

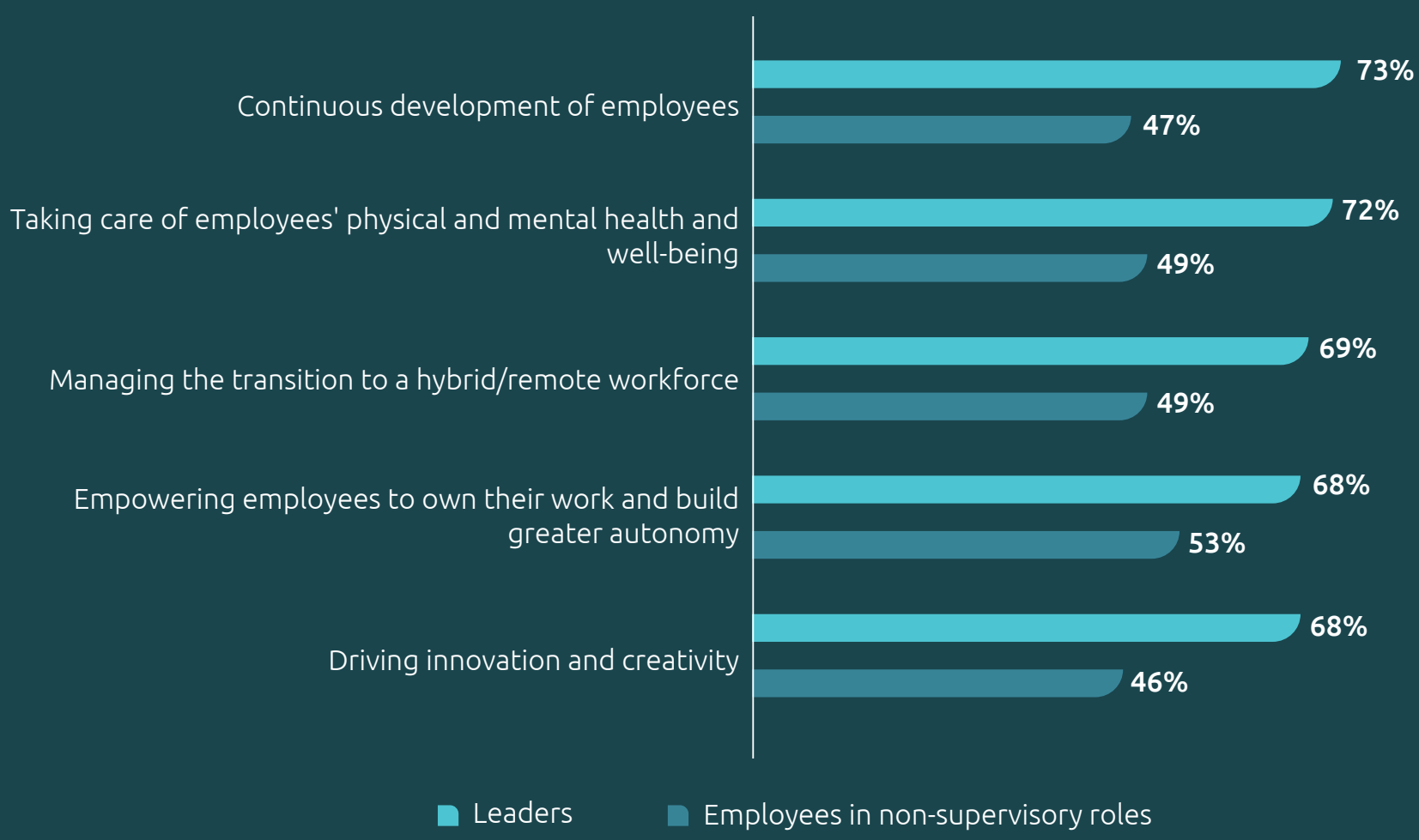
RE-LEARNING LEADERSHIP

Creating the hybrid-workplace leader

MANY EMPLOYEES HAVE BEEN SKEPTICAL OF THEIR ORGANIZATION'S MANAGEMENT OF THE PANDEMIC

Pronounced gaps exist between the perspective of employees and leaders regarding the handling of various issues through the course of the crisis

During the COVID-19 crisis, how well have organizations been adapting in the following areas?
(% of respondents who agree with the following)



Source: Capgemini Research Institute, Leadership practices survey, March–April 2021; N=548 organizations, N=461 leaders, N=459 employees in non-supervisory roles.

Organizations need to do more to address employee expectations and deliver an improved employee experience

Only **34%**

of employees in non-supervisory roles say that their organizations are actively working on initiatives to reduce employee burnout

