



WEBINAR

# Prepare for the Hybrid Future of Work



# Prepare for the Hybrid Future of Work

June 10, 2021

*Proprietary & Confidential*



# Roadmap

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**01**

**From Reacting  
to Reshaping**

**02**

**Work and  
Workforce Priorities**

**03**

**Build an  
Adaptable Culture**

**04**

**Recommended  
Actions**

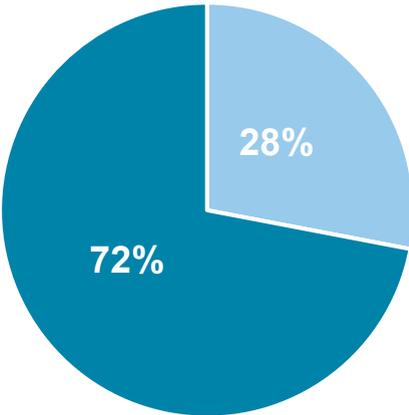
# About the Future of Work Aon/ MAPI Research



**398** Manufacturing leaders participated in this survey from **March 19 – April 13, 2021**



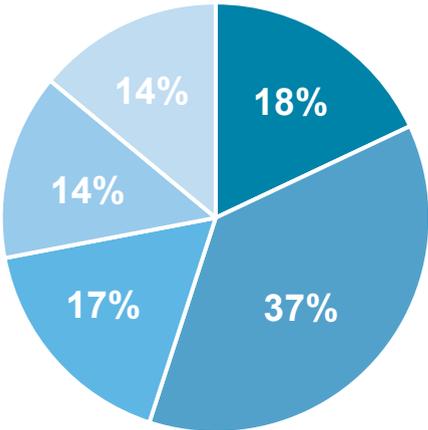
## Public vs. Private



- Publicly traded
- Privately held



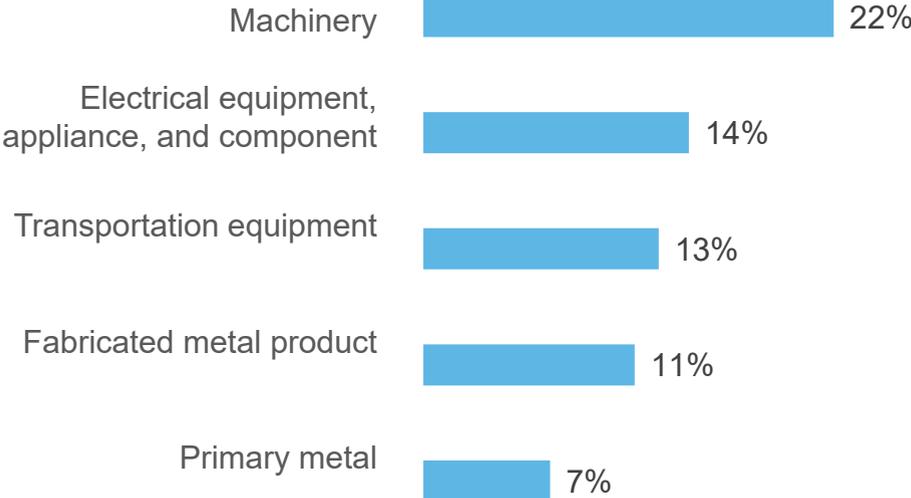
## Revenue



- Less than \$1bn
- \$1 - \$2.9bn
- \$3bn - \$4.9bn
- \$5bn - \$9.9bn
- \$10bn+



## Top 5 Industries Represented



Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

# Introductions

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**Yanina Koliren**  
Partner, Aon  
Human Capital – Rewards



**Kenan S. Abosch**  
Partner, Aon  
Human Capital - Rewards



**Jeffrey Ryer, Ph.D.**  
Associate Partner, Aon  
Human Capital - Assessment

01

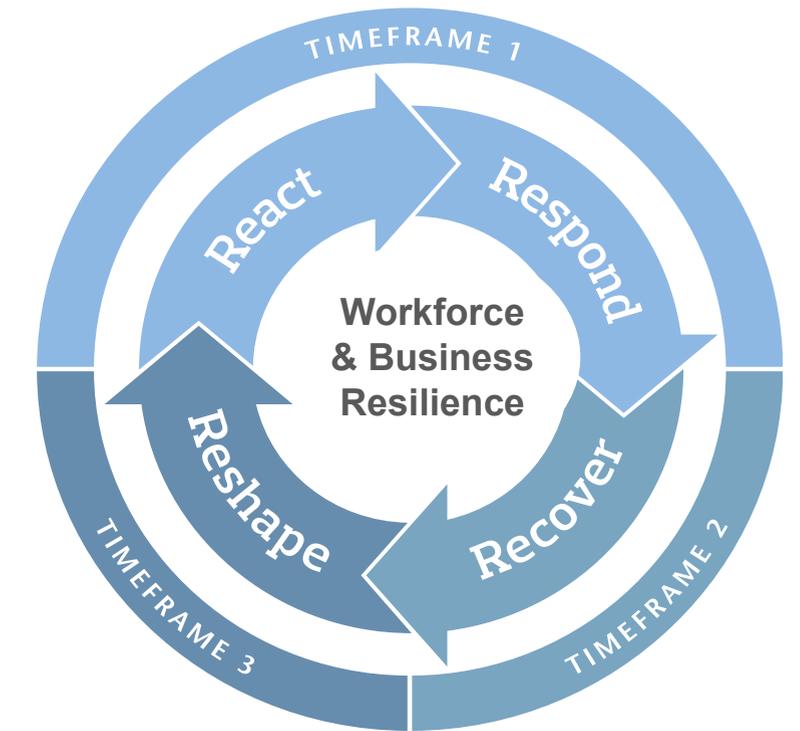
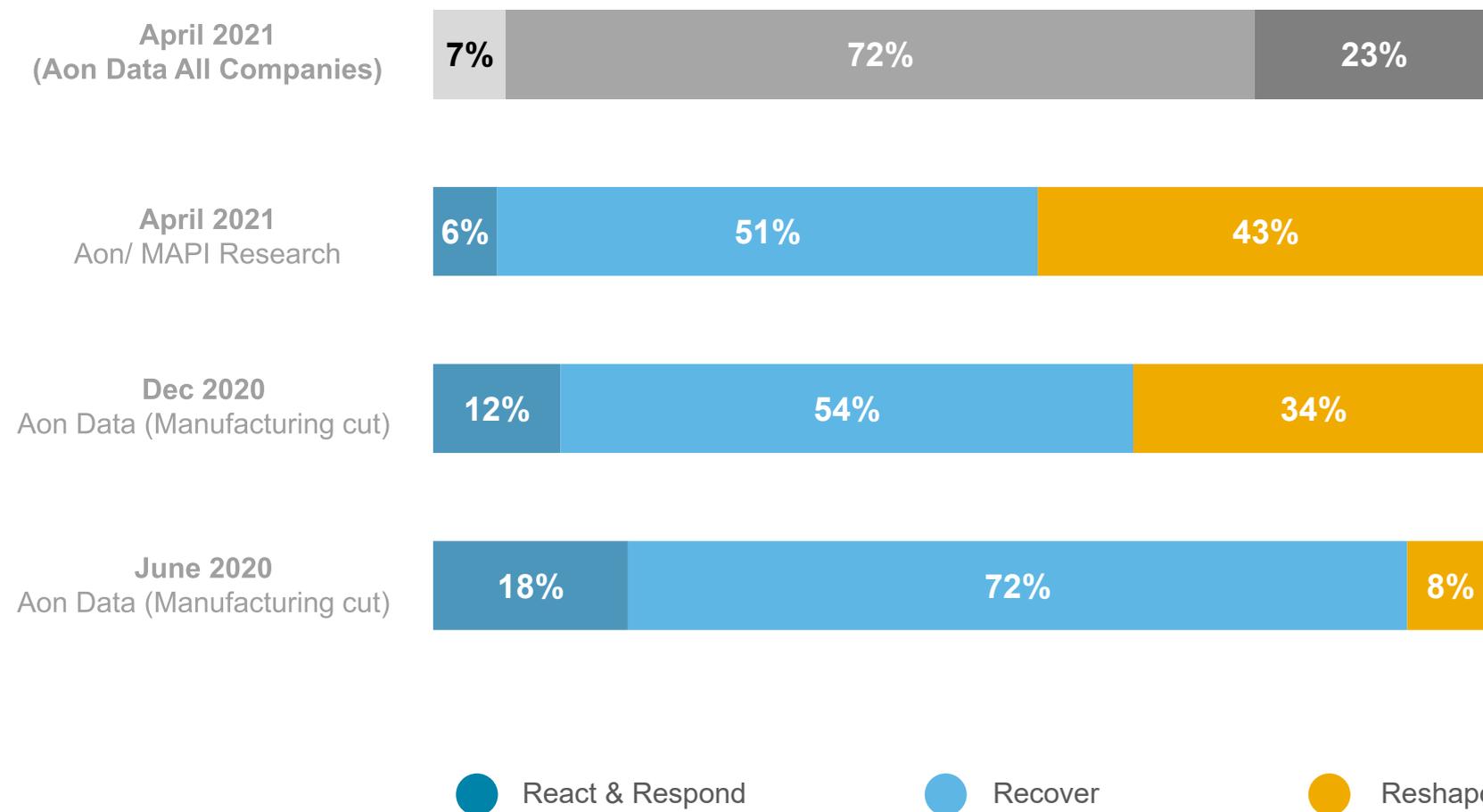
From  
Reacting  
to  
Reshaping



