Agile PeopleOps

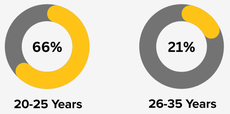
Research Report

The Future of Workforce 2023

Survey Demographics

350+ Respondents

Age Groups

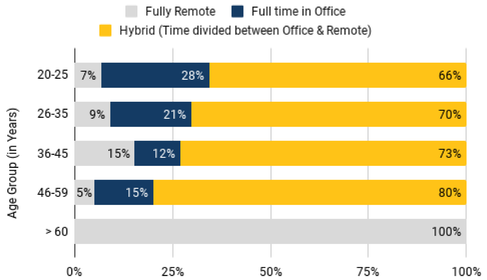


The majority of respondents were in the age range of 20-25 (66%), followed by 26-35 (21%). Other age groups who participated were 36-45 (7%) and 46-59 (6%). People aged >60 were very negligible.

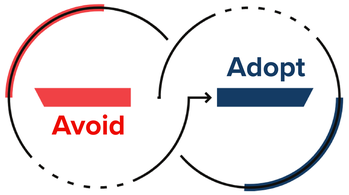
Global Participation

Mode of Work Preferences

Respondents across different age groups favor a hybrid setup - a much-required social energizer to foster human interactions that were missing during the pandemic era.



- A mindset that hybrid work is still new and there are lots to experiment and learn continuously
- Ask 'why' hybrid - a business imperative, your employees' preference, or both
- Consult with your employees to decide the sweet spot for in-office:remote days
- A holistic approach - develop a work strategy and consider the collaboration platforms, processes, etc.



- One-size-fits-all model for hybrid work across industries
- Designing a one-inclusive hybrid work plan for your entire workforce
- Drawing generalized conclusions from various research data

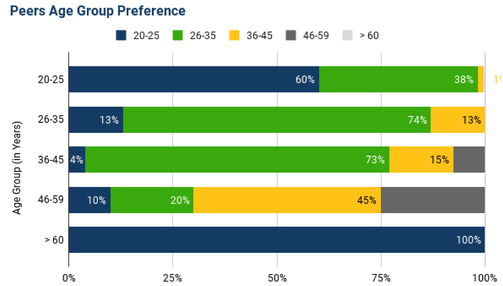
Team Structure

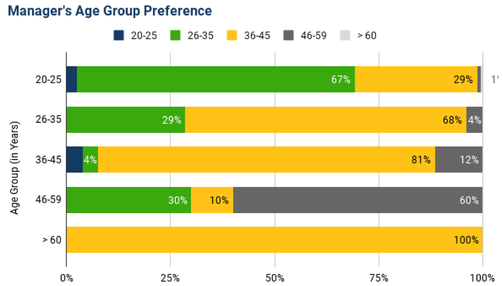
Most respondents (around **60%**) in the "**Age Group 20-25 Years**" are keen to work with **peers of the same age group**, report to managers aged 26-35, and prefer working with senior managers aged 36-45. **46%** of the respondents prefer CEOs aged 36-45, while **38%** prefer 46-59.

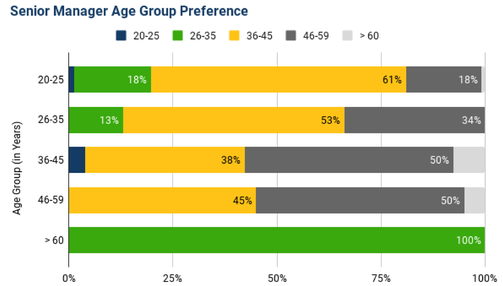
74% of the respondents in the "**Age Group 26-35 Years**" prefer working with **peers of the same age group**. **68%** prefer managers in the 36-45 age group. Around 53% prefer senior managers and CEOs aged 36-45.

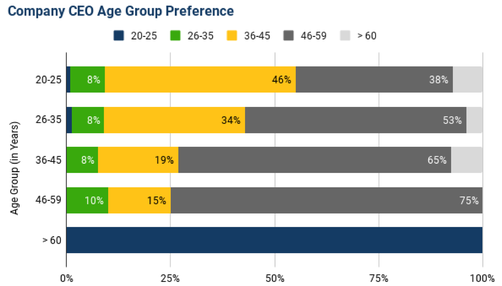
36-45 years old (**73%**) prefer working with **peers of the same age or younger than them**. Surprisingly, **81%** prefer reporting to managers in the same age group. **50%** expressed an interest in working with senior managers aged 46-59, while **65%** preferred CEOs in the 46-59 age group.

Respondents in the **46-59** age bracket (**45%**) prefer their **36-45 age group peers**. **60%** prefer managers of their age group, while **50%** prefer senior managers of their age group. **75%** are okay with reporting to CEOs aged 46-59.

