

Amoeboids⁷



upraise

EMBRACE THE NEW

Rearchitect work for an altered world

A global survey of 500+ HR leaders



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Executive summary

**Article by Robyn Catagnus,
Professor and Researcher at The
Chicago School of Professional
Psychology- **Would your company
survive if employees lost their
sense of purpose?****

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THE NEW NORMAL OF WORKPLACES



The way work is seen, has changed forever. While some employees are at home being at home, some can't wait to return to the busy office.

From fully remote start-ups to big organizations coping with hybrid staffing strategies, there is no correct answer that can appease all. Add the diversity of the new workforce that is entering the office for the very first time, and it is clear that the previous way of working as we know it, is not viable anymore.

THE CHALLENGE OF THE FUTURE

Over the last year, employees across the world were largely confined to their homes – and yet, statistics showed that productivity soared. But the model wasn't sustainable as employees started experiencing burnouts, and for good reason : No demarcation of work and life (when home has to double up as office, lines get blurred pretty fast). **Instances where employees rate better-managed workload and personal time above significant raises, have increased too.** In order to hire top talent, organizations need to understand this need of the potential workforce and modify their hiring plans accordingly. This can be part of the quest for a balanced model that is beneficial to both organizations and employees in equal measure.

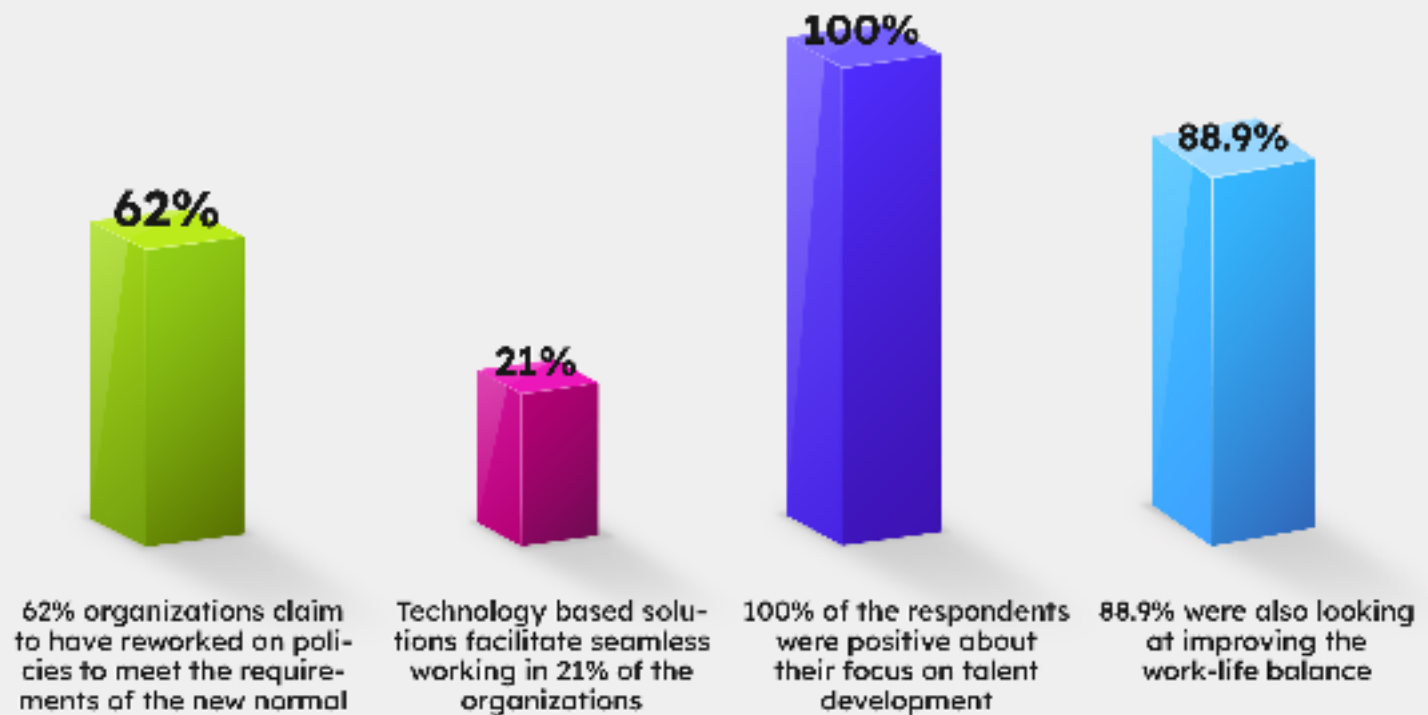


FINDING THE PULSE OF CHANGE

The job of coming up with the right answer that works for the organization, falls invariably on the human resources department. This survey, conducted by The **Upraise Research Council**, takes the views of **500+ HR leaders** across USA, Europe APAC, and tries to find commonalities that can be applied to a new, cohesive workplace across culture, behavioural changes, performance management, and leadership. The insights revealed from the survey can help organizations to recalibrate their methods in the above areas. By taking the views of professionals across categories, the survey aims to arrive at commonalities that can be easily adopted - and subsequently, simplify the process of change.

KEY FINDINGS

1. Cultivating Culture Remotely



The key for organizations is to be flexible in defining the policies to meet the requirements of a dynamic workplace, by understanding the needs of millennials & genZ – who will constitute most of the workforce in the future.

A focus on talent development, work life balance & wellness are expected to enhance workplace culture in the future, and having clearly defined policies can go a long way in establishing them. Organizations that foster work-life balance and employee wellness will witness improved employee productivity. Future-ready upskilling programs with continuous feedback and coaching are essential too, as they enhance the competency of the workforce.

BARRIERS TO CHANGE



Engaging in purposeful, value-driven work is the most difficult task ahead of managers

Staying mentally and physically healthy is the second-highest rated concern

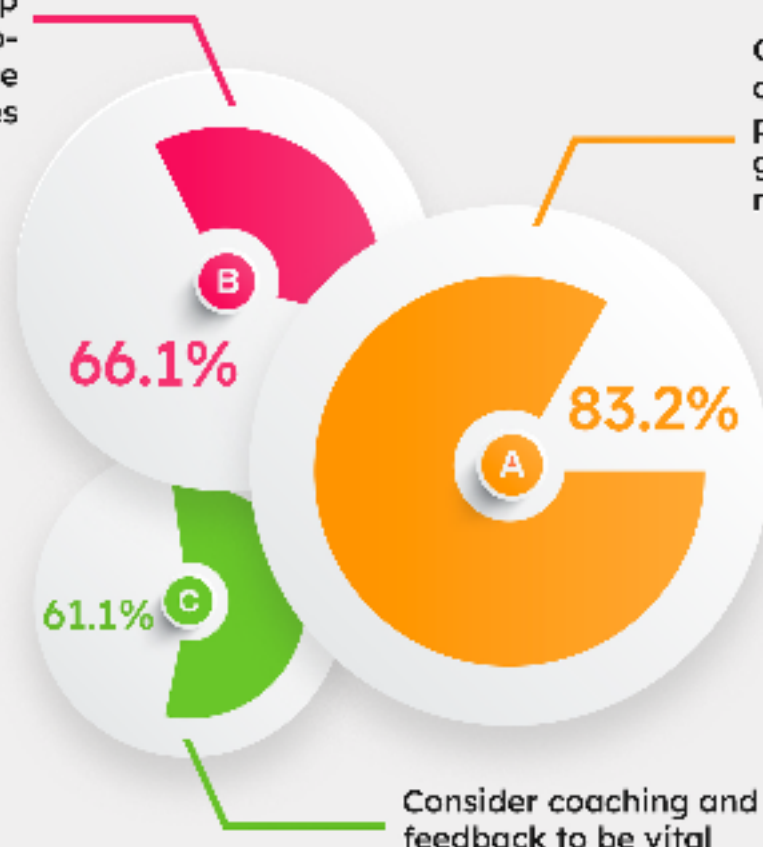
Being visible is a concern for employees and managers alike

Adopting a coaching mindset is a must-have requirement for managers in the current scenario. Using tools & software to collaborate with remote teams or hybrid teams will be another key challenge, and focussing on the right tools can help teams get in touch with each other without much hassle.