# Turning the Corner from the Crisis

## Covid-19 Response Framework:

### > Current Stage of Operations for Manufacturers

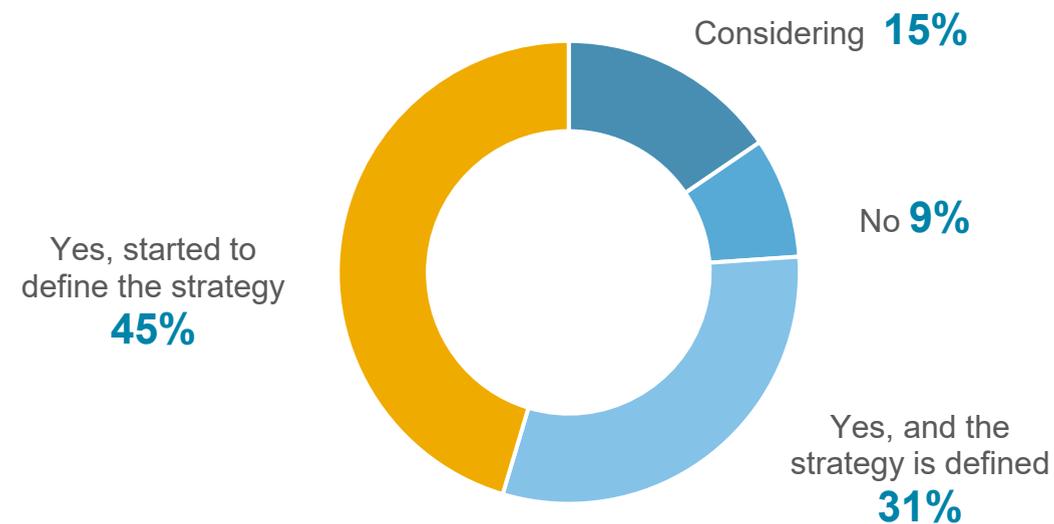


# Many Leaders Formulating FOW Strategy Now



**Almost four in five** surveyed companies have one or more teams or taskforces defining, **managing** and **implementing** the future of work

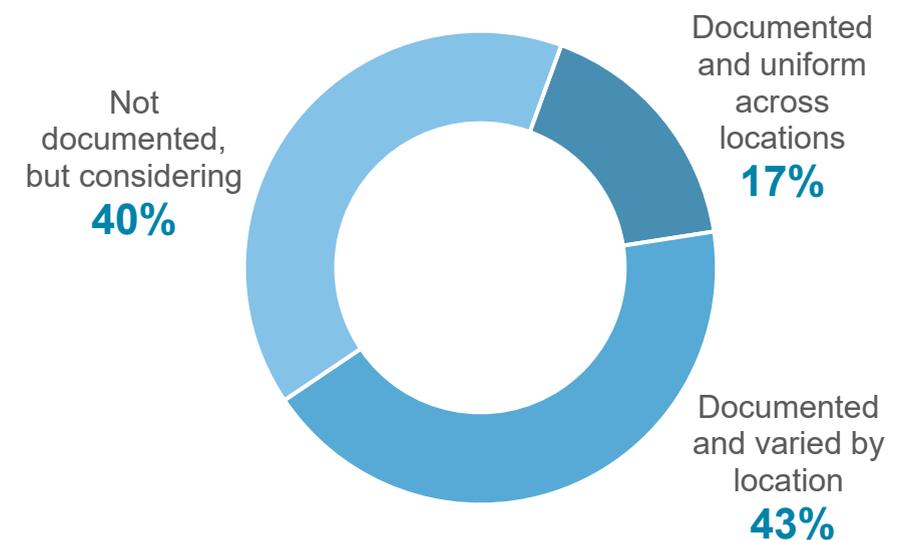
## > Future of Work Taskforces and Strategy Definition



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

## > Formalized and Standardized Strategy For Future of Work



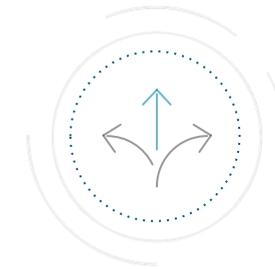
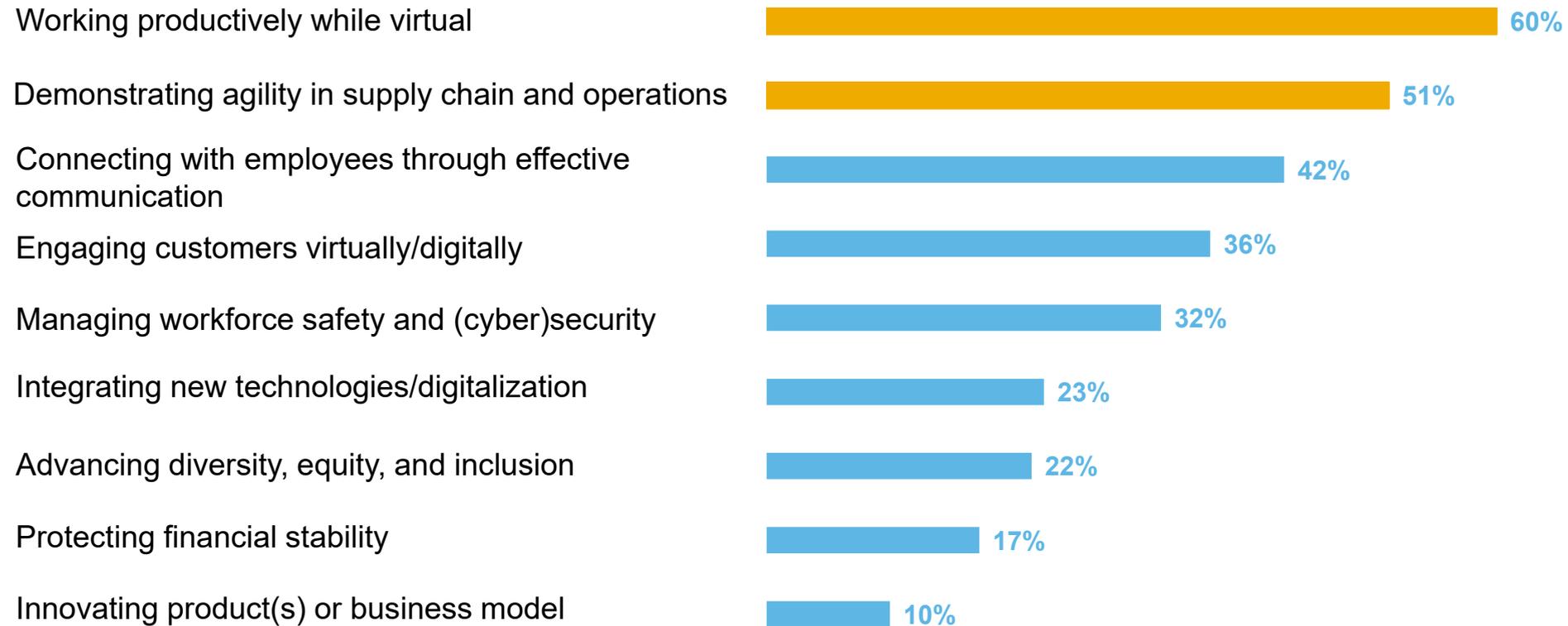
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# Key Learnings: Organizational Agility Vital as Change Accelerates



We learned that continued learning in these areas indicate focus for areas where **refinement** and **growth** was and will be required

## > Key Learning



Nearly  
**70%**  
of respondents  
indicated agility as  
prerequisite for  
competitiveness

