Pronounced gaps exist between the perspective of employees and leaders regarding the handling of various issues through the course of the crisis. Organizations need to do more to address employee expectations and deliver an improved employee experience.

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

- Driving innovation and creativity
- Empowering employees to own their work and build greater autonomy
- Managing the transition to a hybrid/remote workforce
- Taking care of employees’ physical and mental health and well-being
- Continuous development of employees

Leaders   |  Employees in non-supervisory roles
---|---
73%  | 72%
69%  | 49%
68%  | 53%
68%  | 46%
47%  | 72%

Employee perspective on current and required proficiency levels of leaders

- Effort and continuous communication
- Transparency and authenticity
- Emotional intelligence
- Creating a culture of trust (empowering employees)
- Openness to change

Leaders are perceived to be lacking the skills and attributes needed for a hybrid world

- Many employees have been skeptical of their organization’s management of the pandemic

How can organizations develop and sustain policies, practices, and behaviors for a hybrid work environment?

- Focus on critical workplace behaviors
- Implement widespread initiatives on physical and mental wellbeing
- Enhance employee experience
- Assess and customize training formats
- Make the C-suite incarnate the new people-centric leadership
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