INSEAD FUTURE OF WORK CLUB Survey Results

INSEAD Alumni Association France

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OVERVIEW OF THE RESULTS
&
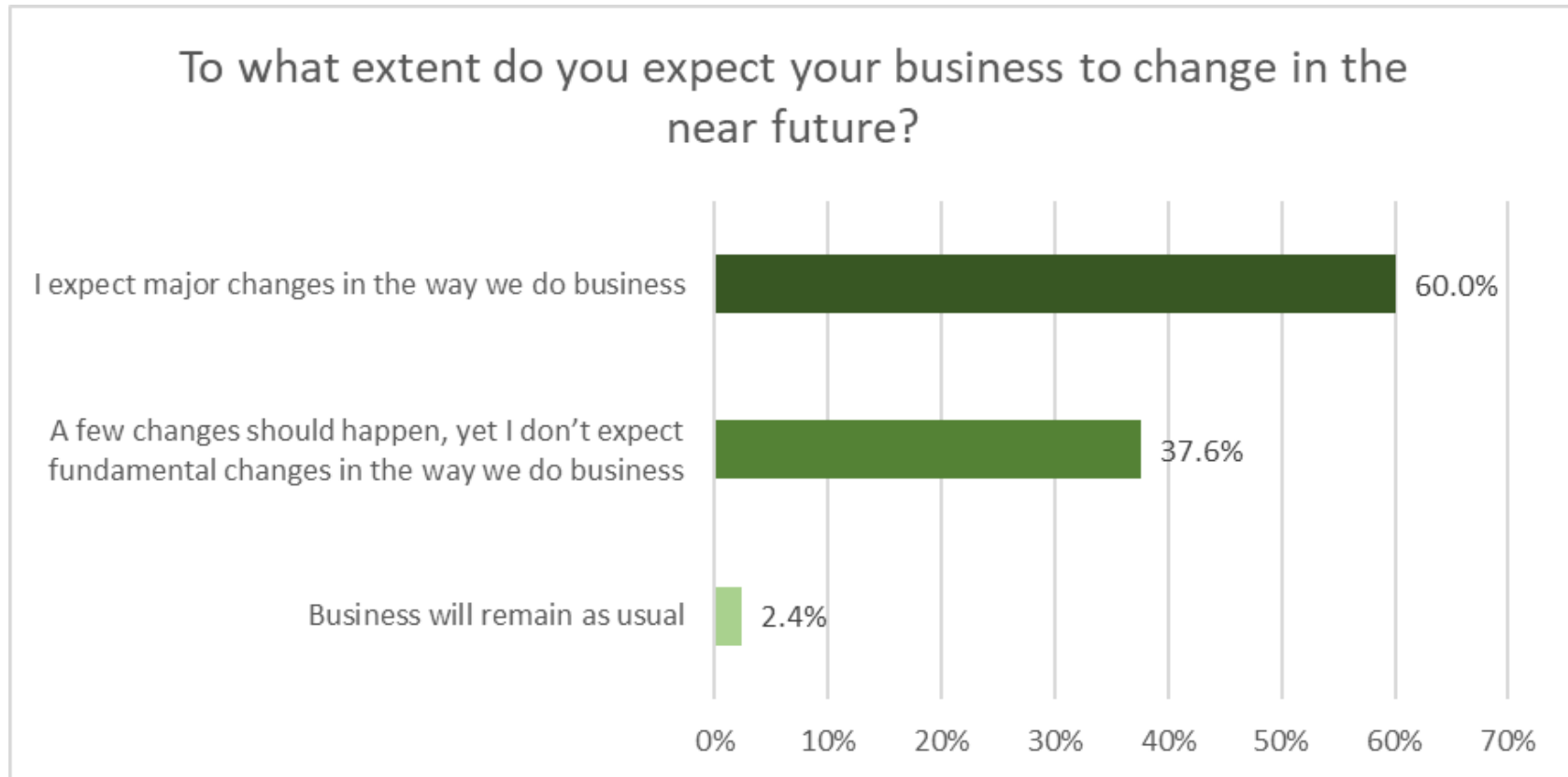# NEXT STEPS