2. Motivating employees to be future-ready

Believe Objectives & key results (OKRs) that tie up employee goals to corporate strategy can motivate employees

Connecting behaviour change initiatives to a purpose and mission gets the highest number of votes



Connecting behavior change initiatives to purpose of the organization can happen by tying the OKRs to employee goals, and coaching as and when necessary can motivate employees to be future ready, like the organizations they work for. Adopting an OKR driven work culture can bring in more transparency within teams, enhance productivity and drive better business outcomes for organizations in a future-ready organization.

BARRIERS TO CHANGE

77.8%

Feeling differentiated for working remote is the most important concern, as 77.8% respondents voiced this opinion

77.6%

Feeling a disconnection from company culture comes a close second, at 77.6%

61.1%

44.4% feel that time zone challenges for collaboration can result in lack of motivation

44.4%

61.1% consider anxiety to be a major factor that can affect the motivation of their team members



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3. Enhancing performance management

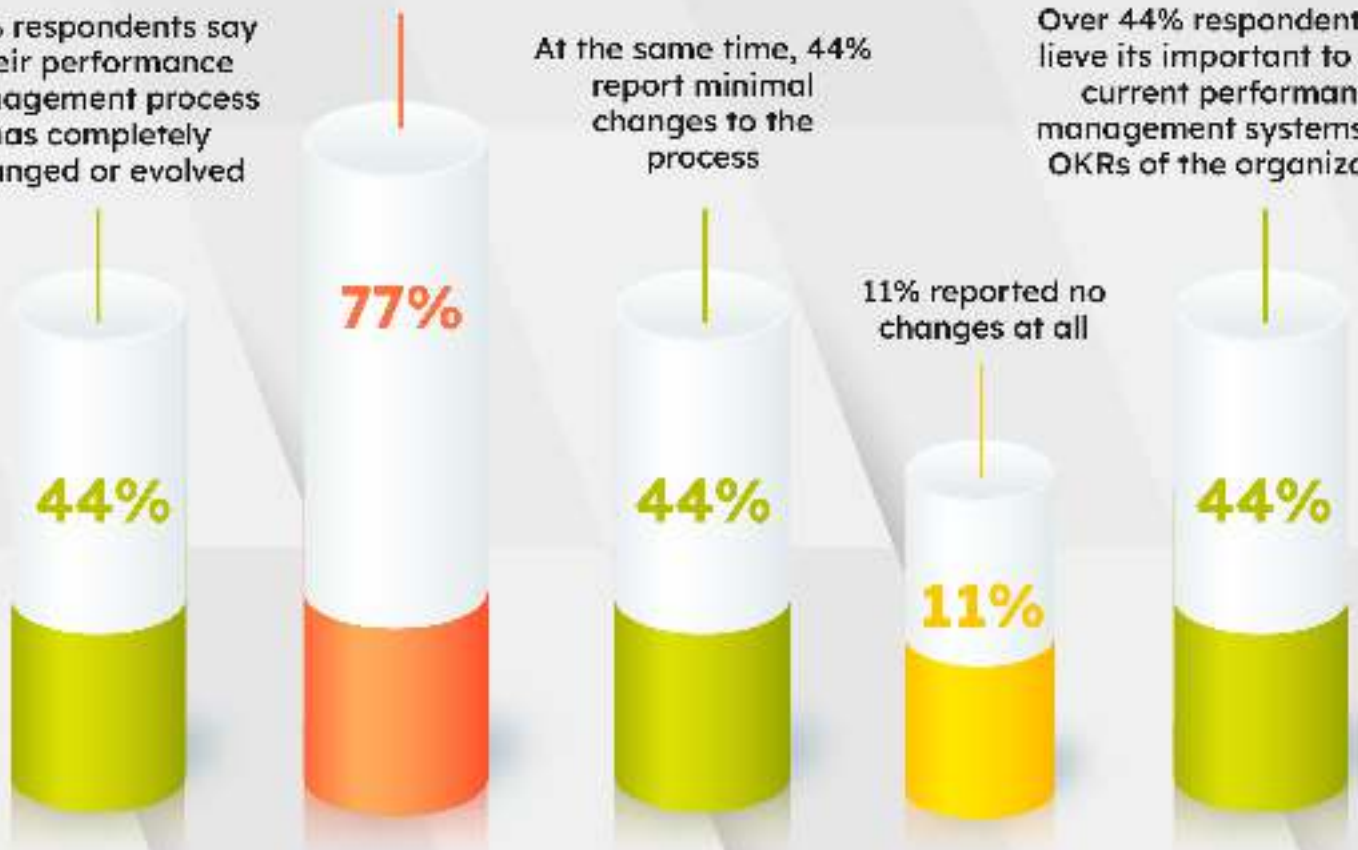
Over 77% respondents believe incorporating continuous learning & upskilling into performance evaluation process is very important

44% respondents say their performance management process has completely changed or evolved