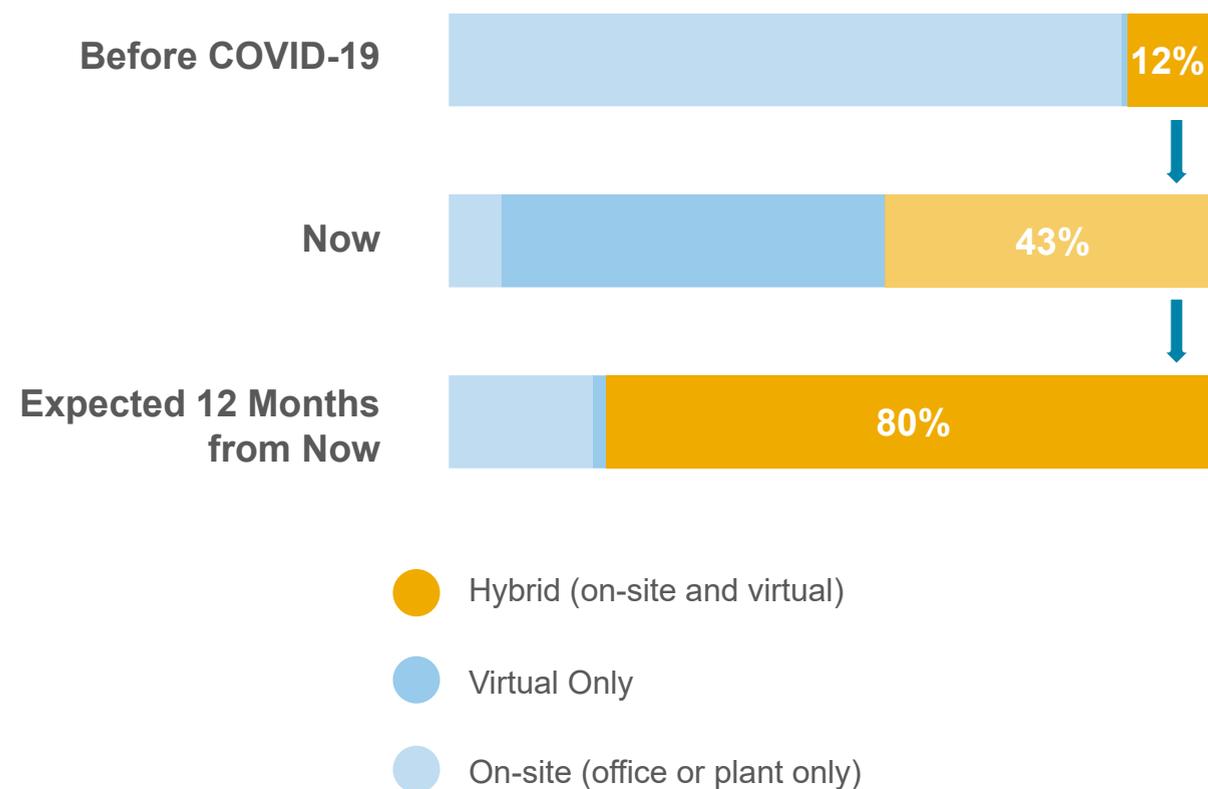
# Companies Expect Remote Workers to Return Soon But Not Everyone and Not Everyday



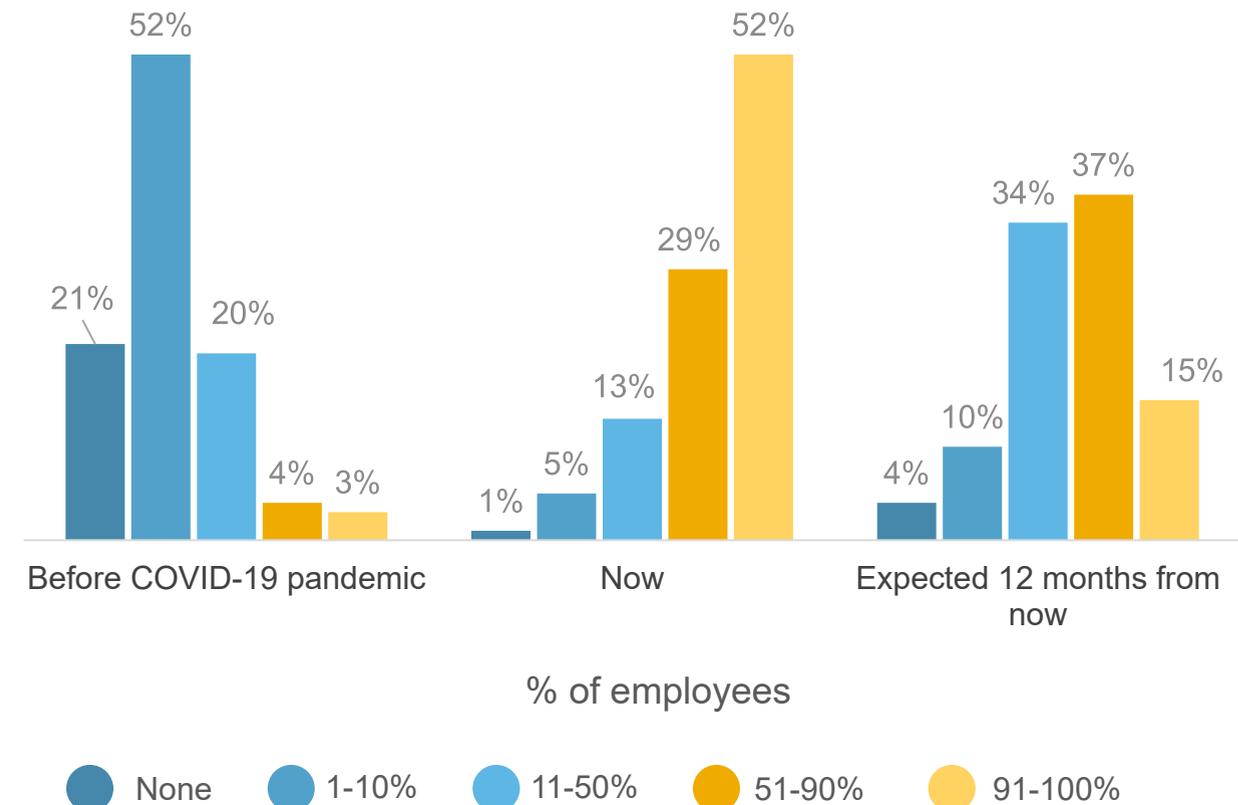
More than **50% of companies** will have over **50% of employees** working in hybrid model



