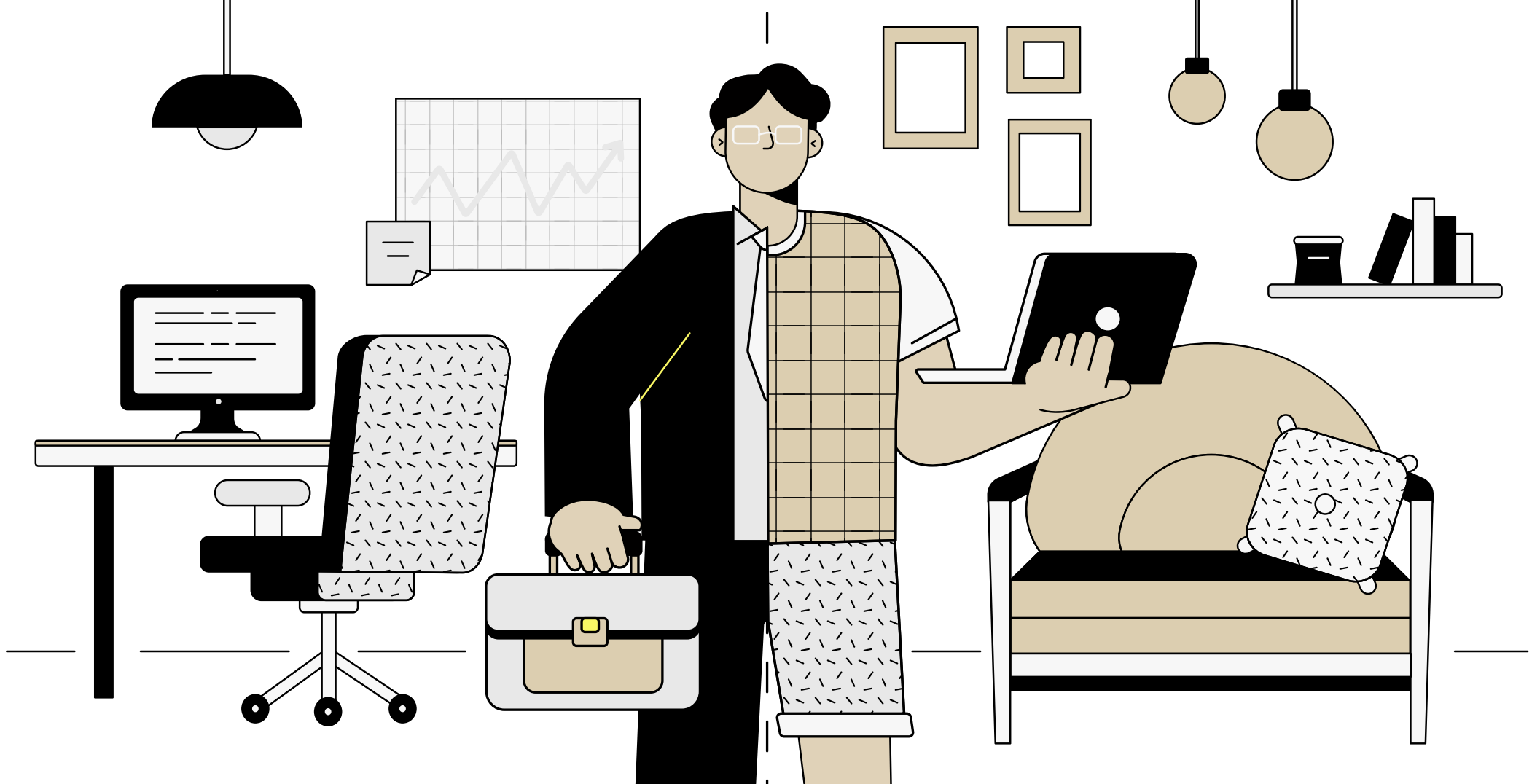Center for
Creative
Leadership

# WORK 3.0

## REIMAGINING LEADERSHIP IN A HYBRID WORLD

## Philippines

This Country Report should be evaluated in conjunction with the
WORK 3.0 Asia Pacific research study published and released on Nov 17, 2022.

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

RESEARCH PARTNERS:

AmCham SINGAPORE

ASIA HRM

CARROT GLOBAL

ICDM Institute of Corporate Directors Malaysia

ICD Institute of Corporate Directors Building Better Boards

iihrm International Institute of Human Resource Management

JACHRO Japan Association for Chief Human Resources Officers

Kestria

Linked in

prasmul eli

Sasin Center of Excellence

SHRI Powering Human Capital

SHRM BETTER WORKPLACES BETTER WORLD

talentnet Engaging People – Driving Success

XEd SPACE

# WORK 3.0

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

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Scan this QR Code below to access the full report.

# TABLE OF CONTENTS

# EXECUTIVE SUMMARY



EMPLOYEE EXPECTATIONS

Meaningful Work · No Commuting · Wellbeing Initiatives · Work Flexibility

## 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.



ORGANIZATION CULTURE · NATIONAL CULTURE · INDUSTRY · FUNCTION · ROLE/NATURE OF WORK · LEADER LEVEL · GENERATION · LEADER PERSONALITY

## 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.



IN-PERSON · HYBRID · REMOTE
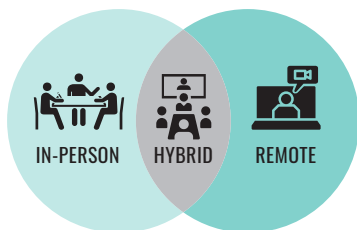
## 2. HYBRID OR WORK 3.0 HAS EMERGED AS THE PREFERRED MODEL.

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.



TECHNOLOGY · PEOPLE AND TEAMS · OFFICE DESIGN/WORKPLACE · ENABLEMENT PROCESSES · ORGANIZATION CULTURE
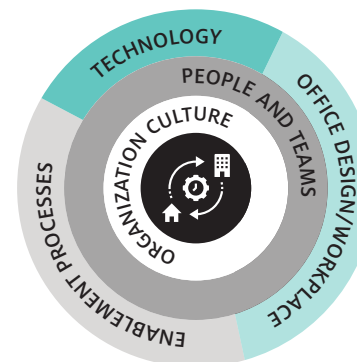
## 4. SUCCESS IN WORK 3.0 CENTERS ON PEOPLE AND CULTURE.

