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The Future of Work: Hiring for a Hybrid Workplace



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John Mattox

Sr Principal, Advisory





The Talent Recovery Is Bifurcated



POV: Business Leaders vs. Employees



The New Work Environment Is Hybrid



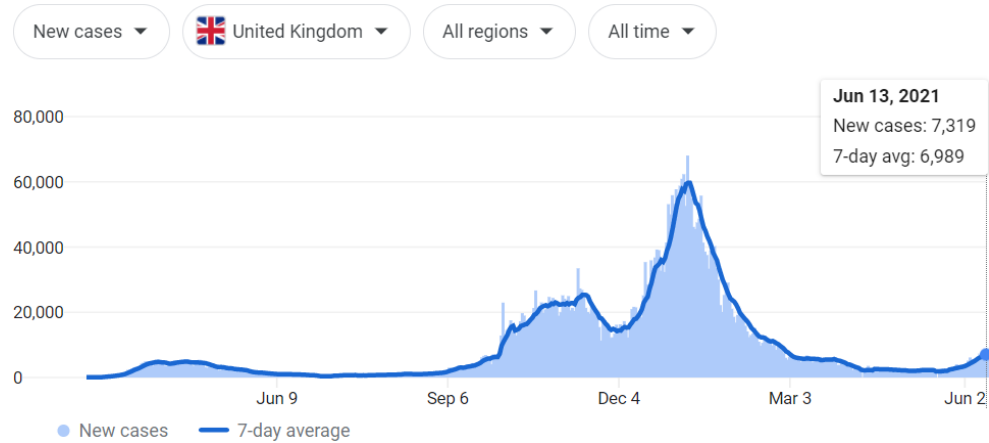
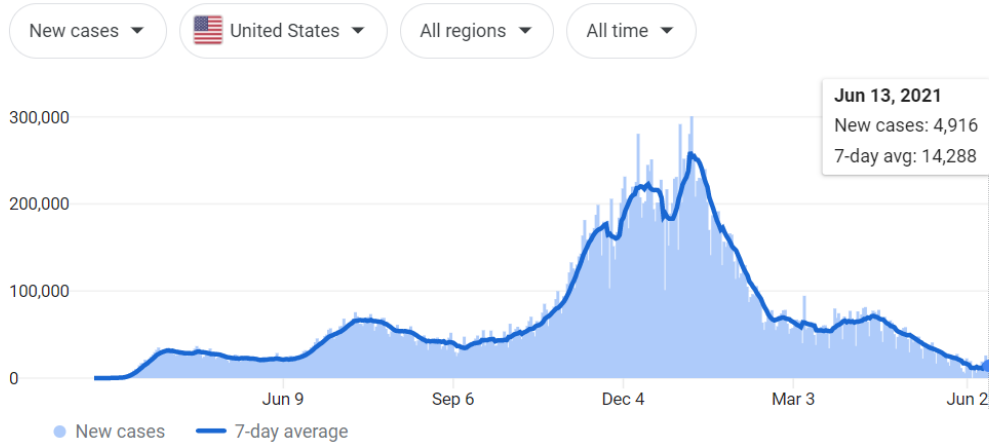
Hiring for Skills in the Hybrid Environment



Winning Talent With External Labor Market Data

Pandemic cases vary by country

Recovering



Struggling

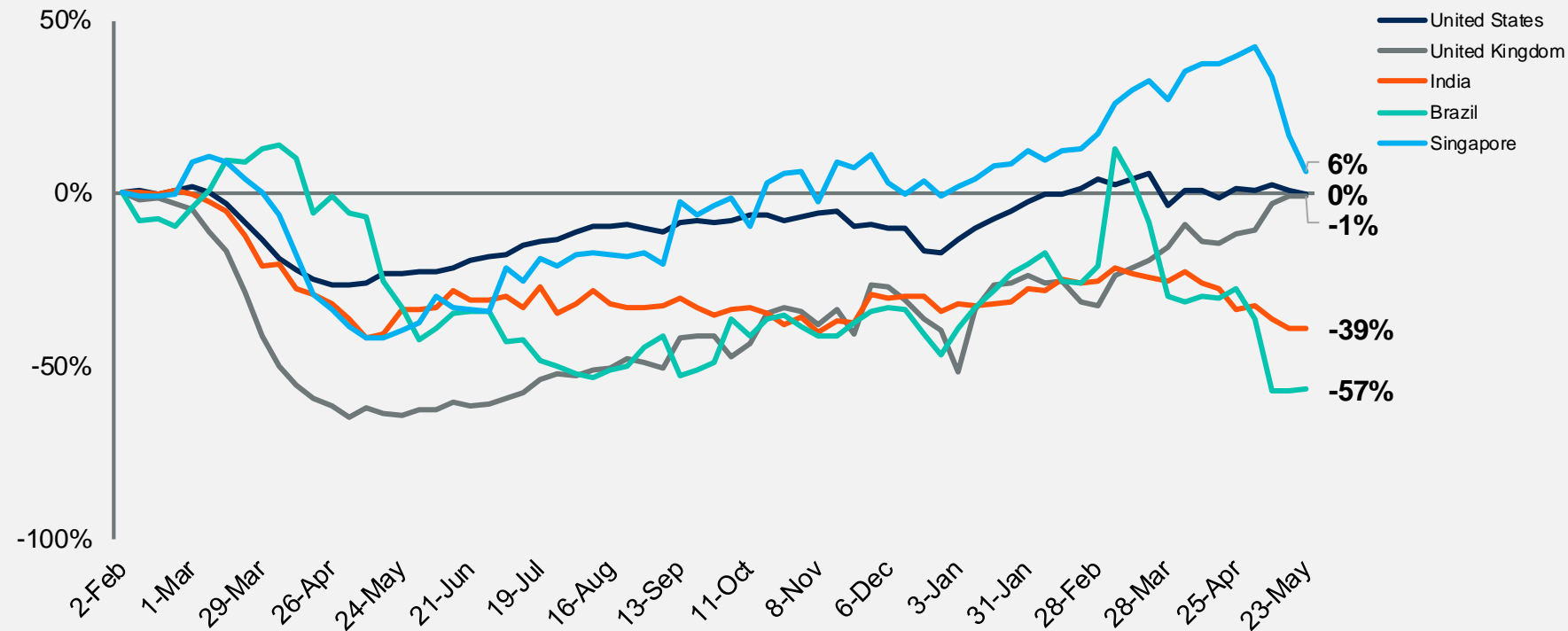


Source: Johns Hopkins University [Covid-19 Data Repository](#)

Job market analysis: Bifurcating

Weekly Active Job Postings by Country

Percentage Difference Compared to the Week of 2 February 2020



Recovering

U.S. and the **U.K.** are at or above the prepandemic levels

Declining

Singapore exceeded pre-pandemic levels early in 2021 but dropped dramatically this month.

Similarly, **Brazil** peaked in February and fell off dramatically since.

India was rising early in the year, but more recently declined.

Source: Gartner TalentNeuron

Note: The U.S. job postings data in this report is not comparable to prior releases of this report because we have updated the data sources used for the analysis in Feb. 2021, which impacts our historical job data. While there has been a slight change in the total job volume number, there has been a minimal impact on the job trends over time.



The Talent
Recovery Is
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**POV: Business
Leaders vs.
Employees**