## > Work Arrangements For Employees Able To Work Virtually



## > Employees Able To Work Virtually At Least One Day Per Week



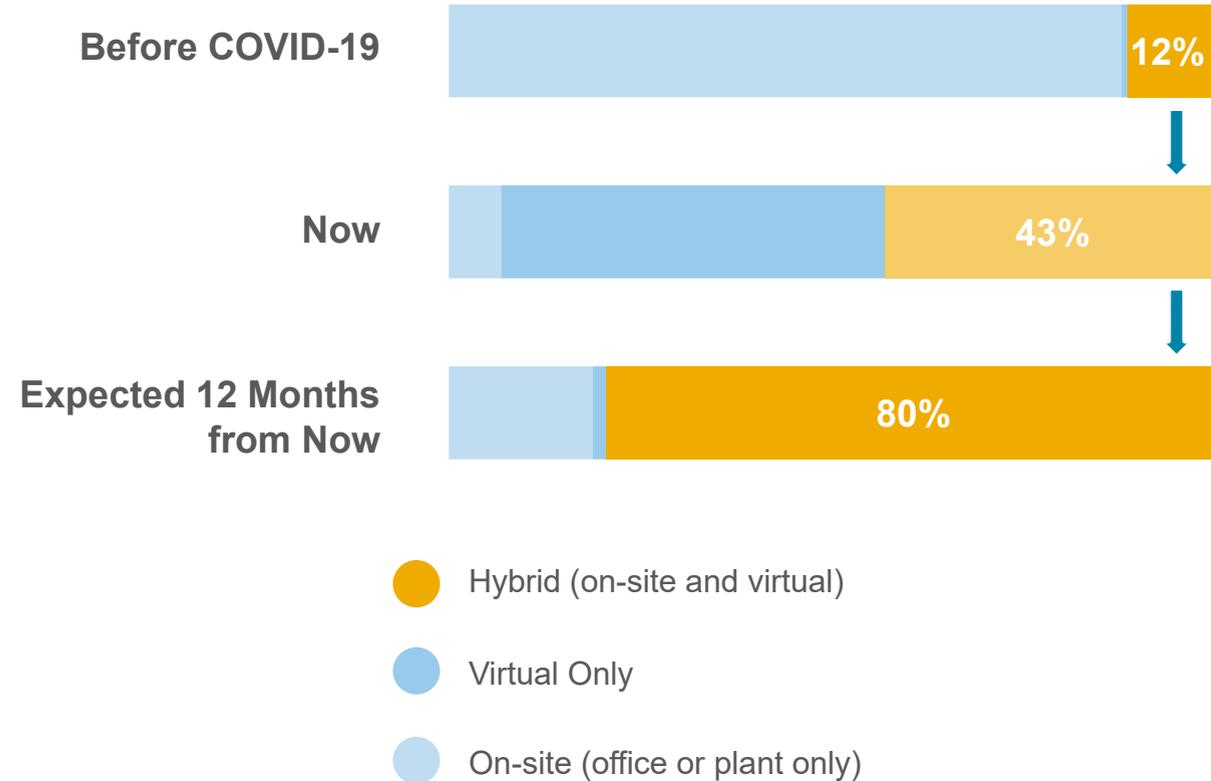
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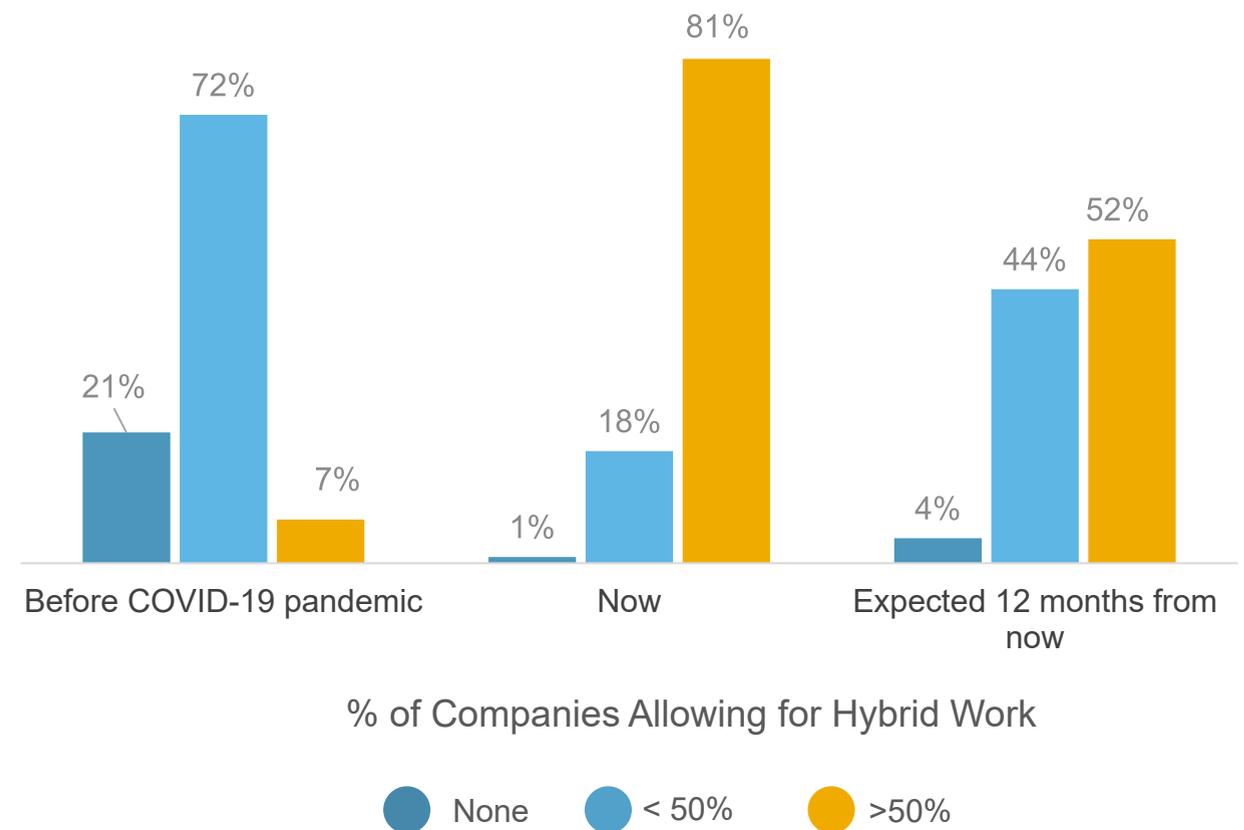
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## > Work Arrangements For Employees Able To Work Virtually



## > Employees Able To Work Virtually At Least One Day Per Week



# Corporate Leadership is Telling “Not One Size Fits All”



Even though in nearly **70% of organizations Corporate** is driving decisions on from where employees will work, direction is to **empower Line Managers**



**Ford** White-collar office workers can continue working from home **indefinitely** as long as their managers approve flexible hours



**General Motors** Work appropriately. “It is not about a policy or a one-size-fits-all approach”



**Facebook** is giving employees the option to become fully remote workers.



**IBM** Work From **Home Pledge**



**Goldman Sachs** Working from home **is an aberration.**



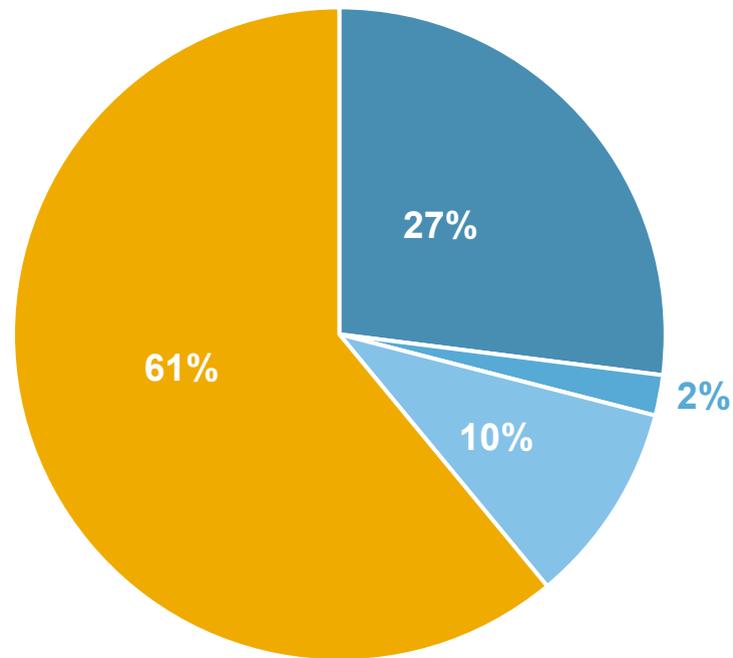
## Our Point of View

What to Consider

- Culture
- Leadership
- Technology and infrastructure
- Selecting remote workers and leaders
- Competitive landscape
- Internal Equity
- **Employee Preference**

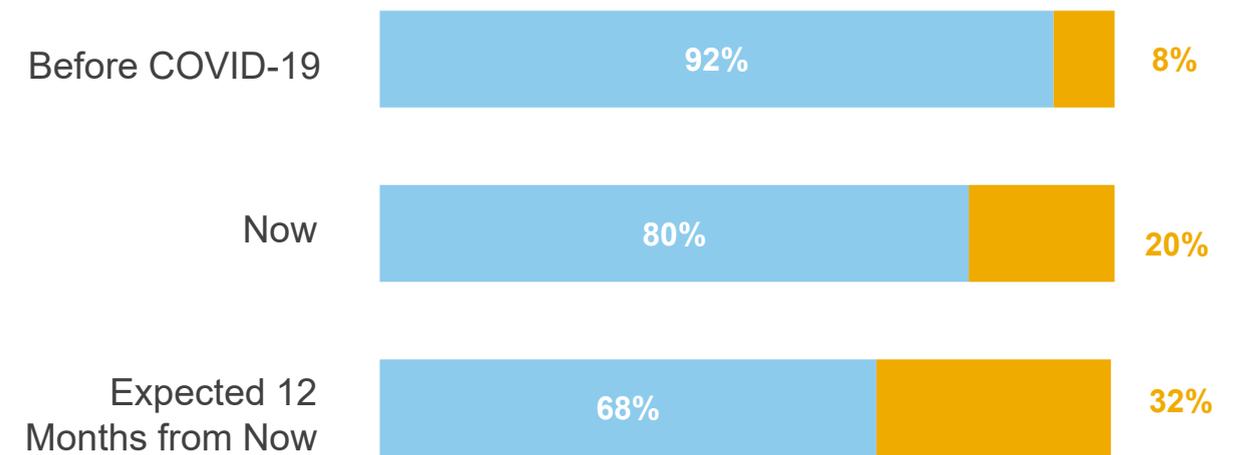
# Employee Preference Integral to Flexible Models

