



# CEGOS APAC 2020 WORKPLACE DRIVERS SURVEY

## Findings, Conclusions And Next Steps



2016



\* Bien plus que des savoirs

"The future depends on what you do today."  
*Mahatma Gandhi*



BEYOND KNOWLEDGE\*



## Our Survey

### Purpose:

To identify the Truths and Myths associated with 5 key drivers for change as we head to the workplace shift of the 2020s workplace

**Driver #1:** The Impact of Technology

**Driver #2:** The broadening cross generational challenges

**Driver #3:** Diversity and Bias (both conscious and unconscious)

**Driver #4:** The Future of work as we know it

**Driver #5:** Leader and Manager readiness

A survey completed by over 175 companies across Asia Pacific (70%), US (12%) and Europe (18%), representing almost 1500 senior level business, HR and Learning leaders.



Survey completed over  
December 2015  
and January 2016



## What is most important to you?

- ALL Drivers were 'important' or 'extremely important' to **over 50% of survey respondents**

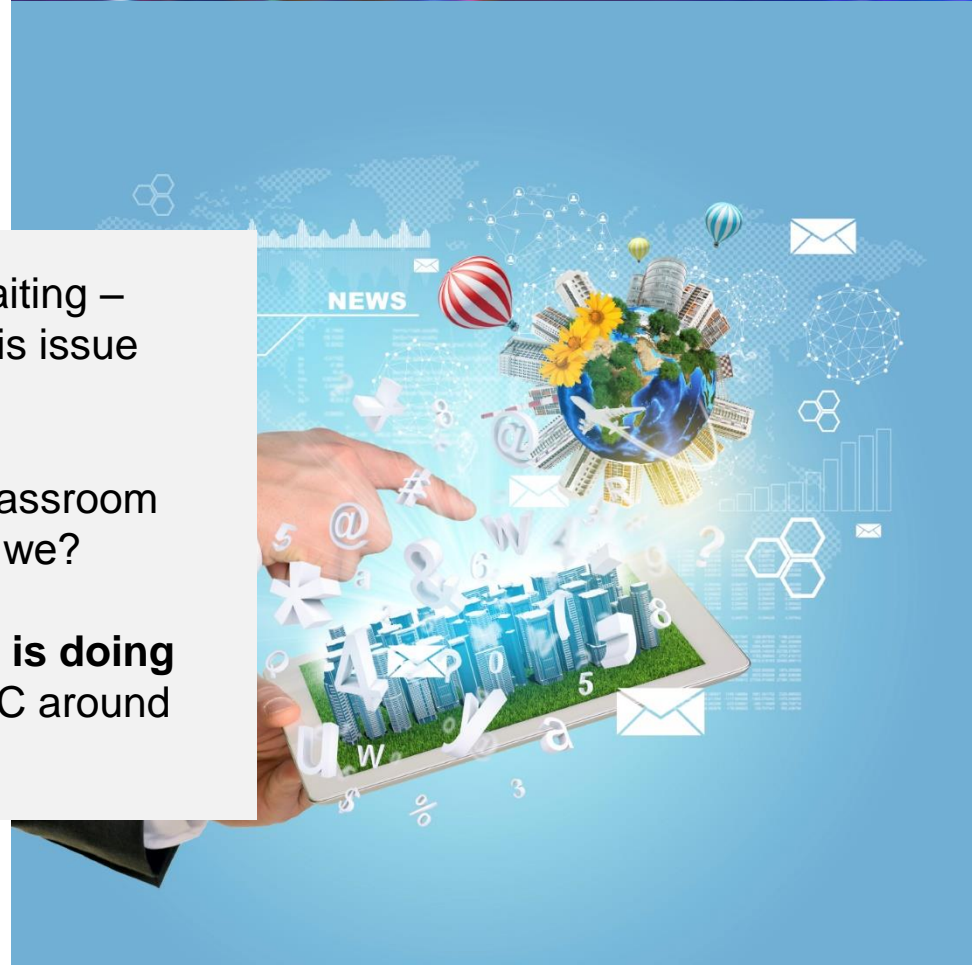
### 5 Drivers for change (most to least important)