The New Work
Environment Is
Hybrid

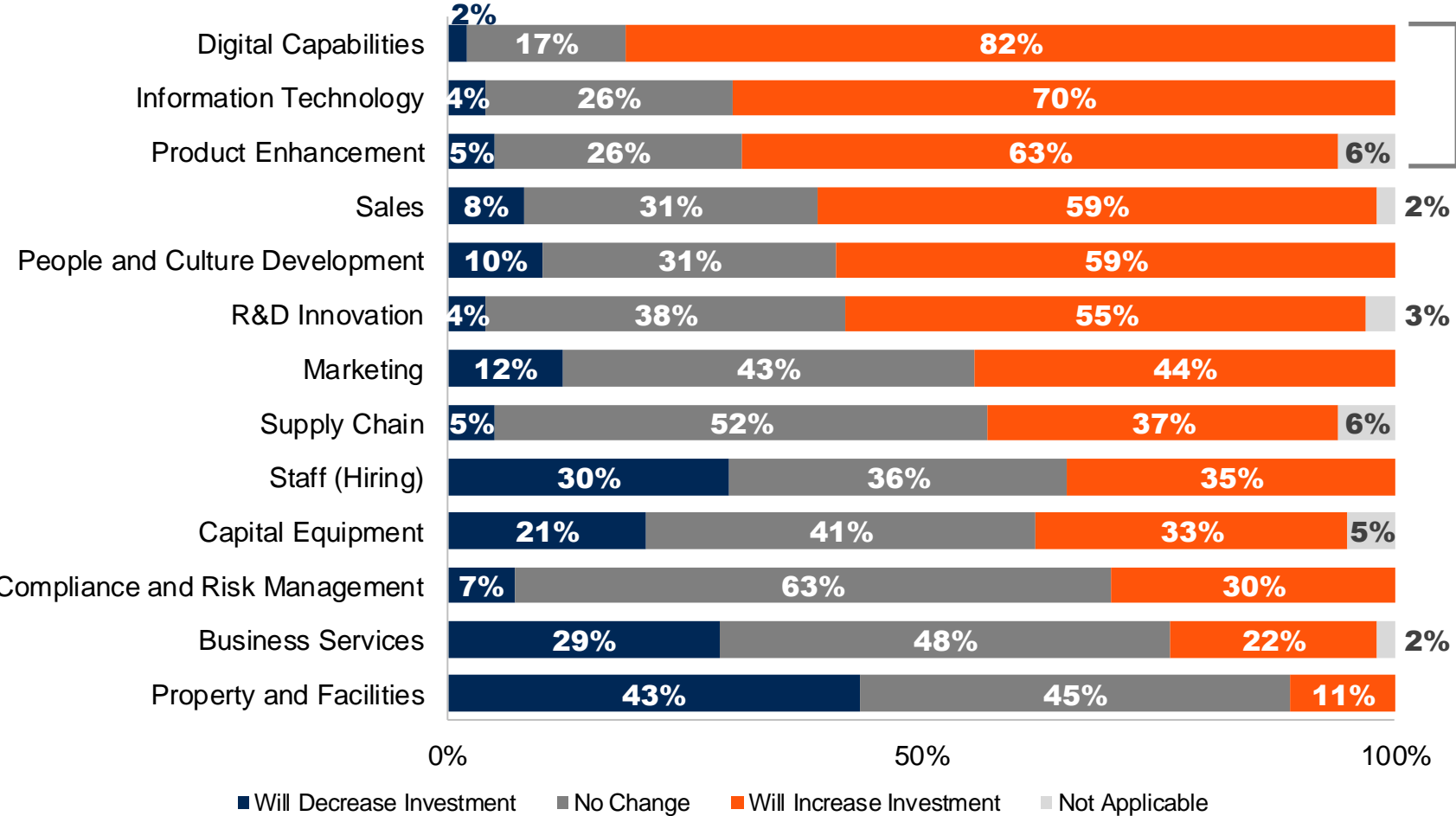


Hiring for Skills
in the Hybrid
Environment



Winning Talent
With External
Labor Market
Data

Investment change in FY21 versus FY20



Business Leaders are putting money behind their strategic plans for digital transformation.

n = 115, all CFO respondents
 Q: Compared to fiscal year 2020, how will your organization's investments in the following business areas change in fiscal year 2021?
 Source: 2021 Gartner CEO and Senior Business Executive Survey



Why now?

More than a year of remote work has changed employee attitudes & work environs

75%

of hybrid or remote employees say their expectations for working flexibly have increased.

39%

of the workforce is willing to leave if work requires a full-time return to a prepandemic, in-office location.



“Americans might never come back to the office, and Twitter is leading the charge.”

Washington Post, 1 October 2020



“Staff will be able to work flexible hours, and working from home will be standard wherever possible.”

BBC, 6 July 2020



“Salesforce says 'the 9-to-5 workday is dead' and will provide 3 new ways for employees to work — including the possibility of working from home forever.”

Business Insider, 10 February 2021

A year of remote work: Pros and cons for employees

Pros of Remote Work

- Reduced commute
- Reduced travel expenses
- Increased family interactions
- Increased flexibility to exercise/run errands

Cons of Remote Work

- Increasing digital distractions by adding virtual tools
- Spending more time-draining interactions via more virtual meetings
- Incenting employees to stay online longer because of employee tracking software

Organizations duplicating office-centric design

Methods of Recreating Features of the Office Percentage of HR Leaders



Recreate Consistency

Virtualizing On-Site Practices

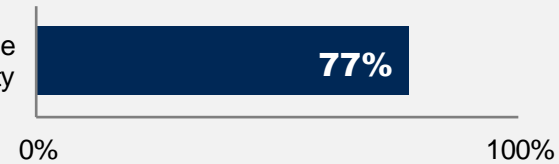
Introduced new tools for virtual meetings



Recreate Visibility

Adding Monitoring Systems

Use frequent manager-employee check-ins to monitor worker productivity



Recreate Serendipity

Increasing Meetings

Encourage frequent virtual interactions between teams



n = 75 HR leaders

Source: 2021 Gartner Hybrid WorkHR Leader Survey

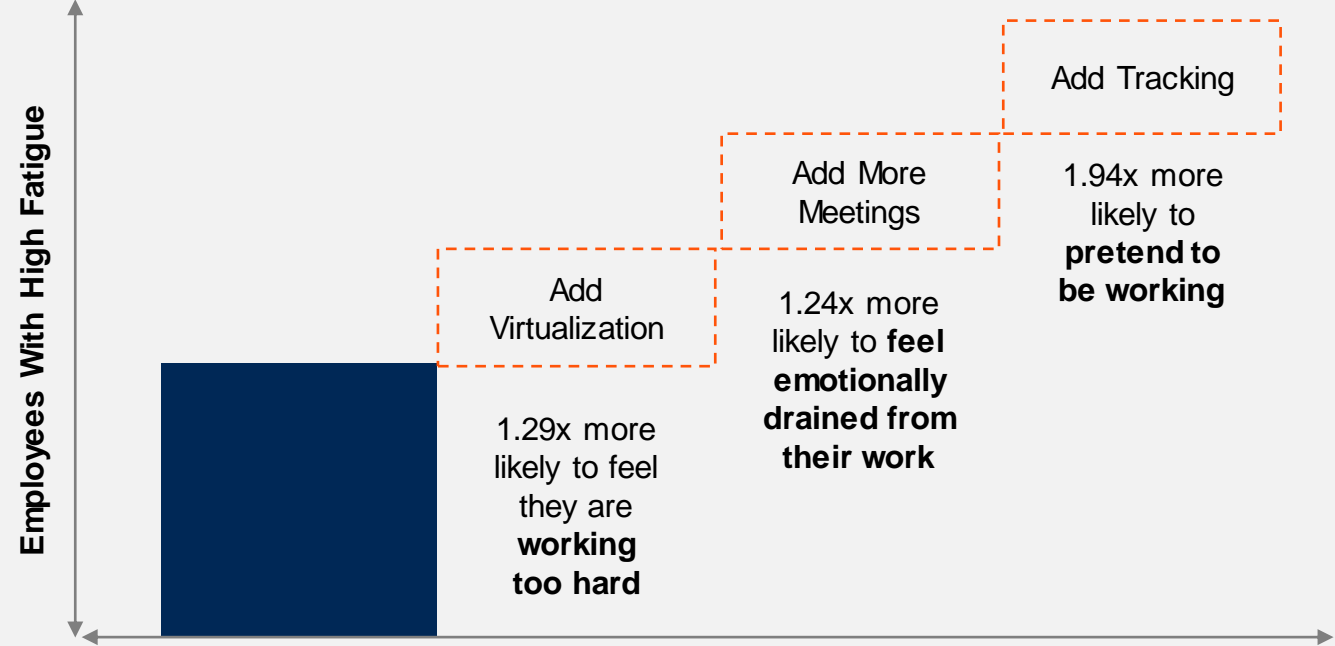
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How current strategies are adding to the problem

High Levels of Fatigue in the Current State

Organizational Methods Exacerbating Baseline Fatigue; Illustrative



n = 951 remote knowledge workers, 633 on-site knowledge workers
Source: 2021 Gartner Hybrid Work Employee Survey