At the same time, 44% report minimal changes to the process

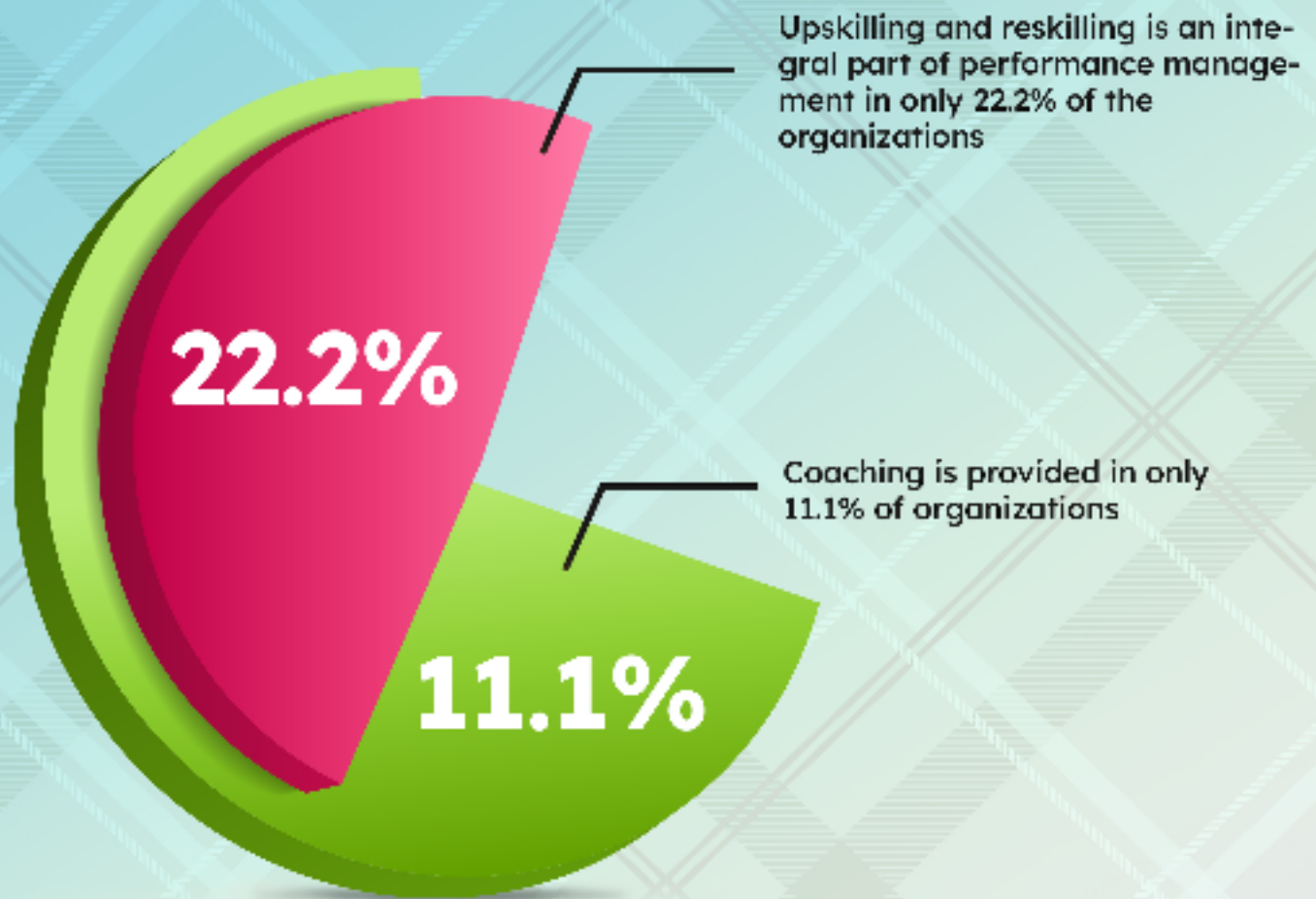
Over 44% respondents believe its important to align current performance management systems with OKRs of the organization

11% reported no changes at all



It's important for organizations to reward high performers by gauging performances based on transparent systems, policies and tools. Having a collaborative approach while defining the objectives, with continuous feedback and coaching, should become an integral part of the evaluation process. This can be achieved by aligning current performance management systems with objectives and key results of the organization. This ensures transparency in the performance management process, and improves employee productivity and drives business growth.

BARRIERS TO CHANGE



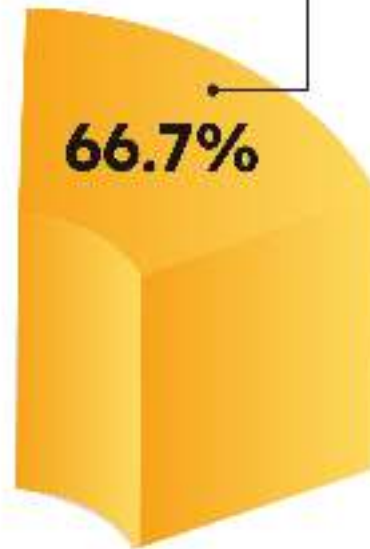
Only 11% organizations include coaching & development as part of the performance management process right now which clearly shows the massive shift required to meet the requirements of a future workplace.

4. Notes for leadership

61.1% also want coaching, mentorship, or ongoing feedback to supplant their on-the-job learning



66.7% of the younger generation wants transparency from the leaders of their organization



Building a culture of transparency is vital for organizations to be future ready. Leaders who value coaching & ongoing feedback can see progress much faster than others. By having the right policies, organizations can establish systems that facilitate this.





Dr. Catagnus

**WOULD YOUR COMPANY
SURVIVE IF EMPLOYEES
LOST THEIR SENSE OF
PURPOSE?**



This isn't just a hypothetical question; it could be the future of work. Hundreds of respondents told us teams could successfully collaborate remotely, but our new reality isn't easy for virtual employees. Almost 80% predict their distributed workforce to be increasingly anxious and disconnected from the organization in 2022 and beyond. Most HR pros also worry remote workers could be treated differently, perhaps inequitably, within teams. Of more concern, half predict their workforce will lack a sense of purpose in the coming years.

Advancing a strong purpose is critical for today's successful organizations. Younger generations of workers crave, even demand, companies aim for environmental and societal improvement, not just profit. Leaders have good reason to take up this call to action. When organizations combine growth efforts with aims that benefit society, employees stay longer, are more engaged and creative. The power of purpose improves organizational outcomes, provides stability during times of volatility, raises employee engagement, and improves our world.

Simply put, purposeful companies outperform others. If employees lack a sense of purpose, the organization will lose talent, innovation, and profit – if it survives. More than 80% of respondents realize purpose motivates their workforce, too. They know connecting behavior initiatives to purpose will be one of the most important employee motivational strategies. Respondents also indicated goals and objectives and key results (OKR) necessary for the success of any organization. With growing human capital shortages, both mission and metrics must be tied to performance.

IS PURPOSE ENOUGH?

Purpose is essential but not sufficient. Behavioral research shows that high levels of performance and learning new skills both require frequent and individualize reinforcement. Half of our respondents predict it will be hard to choose the right reinforcing rewards or incentives, though. Managers must figure out what motivates teams, but most (61%) are just relying on surveys. About a fifth are exploring gamification or motivational/reward software systems.

In the coming years, advanced HR will use sophisticated information system data mining and productivity analyses to augment managers observations and surveys. In the new normal, data drives flexible, individualized, and agile engagement strategies. Guesswork won't work. Rather, the future is data-based decision-making and behavior change backed by science.





OUR SYSTEMS ARE ABOUT PEOPLE

The future of work necessitates highly interconnected performance technology systems. But research shows managers must combine technology with a meaningful human connection. Growth and strategic outcomes are impossible without our people. For example, the future workforce, particularly Gen Z, wants appreciation and mentorship more than any other generation. Real-time recognition, coaching, and celebrating effort supercharge purpose-driven motivation. Clear expectations and paths toward advancement remain important (~30%). But future workers are more likely to value transparency (67%), coaching (60%), and continuous feedback (61%) from empathetic and inclusive leaders.

OKR, goals, and performance management can be more successful if we take a people first approach. Well-being and social-emotional health are priorities for our new workforce. And when managers have a coaching mindset, they can better help teams balance work and life successfully. Soon, PM approaches must include more than annual review and development; they'll help employees focus, refresh during time off, and cultivate a meaningful life.

ARE YOUR PEOPLE SYSTEMS FUTURE-READY?

Performance and learning are, of course, interrelated. And 39% report traditional training and career development are already included in their current systems. Unfortunately, most PM is just not future-ready. Only 11% of systems include coaching; only 22% incorporate upskilling. Very few are fully integrated across different areas of people management. Agile, centralized systems will be unified, providing increasingly more nuanced data to inform people initiatives. Indeed, there is a big shift coming, with 55% adding coaching and feedback over the next three years. The change has already begun; almost half completely changed or evolved their PM in response to the new normal.