1. The impact of Technology
2. Manager and Leader readiness
3. The future of work / office of the future
4. Diversity and Bias
5. The Cross Generational Challenges

- **Technology is the red thread** linking all 5 of the drivers for change. We have entered the 4<sup>th</sup> Industrial Revolution.
- **Future focused Leader and Manager development** is the biggest current opportunity
- Cross generational challenges are **being met much better as of 2016** versus the turn of the century

# Key Findings

- The way we work will shift as **we embrace relevant technologies** for greater remote working, communication & collaboration
  - Robots are not going to take over the world in the next 10 years – but we will witness **greater automation**
- **Diversity and Bias** is an issue in waiting – We appear to be **immobilized** on this issue
  - Education of GenZ is embracing of technologies and tools like flipped classroom to engage their students – shouldn't we?
  - Higher education in **US and Europe is doing more** than their counterparts in APAC around “**workplace Readiness**”



# Key Findings

- We need to overhaul our learning offer for GenY and as GenZ enter the workplace
- There is evidence of **GenY bias** in our survey when challenging their readiness for management roles



- Overall agreement that **Gen X is the most capable generation** to tackle the 2020s workplace shift >> How do they feel..?
- Over 50% of those survey agreeing that these **5 Drivers were key to unlocking success** for the 2020s workplace





