

FUTURE IN FLUX

TOP TRENDS FOR 2022: EXECUTIVE SUMMARY

The executive's guide to taking the reins on transformation amid a future in flux

ANYTHING BUT BUSINESS AS USUAL

Talent shortages, supply chain congestion, and geopolitical conflict persist in a market characterized by an unsettling mix of low rates and high inflation. Those keeping a pulse on the macro-economic climate are treading cautiously. In December 2021, we surveyed over 500 business leaders for their take on the trends to expect in the foreseeable future. Here's what we found:

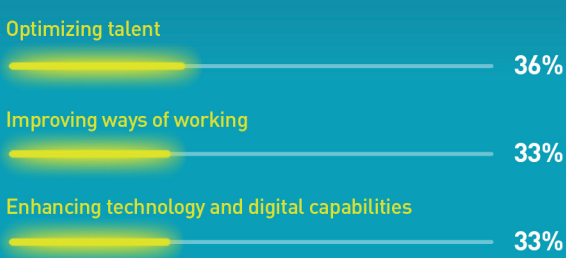
LEVELS

29%	VP/AVP	19%	Director
26%	C-Level Executive	3%	Partner/Principal
22%	EVP/SVP	2%	President

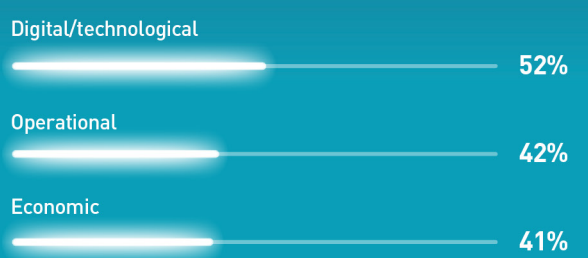
FUNCTIONS

16%	IT	14%	HR
15%	Operations/Production	11%	Sales/Business Development
15%	Strategy	11%	Marketing/Advertising
14%	Accounting/Finance	4%	Other

WHAT TOPS THE TRANSFORMATION AGENDA?



WHAT ARE THE TOP TRANSFORMATION TRIGGERS?



46%

of business leaders are tapping into a broader talent pool via hybrid work to address changing workforce needs.

TREND

ANSWERING TALENT OPTIMIZATION QUESTIONS WITH FLEXIBILITY

Businesses are in dire need of qualified employees. To make the most of their talent, many leaders are focusing on flexibility as the path forward, a particularly important tool in an uncertain market.

36%

of business leaders say that optimizing talent—including attraction, development, and retention—is their top transformation objective.

39 percent of business leaders are employing a Managed Service to address changing workforce needs.

TREND

GALVANIZING THE WORKFORCE AND OPERATIONS IN SUPPORT OF AN ADAPTIVE FUTURE

As business leaders seek to optimize talent with flexibility, they'll need to consider how employees work together and by what operational guardrails. Improving ways of working closely follows talent as the second most important transformation strategy objective among leaders we surveyed.

32%

of business leaders see their operating model as a barrier to becoming more adaptive.

58 percent of business leaders perceive transformation as a final destination, large-scale overhaul, or a fixed event.

97 percent of business leaders with a workforce sourcing strategy say cross-functional teaming is an objective.

30 percent of business leaders say a need for greater integration of systems and infrastructure is a top internal factor they seek to address in their transformation.

TREND

POWERING OPERATIONAL PERFORMANCE WITH DIGITAL AND DATA

Respondents in our study told us that digital/technological capabilities are the most significant signal of change being considered when developing transformation strategies. Leaders give significant mindshare to tech because of its foundational role in driving operational performance.

30 percent of business leaders say adoption of digital tools is a top internal factor they seek to address in their transformation.

ACT ON THE TRENDS



EMPOWER LEADERS AND EMPLOYEES with a **made-for-change mindset** comprised of design, systems, and scenario thinking.



ALIGN LEADERS on your **organizational strategy** to resolve operational hurdles.



CREATE A BLUEPRINT to understand how **tech and data** enable customer and employee experiences.

TRANSFORMATION BARRIERS VS. ENABLERS

WHAT ARE THE TOP BARRIERS TO ADAPTABILITY?



WHAT'S ENABLING FLEXIBILITY?



FOR MORE, READ THE BLOG HERE