What is next for your organization?



A stack of colorful sticky notes (yellow, green, and teal) is placed on a dark grey computer keyboard. The topmost yellow sticky note has the text "AND THE SURVEY SAYS..." written on it in a bold, hand-drawn style. The text "AND THE SURVEY" is in black, and "SAYS..." is in a dark red color. The sticky note has a thick black border and a slightly wavy, hand-drawn appearance. The keyboard keys visible include F5, F6, F7, F8, F9, F10, F11, F12, PrtS, 6, T, F, V, :, ;, ?, /, and Home.

**AND THE
SURVEY
SAYS...**

**KEY
FINDINGS**

CULTURAL EXPECTATIONS



What strategies has your organization implemented to build or maintain company culture in remote and hybrid work environments?



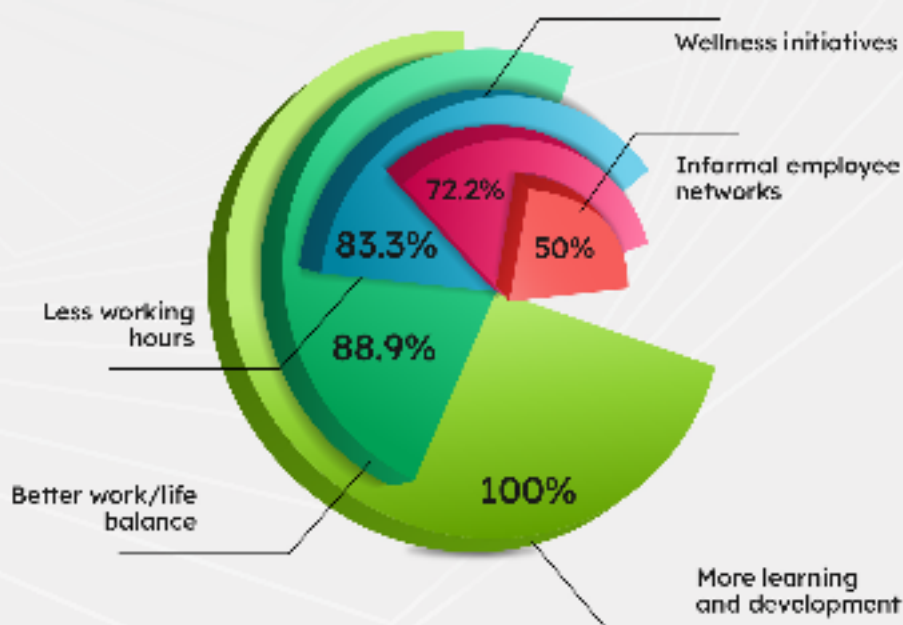
INSIGHT

Over 62% companies have reworked on policies to meet the requirements of the new normal while 21% have adopted technology based solutions to facilitate seamless working for their employees. The key for organizations is to be flexible in defining the policies to meet the requirements of a dynamic workplace. They also need to understand the pulse of millennials & gen Z who will constitute a larger percentage of workforce in the future.

How will organizations of the future enhance the workplace culture? (top 5 options chosen)

INSIGHT

Focus on talent development, work life balance & wellness are expected to enhance workplace culture in the future among a large percentage of the respondents. Companies which will have clearly defined policies, support systems to foster work-life balance and employee wellness will witness improved employee productivity. Additionally, having future-ready upskilling programs with continuous feedback and coaching will enhance the competency of their workforce.



On a scale of 1-5 rate how digital transformation will improve performance, employee engagement and support a future-focused organizational culture.

- Performance
- Employee engagement
- Future focused culture

AVERAGE RATING : 4.1

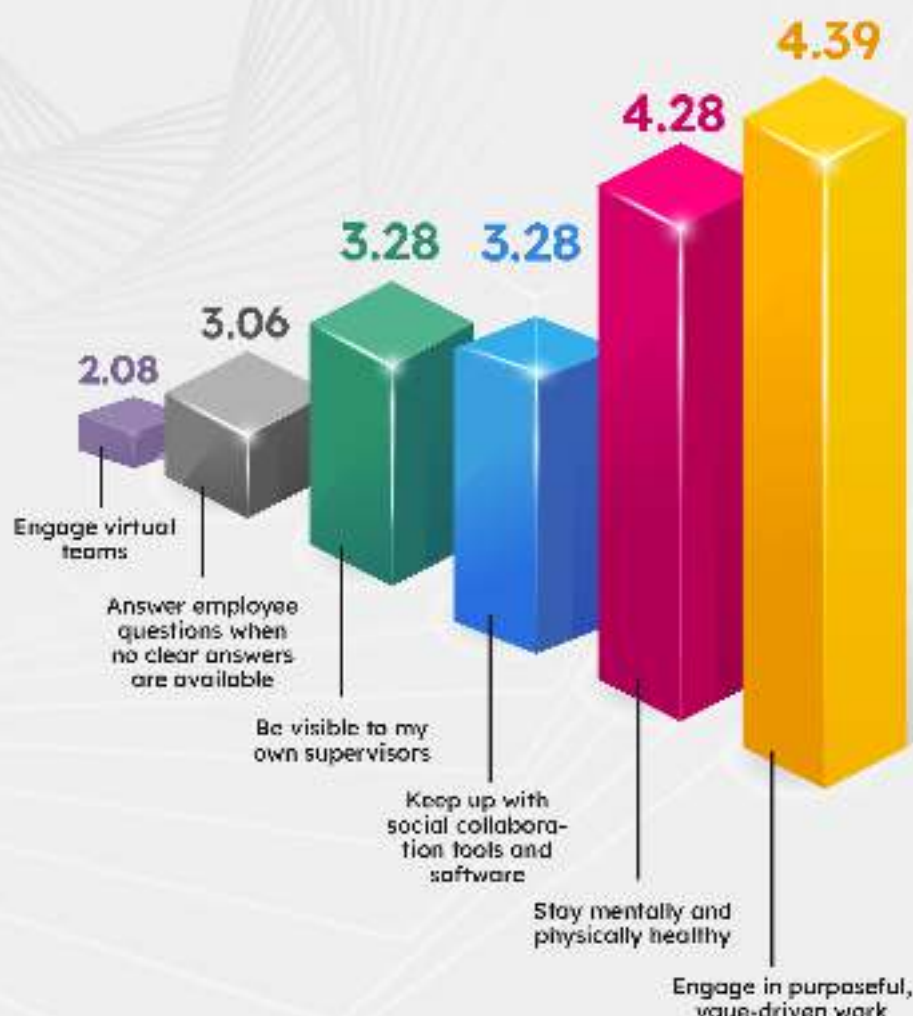
INSIGHT

Most survey respondents believe that digital transformation will improve performance, employee engagement & future-focus culture significantly. Organizations which stay invested in the right technology and tools will be able to reap the benefits of digital transformation and maintain competitive advantage.