DRIVER # 1

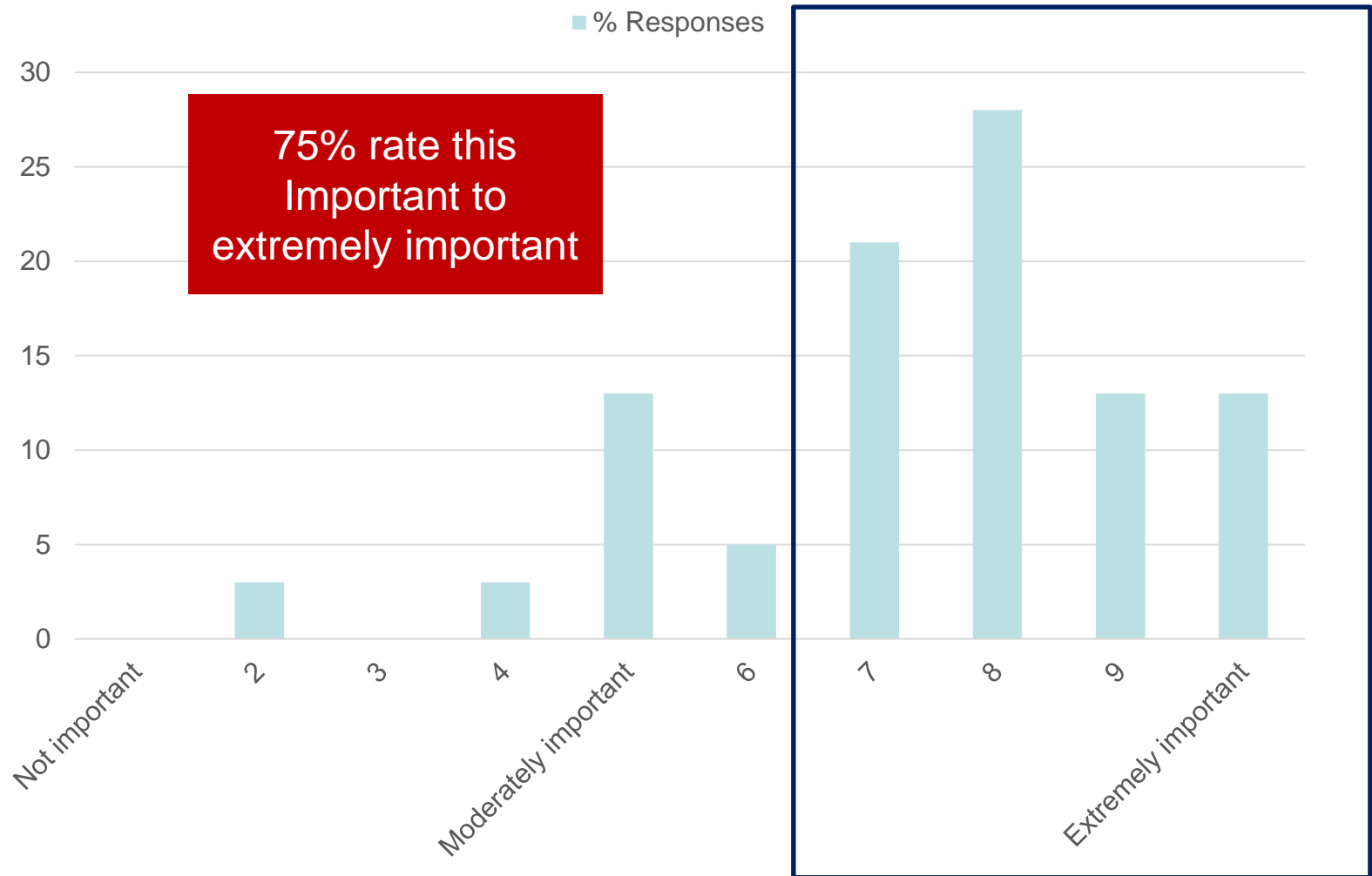
# THE IMPACT OF TECHNOLOGY

”

“Ideas and innovation happen all around us; technology is an enabler and unifier, and we need new spaces of operation.”  
*Mr Justin Bovington, CEO of virtual world agency Rivers Run Red*

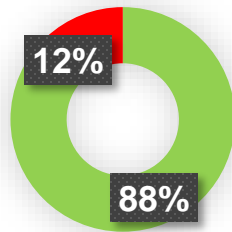


## How important is this driver (technology) to your organization?





Q1: We will have increased digital communication, collaboration and networks. There will be **more physical distance between people**.

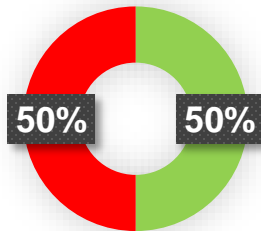


■ Agree



This will demand new corporate rules of the road & up-skilling

Q2: Machines, artificial intelligence and **robots will gradually replace humans**.

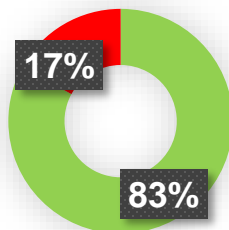


■ Agree



The jury is out! Sensationalist media vs. The Real world?

Q3: **Gen-Z will expect close collaboration** and peer connectivity, through relevant technologies.



■ Agree



Technology is the red thread to bind the future workplace together



A group of people are sitting around a table in a meeting room, looking at laptops. The image is overlaid with a red tint.