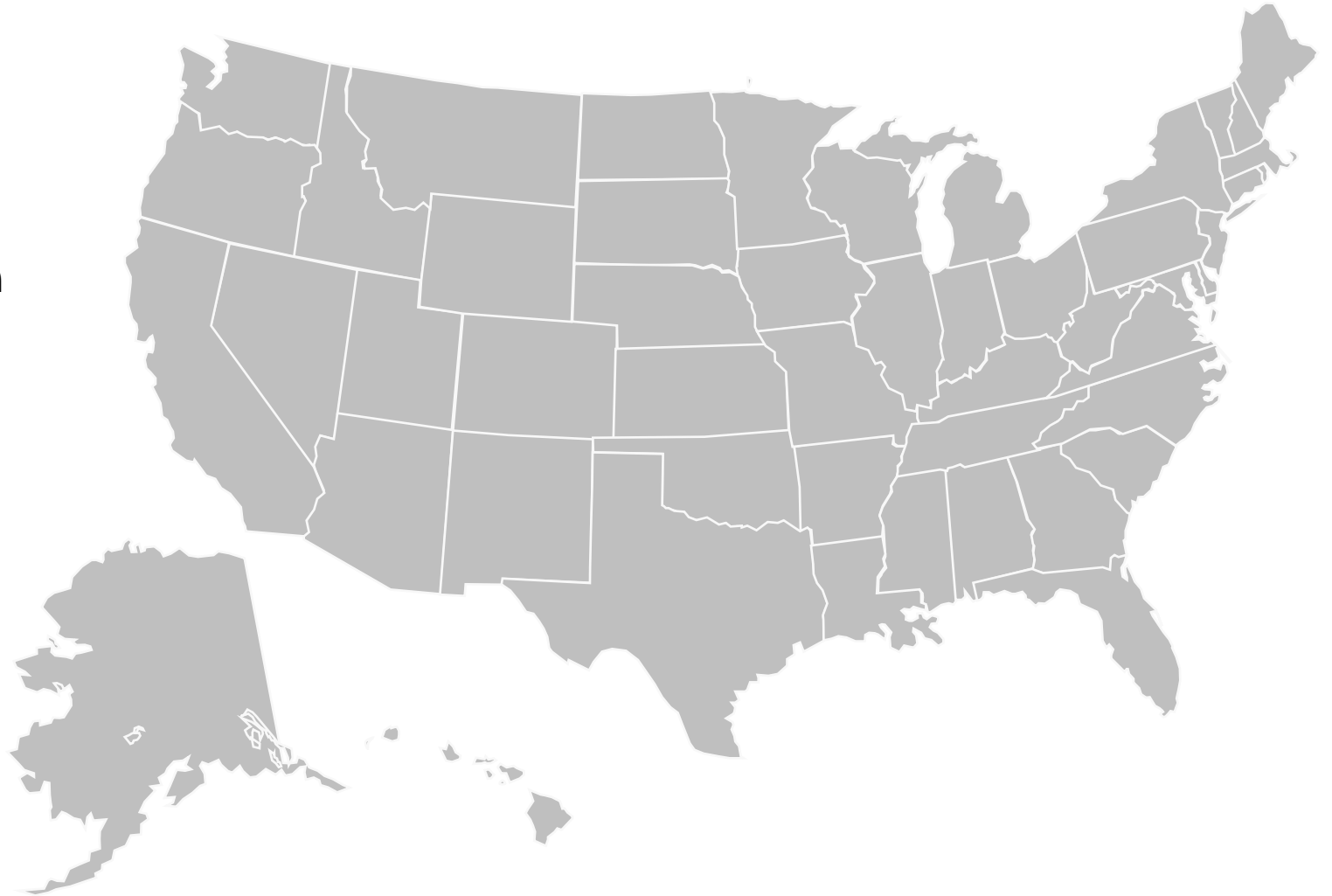
Talent is willing to disperse

48%

would consider moving away from current living area if the organization would allow them to work remote permanently. And of those 48% ...

62%

would be willing to take a pay cut to move and work remotely.



Source: 2020 Gartner Improving Employee Engagement Survey



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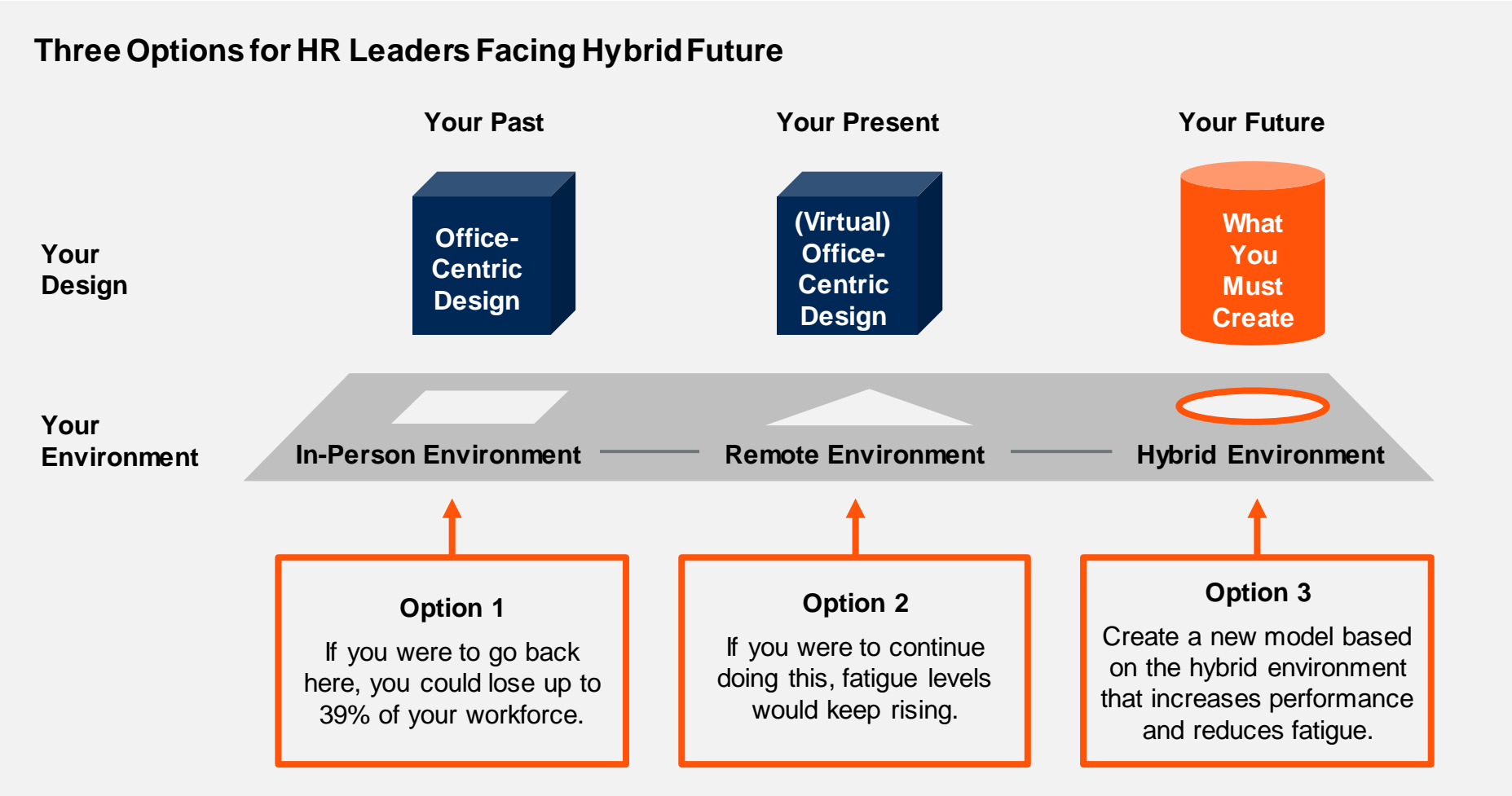