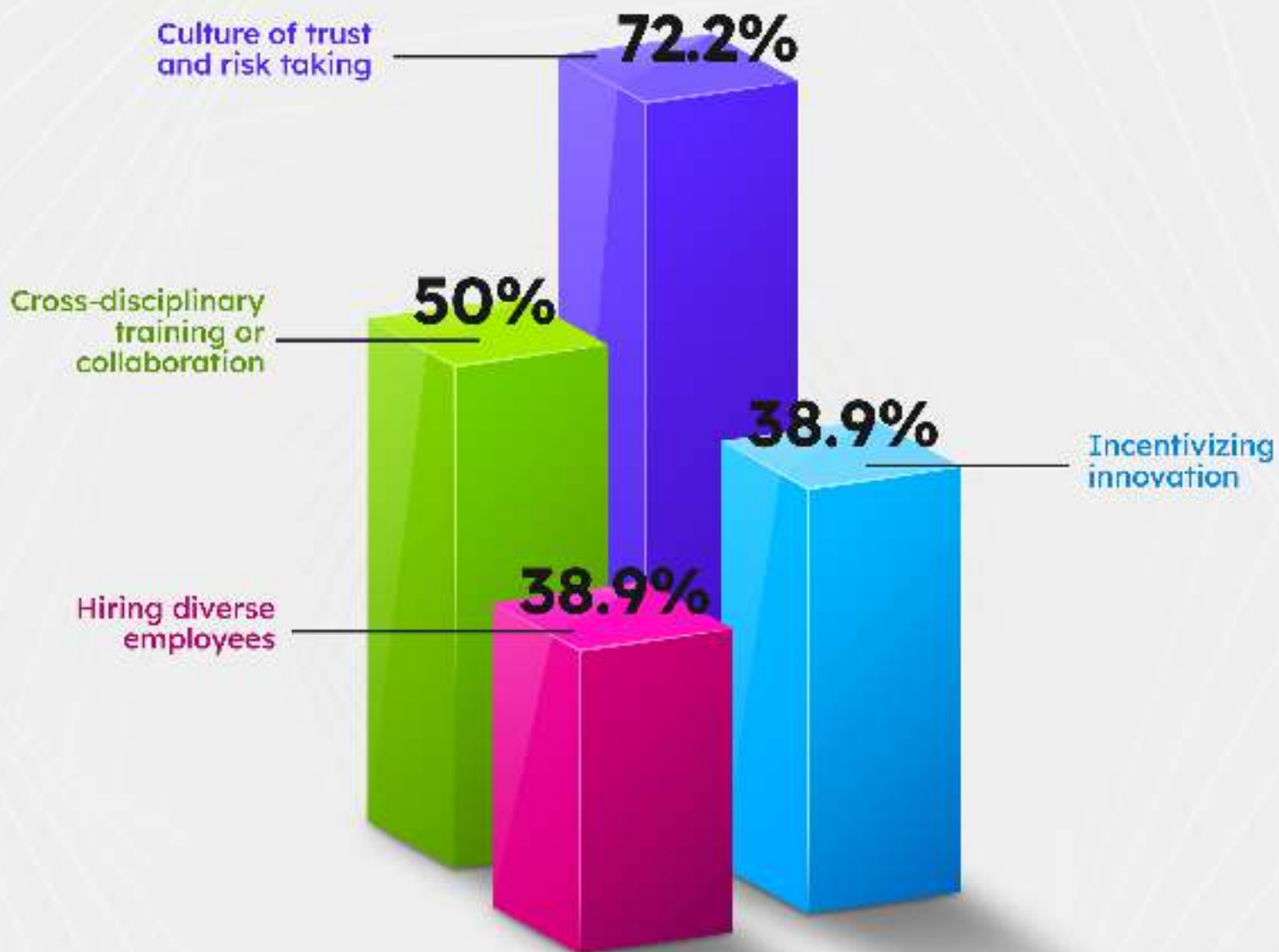
In the future, how hard will it be for managers to:

INSIGHT

Engaging the teams in purposeful, value driven work & keeping them mentally & physically healthy will be the hardest for managers in the new normal. Adopting a coaching mindset to manage teams will be the key skill needed for future managers. Using tools & software to collaborate with remote teams or hybrid teams will be another key challenge for managers. Using the right tools that can help managers easily manage & collaborate with teams is critical while choosing technology solutions by organizations.



What 3 strategies will best support innovation in the future ready organization?



INSIGHT

Building a culture of trust, being open to risk taking and cross disciplinary collaboration are key strategies that will support innovation in a future-ready organization. Having the right support systems, rewards mechanisms and collaboration tools could help organizations drive innovation charter effectively in the future.

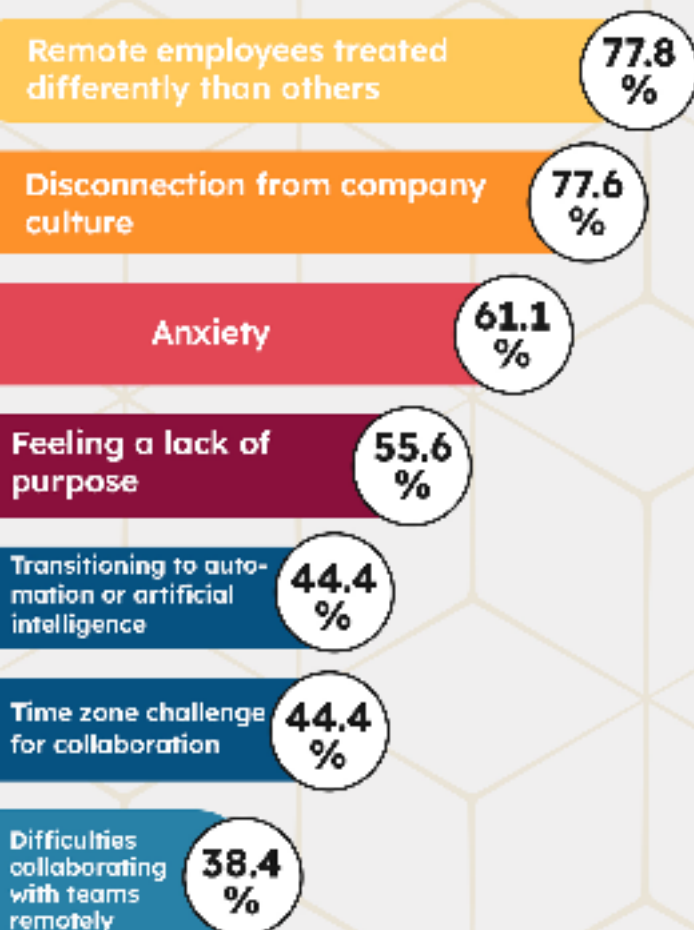
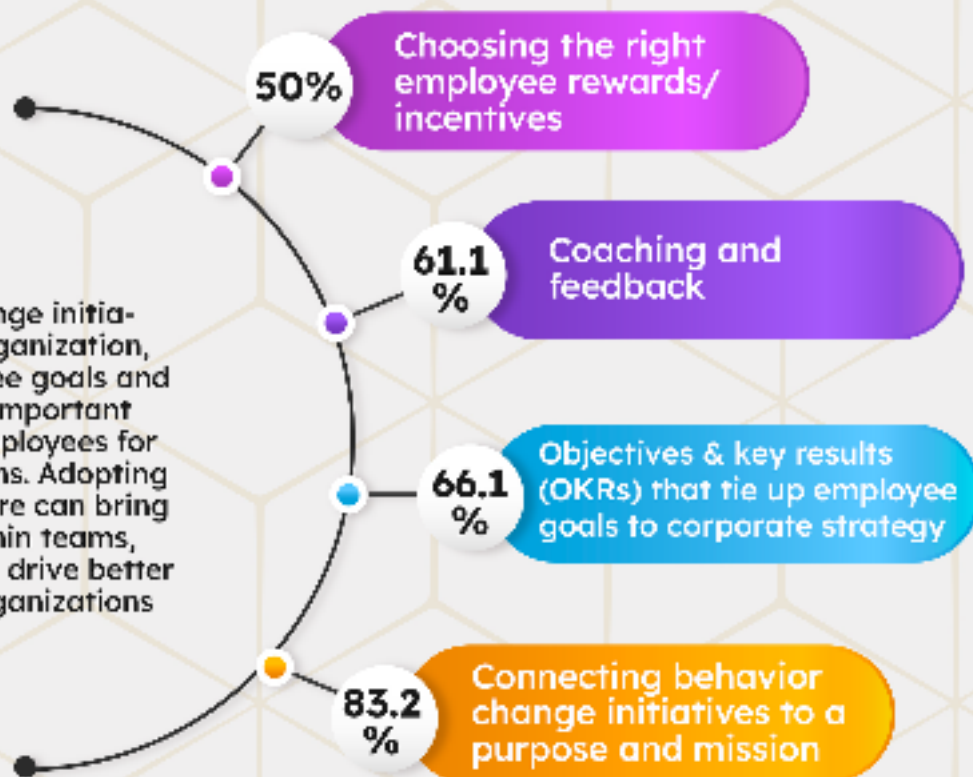
BEHAVIOR CHANGE