DRIVER # 2

# BROADENING CROSS GENERATIONAL CHALLENGES

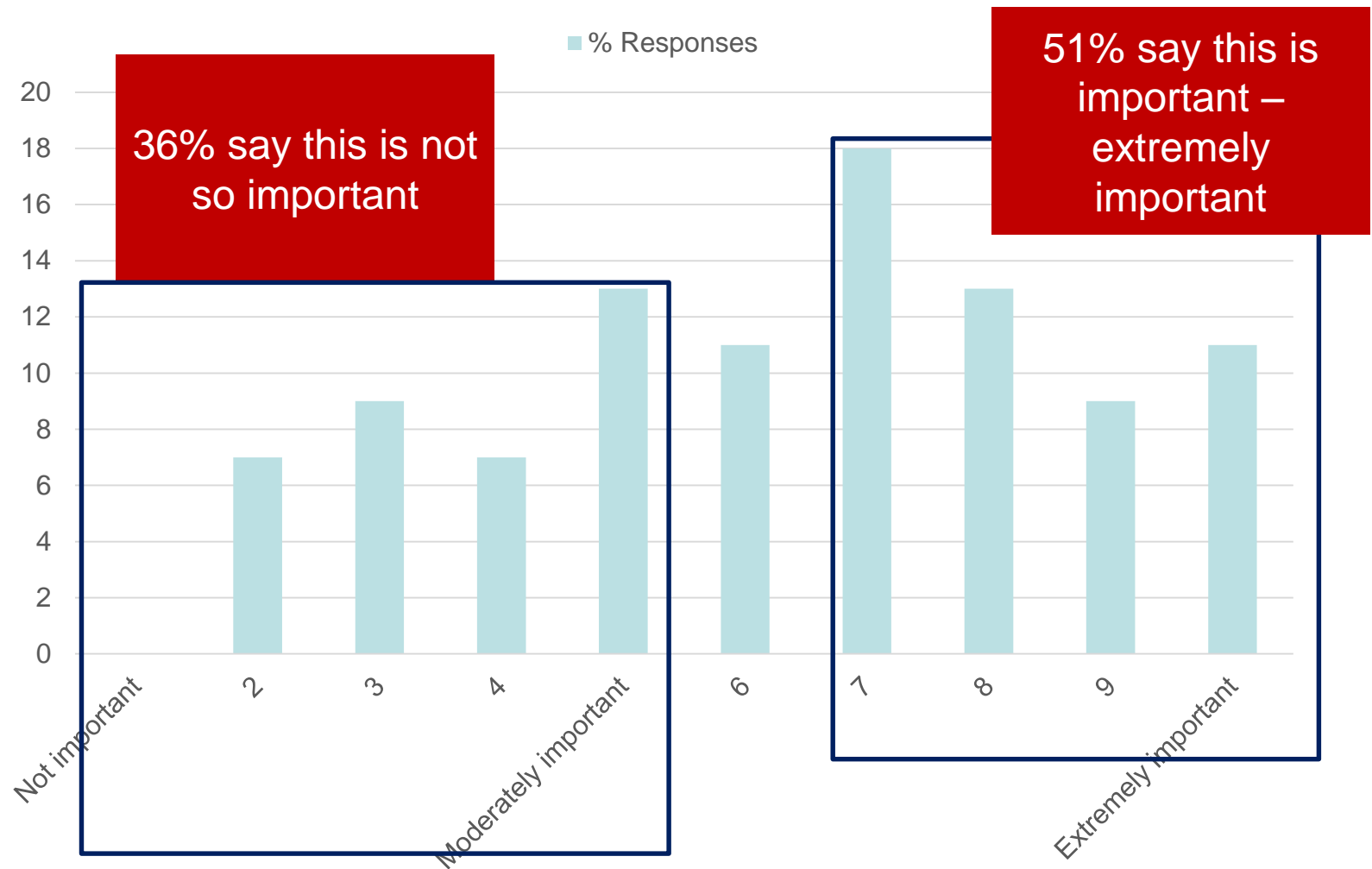
”

“Every generation laughs at the old fashions, but follows religiously the new.”

*Henry David Thoreau*

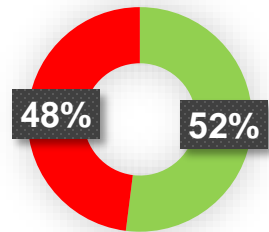


## How important is this driver (cross-generational workforce) to your organization?





Q1: With a widening generational gap, the future workplace is in danger of **creating human silos**.

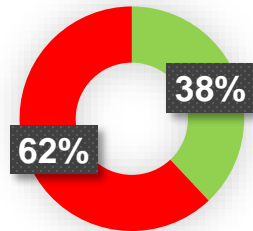


■ Agree  
■ Disagree



We have learned how to handle this better through Gen-Y experiences

Q2: Modern workplaces are **overly obsessed** with Gen-Y and in danger of doing the same with Gen-Z.

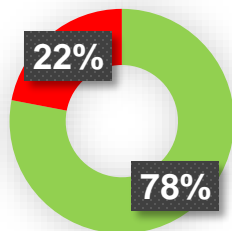


■ Agree  
■ Disagree



The West = a Truth  
The East = a Myth

Q3: We need a new approach to **corporate learning** and development to engage the newer generations in the workplace.



■ Agree  
■ Disagree



We are still focused on the short term, rather than NOW and WHAT IS TO COME

A background image showing a diverse group of people in a meeting, overlaid with a red tint. The image is used as a background for the entire slide.

