digital dexterity	15%	14%	34%	16%	21%	13%	21%	9%	22%	24%	20%	26%		19%
Change management	6%	18%	20%	16%	8%	10%	7%	15%	20%	18%	18%	31%	24%	15%
Collaboration	18%	9%	15%	29%	11%	7%	15%	6%	23%	8%	15%	5%	9%	15%
Multi-dimensional thinking	11%	9%	14%	13%	12%	12%	13%	7%	15%	26%	9%	17%	12%	13%
Engaging talent	6%	14%	8%	30%	7%	9%	6%	12%	2%	10%	9%	15%	3%	11%
Empathy	9%	15%	9%	14%	6%	11%	12%	15%	1%	4%	10%	11%	12%	10%
Team building	21%	6%	11%	37%	13%	5%	11%	7%	12%	21%	14%	10%	15%	15%
Time management	6%	9%	27%	12%	24%	14%	16%	5%	17%	11%	21%	8%	3%	14%
Self-awareness	9%	4%	7%	6%	3%	1%	6%	9%	6%	5%	2%	6%	9%	6%
Influence	7%	6%	4%	1%	6%	3%	5%	7%	5%	2%	3%	9%	3%	5%
Others (please mention)	2%		1%			3%	1%			2%	1%			1%

**What are the elements of a must-have MINDSET to succeed in a hybrid work environment?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Growth mindset/Explorer mindset	41%	40%	53%	22%	42%	40%	52%	47%	18%	50%	23%	29%	35%	38%
Inclusive mindset	28%	28%	7%	33%	31%	14%	13%	24%	27%	21%	32%	16%	21%	23%
Agile mindset	21%	30%	34%	6%	23%	35%	39%	13%	11%	26%	36%	15%	26%	24%
Boundary spanning mindset (ability to think/operate across horizontal, vertical, stakeholder, demographic and geographic boundaries)	21%	31%	31%	39%	49%	26%	22%	23%	30%	21%	25%	31%	26%	28%
Accountability mindset	23%	28%	25%	17%	14%	39%	39%	40%	36%	36%	43%	56%	24%	31%
Trusting mindset	36%	36%	30%	16%	30%	48%	25%	34%	47%	38%	32%	32%	47%	34%
Global citizen	3%	4%	5%	2%	2%	2%	2%	1%	1%	12%	2%	8%	15%	4%
Purpose-led leadership	26%	18%	16%	28%	28%	20%	29%	20%	20%	18%	13%	29%	15%	22%
Intentional collaboration	26%	10%	14%	17%	16%	8%	9%	21%	15%	8%	17%	5%	21%	15%
Flexible mindset	18%	22%	28%	20%	5%	15%	20%	20%	25%	27%	28%	5%	21%	20%
Polarity mindset (thinking about "both-and" and moving away from "you are wrong and I am right" thinking to "we are both right")	3%	7%	9%	6%	9%	6%	4%	5%	20%	4%	9%	13%	6%	7%
Co-creation mindset	8%	7%	29%	21%	20%	4%	6%	6%	12%	11%	13%	6%	9%	12%
Empowering mindset	37%	35%	15%	23%	25%	37%	34%	41%	21%	24%	22%	34%	26%	29%
Autonomy	10%	4%	5%	32%	7%	4%	8%	7%	16%	4%	7%	22%	9%	11%
Others (please mention)	1%				1%				1%					

**What are the key elements of organization CULTURE for creating the 'right' environment for leaders to thrive in a hybrid team?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Caring	24%	30%	18%	16%	12%	22%	35%	26%	3%	32%	41%	34%	29%	24%
Learning	20%	28%	27%	42%	15%	22%	36%	16%	7%	27%	28%	10%	24%	24%
Outcome orientation	48%	36%	44%	11%	49%	45%	37%	45%	34%	40%	41%	66%	44%	41%
Risk-averse		5%	4%	2%	2%	2%	2%		10%	12%	3%	1%	6%	3%
Accountability	33%	36%	34%	27%	50%	54%	47%	42%	66%	50%	51%	59%	44%	44%
Openness & Transparency	60%	68%	54%	56%	60%	63%	50%	70%	51%	39%	34%	42%	38%	54%
Risk-taking	3%	4%	9%	12%	8%	5%	5%	5%	8%	23%	2%	9%	9%	7%
Fun and playful work environment	8%	9%	24%	17%	12%	9%	8%	7%	27%	12%	6%	19%	9%	13%
Hierarchy-led			4%	2%	2%	1%	1%	1%	7%	4%	18%	5%		3%
Structured work environment	5%	15%	16%	13%	7%	15%	13%		32%	19%	21%	14%	29%	14%
Psychological safety	37%	29%	13%	62%	32%	16%	17%	41%	27%	11%	13%	9%	18%	27%
Collaborative	59%	39%	54%	19%	51%	45%	50%	47%	27%	32%	43%	31%	50%	43%
Others (please mention)	1%	1%			1%	1%	1%	1%						1%