**Hiring for Skills
in the Hybrid
Environment**



**Winning Talent
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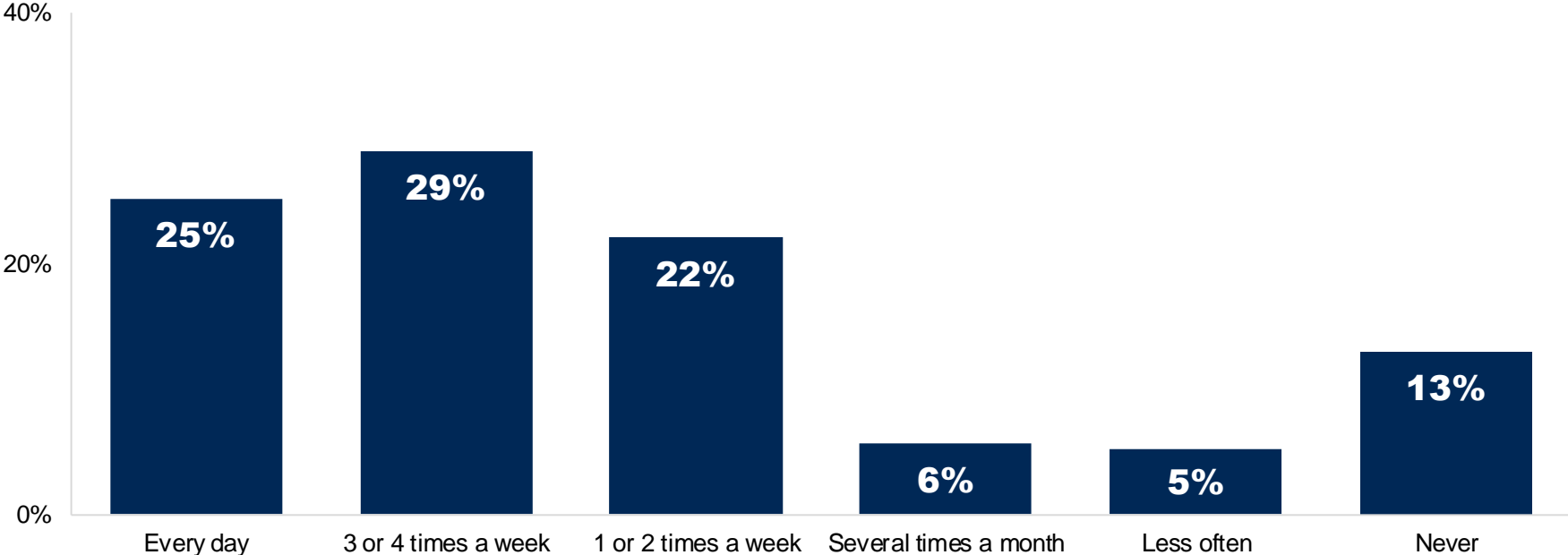
Choose your journey



n = 75 HR leaders; 2,410 hybrid/remote knowledge workers
 Source: 2021 Gartner Hybrid Work HR Leader Survey; 2021 Gartner Hybrid Work Employee Survey

Employees expect remote working postpandemic

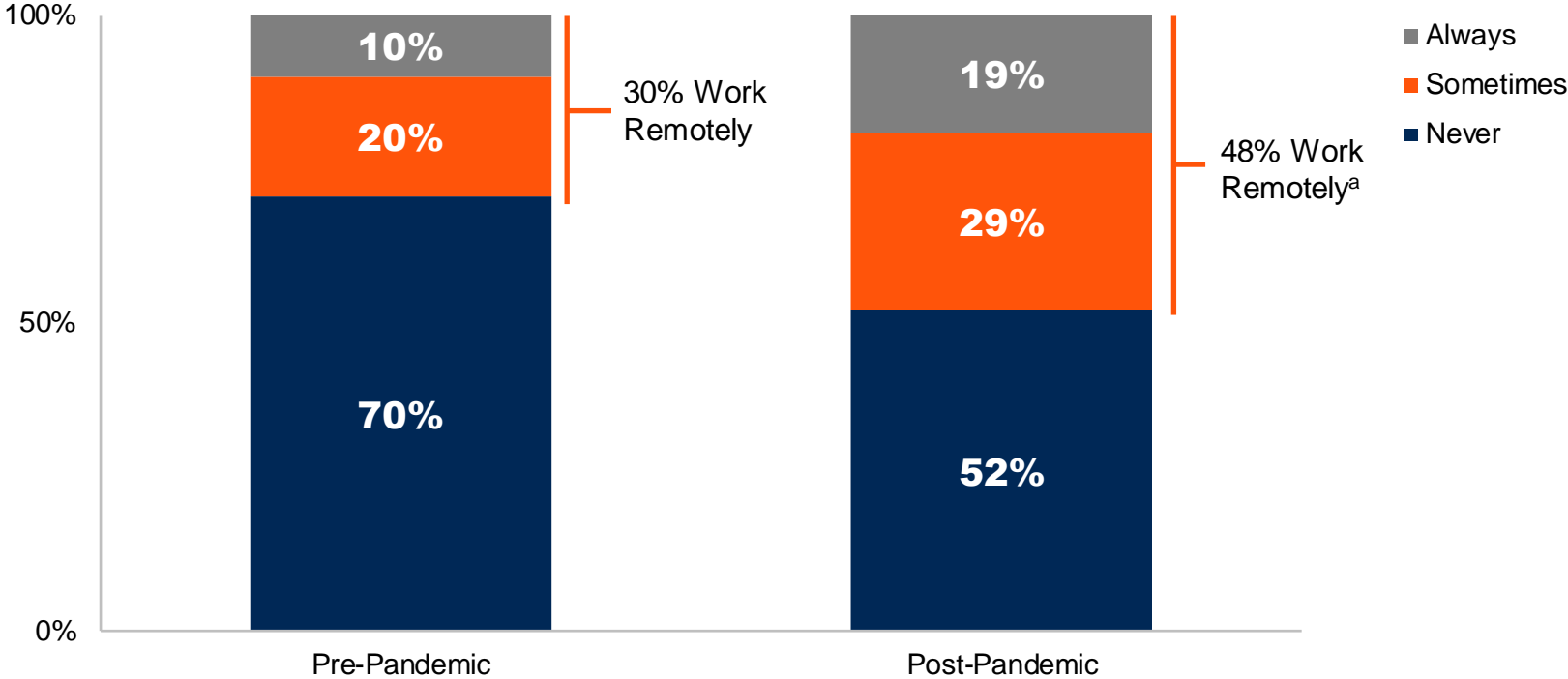
Q: “If given the choice, how often would you like to work remotely once the coronavirus outbreak is no longer a concern?”
Percentage of Employees



n = 5,000
Source: 2020 Gartner Improving Employee Engagement Survey

HR leaders expect remote work expansion

Percentage of Employees Expected to Working Remotely, Pre- and Postpandemic (Projected)

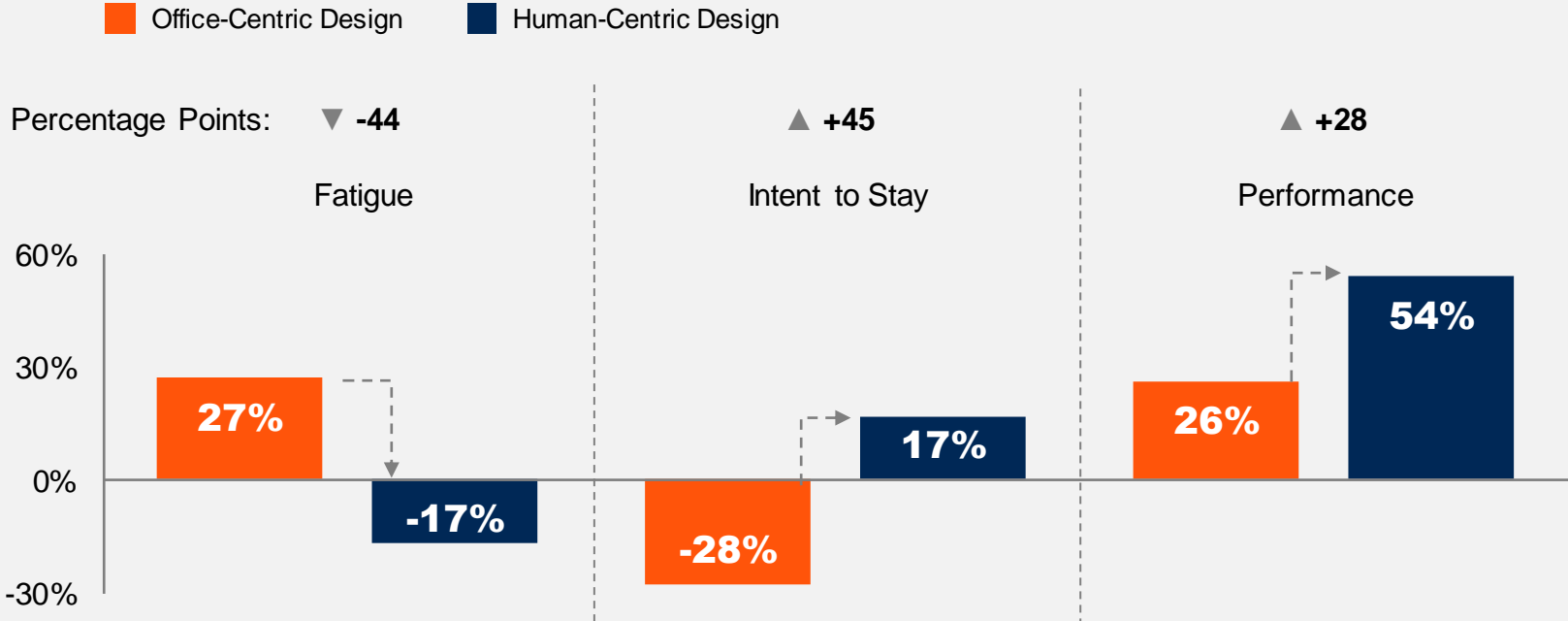


Source: Gartner COVID-19 Crisis Benchmarking Against Your Peers Webinar Poll (n = 421 HR leaders, 2 April 2020), 2020 Gartner Cost Cutting and Employee Experience Survey (n = 4,535 employees), COVID-19: How Finance Leaders Are Responding to the Emerging Situation Webinar Poll (n = 317 finance leaders, 26 March 2020).