DRIVER # 3

# DIVERSITY AND BIAS CHALLENGES

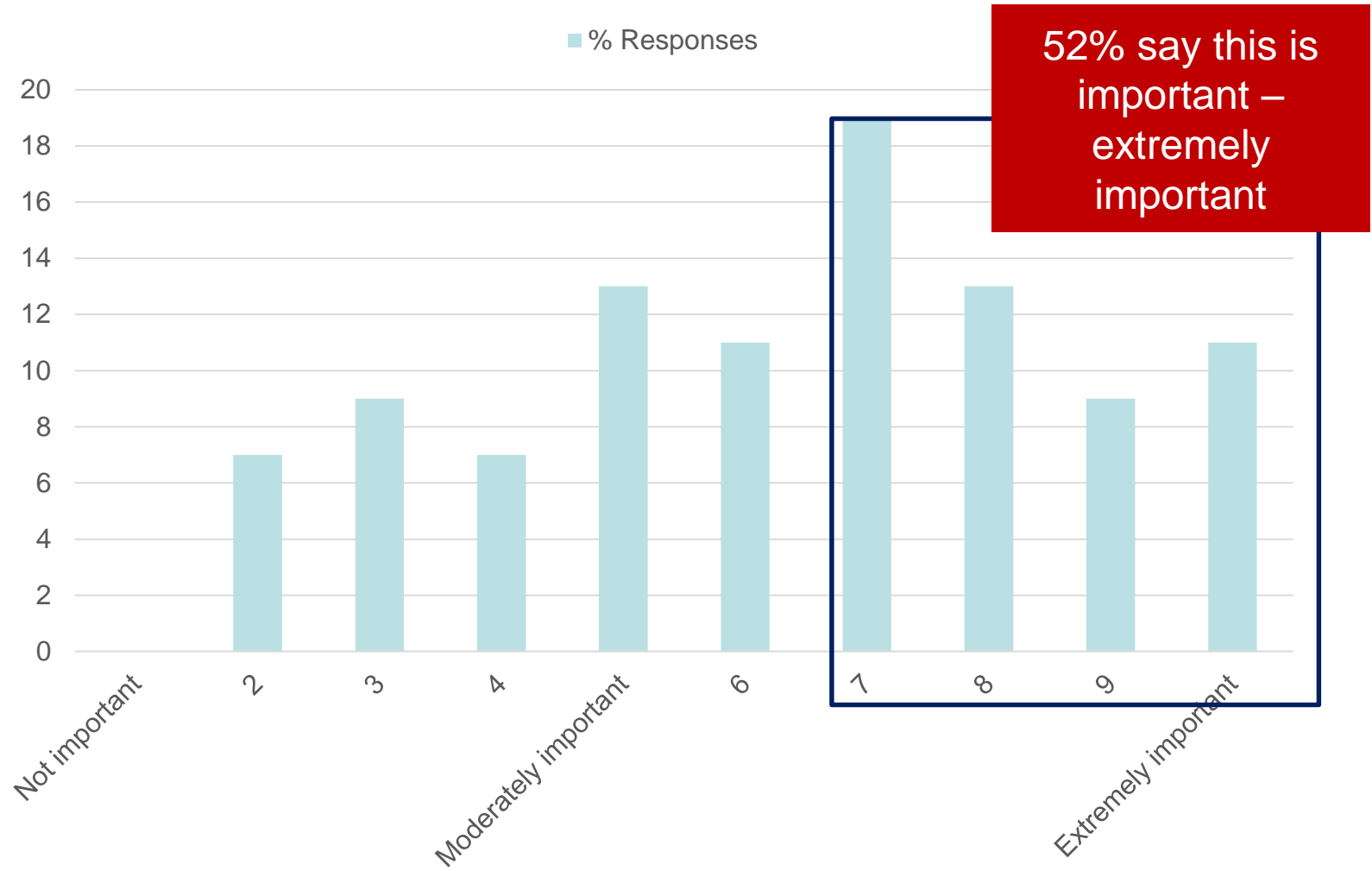
”

“It is time for parents to teach young people early on that in diversity there is beauty and there is strength.”

