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Market Burst
Top trends in talent

October 2021

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Bridging the gap between leaders and the workforce

Adecco Group's latest [Resetting Normal research](#) found that the global workforce has never felt more disconnected from their organisations and leaders. This has become an unprecedented scenario with the potential to significantly impact satisfaction, motivation and performance.

Satisfaction with leaders is staggering across different organisational levels. Nearly 8 in 10 managers view their performance as satisfactory, while only 57% of non-management employees are happy with the leadership received throughout the pandemic. Relationships and company cultures have significantly deteriorated. Less than half of non-managers feel connected with their leadership, and only 37% say their managers encourage a good and balanced working culture.

On the other hand, nearly 5 in 10 managers admit it wasn't easy to manage people over the past 12 months. Brian Welle from Google, supported this perspective as part of the [Resetting Normal webinar](#). He spoke of the tremendous stress on managers who have shouldered additional responsibility for their teams' wellbeing and resilience. Many leaders have upskilled in this area in addition to their everyday duties.

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Nearly **80%** of organisations expanded options related to remote work in 2020.

4 in 10 increased telemedicine benefits, while **25%** developed mental health support.

- SHRM

Employee benefits evolve after Covid-19

The last 18 months has permanently shifted the priorities and expectations of the growing remote workforce. Firms need to remodel their benefit plans to align with what's currently driving their employees' motivation.

Adecco Group's latest Resetting Normal report found that over half of the surveyed workers want to work remotely after pandemic. While the hybrid setup has become a benefit in it's own right, organisations will need to continuously recalibrate other perks to suit the post-pandemic employees.

3 in 10 workers say their mental and physical health has declined in the last 12 months. With remote work becoming the new normal, businesses need to consider virtual health offerings, such as online fitness and mindfulness classes, mental health apps, or virtual gym memberships.

Some trailblazing organisations go even further, thinking more holistically about their employees' families, home lives and quality of life. They cover costs of adopting pets, offer wellness stipends, organise food delivery and virtual company events to maintain the sense of community.

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Shifting to outcome-based working cultures

With the work turning universally hybrid, it's no longer possible to measure employee productivity by time spent in the office. Remote setups reduce workers' onsite visibility to a minimum, which means businesses need to switch to other ways of tracking progress and outputs.

Adecco's Resetting Normal report shows that workers want to shift from hours to an outcome-based culture after pandemic. [73%](#) suggest employee contracts should focus on meeting the role's expectations rather than the hours spent in front of a computer. Unfortunately, companies struggle with performance management based on outputs.

Measuring employee results rather than hours worked would transform talent management. Some companies have turned to [results-only work environments,](#) even before the pandemic. This approach aims to boost employee productivity by allowing workers to complete tasks when and where it best suits them. It has resulted in increased employee accountability, job satisfaction, and company loyalty.

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Currently, [only 3 in 10](#) non-managers say that leaders assess them on their work outputs.

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2 in 10 workers would take a **10-20%** pay cut to work remotely as much as they want.

- [FlexJobs](#)

The importance of flexibility in post-pandemic workplaces

When speaking at Adecco Group's [Resetting Normal webinar](#), Jean-Claude Le Grand - CHRO at L'Oreal - challenged companies to focus on the fairness of remote working setups. When designing the post-pandemic work environment, firms need to bridge the gap between different workers' circumstances and preferences.

[Adecco's report](#) shows that employee needs indeed differ across various worker subsets and generations. Nearly 60% of GenZers want to work in the office more, compared to just 4 in 10 Baby Boomers. Organisations must strike a balance between the workers who cannot work virtually (or onsite), those who prefer to go back to the office and those who want to work remotely full-time.

A recent report from FlexJobs shows that revoked work-from-home policies can cause employee turnover. [44%](#) of respondents admitted they know at least one person who has quit or plans to quit because employers require them to return to the office. [Nearly 3 in 10](#) are actively looking for a new job to work remotely.

