

2022/2023

Trends Report The Evolving Post-Pandemic Global Workplace

IMSA Search Global Partners

Challenges Abound Yet Positivity Ahead

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

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

Four major trends **have emerged:**

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

Introduction

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Back to “Normal” Back to the Office

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

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

Trend 1

Workplace “Normal” Means
Hybrid is Here to Stay

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Back to “Normal” Back to the Office

Trend 1

Workplace “Normal” Means
Hybrid is Here to Stay



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

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

Phillip Price, IMSA United Kingdom



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

Jan Gunnar Storli, IMSA Norway



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

Simone Allan, IMSA Australia

Based on Demand, Hybrid is Here to Stay

Trend 1

Workplace “Normal” Means
Hybrid is Here to Stay

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According to a McKinsey & Company survey of 31K full-time employees and self-employed workers across 31 markets globally in early 2022, hybrid work is here to stay.

The majority (70%) want remote options to continue, while nearly two-thirds express the desire for teams to meet in-person with online options.

Many companies including Spotify, Twitter, and Airbnb have work-from-anywhere policies.



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

Irma Simonkevičienė, IMSA Lithuania

3 Days in the Office and 2 Days @ Home

According to monthly surveys of 5K American workers and 500 U.S. employers, most want to work from home Mondays and Fridays. 3 days in office is the norm.

(Harvard Business Review, [hbr.org 1/25/2022](https://hbr.org/1/25/2022))

Trend 1

Workplace “Normal” Means Hybrid is Here to Stay



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

Jerry Chang, IMSA China



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

Armando Ajuria, IMSA Mexico

Employees Expect Independence and Flexibility

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

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

Trend 1

Workplace "Normal" Means
Hybrid is Here to Stay



**WORK HARD.
TRAVEL HARDER.**

Employees Expect Independence and Flexibility

Trend 1

Workplace “Normal” Means
Hybrid is Here to Stay



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

Petra Johansson, IMSA Sweden



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

Simone Allan, IMSA Australia



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

Jerry Chang, IMSA China



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

Armando Ajuria, IMSA Mexico

While Hybrid Dominates, Productivity Remains High

Trend 1

Workplace “Normal” Means Hybrid is Here to Stay



In addition to satisfying employee demand, hybrid work has proven to be more productive for many.

According to Gallup Workplace Sept. 14, 2022, a study of 8K remote-capable employees revealed 51% of hybrid workers report higher productivity and 67% report more efficient use of time.

Further Work From Home Research data indicates the benefits of work from home include improved productivity.



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

Pedro Hipólito, IMSA Portugal



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

Mitch Berger, IMSA USA

Talent Shortage Means Candidate-Driven Marketplace

Trend 2

Candidate-Driven Marketplace Puts Employees at the Center



The Covid-19 pandemic, the Great Resignation, and quiet quitting with workers reassessing their lives, exacerbated the worldwide talent shortage.

The trend continues as demand for skilled knowledge workers increases. Emerging technologies mean additional skills are essential, widening the gap between demand for talent and qualified talent supply.

The result is that candidates who are qualified wield tremendous influence.



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

Patrick Van Lijsebetten, IMSA Belgium



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

Pedro Hipólito, IMSA Portugal

Employer Brand and Culture are Important

In this candidate-driven market, the top talent is demanding greater attention to corporate culture and strong employer brands.

And in a hybrid work world, maintaining culture requires visionary leadership, actionable strategies, real investment, and creativity.

Trend 2

Candidate-Driven Marketplace Puts Employees at the Center

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

David Nirenberg, IMSA Canada



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

Jan Gunnar Storli, IMSA Norway

Companies Reassessing Their Office Space

Trend 2

Candidate-Driven Marketplace Puts Employees at the Center

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The growth of the hybrid office means fewer people in the office at the same time on an everyday basis. As a result, many organizations are reassessing their office space needs.

In their Spring 2022 Office Occupier Sentiment Survey, global commercial real estate leader CBRE reported 52% saying they will reduce space over the next 3 years due to remote work and space efficiency. 39% intend to expand their office spaces due to business growth and hiring.

In the competition for talent, organizations recognize offices must be more inviting – less dense, more lounge-style with open spaces, and more collaboration areas.



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

Mitch Berger, IMSA USA



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

Jerry Chang, IMSA China

Space Sharing and CoWorking Spaces Abound

Trend 2

Candidate-Driven Marketplace Puts Employees at the Center



At the same time, more companies are evolving from dedicated assigned seating to using space-sharing strategies such as activity-based assignments and hot-desking where multiple employees use a single physical work area during different time periods.

And the growth of coworking space continues. According to projections from Statista, with an estimated 18.7K spaces today, there will be approximately 42K spaces by 2024.



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

Petra Johnsson, IMSA Sweden

BurnOut Leads to Early Retirement for Some

Trend 2

Candidate-Driven Marketplace
Puts Employees at the Center

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While greater flexibility and work-from-home has left many happier, some are not,

Around the world, people are feeling overworked, disengaged, and burned-out. In fact, in a study of 10K knowledge workers across the globe conducted by Asana, 70% experienced burnout last year.

Of those who experienced burnout, especially in front-line roles, many are opting for early retirement, furthering the talent shortage in many industries.