### Importance of Developing Flexible Work Models



● Very Important ● Important ● Somewhat Important ● Not Important

### Primary Driver Of Employee Work Arrangement



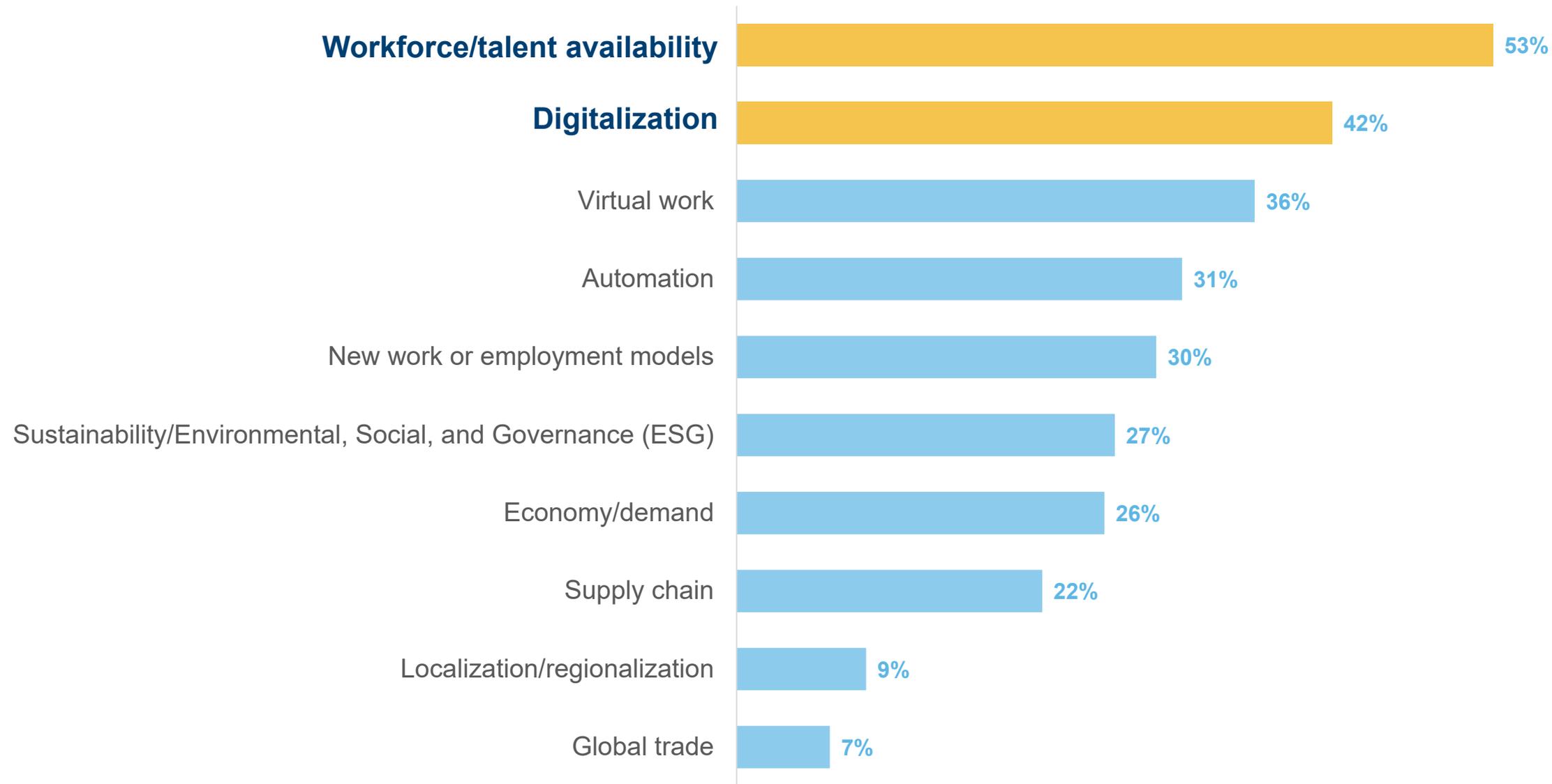
● Company Policy ● Employee Preference

02

Work and  
Workforce  
Priorities



# Top 3 Most Influential Factors in Shaping Future of Work



**HR point of view**

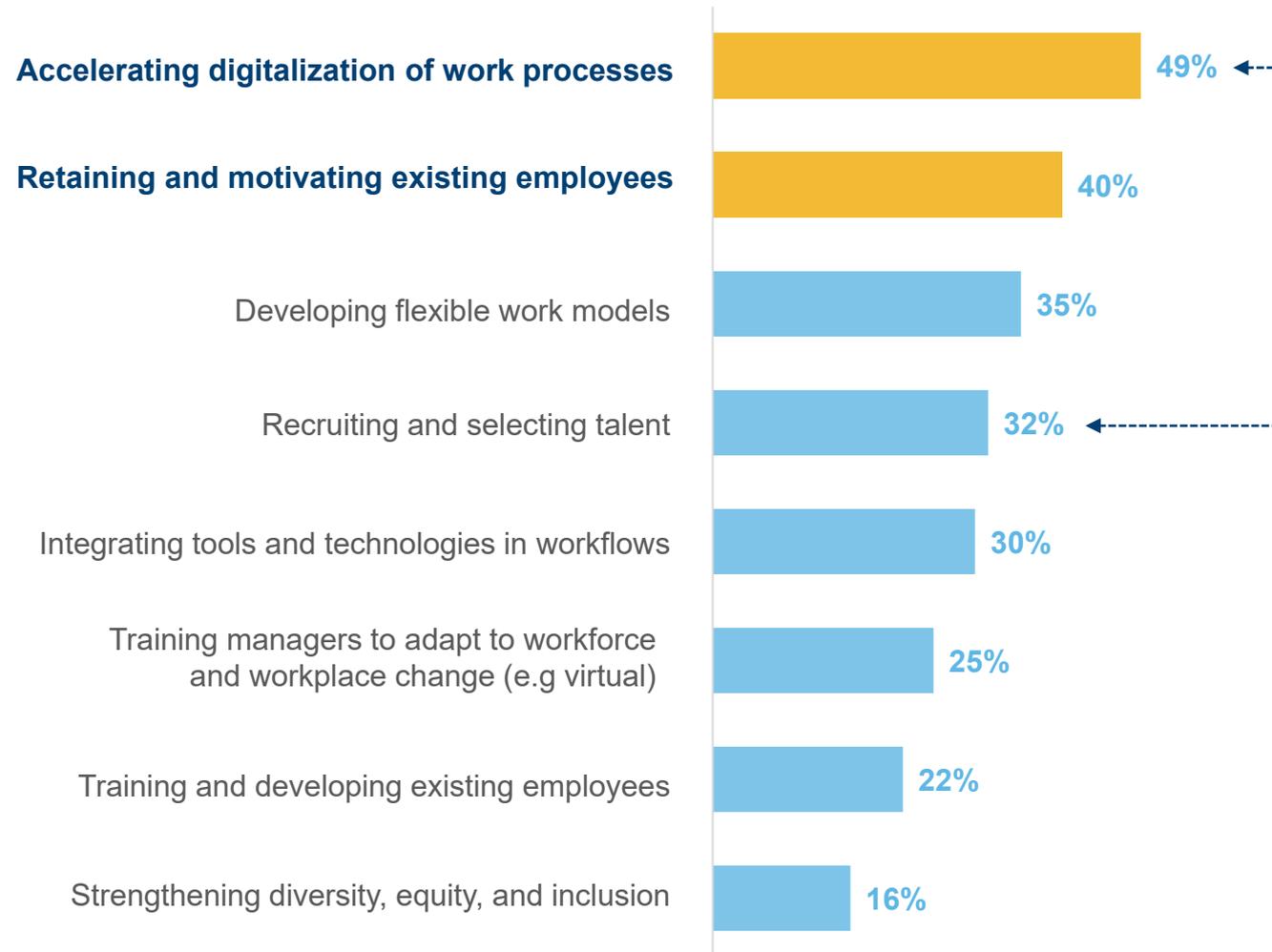
Among HR professionals workforce/ talent availability ranks among the top 3 in 70% of the cases