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



**MINDSETS**
Growth
Trusting
Accountabilty
Empowering
Boundary
Spanning

**ATTRIBUTES**
Communication
Building Trust
Expectation
Setting
Learning Agility
Digital Dexterity

**HYBRID LEADER IN APAC**

## 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.

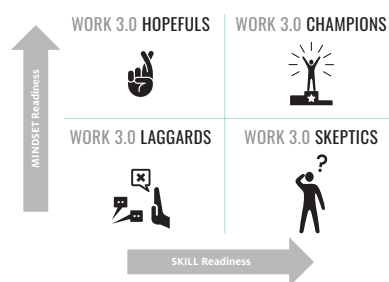Most mindset and skillset shifts center on trust, communication, and growth.

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



BUSINESS NEED · CORE · COLLECTIVE MINDSET · CONNECTION · COHESIVE RELATIONSHIPS · OUTCOMES
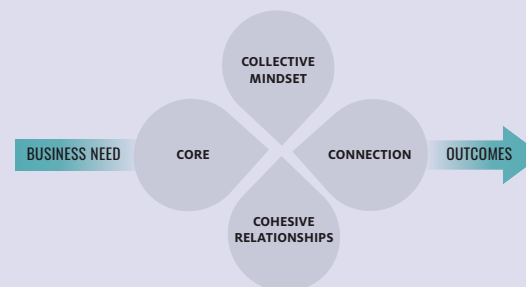
## 7. TEAM SUCCESS IN WORK 3.0 HINGES ON 4 KEY ELEMENTS.

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.



WORK 3.0 **HOPEFULS**   WORK 3.0 **CHAMPIONS**
WORK 3.0 **LAGGARDS**   WORK 3.0 **SKEPTICS**

MINDSET Readiness

SKILL Readiness

## 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.



CAT HERDER · WELLNESS HUNTER · ANCHORED IMAGINEER · **WORK 3.0 LEADER** · RISK-AVERSE GAMBLER · TECH-SAVVY HUMANIST

## 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

| | |
|---|---|
| Manufacturing | 10% |
| Financial Services | 10% |
| FMCG | 6% |
| Professional Services | 12% |
| Tech/IT/ITES/Telecom | 12% |
| Consumer Services and Retailing | 6% |
| Education | 10% |
| Energy/Utilities/Transportation | 5% |
| Government | 10% |
| Pharma and Health Services | 7% |
| Not-for-Profit | 2% |
| Real Estate | 4% |
| Others | 5% |

### GENDER

| | |
|---|---|
| Male | 58% |
| Female | 40% |
| Not Disclosed | 2% |

### TENURE

| | |
|---|---|
| Tenure < 10 years | 24% |
| 11-20 years | 29% |
| > 20 years | 47% |

### TEAM SIZE

| | |
|---|---|
| < 10 FTEs | 50% |
| 11-50 FTEs | 24% |
| > 50 FTEs | 26% |

### COUNTRY

| | |
|---|---|
| Australia, New Zealand | 17% |
| India | 6% |
| Indonesia | 11% |
| Japan | 10% |
| China | 6% |
| Malaysia | 9% |
| Philippines | 8% |
| Singapore | 4% |
| South Korea | 8% |
| Sri Lanka | 5% |
| Thailand | 8% |
| Vietnam | 7% |
| Others | 2% |

### COMPANY OWNERSHIP

| | |
|---|---|
| Public Company | 28% |
| Private Company | 59% |
| State-Owned Company | 13% |

### ROLE

| | |
|---|---|
| Business Leader | 38% |
| HR Leader | 29% |
| Others | 33% |

### AGE

| | |
|---|---|
| Gen Z | 2% |
| Gen Y | 33% |
| Gen X | 50% |
| Baby Boomers | 14% |
| 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.

# PHILIPPINES DATA

- **WORK 3.0 Context**
- **Organization Preparedness**
- **Leader Response**
- **Leader Mindsets & Attributes**
- **WORK 3.0 Impact**

# WORK 3.0 CONTEXT

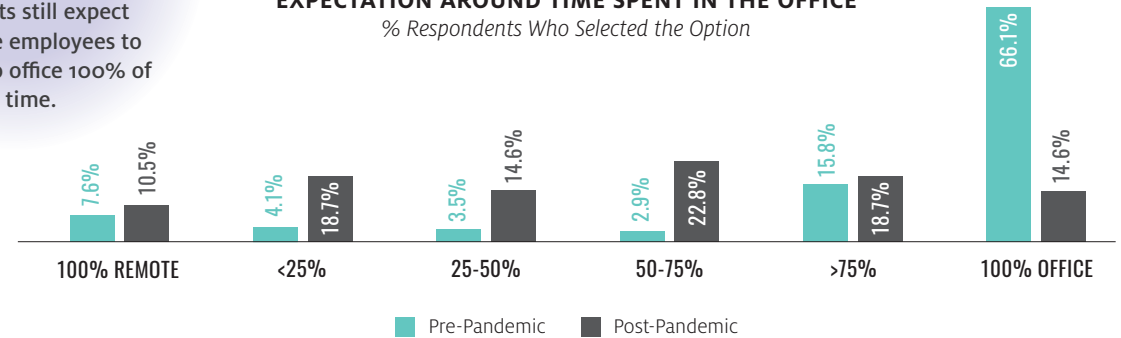📍 **Philippines**

## PHILIPPINES SAMPLE

- The CCL research team collected 171 valid survey responses.

- 18% of responses were from public companies, another 76% from private companies, and balance 5% were from state-owned enterprises.

- Entry- and mid-level managers accounted for almost 44% of the survey responses, while 29% of responses were from senior-level leaders (Directors and above). C-suite level leaders and board directors accounted for 27% of the responses.

- 31% of the respondents led a team of more than 50 full-time employees (FTEs). Another 28% led teams between 11 and 50 FTEs in size. The balance 41% respondents led teams of up to 10 FTEs.

- Almost 35% respondents had less than 10 years of professional work experience, 20% had between 11 and 20 years, and balance 45% had more than 20 years of work experience.

- While the sample had representation from diverse industries, it was dominated by banks, professional services, education, government, insurance, non-profits, and software and services companies.

- 44% of the respondents held business and related roles.

- 34% of the respondents were Gen Y, while another 34 percent belonged to Gen X. The balance respondents were Gen Z and "baby boomers."

- Almost 48% of respondents were males.

While Philippines is all set to embrace the hybrid work environment, almost 15% respondents still expect 100% of the employees to come back to office 100% of the time.