85 alumni have answered the survey

Respondents' profiles

- **28%** Women, **72%** Men

- **64%** have graduated from INSEAD more than 10 years ago

- **Current professional activity:**

FUNCTIONS	
Consulting/Strategy	28.2%
Top Management	17.6%
Independent/Entrepreneur	15.3%
Human Resources	11.8%
Product/Project	9.4%
Sales/Business development	5.9%
R&D	2.4%
In transition	2.4%
Research	1.2%
Finance	1.2%
Technology	1.2%
Operations	1.2%
Other	2.4%

SECTORS	
Management consulting	24.7%
Technology/Software	11.8%
Financial services	4.7%
Education	4.7%
Transport	4.7%
Energy	4.7%
HR consulting / Coaching	4.7%
Architecture	3.5%
Research	3.5%
Sectors represented by 2 respondents:	
Construction, Telecom, Information Technology & services, Automotive, Interim Management, Manufacturing, Healthcare	19%
Sectors represented by 1 respondents:	
Real Estate, Entertainment, Healthcare, Civic & Social Organization, Events, Building materials, Environment, Cosmetics, NGO, Textile, Food, Facilities, Pharmaceutical	14%

60% of us expect major changes in the way we do business in a near future

To what extent do you expect your business to change in the near future?

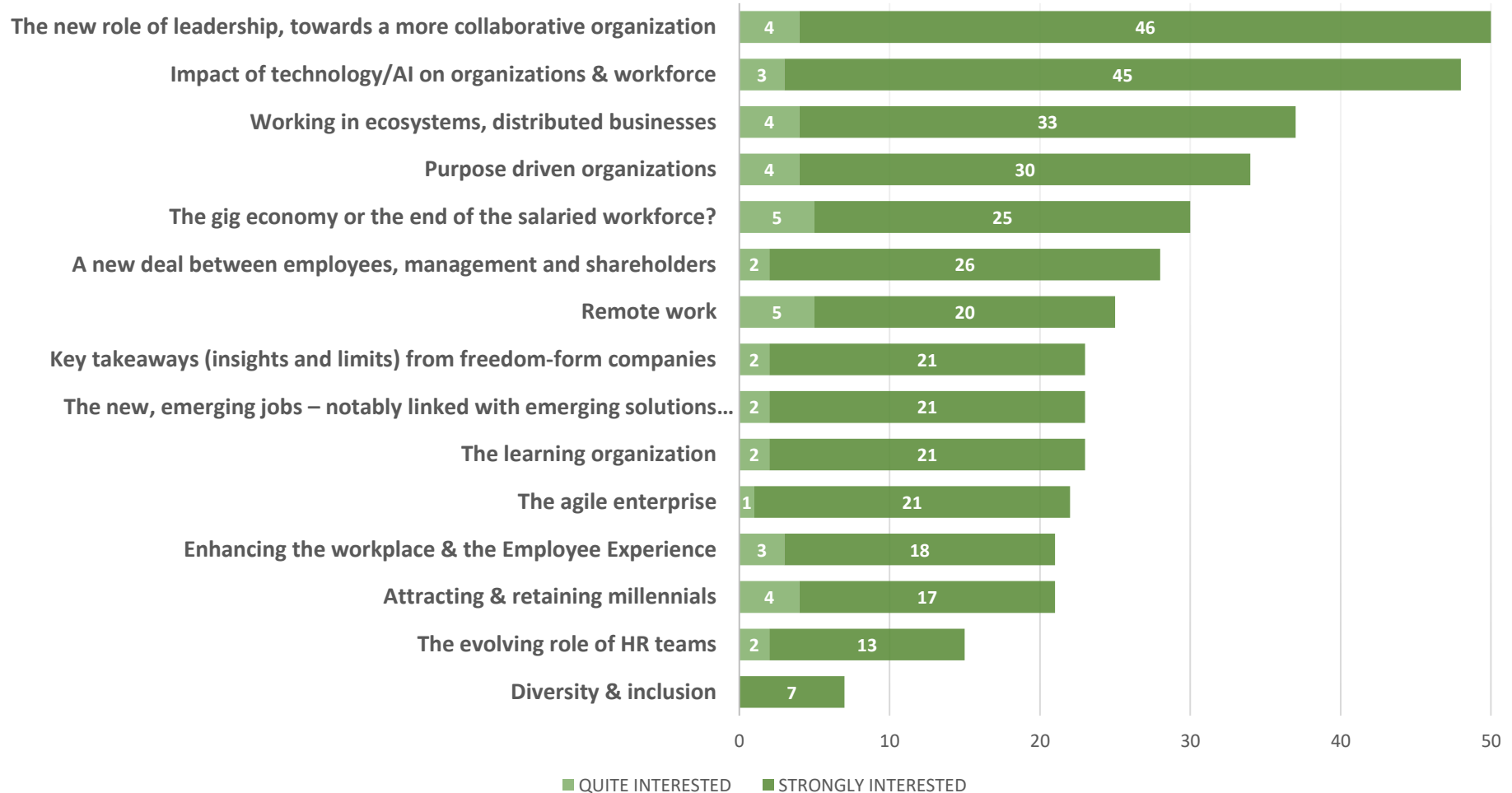|	
I expect major changes in the way we do business	60.0%
A few changes should happen, yet I don't expect fundamental changes in the way we do business	37.6%
Business will remain as usual	2.4%