^a Note: Modeled based on responses to three Gartner surveys.

Human-centric design drives outcomes

Maximum Impact of Office-Centric Versus Human-Centric Design on Organizational Outcomes Percentage Differential Between Each Design on Outcome



Office-Centric Design

- Provide Consistent Work Experiences
- Enable Serendipitous Collaboration
- Drive Visibility-Based Management



Human-Centric Design

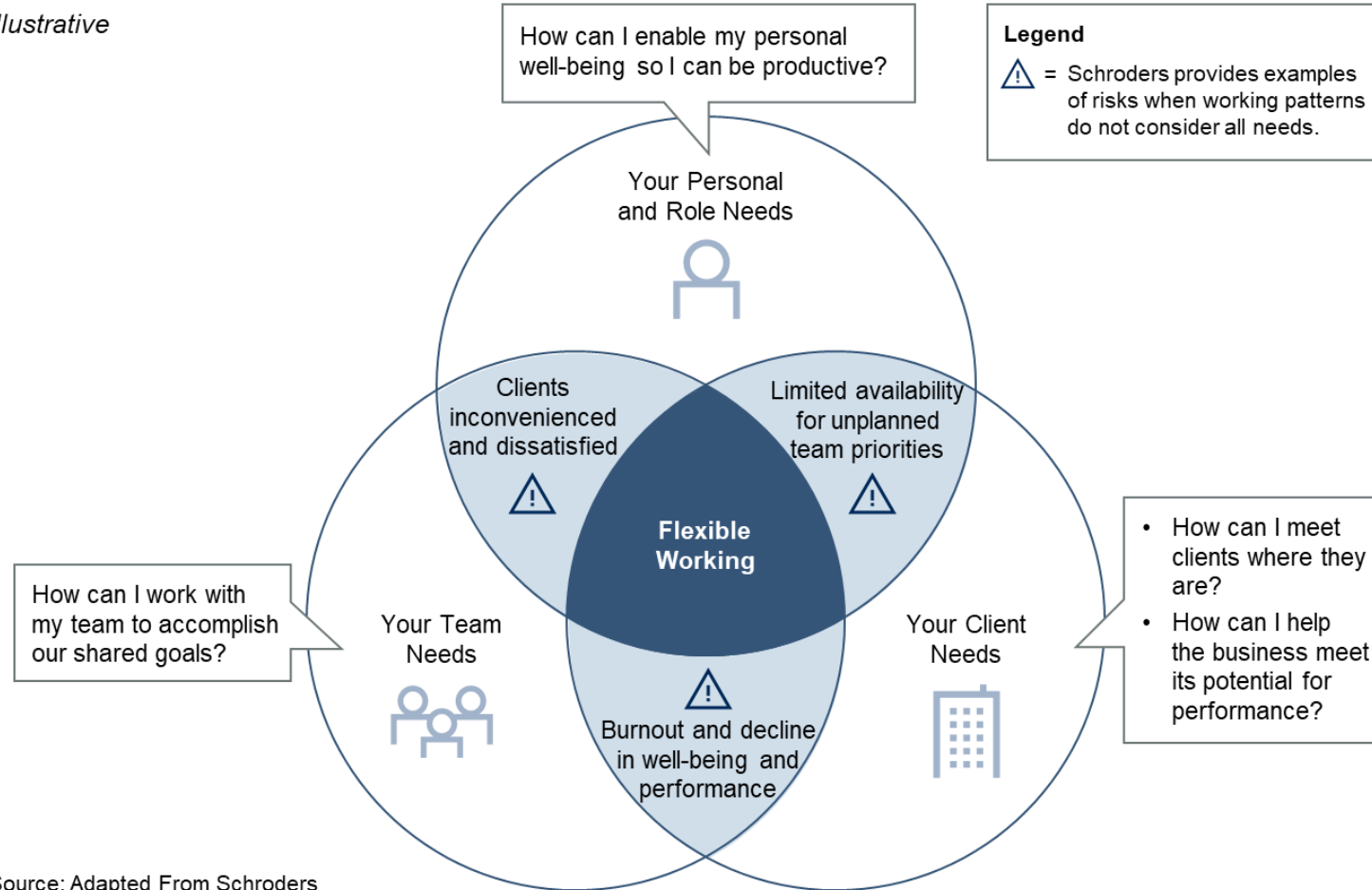
- Provide Flexible Work Experiences
- Enable Intentional Collaboration
- Drive Empathy-Based Management

n = 2,410 hybrid/remote knowledge workers
Source: 2021 Gartner Hybrid Work Employee Survey

Putting a hybrid model into practice: Schroders

Employee Flexible Working Decision Framework for Harmonizing Needs

Illustrative



Source: Adapted From Schroders

To support remote employees ...

Think differently

To help remote employees to succeed, you'll need to commit:



Resources

70% of businesses are allowing employees to bring home work equipment, and 58% have supplied new hardware.



Managerial support

The role of hybrid-workforce managers isn't to micromanage productivity; it's to remove barriers and enable outcomes. Weekly one-on-one meetings with direct reports are a good way for managers to communicate expectations and provide direction and feedback. Employees can use these catch-ups to provide updates on their assignments, ask advice and communicate challenges that could undermine their effectiveness.



Skill support

Soft skills such as adaptability, self-motivation and remote collaboration all help remote employees to be more effective. HR and business leaders can together develop programs to hone these skills. Innovation sprints, for example, are a good way to hone adaptability, as they force employees to produce a defined output within a limited time.

Additional resource for transitioning to a hybrid workforce



→ [Click here for research](#)



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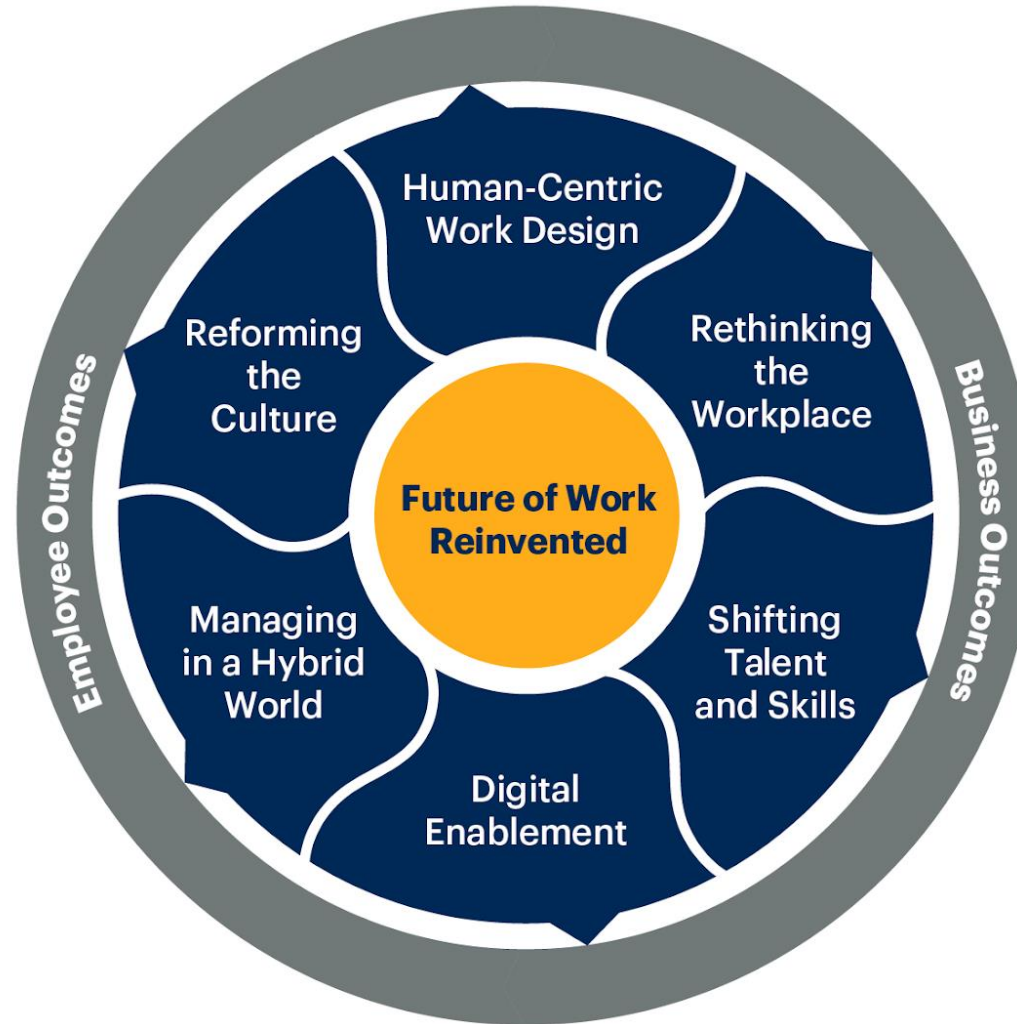