**EXPECTATION AROUND TIME SPENT IN THE OFFICE**
*% Respondents Who Selected the Option*



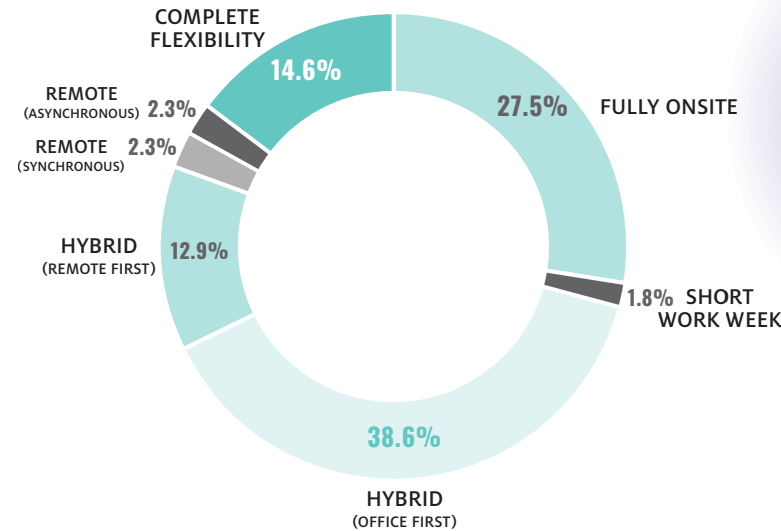| | 100% REMOTE | <25% | 25-50% | 50-75% | >75% | 100% OFFICE |
|---|---|---|---|---|---|---|
| Pre-Pandemic | 7.6% | 4.1% | 3.5% | 2.9% | 15.8% | 66.1% |
| Post-Pandemic | 10.5% | 18.7% | 14.6% | 22.8% | 18.7% | 14.6% |

■ Pre-Pandemic  ■ Post-Pandemic

*N=171*

*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 OPTIONS**
*% Respondents Who Selected the Option*



- COMPLETE FLEXIBILITY **14.6%**
- FULLY ONSITE **27.5%**
- REMOTE (ASYNCHRONOUS) **2.3%**
- REMOTE (SYNCHRONOUS) **2.3%**
- HYBRID (REMOTE FIRST) **12.9%**
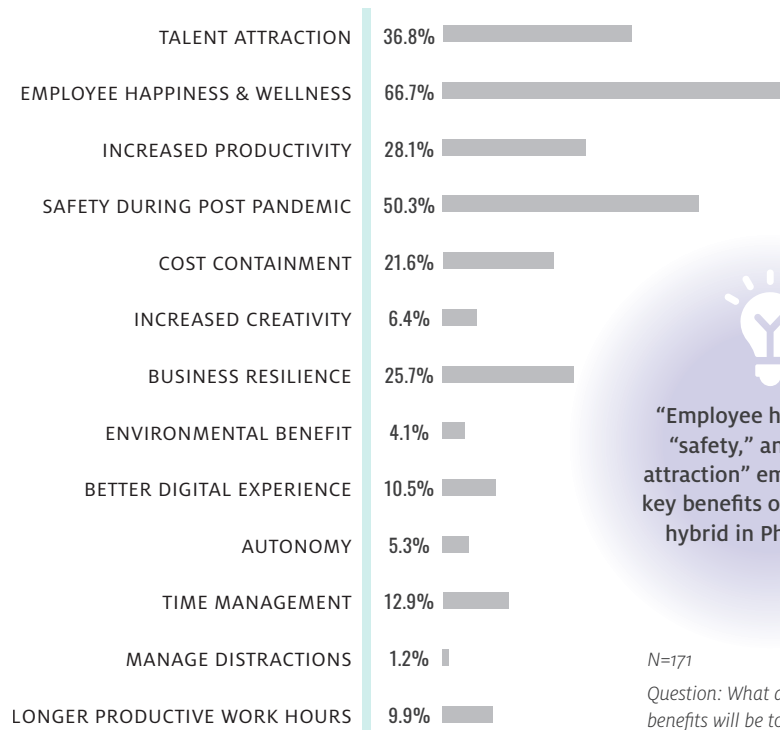- SHORT WORK WEEK **1.8%**
- HYBRID (OFFICE FIRST) **38.6%**

Contrasting inputs emerge from respondents in Philippines– while 52% expect a hybrid work environment, almost 28% respondents (highest in Asia Pacific) also feel that employees will be filly onsite in the next 3-5 years.

*N=171*

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

# WORK 3.0 CONTEXT
## Philippines

### KEY BENEFITS OF EMBRACING THE HYBRID MODEL
*% Respondents Who Rated the Factor as One of Top 3*

| Factor | % |
|---|---|
| TALENT ATTRACTION | 36.8% |
| EMPLOYEE HAPPINESS & WELLNESS | 66.7% |
| INCREASED PRODUCTIVITY | 28.1% |
| SAFETY DURING POST PANDEMIC | 50.3% |
| COST CONTAINMENT | 21.6% |
| INCREASED CREATIVITY | 6.4% |
| BUSINESS RESILIENCE | 25.7% |
| ENVIRONMENTAL BENEFIT | 4.1% |
| BETTER DIGITAL EXPERIENCE | 10.5% |
| AUTONOMY | 5.3% |
| TIME MANAGEMENT | 12.9% |
| MANAGE DISTRACTIONS | 1.2% |
| LONGER PRODUCTIVE WORK HOURS | 9.9% |

"Employee happiness," "safety," and "talent attraction" emerge as the key benefits of embracing hybrid in Philippines.

*N=171*

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

### KEY BARRIERS TO ADOPTING THE HYBRID MODEL
*% Respondents Who Selected the Option*

| Barrier | % |
|---|---|
| EMPLOYEE MOTIVATION AND WELLBEING | 13.5% |
| TECHNOLOGY DISRUPTION | 32.2% |
| SECURITY BREACH RISK | 29.2% |
| BROADBAND/NETWORK ISSUES | 49.1% |
| LACK OF COLLABORATION | 18.1% |
| LACK OF 'BELONGING' OR 'HUMAN CONNECTION' | 35.7% |
| LOSS OF PRODUCTIVITY | 18.1% |
| LACK OF TRUST | 13.5% |
| LACK OF SKILLS RELATED TO HYBRID WORKING | 9.4% |
| LACK OF 'OPEN' MINDSET (IN LEADERS) TOWARDS HYBRID WORKING | 18.1% |
| BUSINESS MODEL NOT SUSTAINABLE IN HYBRID | 11.1% |
| MANAGERIAL BIASES DUE TO PART OF THE WORKFORCE ON REMOTE WORKING | 8.2% |
| PERFORMANCE EVALUATION MAY BE HARDER | 15.8% |

*N=171*

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

While "lack of belonging" is the key concern for most countries in Asia Pacific, respondents in Philippines prioritized "broadband/network concerns" above it. "Technology disruption," emerges as the other key barrier in embracing hybrid.