*Maya Angelou*

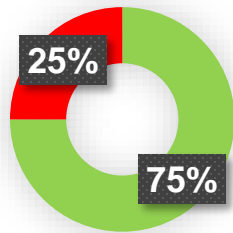


## How important is this driver (diversity) to your organization?





Q1: Diversity lenses, such as gender, colour, LBGT, nationality, social, age and culture **are common issues across organizations.**

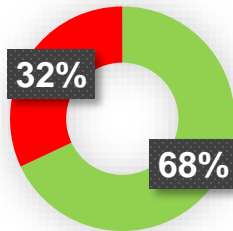


■ Agree  
■ Disagree



Common issues that are in danger of being ignored

Q2: **Most executives are unaware** of the biases that exist in the workplace.

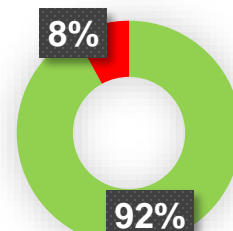


■ Agree  
■ Disagree



A major Leader and Manager need across APAC

Q3: The future workplace will be **more colourful and diverse. This means managers have to be comfortable dealing with emerging diversity issues.**



■ Agree  
■ Disagree



Paradox: acknowledgement of a huge need, but a seeming immobilization



A background image showing four people (three men and one woman) sitting around a table in a meeting, with laptops and papers. The image is overlaid with a semi-transparent red filter.

DRIVER # 4

# THE FUTURE OF WORK AS WE KNOW IT

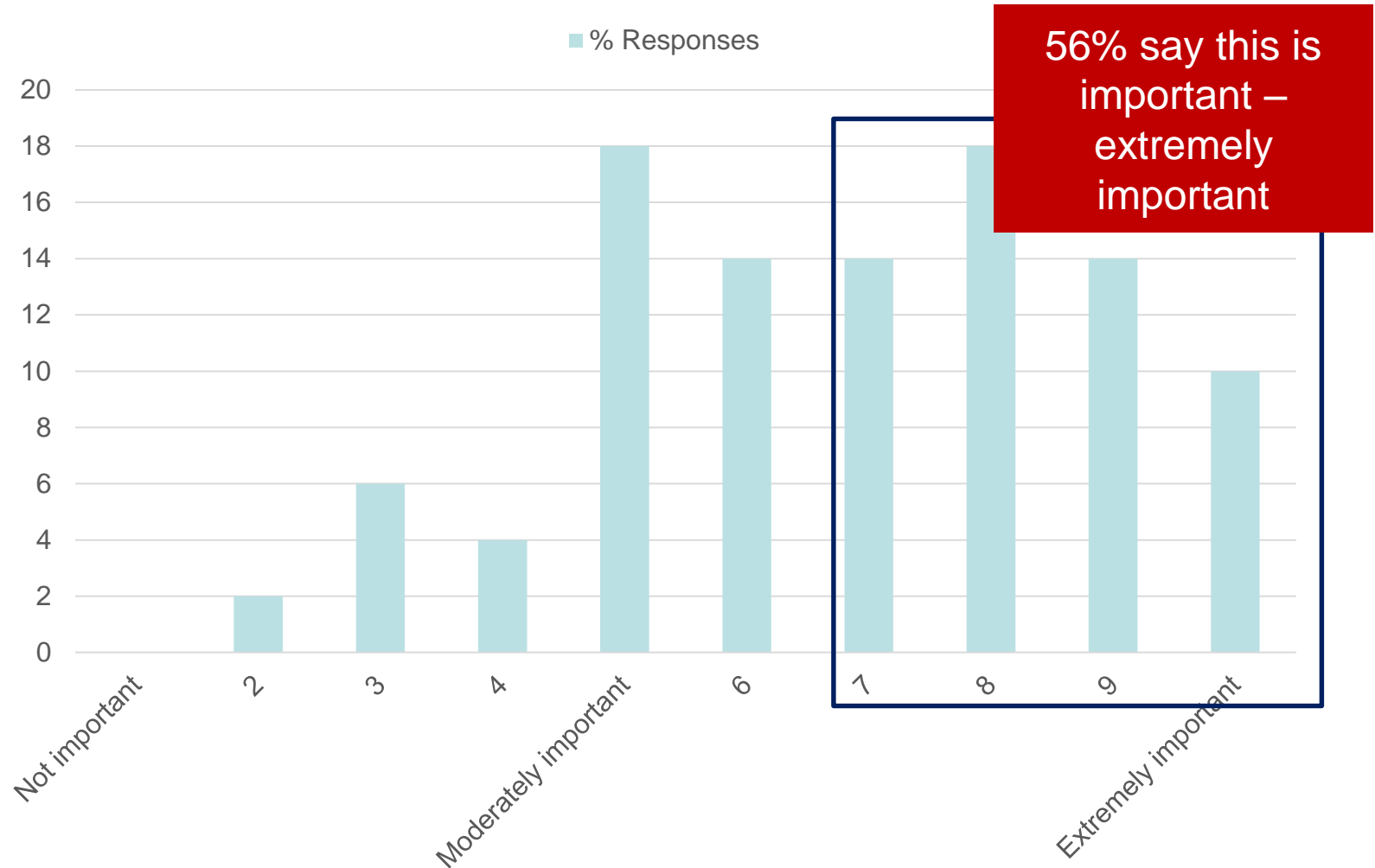
”