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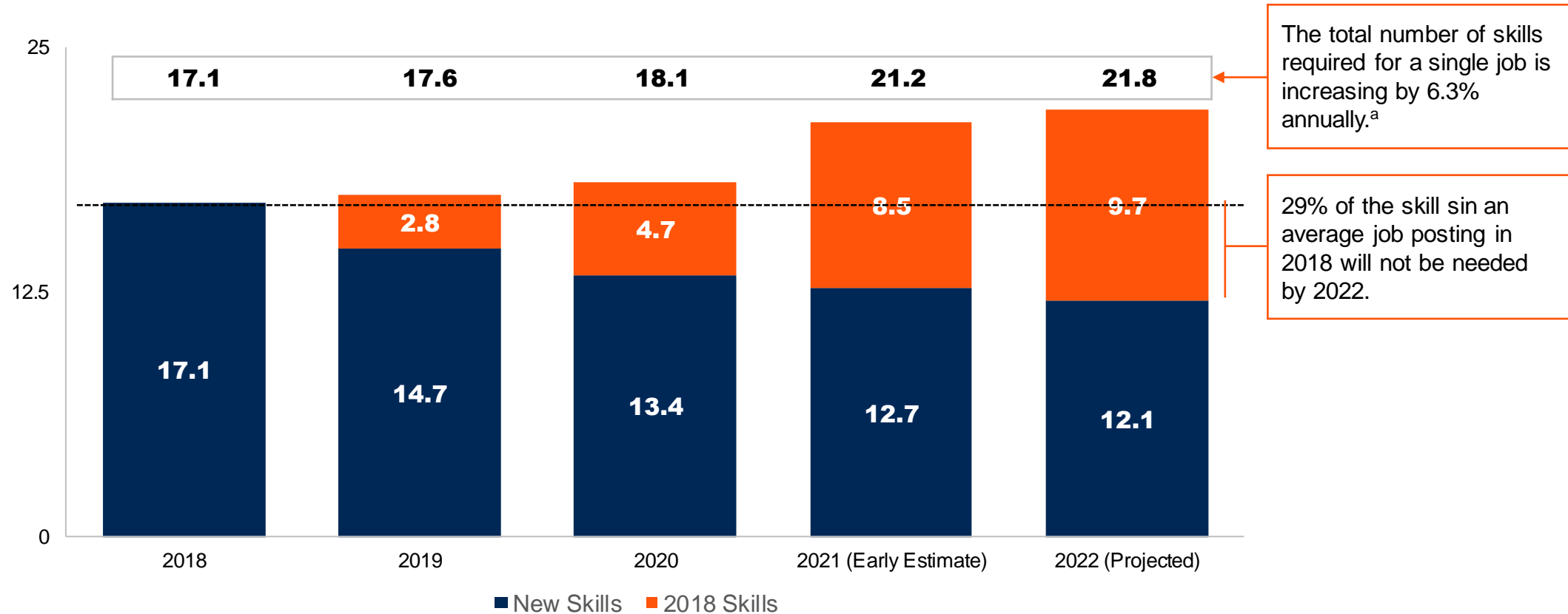
**Winning Talent
With External
Labor Market
Data**

The future of work reinvented



Average skills required per job posting

Finance, IT and Sales Roles in the U.S.



n = 7,601,705 S&P 100 job postings (1 Jan 2018 through 9 Feb 2021)

Source: Gartner TalentNeuron

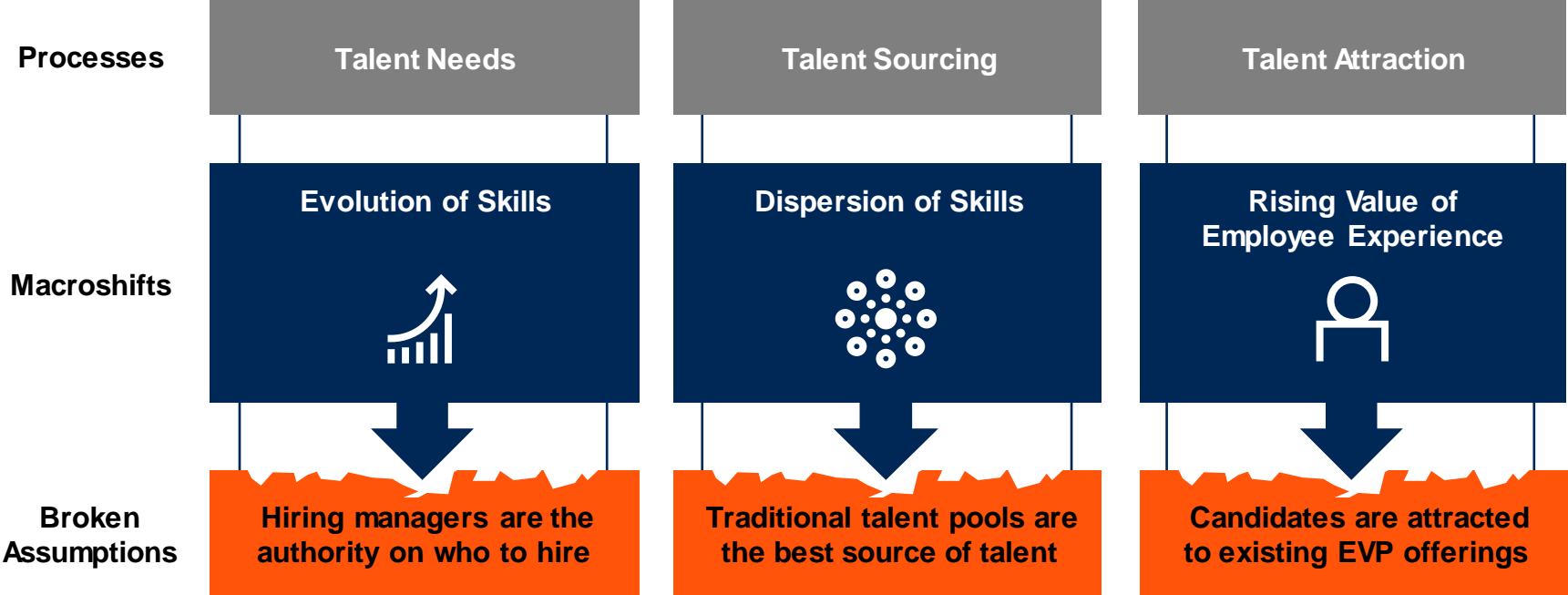
^aCompound annual growth rate from 2018 through 2022.

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Replacing the workforce no longer works