Remote work, technology, deglobalization and climate change are perceived as the 4 most striking drivers

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KEY DRIVERS & TRENDS	NUMBER OF MENTIONS
Remote Work	33
Digital transformation	19
Social/environmental concerns, Increasing importance of purpose & new ways to consume & behave (customers & employees)	16
Less business traveling, relocalization / deglobalization	14
New, collaborative & agile leadership	11
New business models and the need to innovate	9
Automation / AI	9
Reskilling & upskilling	7
Development of the GIG economy & flexible work	6
Economic impact of the crisis, job losses	5
Change of competitive landscape	3
New professional identity & career model	2
Other: silver economy, social inequality, changes in regulation, quality of life for employees, new types of jobs, new career model	

We share several topics of interest, especially the new role of leadership and the impact & use of technology on organizations

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TOPICS OF INTEREST

Topic	Quite Interested	Strongly Interested
The new role of leadership, towards a more collaborative organization	4	46
Impact of technology/AI on organizations & workforce	3	45
Working in ecosystems, distributed businesses	4	33
Purpose driven organizations	4	30
The gig economy or the end of the salaried workforce?	5	25
A new deal between employees, management and shareholders	2	26
Remote work	5	20
Key takeaways (insights and limits) from freedom-form companies	2	21
The new, emerging jobs – notably linked with emerging solutions…	2	21
The learning organization	2	21
The agile enterprise	1	21
Enhancing the workplace & the Employee Experience	3	18
Attracting & retaining millennials	4	17
The evolving role of HR teams	2	13
Diversity & inclusion		7

■ QUITE INTERESTED   ■ STRONGLY INTERESTED

Conclusion & next steps (1/2)

- A **first cycle of 5 workshops** will be launched over the next 10 months, based on the 5 top topics:

  - The new role of leadership

  - Impact & usage of technology / AI

  - Working in distributed ecosystems

  - Purpose driven organizations

  - The gig economy

- Following the numerous questions around this topic, **a participative conference will be organized early July around « Remote Work »** (invitation to follow)

  - *Save the date*: July 2nd, 2020 @18H (online)

  - *Speakers*:

  - **Jean-Claude Delgenès** (https://www.linkedin.com/in/jean-claude-delgenes-42a6b723/): founder of Technologia, boutique consulting firm specialized in the prevention of professional & psychosocial risks