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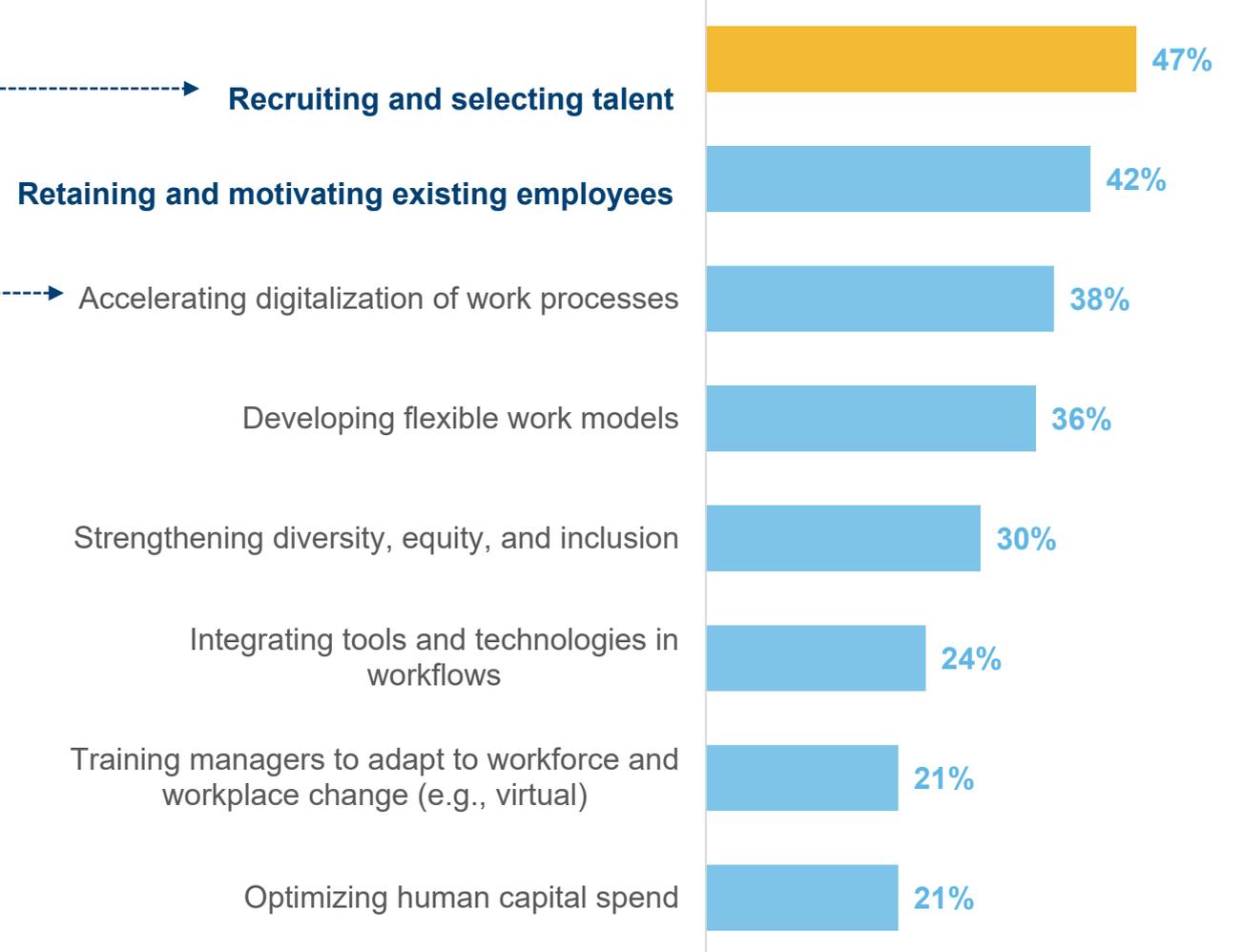
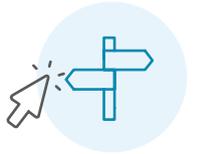
Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

# Top 3 Workforce Priorities

## ▶ Workforce Priorities



## ▶ HR Priorities



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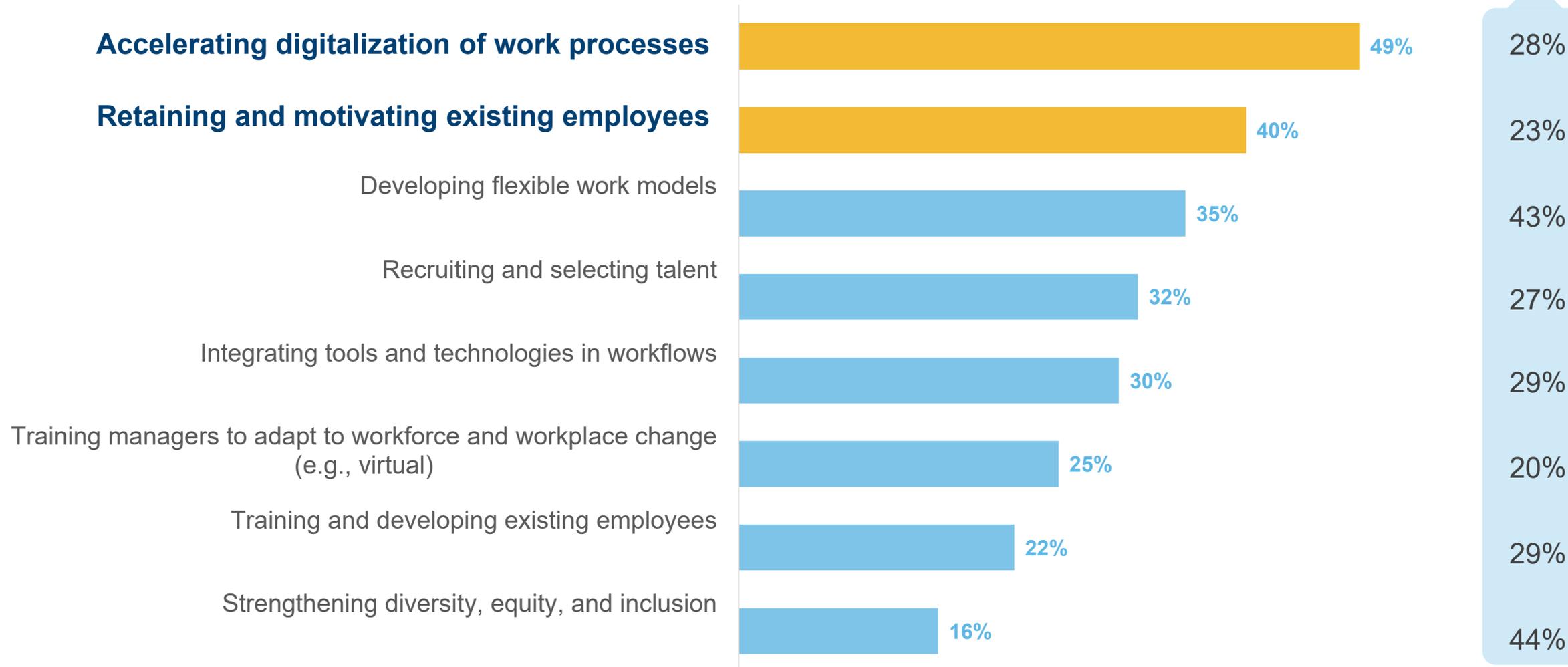
Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