Fundamental Shifts Breaking Foundational Assumptions



Source: Gartner

Key shifts: Replacing to shaping the workforce

Three Key Shifts to Implement Skills-Based Talent Acquisition



Source: Gartner



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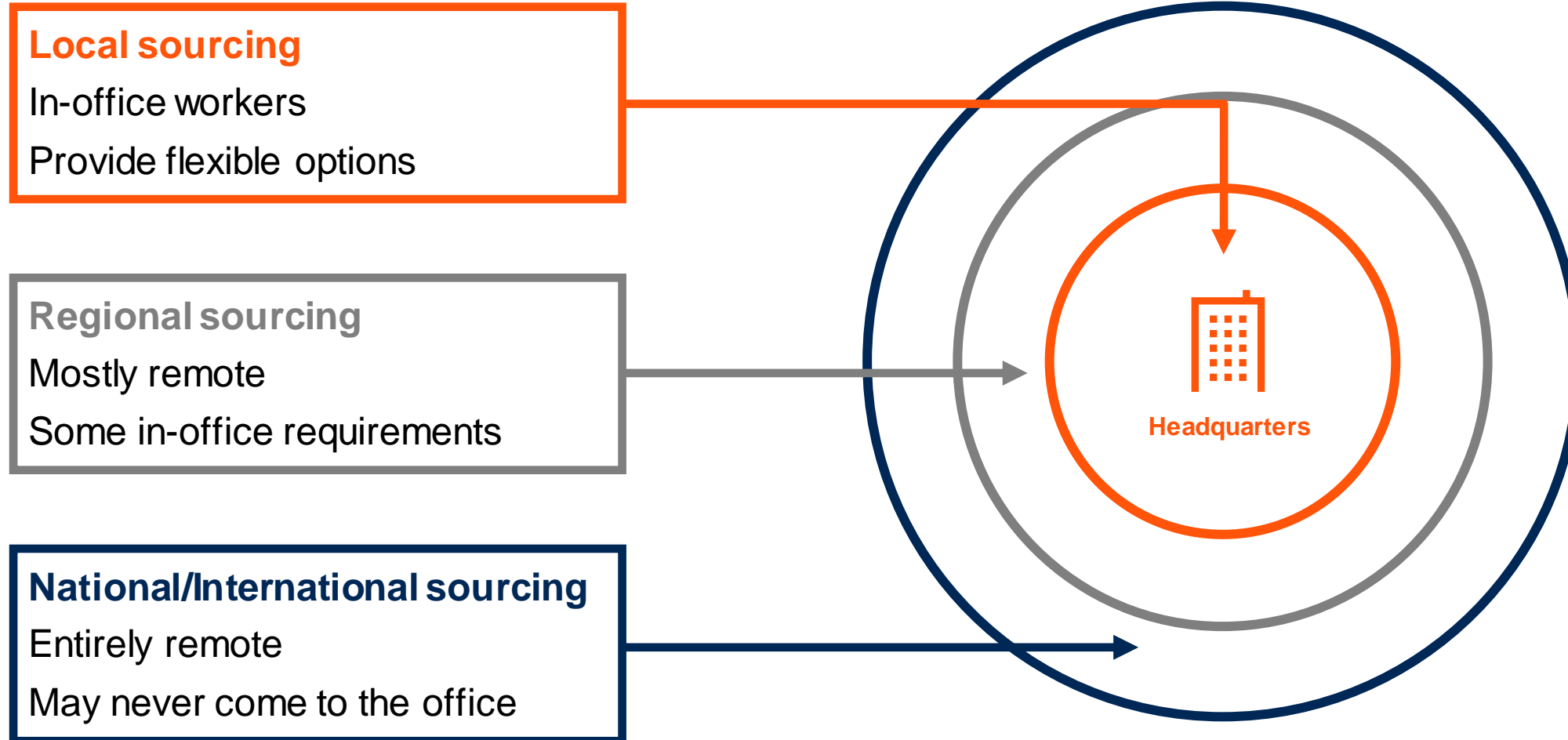
Gartner TalentNeuron™ solutions

 Location Strategy	 Workforce Planning	 Competitor Analysis	 Strategic Sourcing	 University Analysis	 Diversity Analysis*	 Employer Value Proposition (EVP)**
<ul style="list-style-type: none"> ❑ Expand or consolidate footprint ❑ Iterate on hybrid and remote strategy ❑ Track where competitive concentration is optimal 	<ul style="list-style-type: none"> ❑ Take inventory of existing skills ❑ Advise leaders on skill evolution ❑ Map steppingstone skills for reskilling 	<ul style="list-style-type: none"> ❑ Monitor competitor labor market activity ❑ Assess retention risks ❑ Pinpoint new and growing skills for which competitors are hiring 	<ul style="list-style-type: none"> ❑ Influence hiring managers with real-time talent data ❑ Make opportunistic hiring moves ❑ Refine job design, including titles and skills 	<ul style="list-style-type: none"> ❑ Select universities with diverse talent ❑ Evaluate existing university partnerships ❑ Target universities outside of your recruiting radar 	<ul style="list-style-type: none"> ❑ Set achievable diversity goals ❑ Identify where diverse talent exists ❑ Optimize job descriptions to drive attraction from diverse talent pools 	<ul style="list-style-type: none"> ❑ Examine sentiments on employer brands ❑ Benchmark benefits offered across peers ❑ Strengthen your EVP using competitive insights

*Diversity data (gender and ethnicity) on the platform is available for U.S. and South Africa. Customized deep-dive research available for labor market data not currently covered on self-service platform.

**EVP analysis depends on factors such as size of the organization, location, etc. For more details, speak to a Gartner TalentNeuron™ expert.

Location analysis: Where can I find critical skills?



Location analysis: Setting criteria

<h3>Local Sourcing</h3> <p>Searching for Digital Design Talent in and around Bangalore.</p>	<h3>Regional Sourcing</h3> <p>Searching for Digital Design Talent throughout India.</p>	<h3>International Sourcing</h3> <p>Searching for Digital Design Talent around the globe.</p>
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The screenshot shows the Gartner TalentNeuron interface. At the top, there are navigation icons for Plan, Competition, Skills, Locations (highlighted), and Talent. Below this is the 'Locations' section with a date range of 'Jun 21, 2020 - Jun 20, 2021' and a currency of '\$ USD'. The main search area is configured for 'Digital Design Engi...' in 'All searched (10)' locations at 'All employers'. Below the search area are three sliders for 'Supply', 'Cost', and 'Competition', each with a scale from 0 to 10 and descriptive text for the low and high ends.

Gartner TalentNeuron | Plan

Plan | Competition | Skills | **Locations** | Talent

Locations | Date range: Jun 21, 2020 - Jun 20, 2021 | Compare to: Jun 21, 2019 - Jun 20, 2020

Summary | Talent pool | Graduate talent | Demand | Competitors | Cost | Location factors

For **Digital Design Engi...** in **All searched (10)** at **All employers**

Supply | High supply is somewhat important | High supply is very important

Cost | Low cost is somewhat important | Low cost is very important

Competition | Low competition is somewhat important | Low competition is very important

Location analysis: Optimizing local, regional and international sources

Local Sourcing

Searching for **Digital Design Talent** in and around **Bangalore**.

Regional Sourcing

Searching for **Digital Design Talent** throughout **India**.

International Sourcing

Searching for **Digital Design Talent** around the **globe**.

Supply 0 5 10 Cost 0 5 10 Competition 0 5 10

Location recommendations Jun 21, 2020 - Jun 20, 2021

My selected locations

Rank	Ctry	Location	Weighted rating	Supply	Supply adequacy	Demand	Supply-demand ratio
1	IN	Pune MSA, Mahārāshtra	Best	59,928	Plentiful	2,446	High - 24.5
2	IN	Hyderabad MSA, Telangana	Best	30,719	Plentiful	2,348	Moderate - 13.1
3	IN	Chennai MSA, Tamil Nādu	Best	49,556	Plentiful	2,437	High - 20.3
4	IN	Greater Mumbai MSA, Mahārāshtra	Best	90,360	Plentiful	2,300	High - 39.3
5	IN	Bangalore MSA, Karnātaka	Best	77,206	Plentiful	4,916	Moderate - 15.7
6	SG	Singapore MSA, SG	Better	5,377	Plentiful	3,550	Very low - 1.5
7	US	Detroit-Warren-Dearborn MSA, MI	Better	5,808	Plentiful	1,353	Low - 4.3