### SUCCESS FACTORS IN THE HYBRID WORK ENVIRONMENT
*% Respondents Who Ranked the Factor as "Most Important"*

- People — 46.2%
- Organization Culture — 27.5%
- Technology & Tools — 14.6%
- Processes — 9.9%
- Workplace Design — 1.8%

*N=171*

*Question: Rank the following factors that influence leader success in the hybrid working environment in terms of their importance.*
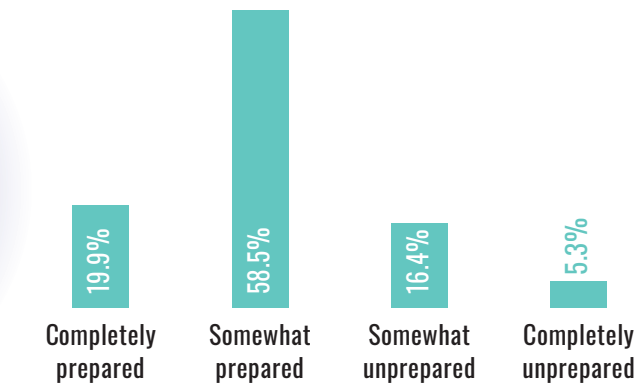
# WORK 3.0 PREPAREDNESS
## Philippines

### ORGANIZATION PREPAREDNESS
*% Respondents Who Selected the Option*

Data suggests that Philippines is quite prepared to embrace hybrid work environment as compared to many other countries in Asia Pacific. Almost 79% of respondents in the country feel their organization is prepared for hybrid, as against 74.3% pan Asia Pacific.

| Category | % |
|---|---|
| Completely prepared | 19.9% |
| Somewhat prepared | 58.5% |
| Somewhat unprepared | 16.4% |
| Completely unprepared | 5.3% |

*N=171*

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

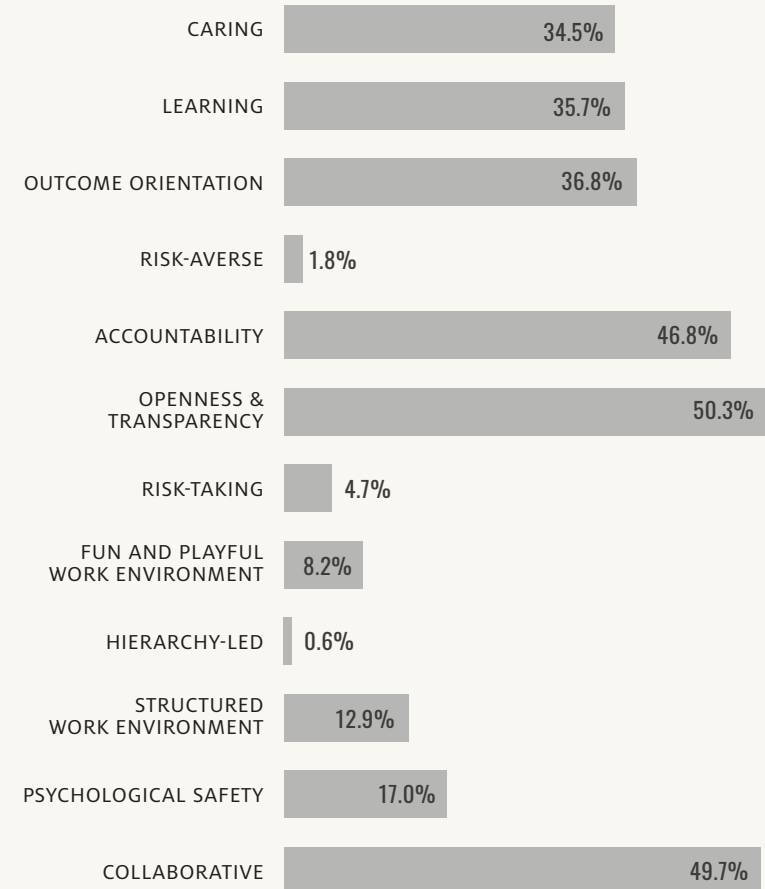### LONG-TERM HYBRID VISION
*% Organizations at Various Stages*

Only 15.2% of organizations seem to have embraced hybrid in the country, while 67% either do not yet have a hybrid-work vision or are still curating it.

| Category | % |
|---|---|
| No hybrid-work vision | 22.2% |
| Still curating the vision | 44.4% |
| Curated and communicated the vision | 4.7% |
| Testing/Piloting the vision | 13.5% |
| Embraced and adopted the hybrid-work environment | 15.2% |
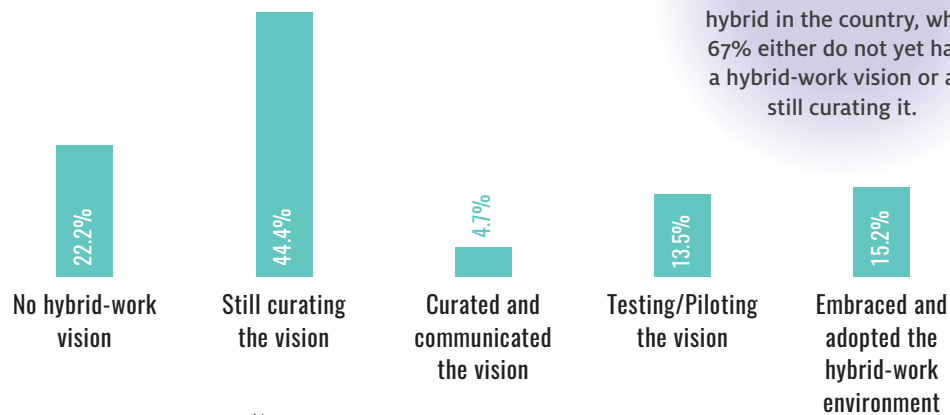
*N=171*

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

### MUST-HAVE ELEMENTS OF ORGANIZATION CULTURE
*% Respondents Who Selected the Culture Element as One of Top 3*

| Element | % |
|---|---|
| CARING | 34.5% |
| LEARNING | 35.7% |
| OUTCOME ORIENTATION | 36.8% |
| RISK-AVERSE | 1.8% |
| ACCOUNTABILITY | 46.8% |
| OPENNESS & TRANSPARENCY | 50.3% |
| RISK-TAKING | 4.7% |
| FUN AND PLAYFUL WORK ENVIRONMENT | 8.2% |
| HIERARCHY-LED | 0.6% |
| STRUCTURED WORK ENVIRONMENT | 12.9% |
| PSYCHOLOGICAL SAFETY | 17.0% |
| COLLABORATIVE | 49.7% |