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

Simone Allan, IMSA Australia

Technology is Fundamental and Fueling Change

Trend 3
Technology is Fundamental
and Fueling Change

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

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

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Tech Enables Global Recruiting It's a Small World

Trend 3

Technology is Fundamental
and Fueling Change

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Over the past few years enhanced technologies have enabled work from anywhere, anytime.

As a result, forward-looking organizations are looking to more distant geographies, and on a faster timetable, to build their talent operating models.



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

Jan Gunnar Storli, IMSA Norway



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

Irma Simonkevičienė, IMSA Lithuania

Technology Makes Recruiting More Efficient

Trend 3

Technology is Fundamental
and Fueling Change

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The pandemic led to widespread acceptance of video conferencing options.

And today global video conferencing is ubiquitous. Prevalent technology tools enable faster and more efficient recruiting, particularly at the early stages of any search.



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

Thierry Baux, IMSA France



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

Monika Ciesielska, IMSA Poland

Adaptive AI, Metaverse, and People Analytics in HR

Trend 3

Technology is Fundamental
and Fueling Change

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

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

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



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

Jordi Berenguer, IMSA Spain



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

David Nirenberg, IMSA Canada

More Tech, Bigger Budgets Needed

While technology has become embedded in business operations, it is continually evolving.

To remain functional, effective, and efficient, continuous assessment and ongoing investment is essential.

Trend 3

Technology is Fundamental and Fueling Change



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

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

Patrick Van Lijsebetten, IMSA Belgium



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

Armando Ajuria, IMSA Mexico

Increased Digitization Leads to Improved Management Tools

Trend 3

Technology is Fundamental
and Fueling Change



The growth of SaaS and cost-effective HR tools and technologies have already helped HR professionals assess employee performance.

Additional strategic HR metrics such as employee profits, job flow, and diversity of hiring can create a quantitative impact on organizations.



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

Simone Allan, IMSA Australia



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

Rajaram Agrawal, IMSA India

Security Concerns Escalate

Trend 3

Technology is Fundamental and Fueling Change



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

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

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



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

Companies are scrambling to counter this threat."

Rajaram Agrawal, IMSA India

Strong Leadership is Essential

Trend 4

Strong, Agile, Collaborative
Leadership is Essential



The pandemic forced business leaders to make rapid strategic pivots. Today the need to be resilient and flexible remains extremely important, as business leaders are increasingly being evaluated by their employees, boards, customers, and communities.

According to a Gartner survey of 800 HR leaders across 60 countries and all major industries, the largest share of respondents indicate leader and manager effectiveness is a top priority, along with organizational design and change management, employee experience, recruiting, and future of work.



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

Jordi Berenguer, IMSA Spain

Agile Leaders are in Demand

Trend 4

Strong, Agile, Collaborative Leadership is Essential



With technology acceleration, recession concerns, hybrid work, and global supply issues, 2023 begins with much anticipation for continued change and uncertainty.

Leaders who are strategic thinkers and agile in approach are in great demand across the globe.



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

David Nirenberg, IMSA Canada



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

Simone Allan, IMSA Australia



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

Patrick Van Lijsebetten, IMSA Belgium

Understanding and Addressing Employee Needs

Today's leaders face great challenges.

Yet among the most crucial is the increased importance of understanding the employee experience and addressing their needs.

Trend 4

Strong, Agile, Collaborative
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Understanding and Addressing Employee Needs

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

Monika Ciesielska, IMSA Poland



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

Armando Ajuria, IMSA Mexico



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

Jordi Berenguer, IMSA Spain



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

Patrick Van Lijsebetten, IMSA Belgium

Consultative and Collaborative Leadership is Key

With an uncertain and fast-changing business environment, the need for consultative and collaborative leadership has increased.

Trend 4

Strong, Agile, Collaborative Leadership is Essential



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

Rajaram Agrawal, IMSA India



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

Irma Simonkevičienė, IMSA Lithuania

Trust-Based Leadership is Good for Business

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

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

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

Trend 4
Strong, Agile, Collaborative
Leadership is Essential

Trust-Based Leadership is Good for Business

Trend 4

Strong, Agile, Collaborative Leadership is Essential



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

Petra Johnsson, IMSA Sweden



“The keys to successful leadership are: Know how to trust - Personify the company’s values - Enable the exchange and transmission of knowledge - Encourage change - Take care of yourself (Emotional Intelligence) - Communicate and Act transparently.”

Thierry Baux, IMSA France



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

Petra Johnsson, IMSA Sweden

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

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

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

Trend 4

Strong, Agile, Collaborative
Leadership is Essential

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

Trend 4

Strong, Agile, Collaborative
Leadership is Essential



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

Simone Allan, IMSA Australia



“Sustainability is now widely regarded as the next big revolution since the shift to digitalization. ESG is disrupting the way we do business, the way we see the world, and the way we make strategic decisions. We are all involved, we are all stakeholders.”

Marianna Carbonari, IMSA Italy



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

Pedro Hipólito, IMSA Portugal

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

Jordi Berenguer, IMSA Spain



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

Thierry Baux, IMSA France



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

Irma Simonkevičienė, IMSA Lithuania

Thank You to Our Contributors



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IMSA Search Global Partners has been helping clients with their global and local senior talent needs for over 30 years.

With 50+ offices in 25+ countries on 6 continents, IMSA's 300+ Executive Search experts span the globe to identify the right candidates with the abilities and fit to successfully lead organizations locally, regionally, and globally.

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