# Top 3 Workforce Priorities

## ► Workforce Priorities



Confidence levels to Execute on Priorities



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

03

Build an  
Adaptable  
Culture



## Polling Question

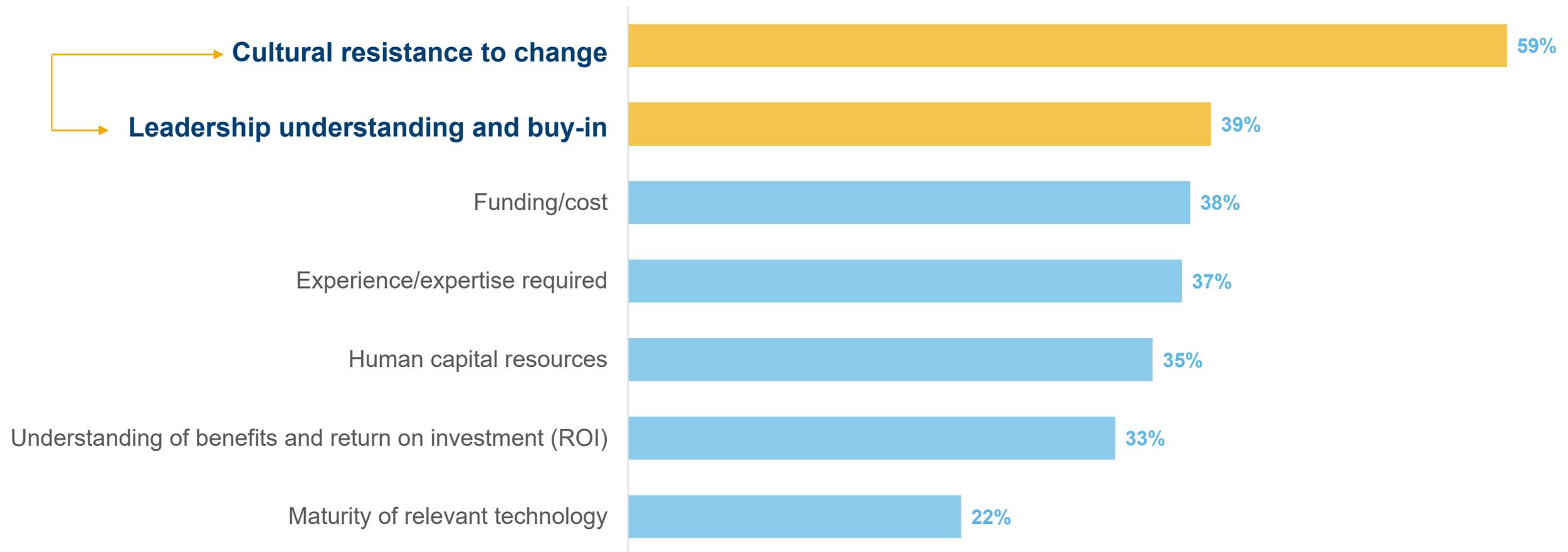
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Overall, what is the most significant challenge to advancing the strategies and priorities for work and workforce within your function in the next 12-36 months?

- a. Cultural resistance to change
- b. Experience/expertise required
- c. Funding/cost
- d. Human capital resources
- e. Leadership understanding and buy-in
- f. Maturity of relevant technology
- g. Understanding of benefits and ROI

# Culture is Top Barrier to Future of Work

**Top Challenges** To Advancing The Strategies And Priorities For Work Processes Within Department In The **Next 12 - 36 Months**

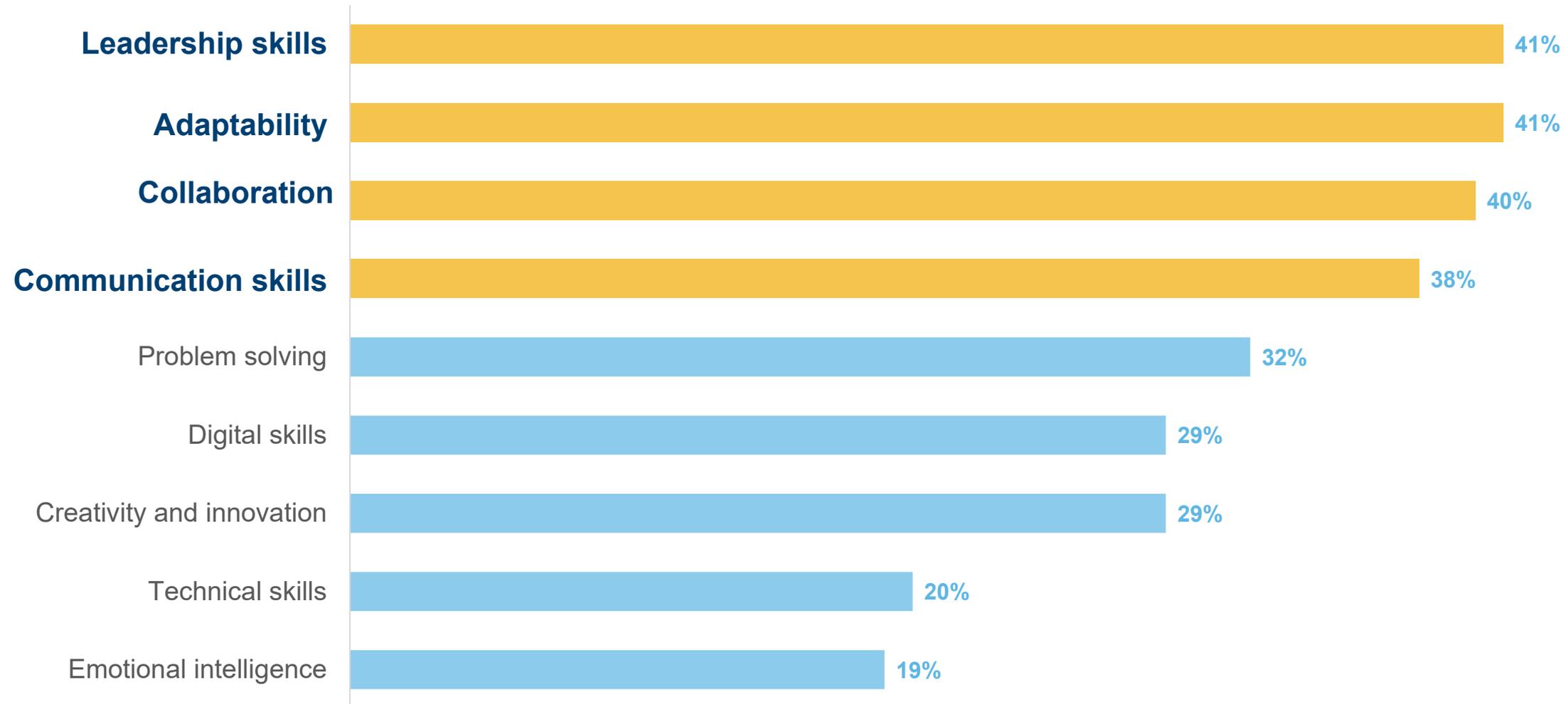


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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

# “Skills That Support an Agile Culture” are in Demand to Lead Future of Work

Skills That Are Most Important To Develop In The Next 12-36 Months



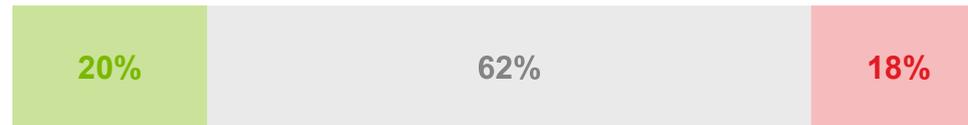
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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

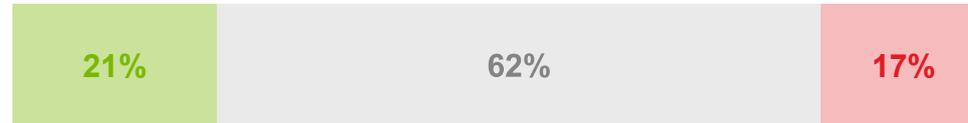
# Few Leaders Confident in Workforce Skillsets

## Agreement On Future Of Work In Manufacturing In The Next 12-36 Months

Our company knows what skillsets we need in the **workforce of the future**



Our workforce has the skillsets needed for **future agility** and **resilience**



● Strongly agree   ● Agree somewhat   ● Disagree

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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

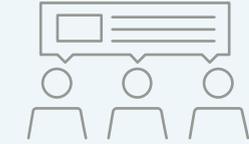
**One in Five** manufacturing leaders are very confident their workforce has the skillsets for the future of work.