*N=171*

*Question: What are the key elements of organization CULTURE for creating the "right" environment for leaders to thrive in a hybrid team?*
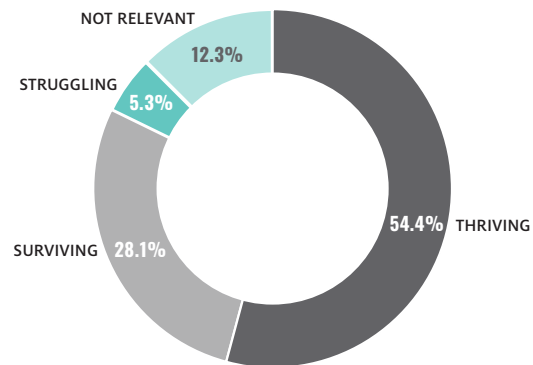
# LEADER RESPONSE TO WORK 3.0
## Philippines

Over 54% of the leaders report that they are "thriving" in the hybrid-work environment.

### LEADER RESPONSE TO THE HYBRID WORLD
*% Respondents Who Selected the Option*

NOT RELEVANT 12.3%

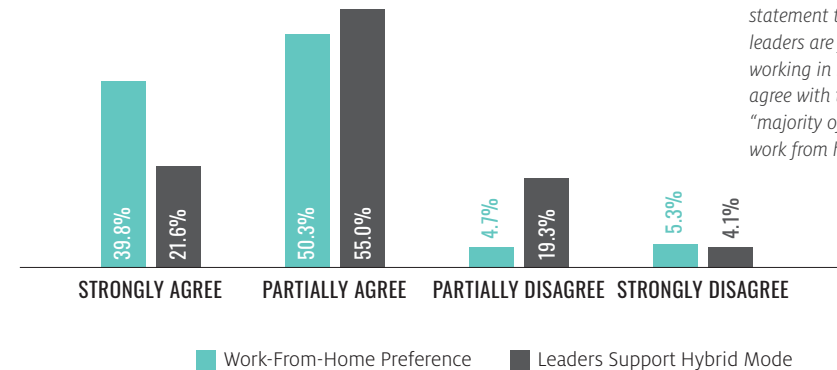STRUGGLING 5.3%

SURVIVING 28.1%

THRIVING 54.4%

N=171

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

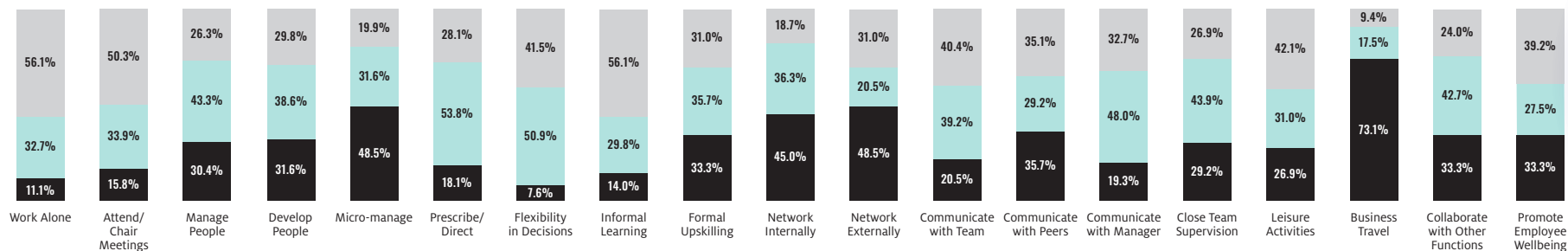### EMPLOYEE PREFERENCE & LEADER SUPPORT
*% Respondents Who Selected the Option*

N=171

*Questions: Do you agree with the statement that the "majority of leaders are fine with their teams working in hybrid mode?" Do you agree with the statement that "majority of employees want to work from home?"*

| | STRONGLY AGREE | PARTIALLY AGREE | PARTIALLY DISAGREE | STRONGLY DISAGREE |
|---|---|---|---|---|
| Work-From-Home Preference | 39.8% | 50.3% | 4.7% | 5.3% |
| Leaders Support Hybrid Mode | 21.6% | 55.0% | 19.3% | 4.1% |

■ Work-From-Home Preference   ■ Leaders Support Hybrid Mode

### WHAT ACTIVITIES ARE LEADERS ENGAGING IN?
*% Respondents Engaging More/Less/Same-Level in Activities*

■ Less-of   ■ Same   ■ More-of

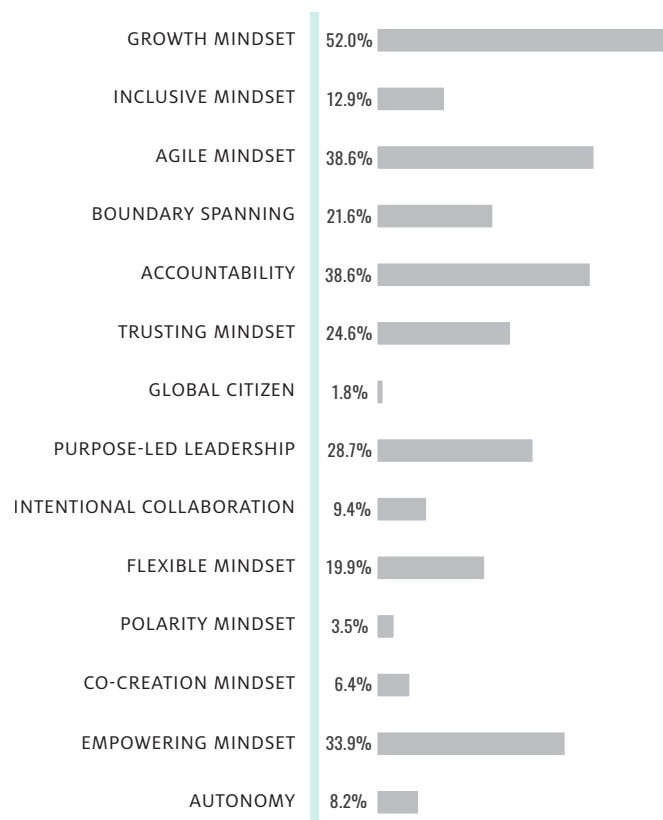| Activity | Less-of | Same | More-of |
|---|---|---|---|
| Work Alone | 11.1% | 32.7% | 56.1% |
| Attend/Chair Meetings | 15.8% | 33.9% | 50.3% |
| Manage People | 30.4% | 43.3% | 26.3% |
| Develop People | 31.6% | 38.6% | 29.8% |
| Micro-manage | 48.5% | 31.6% | 19.9% |
| Prescribe/Direct | 18.1% | 53.8% | 28.1% |
| Flexibility in Decisions | 7.6% | 50.9% | 41.5% |
| Informal Learning | 14.0% | 29.8% | 56.1% |
| Formal Upskilling | 33.3% | 35.7% | 31.0% |
| Network Internally | 45.0% | 36.3% | 18.7% |
| Network Externally | 48.5% | 20.5% | 31.0% |
| Communicate with Team | 20.5% | 39.2% | 40.4% |
| Communicate with Peers | 35.7% | 29.2% | 35.1% |
| Communicate with Manager | 19.3% | 48.0% | 32.7% |
| Close Team Supervision | 29.2% | 43.9% | 26.9% |
| Leisure Activities | 26.9% | 31.0% | 42.1% |
| Business Travel | 73.1% | 17.5% | 9.4% |
| Collaborate with Other Functions | 33.3% | 42.7% | 24.0% |
| Promote Employee Wellbeing | 33.3% | 27.5% | 39.2% |