  - **Rodolphe Dutel** (https://www.linkedin.com/in/rodolphedutel/): Founder of remotive.io, a recruitment platform for 100% remote jobs, former Head of Finance & Operations at Buffer, a company functioning with only 100% remote staff

- For each event, while registering you will be asked **3 questions regarding how the theme relies to your current context**, and the answers/stats will be shared during the event with the audience

Conclusion & next steps (2/2)

- Also, we will open at the first event **a shared platform (slack) to facilitate ongoing discussions and the sharing of successes & failures around Future of Work's topics**

    ⇒ invitations will follow

- **11 alumni have offered to host an event in their organization**, **THANK YOU VERY MUCH**! We will contact you when organizing the cycle of workshops

- **2 final suggestions** are worth mentioning:

- The wish for **online workshop access for** alumni living outside of Ile-de-France

    ⇒ We are looking for solutions with the association to allow this (NB all suggestions welcome)

- The suggestion to **reach other international alumni associations** around the Future of Work

    ⇒ International events &/or surveys to be suggested to the other IAA associations by EOY

★ *THANK YOU* ★

APPENDICES:

YOUR COMMENTS & SUGGESTIONS IN DETAILS

Question 1 - To what extent do you expect your business to change in the near future?

Drivers & trends - Alumni comments

Remote Work

Remote work will become the new norm.

We will start to use digital tools to work remotely (which is **truly a dramatic change in our company where home office was considered as "vacations").**

Sales and Field roles will **need to find new ways to engage customers**.

A large portion of what my teams do is to facilitate workshops, trainings, seminars and coaching face to face. **I can't imagine we go back to how we operated before** long if ever as most of our clients are not willing to host events anymore. **I expect some clients to require significant adjustments of our fees** for the same service.

Work from home will be **more accepted** although **I still expect most of the work will happen in the office / face to face** esp. on tight projects - doing part of projects remotely will also be more accepted by clients

Remote work is
-A new o**pportunity for companies to source talent** outside of immediate proximity
- A new **opportunity for talents to select companies** that offer best employee experience

In B2C, all usual ways to contact and connect with clients evolve. **Fairs, exhibitions, corner shops, everything stopped and won't come again with the same success**.

More and more certified **e-signing** will be used as an enabler for less physical interactions

Drivers & trends - Alumni comments

New role of leadership

New leadership skills to develop (**more heart, more intuition, more anticipation**)

Making sense of how and why people work will become increasingly important

Ability to concretely develop **collaboration** across organisations **will create competitive advantage**

Managing teams will be strongly impacted and will need **new methods to make things happen, value the individual and team's value added,** that will show in their remuneration.

The way employees relate to work. **Mutual trust and autonomy** will improve in relation with working from home.

More **constructive leadership needed, based on values, purpose** to create still employee engagement

Acceleration of the pace of change due to Covid-19: **automation while putting humanity back at the center** of everyone's work (self-management).

The confinement and covid-19 conditions have made it clear individuals are whole: by blending the professional and private spheres under their home roof, **individuals have realized they do not have to be different personae at home versus work**. This will redistribute and balance accountability in the work place.

Drivers & trends - Alumni comments

Purpose driven organizations

we will emerge from this with a **"smarter" way to consume** resources available to our world wide economy

Crisis is also an opportunity to drive companies toward **better balance between financial performance, social performance and environmental performance**.

Global people concerns about the **impacts of their consumptions, behaviours, … on the planet**

We have to create **new mechanics in the field of social, health, employment, pensions financing**

Drivers & trends - Alumni comments

Other

Wider gap between digital enabled businesses and others

Big drop or Projects delay. Relocalization in Europe

- Providing **Mental health benefits to employees** will become mandatory, facing increasing mental overload

Tech intensity will emphasize the need for digital literacy and continuous learning, in order to keep pace and know how to handle innovations and turn it into an asset. This might be **an advantage for startups** who have less inertia than MNC when it comes to find **new business models that value innovations**

More opportunities as some competitors will collapse; less cash as tariffication in healthcare will decrease all over Europe **more pressure from shareholders** as PE will run out of cash

Question 2 - What are the topics that you would like to be addressed within thematic workshops?