Which are the three most important strategies to motivate employees for a future-ready organization?

INSIGHT

Connecting behavior change initiatives to purpose of the organization, tying up OKRs to employee goals and coaching are three most important strategies to motivate employees for future-ready organizations. Adopting an OKR driven work culture can bring in more transparency within teams, enhance productivity and drive better business outcomes for organizations in the future.



INSIGHT

Remote employees being treated differently, disconnection from company culture and lack of purpose rate as top factors that could impact employees in 2022 & beyond. Having clearly defined objectives, measuring employees on outcomes rather than output and embracing a coaching mindset by leaders will impact how employees perform and how organizations will grow in the future.

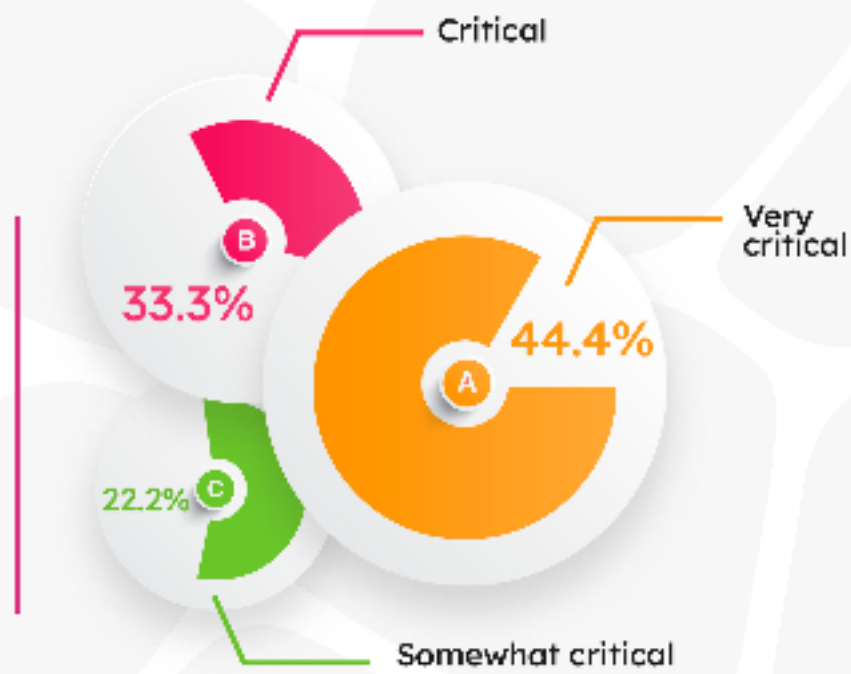


PERFORMANCE MANAGEMENT

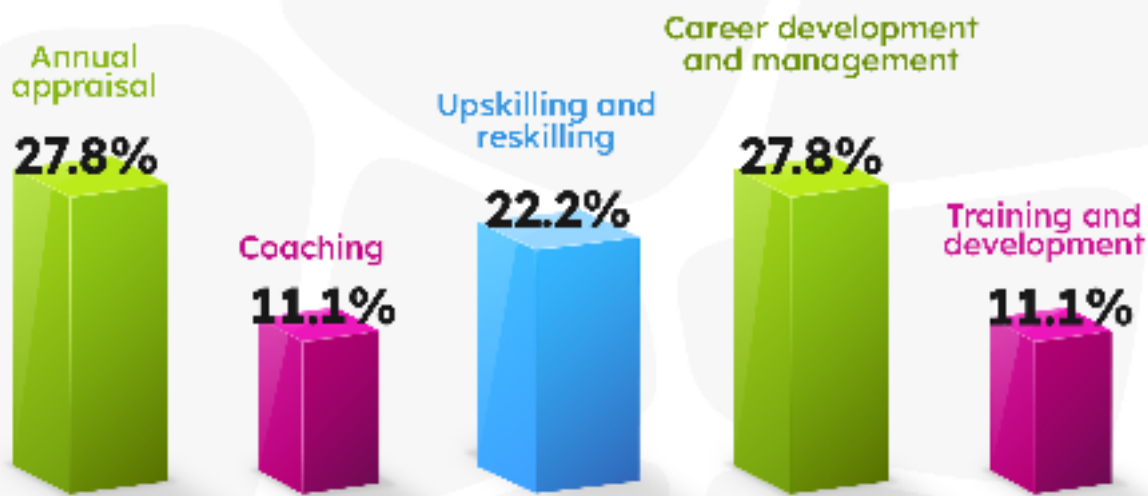
To what extent do you agree that aligning current performance management systems with objectives and key results of the organization is critical?

INSIGHT

Over 44% respondents believe its important to align current performance management systems with OKRs of the organization. This will ensure more transparency in the performance management process and thereby improve employee productivity and drive business growth.



Which of the following processes are included in your performance management process?



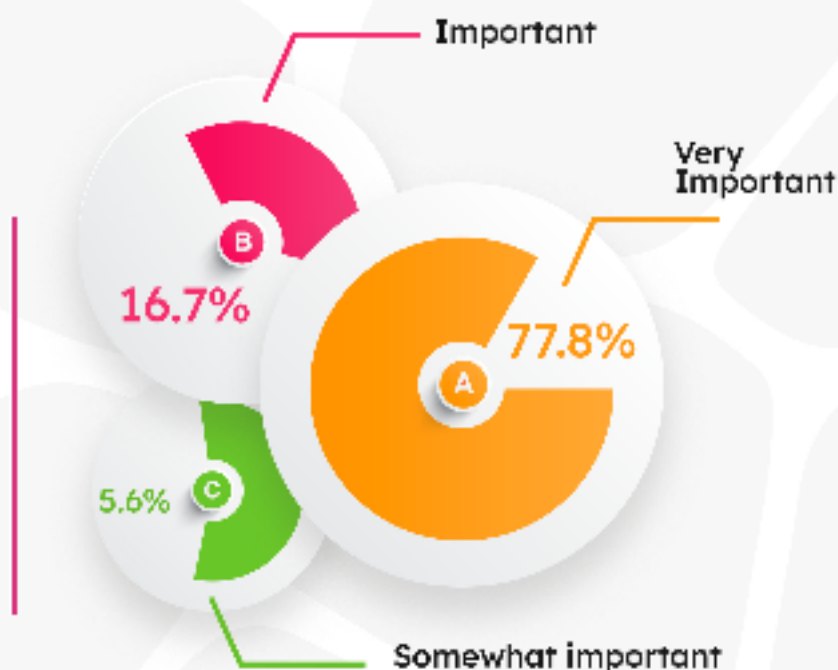
INSIGHT

Only 11% organizations include coaching & development as part of the performance management process right now which clearly shows the massive shift required to meet the requirements of a future workplace.