“...workers are becoming more and more mobile, entrepreneurial, creative, and free, traditional organizations are becoming less and less appealing...”

*Polly LaBarre, Fortune Magazine, 2014. <http://fortune.com/2014/05/29/what-the-future-of-work-looks-like/>*

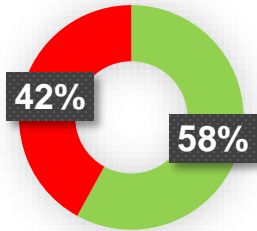


## How important is this driver (work infrastructure) to your organization?





Q1: Gen-Y and Gen-Z are not trained in college/universities **to be ready for the new demands of the future workplace.** This is a crisis in the brewing.

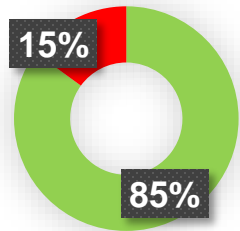


■ Agree  
■ Disagree



Truth – APAC  
Myth – US and Europe

Q2: Working hours of the future workplace will be flexible, in short-bursts and often remote. A more from less approach from companies **will lead to a blurring of work-life balance.**

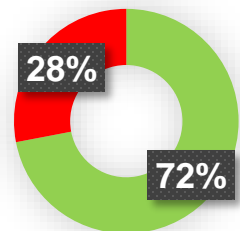


■ Agree  
■ Disagree



How do we up-skill our  
Managers and Teams to operate  
effectively?

Q18: Offices will be mobile working hubs and there will be little need for expensive offices.



■ Agree  
■ Disagree



What will this look like?  
Examples now?