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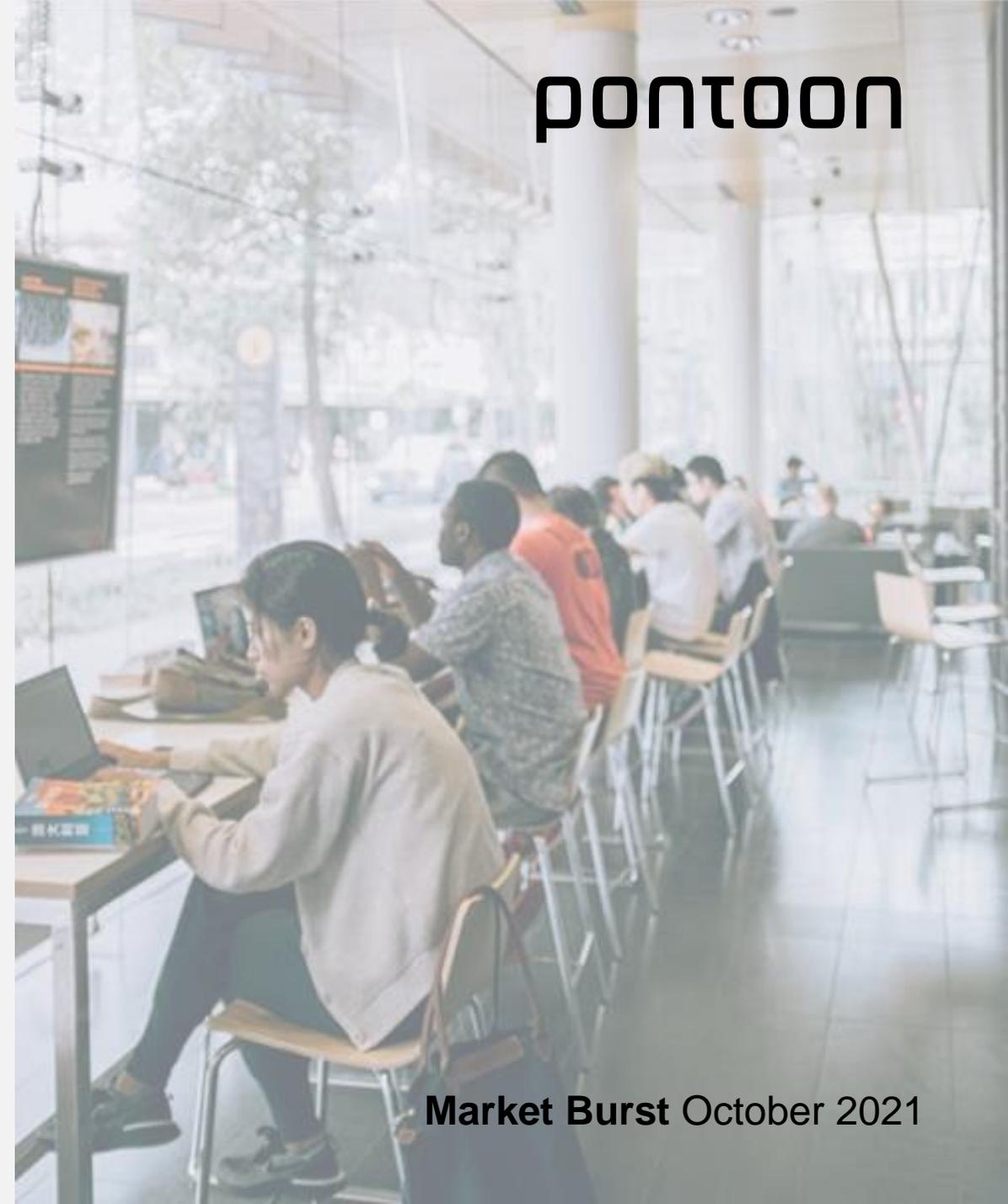
Recruitment strategies to cope with talent shortage

54% of companies globally report talent shortages – the highest in over a decade. Provided that nearly 2 in 5 workers are considering new careers, and this number will likely increase with the remote working policies revoked, it's never been more critical to develop efficient recruitment and attraction strategies.

Experts say that paying closer attention to often overlooked silver-medallists might be one of the approaches. Pontoon's sourcing team has recently supported our customer with transferring 50,000 previous candidate profiles from their ATS into a CRM. Our experts developed a targeted candidate communication strategy, combining e-mail campaigns, automated SMS, and high-touch outreach via LinkedIn InMails. They created a well-functioning community, feeding highly engaged talent into the customer's pipeline.

Automating recruitment processes and speeding up the candidate journey is another approach businesses need to consider. In September, Pontoon's experts worked with one of our customers to add a sourcing bot into their shortlisting process. The bot can now shortlist 10,000 candidates a day, compared to 150 sourced by a recruiter. For another customer, our team filled a director-level role with a candidate engaged through AI, proving that bots have a broader sourcing potential than entry-level or high-volume roles only.

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