Practical questions

Remote work

- In the future when will **face to face meeting** take place
- Career wise: whether **client/supplier relationship** will be remote (including for sales initiatives)?
- How **spaces (urban/professional/personal)** should be reorganized?
- I am particularly interested in the **advantages and limits of employee freedom** induced by remote work
- How to keep **energy levels, team spirit** high with so much uncertainty remotely
- How to maintain the company **sense of purpose** if people are not meeting as often / work remotely
- Is distant/remote work really in the **interest of workers** ?
- The evolution of **UX / Customer experience** in a world where direct contacts will decrease
- How to define **work-life balance** in remote work?
- How can organizations evolve and adapt to the new trends? How can organizations manage a **virtual workforce**? What are new models of outreach, **sourcing and talent acquisition**? What are examples of new more **flexible hiring** methods and more flexible ways of organizing the workforce?
- If we were in a social distancing world where jobs were performed remotely: How do we **communicate and motivate through digital** across our team?
- What we need in order for remote work to **scale** and for people to be **happy** working remotely
- How open minded are managers and the buyers of training to **remote training** workshops as an alternative to OR complement to travelling to business school campuses?
- How to wake up individuals' **motivation** and bring them to do better with remote work than with being in an office? How to value the service of each member of a team so they all feel **recognized** for what they bring (or not!) in a coherent way at a correct level
- How remote work influences **efficiency and quality of work** on one side and **personal life** on the other side.
- **Home to Office (H2O)**
- **Change in business model** + **COVID impact** on work relationship and distance management

Practical questions

The new role of leadership

- Some companies like EDF are revising the **attributes** that they expect to see in their leaders. I found interesting that they are including "authenticity" and "sincerity". Internal politics and financial incentives/market pressure make it really hard for companies to really **walk the talk** and they often err the side of using their adhesion to the latest trends as **marketing gimmicks**. I would be interested in exploring, manager, companies and industry which are moving toward **real transformation.**
- **What do organizations need to stop doing / start doing** or doing more often to become truly collaborative organizations?
- **How to accelerate** the emergence of new leadership skills adapted for the future.
- Sharing **concrete strategies to develop collaborative working** in corporations
- **How** to be a leader in tomorrow's world
- What leadership would be the most **effective**? **How to be a good leader** in such organization/setting?
- Which kind of management should I practice to **empower the new generation** and help them to become part of the changes the world is needing
- Will the **old fashion control & command leadership style,** still demonstrated by the majority of the upper management layers, **be able to evolve to support the increasing need for more human and climate-sensitive leadership**?
- **How to accompany leaders** to be most effective, inspirational and transformational in this new context (millenials, impact)?
- At the end it's always about the **managers** - so **what does the Future of Work means for them**
- Future of **management development industry**
- **Putting collective intelligence at use in order to forecast different scenarios of future work**

Practical questions

Technology

- How **AI** is changing the need for human intervention and the development of new business topics to be addressed?
- **How technologies will support the future of work?**
- I would like the workshop to answer questions around the **impact of digitization on work organizations**
- Impact of AI (in healthcare it already has a strong impact and it's only the begining)?
- **Impact of Tech in new jobs, new skills, new form of orga and employment?**
- How can companies use new technologies to become more **resilient**?

Purpose driven organizations

- How to shape **a sustainable future for everyone** in the economy? How to insert the **climate change** in the economy and at the micro economy level?
- The **pace** of the change? How to identify this change and assess it? How to contribute to it if **positive change**? Note: positive to be defined as it may not be linked to today business principles.
- **Engaged employees / consumers shall lead to engaged shareholders** and more responsible organizations and change in governance / leadership / management.
- How to **transform** our organization for a "better world"? Clarify the **role** companies have in this new world. Is it possible to be **financially performing and socially responsible**, contribute to help people express their best selves, protect environment, etc.
- Are companies looking to embrace **SDG framework ? as a way out of this crisis**
- **How can we successfully influence an organization to move** toward a purpose driven organization and what does it mean practically?
- Purpose driven organization vs. Remote employees vs. "Raison d'être" of organization vs. Value added package vs**. Revenues/Costs/Cash defining new Business Model**
- **Sustainability at large** (means more than only climat change)