While "work alone" and "informal learning" are two activities leaders in Philippines are most engaging in, "internal and external networking" and "business travel" activities have been most severely hit.

N=171

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

# WORK 3.0 MINDSETS & ATTRIBUTES
## Philippines

**MINDSETS OF A ROCKSTAR HYBRID LEADER**
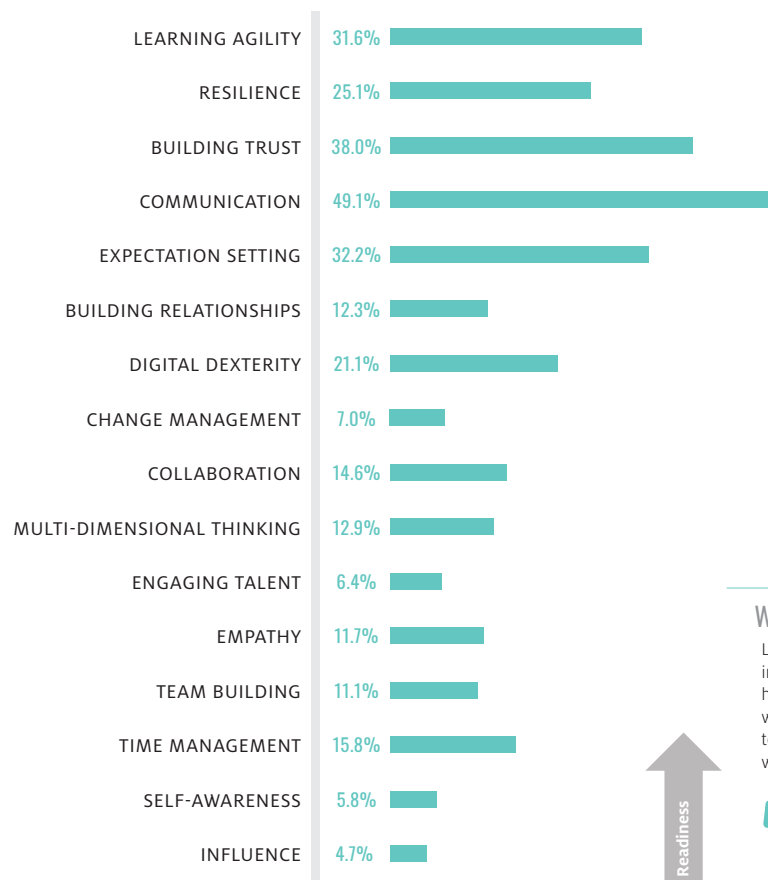*% Respondents Who Selected the Option as One of Their Top 3*

| | |
|---|---|
| GROWTH MINDSET | 52.0% |
| INCLUSIVE MINDSET | 12.9% |
| AGILE MINDSET | 38.6% |
| BOUNDARY SPANNING | 21.6% |
| ACCOUNTABILITY | 38.6% |
| TRUSTING MINDSET | 24.6% |
| GLOBAL CITIZEN | 1.8% |
| PURPOSE-LED LEADERSHIP | 28.7% |
| INTENTIONAL COLLABORATION | 9.4% |
| FLEXIBLE MINDSET | 19.9% |
| POLARITY MINDSET | 3.5% |
| CO-CREATION MINDSET | 6.4% |
| EMPOWERING MINDSET | 33.9% |
| AUTONOMY | 8.2% |

*N=171*

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

**ATTRIBUTES OF A ROCKSTAR HYBRID LEADER**
*% Respondents Who Selected the Option as One of Their Top 3*

| | |
|---|---|
| LEARNING AGILITY | 31.6% |
| RESILIENCE | 25.1% |
| BUILDING TRUST | 38.0% |
| COMMUNICATION | 49.1% |
| EXPECTATION SETTING | 32.2% |
| BUILDING RELATIONSHIPS | 12.3% |
| DIGITAL DEXTERITY | 21.1% |
| CHANGE MANAGEMENT | 7.0% |
| COLLABORATION | 14.6% |
| MULTI-DIMENSIONAL THINKING | 12.9% |
| ENGAGING TALENT | 6.4% |
| EMPATHY | 11.7% |
| TEAM BUILDING | 11.1% |
| TIME MANAGEMENT | 15.8% |
| SELF-AWARENESS | 5.8% |
| INFLUENCE | 4.7% |

*N=171*

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

At 52.2% "work champions," Philippines is quite compellingly poised for success in the WORK 3.0 environment. It is much higher than the regional average of 41.6%.

**FLAVORS OF WORK 3.0 LEADERS**
*% Respondents Who Rated Their Peers on Skill and Mindset Readiness*

### WORK 3.0 HOPEFULS
Leaders who believe in the power of hybrid, but are working on their skills to align with the new ways of work.

