

# NURTURING THE future OF WORK

HOW ORGANIZATIONS EMPOWER TALENT

Quarterly review  
N°6 — 2022

Conversations FOR TOMORROW

The sixth edition of the Cappgemini Research Institute's quarterly review, **"Conversations for Tomorrow,"** looks at how organizations can thrive in the future of work.

## REDESIGNING WORK AROUND EMPLOYEES

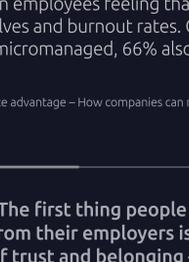
Many of today's employees are, to some degree, unsatisfied or unhappy with their experience at work. Only 28% of employees say they are satisfied at work, compared to 80% of leaders who believe their employees are satisfied.<sup>1</sup>

1. Cappgemini Research Institute, The people experience advantage – How companies can make life better for their most important assets



**"Hybrid work could be the best way to customize working environments for every personal circumstance and career or life stage."**

**Jean-Pascal Tricoire**  
Chief Executive Officer,  
Schneider Electric



**"The smartest organizations are redesigning jobs and working environments around employees."**

**Josh Bersin**  
Industry Analyst

## LEADING WITH TRUST

There is a strong correlation between employees feeling that they are "not trusted" to manage themselves and burnout rates. Of the employees who feel they are being micromanaged, 66% also feel burned out in a remote setup.<sup>2</sup>

2. Cappgemini Research Institute, The people experience advantage – How companies can make life better for their most important assets



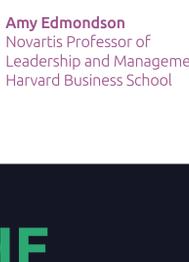
**"The first thing people want from their employers is a sense of trust and belonging – the ability to be themselves at work and to have open conversations and relationships with peers, without any fear of negative consequences."**

**Josh Bersin**  
Industry Analyst



**"In a hybrid setup, leaders should go out of their way to encourage dissenting views."**

**Amy Edmondson**  
Novartis Professor of Leadership and Management, Harvard Business School



**"Our success is based on honest discussions and, when necessary, tough conversations."**

**Stacey Fluhrer**  
New Zealand Rugby Union International

## BEWARE OF 'PRODUCTIVITY THEATER'

In a remote setting, employee productivity has increased, and costs have decreased. However, these gains may come at the expense of employee wellbeing. More than half (55%) of employees feel burned out because they are working longer hours in a remote environment.<sup>3</sup>

3. Cappgemini Research Institute, The future of work: from remote to hybrid



**"Employees want to be seen to be productive, and this can lead to 'productivity theater: 'attending meetings in order to be seen, making sure they chip in from time to time, but really their attention is on something outside the meeting."**

**Jared Spataro**  
Member of the Board of Management, Technology and Innovation at Deutsche Telekom



**"The shift to remote working has caused the share of time employees spend in collaborative cross-group connections to drop by about 25% compared with the pre-pandemic level."**

**Amy Edmondson**  
Novartis Professor of Leadership and Management, Harvard Business School

## MAKING THE WORKPLACE FIT FOR PURPOSE

Employees feel they lack the necessary technology and data to carry out their work. Less than one-third of employees (29%) say they are happy with collaboration tools at work.<sup>4</sup>

4. Cappgemini Research Institute, The people experience advantage – How companies can make life better for their most important assets



**"We are evolving our workspaces with 25% of space for individual desks and 75% for creative and collaborative [work]."**

**Xavier Chéreau**  
Chief Human Resources & Transformation Officer, Stellantis



**"Organizations that use technology as an empowering element and offer employees the right tools [...] improve [...] their employees' ability to perform their jobs and help them to derive greater satisfaction from doing so."**

**Jon Harriman and Alan Connolly**  
Cappgemini



## NON-TRADITIONAL TALENT AND UPSKILLING

Upskilling holds the key to unlocking unrealized productivity. 90% of organizations with advanced upskilling initiatives say that their workforce is supportive of the organization's automation initiatives.<sup>5</sup>

5. Cappgemini Research Institute, Upskilling your people for the age of the machine



**"Organizations need to be on the lookout for talent, even in non-typical environments. In Brazil, we are upskilling Uber drivers to join Cappgemini as junior associates."**

**Aiman Ezzat**  
CEO, Cappgemini



**"Organizations have to get better at evaluating candidates based not just on their professional experience to date, but also on their characteristics, related skills, and ability to learn."**

**Sir Christopher Pissarides**  
Nobel Prize Laureate



**"We [...] have an internal talent marketplace that 140,000 employees use. It's a game-changer: connecting talent and skills, at scale, across the business. It empowers people and democratizes access to work by disrupting traditional internal hierarchies and breaking down silos."**

**Elaine Arden**  
Chief Human Resources Officer, HSBC

## AUTOMATION IMPROVES QUALITY OF JOBS

The OECD has estimated that, on average, 15% of jobs are at high risk of automation in OECD countries. The risk is as high as 23% for young people, as entry-level jobs tend to have a high share of routine, non-cognitive tasks, which can be more easily automated.<sup>6</sup>

6. Cappgemini Research Institute, Conversations for Tomorrow: The Future of Work Starts Now



**"Everybody feared automation, robotization, the idea of a jobless economy. It is true that a lot of traditional roles are disappearing; but it is also true that there are more jobs in today's economy than ever before and a lot of these are more interesting, highly skilled and strategic roles."**

**Nicolas Schmit**  
European Commissioner for Jobs and Social Rights



**"[Automation brings] improvements to engagement and enjoyment of work."**

**Kathryn van der Merwe**  
Group Executive Talent & Culture and Service Centres, ANZ



## FOSTERING DIVERSITY AND INCLUSIVITY

"Less than one-third of organizations actively measure inclusion."<sup>7</sup>

7. Source: ILO, "Transforming Enterprises through Diversity and Inclusion," April 2022.



**"We have linked our long-term variable-pay program for our executives to increasing the percentage of women in line-manager positions."**

**Majbritt Arfert**  
SVP & Chief People Officer, Ericsson



**"There is a disconnect between organizations' perception of the level of inclusivity they are offering and that which is experienced by young women in the workforce."**

**Dr. Tarika Barrett**  
CEO, Girls Who Code



**"Women are 24% more likely than men to apply to remote roles."**

**Sue Duke**  
Global Head of Public Policy and Economic Graph, LinkedIn

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