Practical questions

The GIGI economy	• Can the gig economy offer jobs that will be economically more **favourable to the workers**? • How to address **qualified specialists shortage**, how to **plan the workforce**? • What will be the place of the managers in an organisation where the salaried workforce is no more the normality?
The learning organization	• What are the **skills** required for the future of work • The **role of States and companies** in forecasting the skills shift and providing the necessary reskilling • **New ways to train**? • Are there companies which decide **to invest and train part of their work force for new roles** ? instead of firing.
Working in Ecosystems	• How the future of work is going to **accelerate the shift from the value chain approach to an ecosystem approach?** • How to develop a **sense of belonging and trust** where organizations are fragmented? (assuming purpose, etc...part of the solution but not enough) • How to use **digital tools** and remote work to work in complex ecosystems? • **Run a dispersed virtual organisation (no office) as a permanent structure.** • How employees can become all **entrepreneurs** in the organisations? • **Collaboration corporate - start ups** (corporate venturing, partnerships...)
The evolving role of HR teams	• Comment la fonction RH va-t-elle accompagner le future du travail et conduire des **restructurations** inhérentes à la crise que nous venons de vivre ? le **paradoxe de la gestion court terme et de l'investissement à moyen / long terme** ? quels moyens peuvent se donner les entreprises ?

Practical questions

Attracting & retaining millenials	• How to **attract and retain** millennials and the generation after them? • Discussing the **new trends** impacting how companies attract and retain talent • What are **millennials expectations**? **What can they bring** and help transform?
Enhancing the employee experience	• How to increase **employee engagement & employee productivity** to maximize employee experience? • **Employee experience reimagined**
The agile enterprise	• **Agile at scale**: does it work? • How to become more agile?
A new deal between stakeholders	• **Social impact of the new normal** • How to better **share the created value**? • **What type of new contract / framework** should be put in place to allow for a sustainable system, considering the flexibility required by the labour market, the competition of AI/Automation, and the need for individuals to continuously learn.
Enhancing the Employee Experience	• **Employee experience reimagined**
Emerging jobs	• **What jobs** will be available tomorrow and **why**? • Discussing emerging **new jobs and functions**

Practical questions

Other

- For organizations: key **characteristics of those who will survive**. Are some **sectors threatened**?
- The **influence/acceleration of Covid-19** on the "future of work"
- Like to share experiences ; Best practices - implementation business cases
- As an independent worker I would be interested how to address the **changes in higher education**
- **Individual career management** for the young generation which enter workshop in 2021 in the aftermath of the pandemic. Reversely individual career management for people above 50 in the aftermath of the pandemic.
- Change management: **how to support those transitions** / natural evolution
- **Please NO ANSWEARS !!!** I expect them to invite to **reflect and experiment**. Time for delivering answers to customers seems to me like looking backwards
- **How to become a successful career/ activity transitionist in the context of a 100y long life** !
- Who are the **main actors** leading the change towards the future of work? What technologies are best suited for enabling the future of work? **What failures have already happened and what can we learn?**
- What can we expect to change in our ways of working in the mid long term following the current crisis? How can the workplace be redefined?
- Trends, Experience sharing and questions.
- We should still be "designing" work based on best process for the desired goal. COVID has forced a change mindset but **how do we direct research not merely as a reaction to COVID but as a quest for a improved model**.
- **Evolution of UX through digital, phone/video and delivery**
- What kind of **talent** would we look for? How to engage and motivate?
- Impact on **real estate** investment. Footprint.
- How to improve risk assessment? **How to deal with uncertainty** ?
- **War for talent, not only millennials**
- Each workshop should help understand the current situation, identify **good or emerging practices** from organisations and help us take away some key insights and **actionable steps**