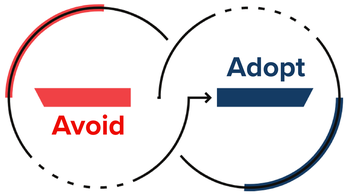








- Know your current workforce - the generations, and their needs & expectations
- Hire for culture-add to build inclusive and diverse teams
- Build a sense of belonging in the workplace
- Managers and leaders understand Tuckman's stages of team development and elicit behaviors essential to build healthy performing teams



- Drawing generalized conclusions for a multi-generational workforce, as exceptions are always present
- Creating a 100% homogeneous team
- Using a culture-fit approach 'always' to build teams

Workplace Environment

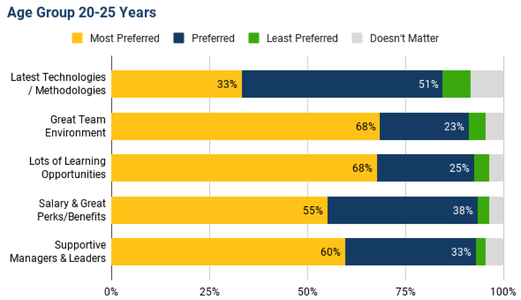
The "**Age Group 20-25 Years**" chart shows that **68%** respondents **mostly prefer** a workplace with a great team environment and lots of learning opportunities, while **60% mostly prefer** supportive managers & leaders. Salary & great perks/benefits occupy the fourth position, followed by the latest technologies.

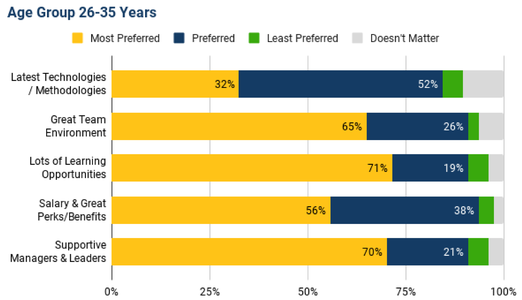
Respondents in the "**Age Group 26-35 Years**" **mostly prefer** ample learning opportunities (**71%**), supportive managers & leaders (**70%**), and a great team environment (**65%**). Salary & great perks/ benefits rank fourth (similar to respondents in the age bracket of 20-25 years), followed by the latest technologies.

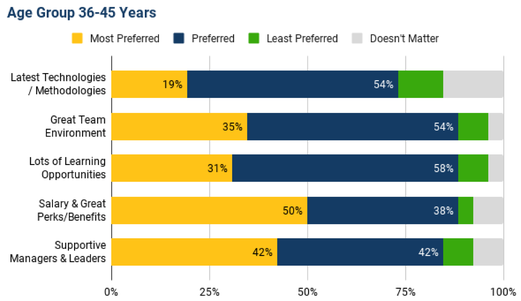
58% of respondents in the **36-45** age group **prefer** lots of learning opportunities. A great team environment and the latest technologies are equally preferred (**54%**), followed by salary & great perks/ benefits, and supportive managers & leaders as 'most preferred'.

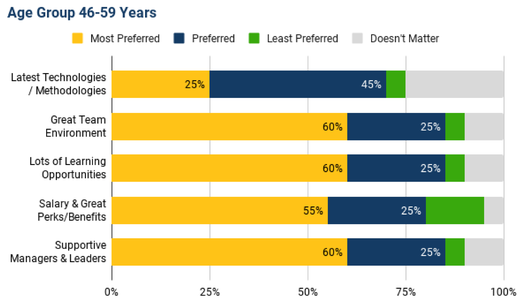
60% of respondents in the **46-59** age bracket **mostly prefer** a great team environment, ample learning opportunities, and supportive managers & leaders. Latest technologies are less mostly preferred when compared to salary & great perks/ benefits.

Udemy's 2023 Workplace Learning Trends Report states, "**the next era of business thrives on learning**". Our survey research shows that regardless of age, learning opportunities are a top priority for the workforce.

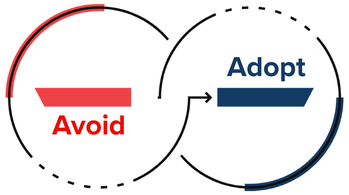








- Create a flexible, collaborative, and effective workplace environment
- Foster a humanistic-encouraging culture between and within teams
- Coach and mentor managers and leaders to cultivate a service-first mindset
- A 'pull' approach to continuous upskilling, reskilling, and building communities of practices (CoPs)
- Invest in workplace digitization
- Reward and reinforce positive behaviors, and conduct salary benchmarking



- Drawing generalized conclusions for a multi-generational workforce, as exceptions are always present
- An autocratic and hierarchical top-down managerial and leadership styles
- An 'always' top-down/push approach to learning and development
- Creating a workplace environment inclined 100% toward task orientation than people orientation.

In **Partnership** with Culturelligence

Special Thanks to Sarika Gupta, Ganesh Jujjuru, Vajrapu Ananya, Shruthi Jaishankar, Gargi Basu, Ramya Ramakrishnan, and Varun Girinath

This report highlights the aspirations of today's workforce which will help leaders to reflect, ideate, and design the future organization.

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