**10.5%**

### WORK 3.0 CHAMPIONS
Leaders who have embraced the hybrid work model and champion it internally.

**52.6%**

### WORK 3.0 LAGGARDS
Leaders with a fixed mindset who do not "buy-in" to the concept of hybrid work.

**8.8%**

### WORK 3.0 SKEPTICS
Leaders who have skills such as communication, and learning agility, but are not fully convinced of the efficacy of the hybrid work model.
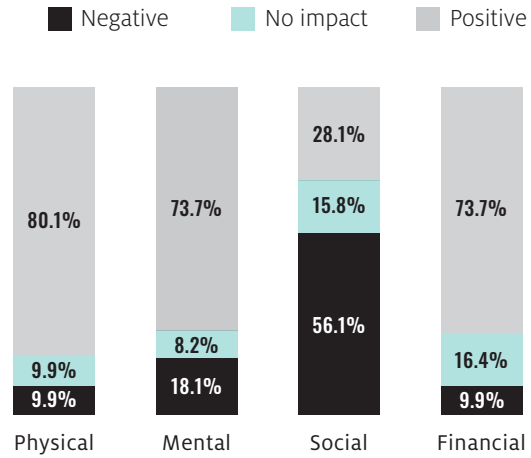
**28.1%**

MINDSET Readiness

SKILL Readiness

*N=171*

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

# WORK 3.0 IMPACT
## Philippines

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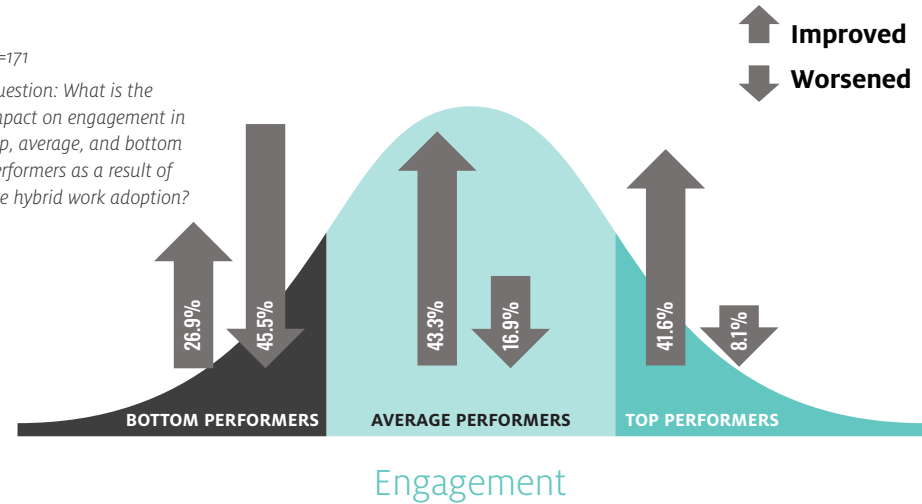*% Respondents Who Selected Nature of Impact*

Legend: ■ Negative  ■ No impact  ■ Positive

| | Physical | Mental | Social | Financial |
|---|---|---|---|---|
| Positive | 80.1% | 73.7% | 28.1% | 73.7% |
| No impact | 9.9% | 8.2% | 15.8% | 16.4% |
| Negative | 9.9% | 18.1% | 56.1% | 9.9% |

*N=171*

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

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

*N=171*

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

↑ Improved  ↓ Worsened

| | BOTTOM PERFORMERS | AVERAGE PERFORMERS | TOP PERFORMERS |
|---|---|---|---|
| Improved | 26.9% | 43.3% | 41.6% |
| Worsened | 45.5% | 16.9% | 8.1% |

Engagement

## BIASES AT PLAY IN THE HYBRID WORLD
*% Respondents Who Selected the Option as One of Their Top 3*

- PROXIMITY BIAS — **62.6%**
- SIMILARITY BIAS — **60.8%**
- ANCHORING BIAS — **48.5%**
- STATUS QUO BIAS — **59.6%**
- CONFIRMATION BIAS — **66.7%**
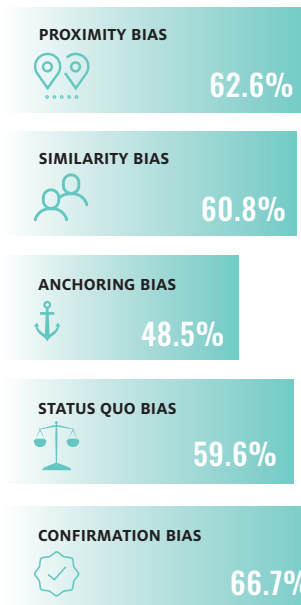
*N=171*

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

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

*N=171*

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

↑ Improved  ↓ Worsened

| | BOTTOM PERFORMERS | AVERAGE PERFORMERS | TOP PERFORMERS |
|---|---|---|---|
| Improved | 28.6% | 51.4% | 60.0% |
| Worsened | 43.3% | 15.8% | 5.0% |
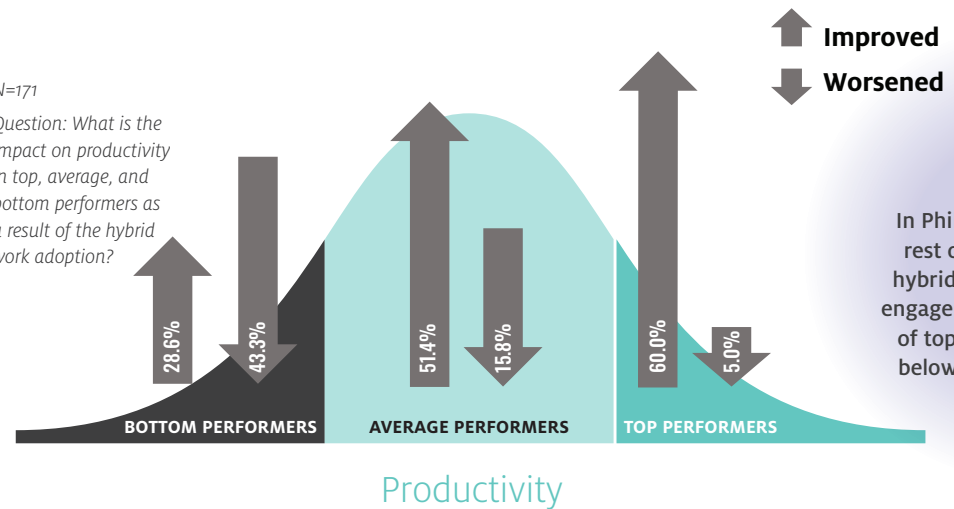
Productivity

In Philippines, just like the rest of Asia Pacific, while hybrid model adoption lifts engagement and productivity of top performers, it hurts below-average or "bottom performers."