**What cognitive biases according to you are more prevalent in a hybrid work environment?**

	ANZ	IN	ID	JP	CN	MY	PH	SG	KR	SL	TH	VI	OTH	ALL
Proximity bias [tendency to favor people who are physically closer]	69%	72%	60%	54%	59%	72%	63%	73%	54%	66%	76%	67%	76%	65%
Similarity bias [drawn to people with similar background, thereby missing out on diverse relationships]	57%	61%	55%	48%	55%	68%	61%	59%	57%	69%	66%	69%	65%	60%
Anchoring bias [anchoring or latching on to the first piece of information about a particular topic]	43%	48%	74%	55%	46%	45%	49%	51%	60%	50%	41%	51%	29%	51%
Status-quo bias [preference for status-quo]	51%	48%	36%	47%	54%	51%	60%	44%	67%	47%	46%	54%	59%	50%
Confirmation bias [seeking out things in a way that aligns with what we already know]	76%	69%	74%	67%	84%	62%	67%	70%	61%	67%	71%	59%	68%	69%
Others (please mention)	4%	1%	1%	8%	2%	2%	2%	2%	1%		1%		3%	2%

# HOW CCL CAN HELP?

## LEADING HYBRID TEAMS PROGRAM

- ✓ Leading in a hybrid workplace requires putting your people first.
- ✓ Center for Creative Leadership (CCL) approach focuses on developing the critical leadership skills needed to help you create a thriving hybrid workplace.

### WHY LEADERS NEED HELP?

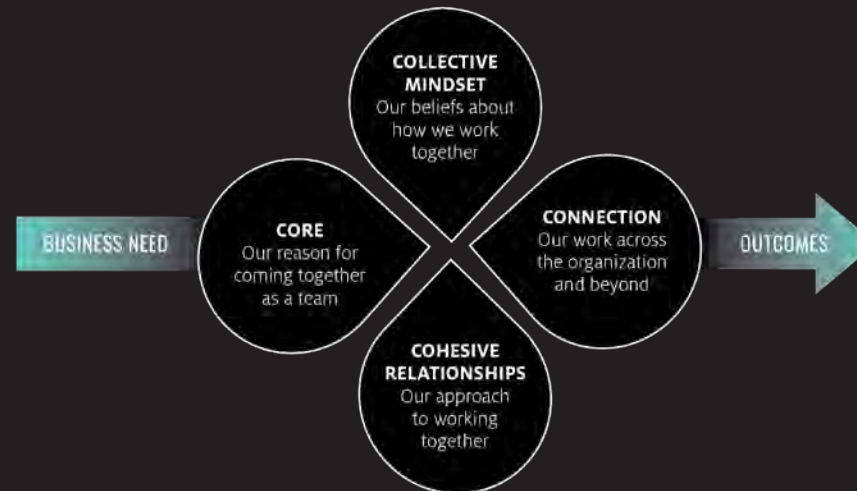
Leading a team can be challenging in any circumstance. Leading in the new, more complex, and dynamic hybrid workplace environment raises the difficulty level as well as the stress.

A major shift is underway right now, fundamentally altering when, where, and how work occurs. As organizations adjust to today's new hybrid workplace, **collaboration among team members who aren't co-located** is emerging as the primary way of getting things done.

Effective hybrid workplace leadership requires building cohesion among colleagues working together from disparate locations, fending off burnout, being intentional about inclusion, and strengthening shared culture.

## CCL APPROACH

- ✓ **Our approach to hybrid workplace leadership puts people first** and focuses on building self-awareness, emotional intelligence, conversational skills, and psychological safety.
- ✓ We also **help develop team and group leadership skills** to create strong work alliances, powerful cross-team networks, and intentional organizational cultures where individuals and teams can thrive — regardless of where their work happens.
- ✓ We help **equip team leaders for the challenges of leading in the hybrid workplace with research-based, hands-on solutions** that can be used directly with their work teams.
- ✓ Our **human-centered development solutions** — available both virtually and in-person — can help you strengthen hybrid leadership at your organization, bolster conversations and connections, strengthen organizational culture, and improve business outcomes.



TO LEARN MORE ABOUT THIS TOPIC OR THE CENTER FOR CREATIVE LEADERSHIP'S PROGRAMS AND PRODUCTS, PLEASE CONTACT

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**Talentnet** is acknowledged as the leading HR consulting firm in Vietnam, with nearly 20 years of experience in the labor market. Talentnet is passionate about contributing to a better working life for employees through professional HR solutions designed to meet the diverse needs of multinational and Vietnamese companies. Local understanding enhanced by international methodologies as well as solid experiences with more than 1000 clients have given Talentnet greater insights and bespoke approaches to business goals and visions.

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**XED Space Australia/New Zealand** was founded to solve business leaders' trickiest problems, and to grow a tribe of fanatics who believe that leaders should make a difference in their respective worlds of work and community. All our work is powered by the 50 years of leadership research and program design from the Center for Creative Leadership.

[www.xedspace.com.au](http://www.xedspace.com.au)



# REFLECTIONS

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The Center for Creative Leadership (CCL)® is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.

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