Only **37%**

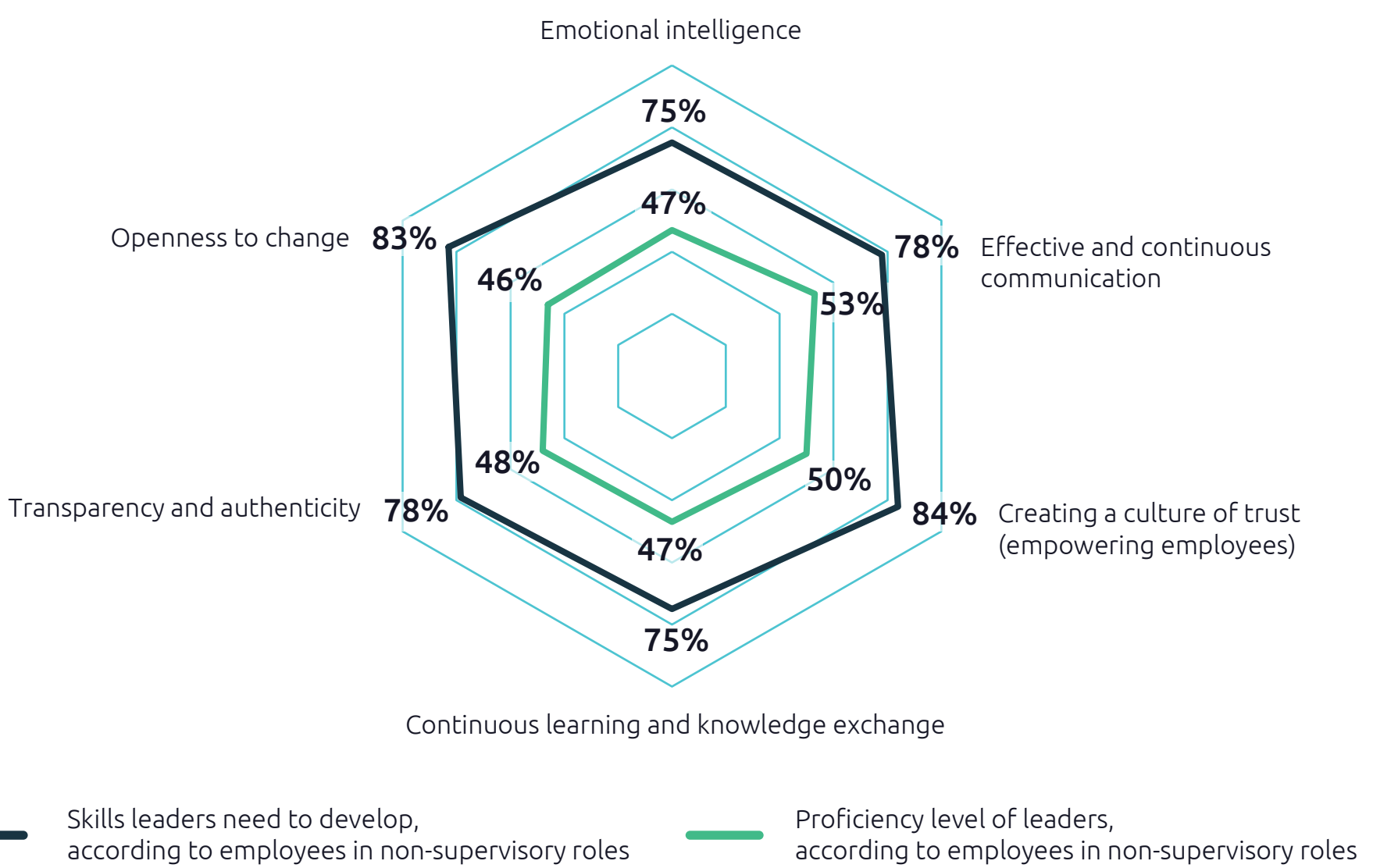
of employees in non-supervisory roles say their organizations are actively empowering teams to make their own decisions

Only **47%**

of employees in non-supervisory roles felt included and heard through the course of the pandemic

LEADERS ARE PERCEIVED TO BE LACKING THE SKILLS AND ATTRIBUTES NEEDED FOR A HYBRID WORLD

Employee perspective on current and required proficiency levels of leaders



Source: Capgemini Research Institute, Leadership practices survey, March–April 2021; N=548 organizations, N=459 employees in non-supervisory roles.

ORGANIZATIONS ARE NOT ADAPTING THEIR PRACTICES AND PROCESSES TO PREPARE FOR A HYBRID WORKPLACE

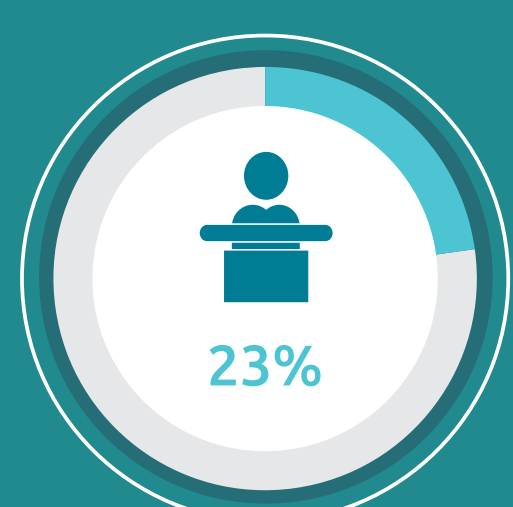
What are the core parts of your leadership framework that have been changed to adapt to the future?



Hiring practices for leaders



Compensation and benefits for leaders



Methods of engaging supporting, and enabling leaders

Source: Capgemini Research Institute, Leadership practices survey, March–April 2021; N=250 HR executives.

HOW CAN ORGANIZATIONS DEVELOP AND SUSTAIN POLICIES, PRACTICES, AND BEHAVIORS FOR A HYBRID WORK ENVIRONMENT?



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