How important is incorporating continuous learning and upskilling into your performance evaluation processes?

INSIGHT

Over 77% respondents believe incorporating continuous learning & upskilling into performance evaluation process is very important in the new normal. Having a system where continuous feedback and coaching is provided to employees and necessary learning solutions are offered to help them upgrade their skills should become an integral part of evaluation process.



How much has your performance management process changed or evolved in response to remote or hybrid work?

Completely new process

44%



Same

11%



Minimal changes to the process

44%



No changes at all

11%



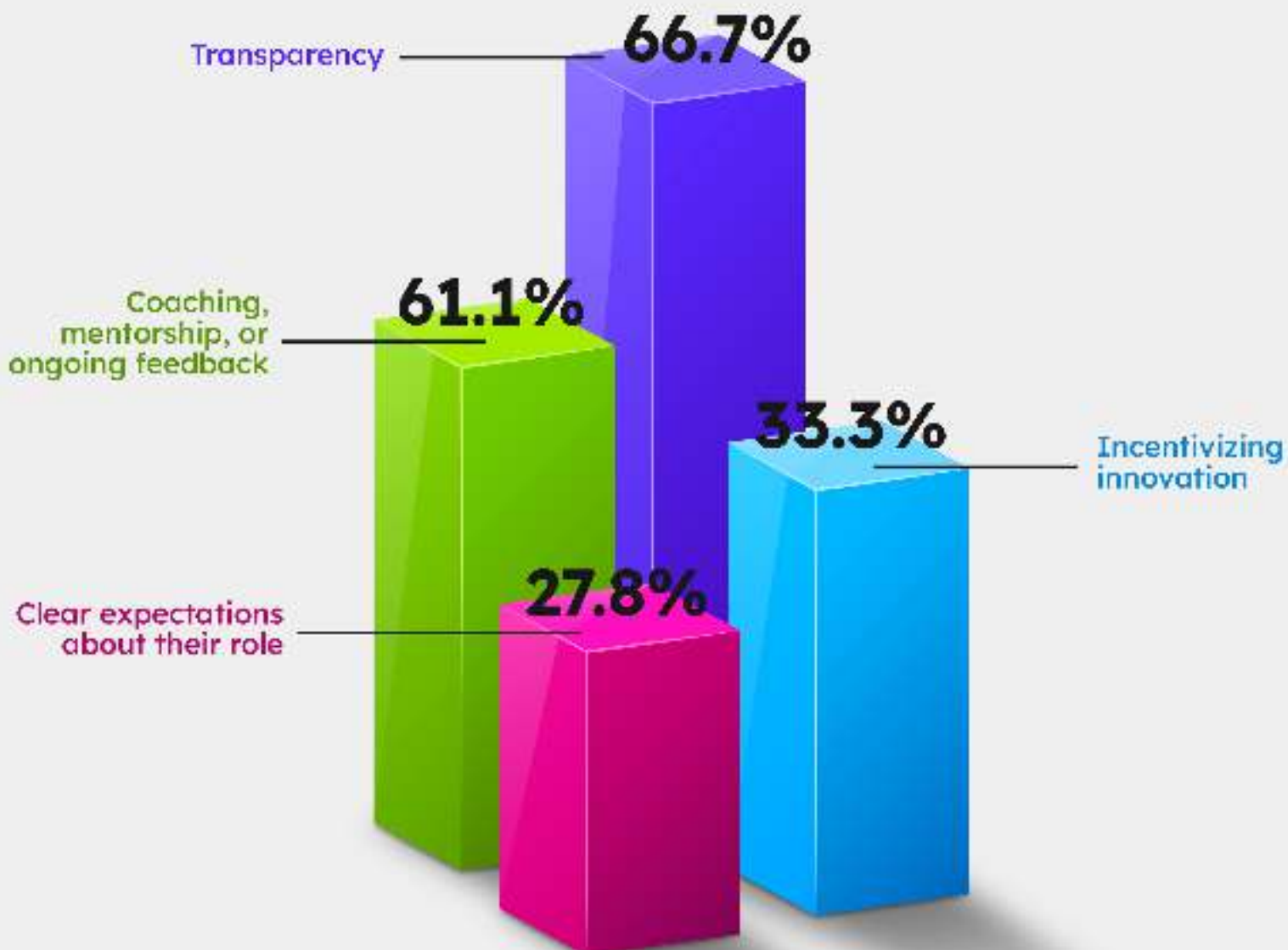
INSIGHT

44% respondents say their performance management process has completely changed or evolved in response to the new normal. It's important for organizations to include transparent systems, policies and tools to gauge employee performance and reward high performers. Having a collaborative approach while defining the objectives to achieve vs a top down approach will be the new normal for performance evaluation.



LEADERSHIP

What do the younger generations, like Gen Z, want most from leaders?