# WORK 3.0 IMPACT
## Philippines

### DIRECTION, ALIGNMENT, COMMITMENT SETTING IN A HYBRID WORK ENVIRONMENT
*% Respondents Who Selected the Option*

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

**Direction**
- 37.4%
- 40.4%
- 22.2%

**Alignment**
- 46.8%
- 35.1%
- 18.1%

**Commitment**
- 35.7%
- 45.0%
- 19.3%

*N=171*

*Question: What, according to you, is the impact of hybrid work environment on setting the Direction, Alignment, Commitment in an organization?*
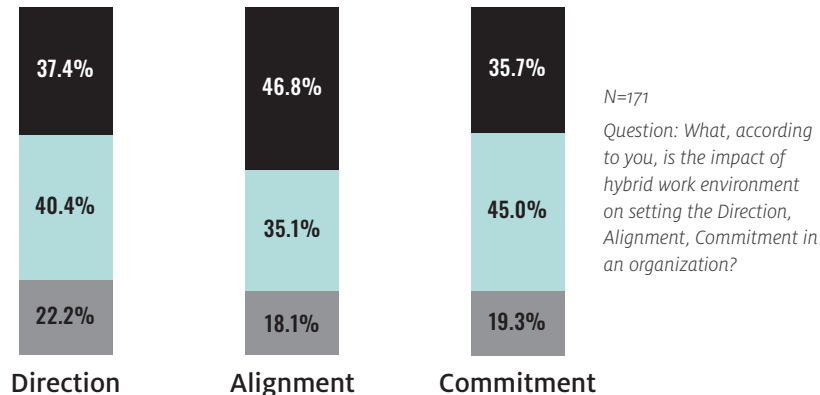
### IMPACT OF HYBRID MODEL ON DIVERSITY, EQUITY & INCLUSION
*% Respondents Who Selected the Option*

■ Improved  ■ Worsened

**Diversity**
- 8.8%
- 91.2%

**Equity**
- 17.0%
- 83.1%

**Inclusion**
- 16.4%
- 83.6%

*N=171*

*Question: What is the impact of hybrid/virtual work environment on diversity, equity, inclusion?*
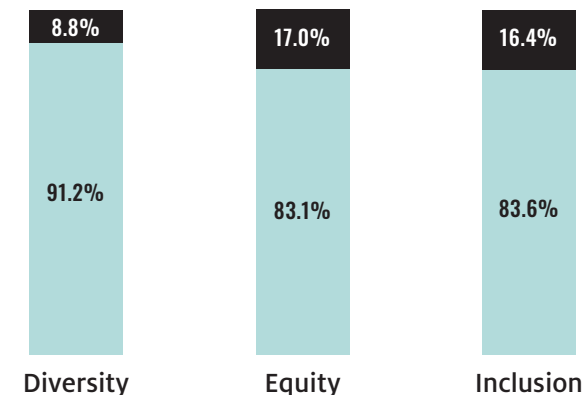
Just like the rest of Asia Pacific region, hybrid adoption has a net-positive impact on diversity, equity and inclusion in Philippines.

# 10 TAKEAWAYS

1. Philippines data suggests that, quite like the rest of Asia Pacific, expectation from employees to work 100% from the office/onsite has reduced from 66% pre-Covid to just 15% in the post-Covid period.

2. The hybrid work model is likely to emerge as the most favored option in the near future, with 51% respondents opting for it. However almost 28% of the respondents predict that staff will be back fully onsite in the next 3-5 years.

3. Respondents note that while employee wellness (67.5%), safety, and talent attraction, are the key benefits of embracing WORK 3.0/hybrid mode, 49.1% also highlight that "broadband/network issues" could be the biggest derailer organizations need to guard against.

4. Leaders note that organizational culture and people factors outweigh technology & tools, processes, and workplace design in driving a successful WORK 3.0 environment. More than 73% respondents rate organization culture and people as the "most important" success drivers.

5. Individual leaders feel much more prepared for WORK 3.0 as compared to their organizations. While 54.4% of respondents in Philippines feel they are "thriving" in the hybrid work environment, only 19.9% claim that their organizations are "fully prepared." 15.2% of the surveyed respondents shared that their organizations have completely embraced and adopted the hybrid work environment.

6. As organizations in Philippines embrace WORK 3.0, openness & transparency, accountability, collaboration, outcome orientation, and learning, emerge as the top 5 must-have organization culture elements.

7. WORK 3.0-ready leaders must embrace mindsets of growth, agility, and accountability. In addition, they must demonstrate attributes of communicating effectively, building trust, and setting clear expectations from their teams. 52.6% respondents in Philippines claim that their colleagues and peers already have the "right" combination of WORK 3.0-ready mindsets and attributes.

8. WORK 3.0 impacts employee engagement and productivity. While it lifts engagement and productivity of top and average performers in Philippines, it has a net-negative impact on the below average or "bottom" performers.

9. WORK 3.0 environment has a mainly positive influence on employees' physical, mental, and financial wellness. It however has a negative influence on social wellbeing, with 56.1% respondents underlining the risk.

10. Leaders in Philippines claim that while a hybrid work environment may encourage proximity, confirmation, and similarity bias, it generally helps the diversity-equity inclusion agenda.

*Source: CCL Research 2022.*

# 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.
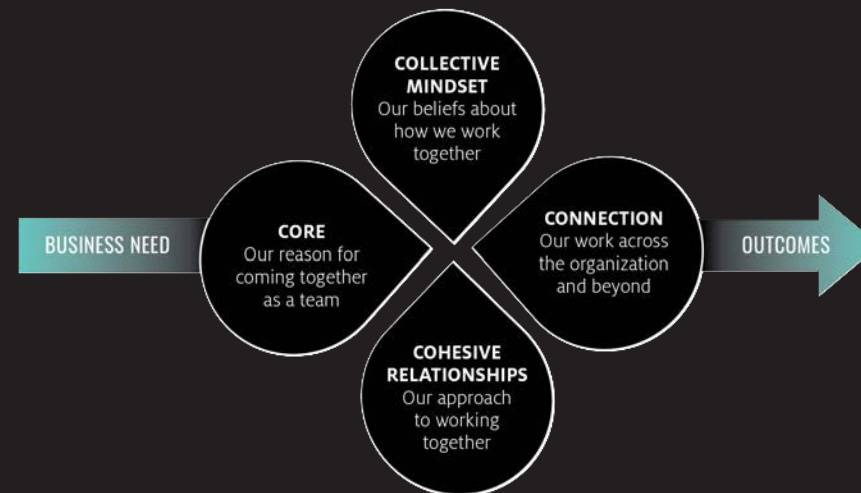
### WHY LEADERS NEED HELP?

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.



BUSINESS NEED

**COLLECTIVE MINDSET**
Our beliefs about how we work together

**CORE**
Our reason for coming together as a team

**CONNECTION**
Our work across the organization and beyond

**COHESIVE RELATIONSHIPS**
Our approach to working together

OUTCOMES

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

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www.prasmul-eli.co/id

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www.xedspace.com.au

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