04

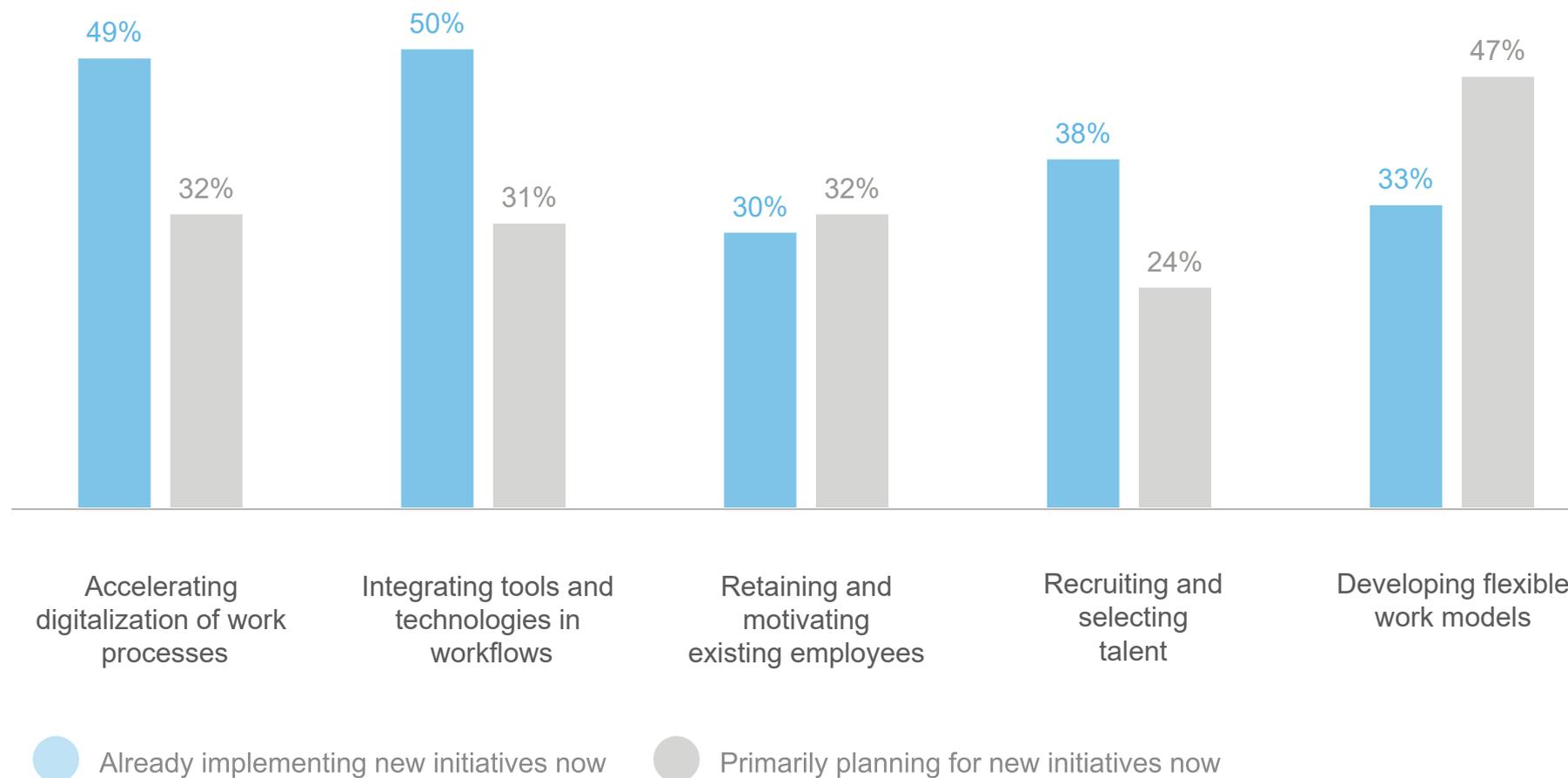
Recommended  
Actions



# Planning and Executing New Initiatives Now



## Actions Taken Or Under Consideration For Post-pandemic Work Processes



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

## Top Initiative Supporting Workforce Priorities

Advancing use of data analytics.

Expanding candidate pools to support employee diversity,

Focused recruiting and selection to hire employees and leaders with the skills for the FOW

Defining or expanding career opportunities.

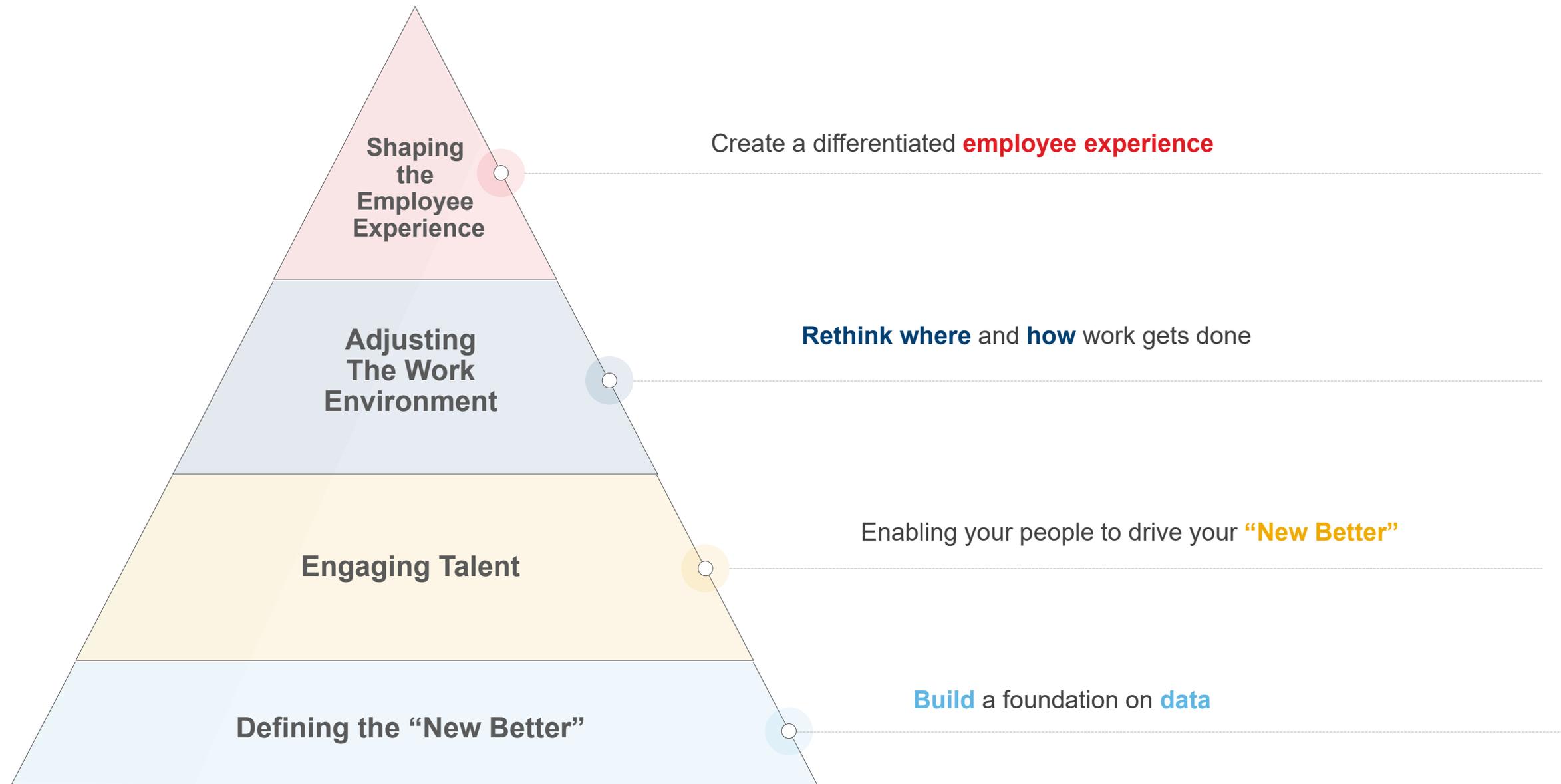
Providing professional coaching.

Supporting external training certification, and provide guidance on management best practices.

# Recommendations for Managing the Future of Work

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## Our approach for creating a “New Better”



# Considerations for the Journey Ahead

## Core Questions To Address

- What does the future of work look like?
- What are the biggest opportunities and stumbling blocks?
- What principles/ policies should be developed?

- What do our people want?
- Do we have the right talent for how we'll work?
- Are managers ready to lead in a new reality?

- How best re-enter the office/ manage a more remote workforce?
- How best to support people through transition?

- How do we maintain our culture?
- How do we retain our people?
- How do we set ourselves up for long term success?

## Practical Approaches to Consider

- > Analytical insights to shape a point of view
- > Leadership alignment on vision
- > Principles for progress

- > Assess workforce preference
- > Determine virtual working capability of workforce
- > Determine managers' developmental requirements
- > Hire employees and managers with the skills for remote work or hybrid workforce

- > Enable remote working
- > Strategy to use workplace
- > Create intentional collaboration
- > Adjust job architecture
- > Manager reskilling

- > Communication
- > Rewards alignment
- > Incubation of future talent
- > Continued iteration to advance progress

Phase 01

Phase 02

Phase 03

Phase 04

**Defining the  
"New Better"**

**Engaging  
Talent**

**Adjusting the Work  
Environment**

**Shaping the  
Employee Experience**

# Q&A

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