DRIVER # 5

# LEADER AND MANAGER READINESS

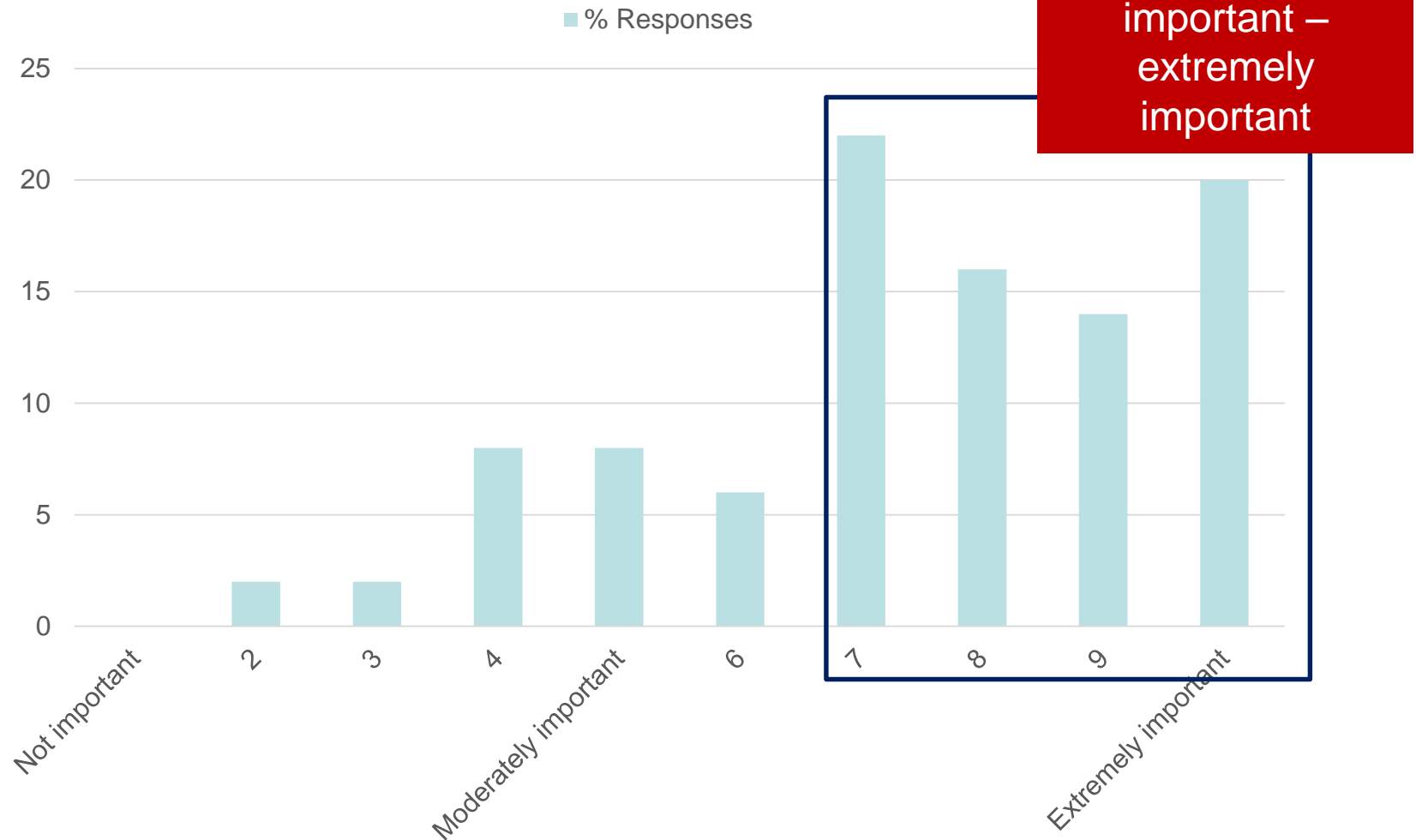
”

“Education is our passport to the future, for tomorrow belongs to the people who prepare for it today.”

*Malcolm X*

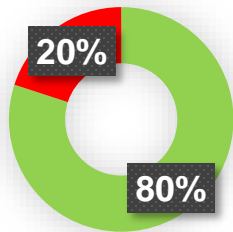


## Q24: How important is this driver (leader readiness) to your organization?





Q1: For their transition to management, Gen-Y will have to **leave the “me” behind and become the “we” generation.**

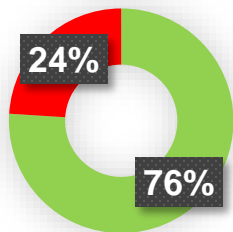


■ Agree  
■ Disagree



Are we being unfair on Gen-Y – consider the world they were born into.

Q22: When Gen-Y take the seats of management, the challenge will be **how to engage their new tech savvy and expectant Gen-Z** colleagues

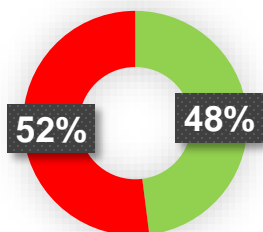


■ Agree  
■ Disagree



Technology enabled leaders and managers – not enough is being done

Q23: Gen-X are the leaders in waiting and are **not prepared to face the new leadership** and management challenges of the future workplace.



■ Agree  
■ Disagree



Others' perception – They are ready  
Gen X own feedback – we are not confident or ready.