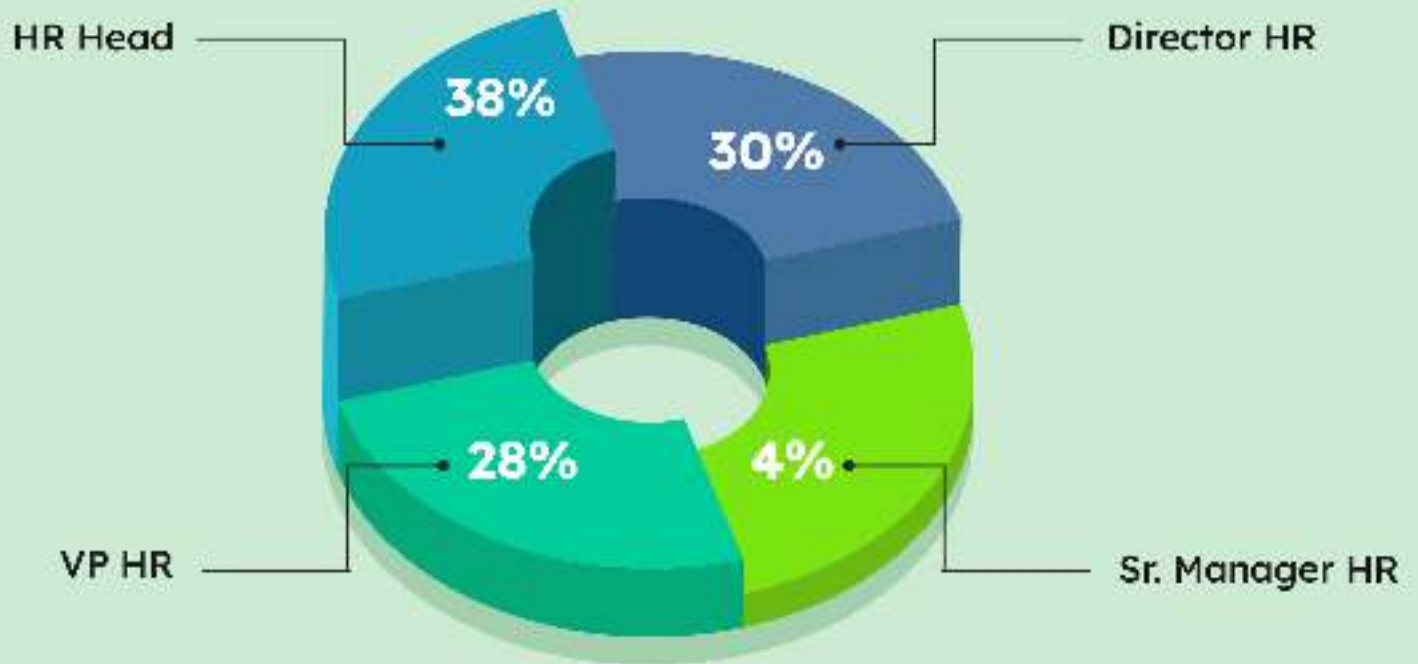


INSIGHT

Over 60% respondents believe Gen Z will expect more transparency, coaching & ongoing feedback from their leaders/managers in the future workplace. Building a culture for it, having the right policies, systems that facilitate this will be key for success of organizations in the future.

SURVEY SAMPLE

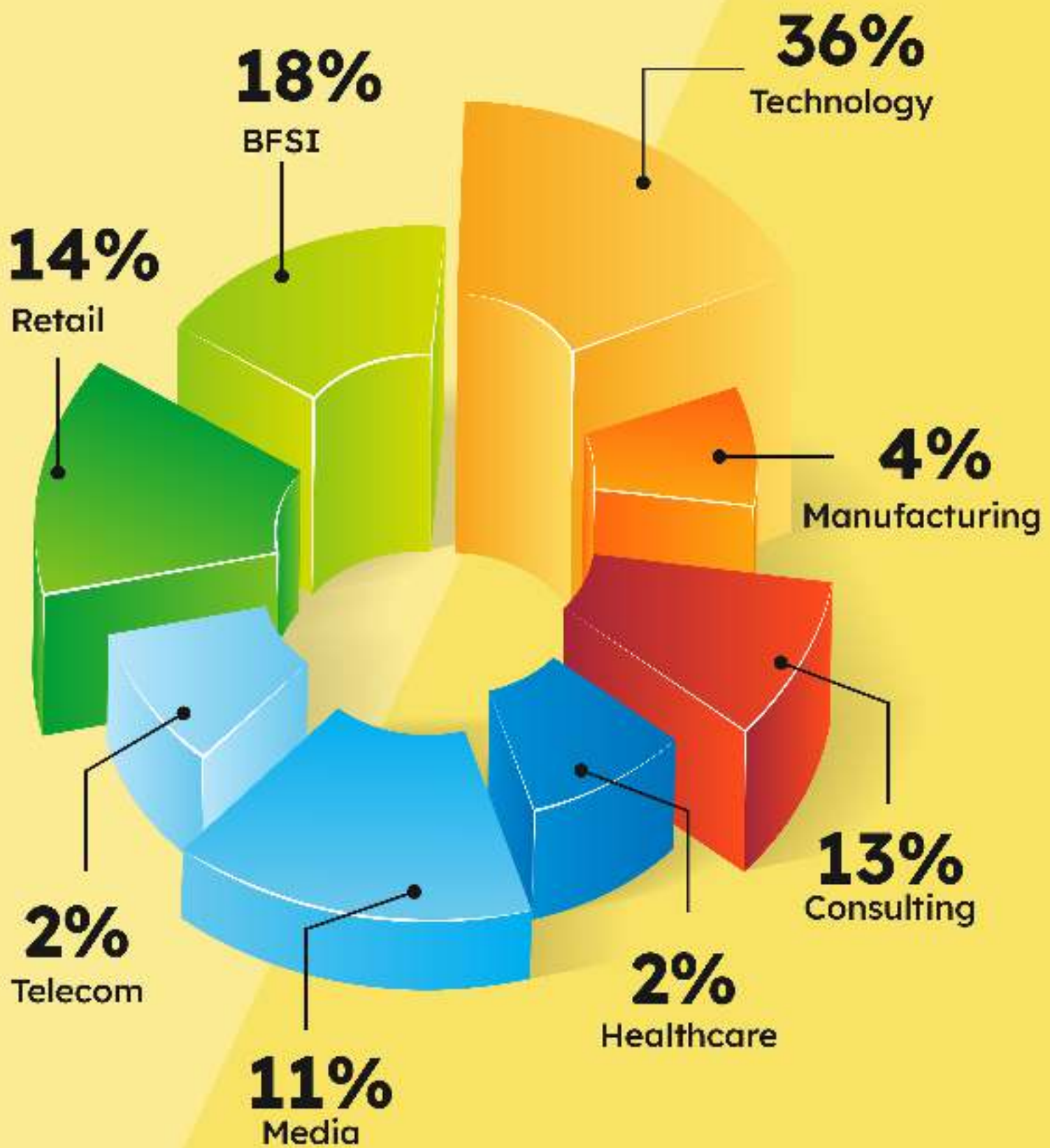
DESIGNATION



GEOGRAPHY



INDUSTRIES





**EXPERT
SPEAKS**

Heather Saville Gupta- Head
-Culture and Employee
Engagement, at Whitehat Jr,
a Byju's company

Metrics for performance need to be very tight and clearly defined. And should not depend on the manager- employee relationship of the equation



Giridhar GV- Executive Vice
President- Global Human
Resources at Hinduja Global
Services

Taking care of people, regular connections, coaching conversations etc. make employees feel recognized, bonded to the organization and this becomes the hygiene part



Hannes Albrecht- OKR expert
how-to-OKR.com

To implement OKRs you need to have a strong vision and strategic direction and from there you need to integrate more brain power of your people and concentrate on the right things to move in the right direction



Naveen Narayan- CHRO, Biocon

Future of performance is continuous and not about managing the process. It is going to be fb & linkedin kind of notifications doing things daily



Vinay Trivedi- Global CHRO,
TerraPay

Organizations need to appreciate that there are 2 or 3 types of workforces. Hence they need to provide information in different ways



Mukom Tamon- Head of
capacity building at AFRINIC

Effectiveness + Efficiency Agility= Excellence.
With OKR you are directly influencing 3 dimensions of excellence



ABOUT AMOEBOIDS



At Amoeboids we help companies to enrich work culture, collaborate and deliver customer success. We enable companies to connect goals to delivery in a dynamic business environment and drive efficiency and productivity across teams in their organization. From Fortune 100 companies to startups, 1000+ customers around the world use Amoeboids apps to connect their teams, unify their systems, and drive their business forward.

ABOUT UPRAISE



At UpRaise Our purpose is to enable organizations to rearchitect work, drive business growth and be future-ready. UpRaise enables leaders to seamlessly align goals, improve the overall efficiency of their people operations, increase engagement and improve transparency. We partner with clients along their journey of accelerated growth and transformational change.

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