Location analysis: Planning with multiple profiles

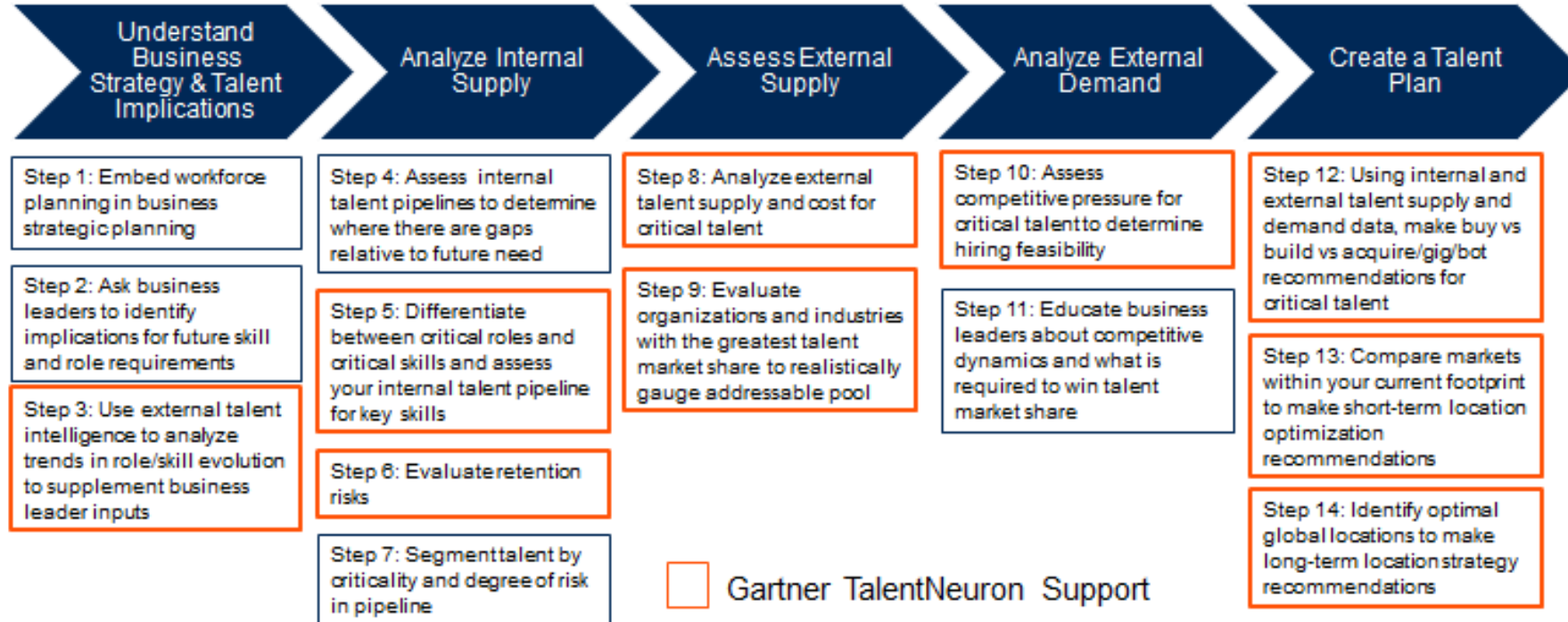
Location analysis across multiple profiles helps identify locations with deep resources across multiple skills profiles. Talent sourcing is easier when targeting one broad and deep resource pool.

Location overview Jun 21, 2020 - Jun 20, 2021

Ctry	Location	Mixed Signal Engineer	Equipment Engineer	Digital Design Engineer
IN	Pune MSA, Mahārāshtra	Better	Best	Best
IN	Hyderabad MSA, Telangana	Good	Best	Best
IN	Chennai MSA, Tamil Nādu	Good	Best	Best
IN	Greater Mumbai MSA, Mahārāshtra	Best	Better	Best
IN	Bangalore MSA, Karnātaka	Best	Better	Best
SG	Singapore MSA, SG	Best	Best	Better
US	Detroit-Warren-Dearborn MSA, MI	Fair	Better	Better

Workforce planning: Scanning, planning and skills

Develop a comprehensive WFP process



Which red-shaded steps are most important for you? Where can TalentNeuron drive impact?





Workforce planning: What is skill evolution?

Skills change over time based on business needs.

Skill evolution

What skills are emerging and declining?



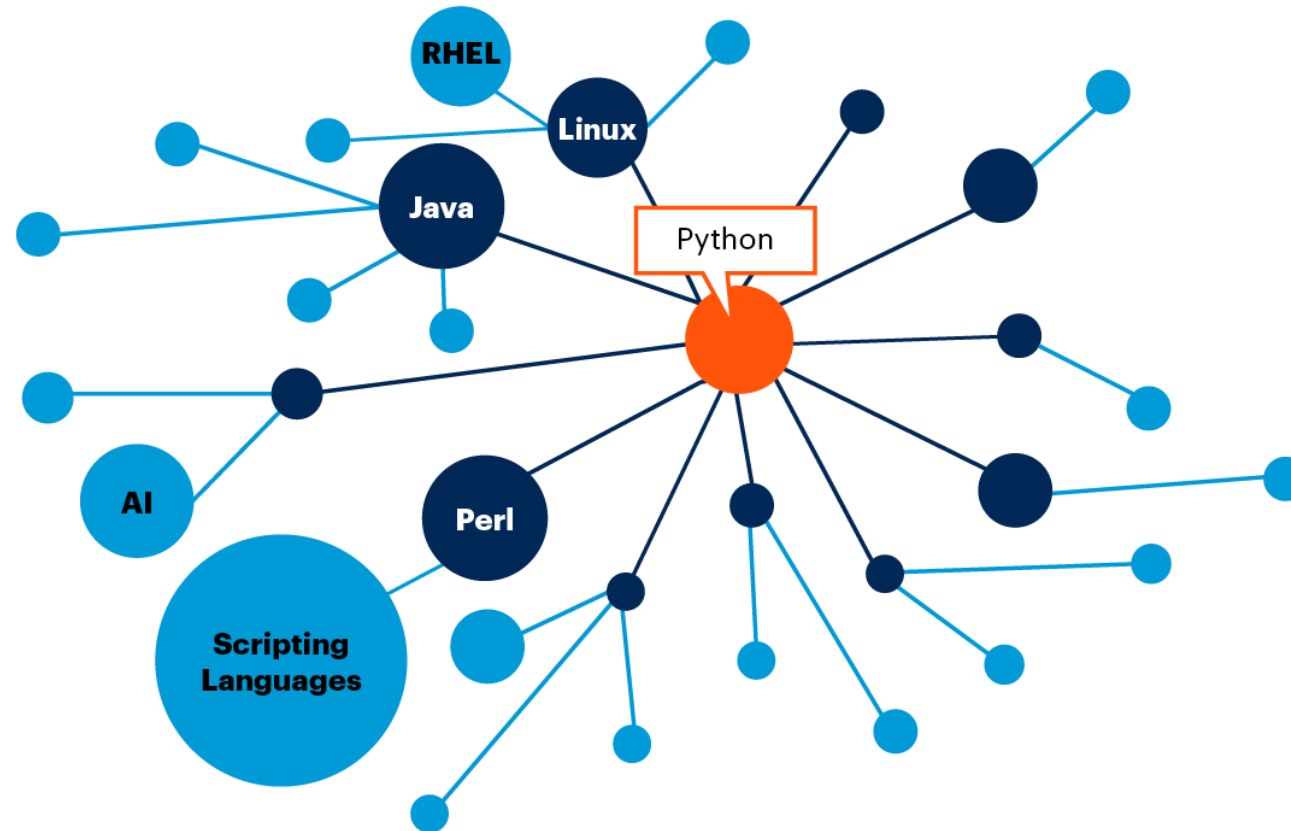
 New 1. Corporate development 2. Complaint investigatio... 3. Matlab algorithms New skills whose future is uncertain.	 Emerging 1. Silicon engineering Relatively new skills that are becoming more prevalent.	 Growing 1. Research and develop... 2. Engineering design Fast-growing skills that are becoming core skills.	 Core 1. Computer aided design 2. Analysis 3. Communication Skills that have been present in a high percentage of job postings for some time.	 Declining 1. CATIA Skills that used to be essential but are becoming obsolete.
---	--	---	---	---

Include skills that are needed for flexible and remote work environment for both employees and managers.

Guidance to Identify Critical Skills	Not for now. Market leaders might be exploring these skills for this role but that could quickly change	These skills are being embraced by market leaders as the role evolves. Availability of these skills is likely low, driving up competition and costs.	Organizations not focusing on these skills for the role are at risk of falling behind. These skills are driving the evolution of the role.	Organizations not having these skills for a given role are already behind and should consider adjusting hiring and upskilling strategies.	These skills will become less relevant in the near future. Significant investment in these skills is not advised.
Guidance on Build/Buy Decision	BUILD: Consider building, as this talent is typically available only at progressive organizations.	BUILD: Consider building, as talent is typically available only at progressive organizations.	BUILD: Consider building, as talent is typically available only at progressive organizations.	BUY: Abundance in the talent marketplace.	DEPRIORITIZE: Outsource or contract to fulfill needs. Neither build or buy.

Workforce planning: Skills adjacency

Adjacent Skills



Employee value proposition: Methodology for sentiment analysis

Steps:

1

- TN extracts employee ratings and reviews for their employers (companies) from websites such as Glassdoor and Indeed

2

- For each company, an overall rating and sentiment wise ratings are captured. The five sentiment themes are **Work, Organization, Opportunity, People and Rewards**
- These rating are between 1 to 5 (5 being the highest)
- Refer to *notes and assumptions* for details on sample size and time period

3

- Ratings for each peer are compared with the average rating of the peer group
- The ratings are further supported with reviews or verbatims shared by more than five employees

Sentiment themes



Work

- Job Interest Fit/Job Fit
- Work-Life Balance



Rewards

- Compensation
- Health Benefits
- Retirement Benefits
- Vacation/Time Off



Organization

- Diversity and Inclusion
- Culture & Values



Opportunity

- Future Career Opportunities
- Development Opportunities
- Growth Rate
- Stability



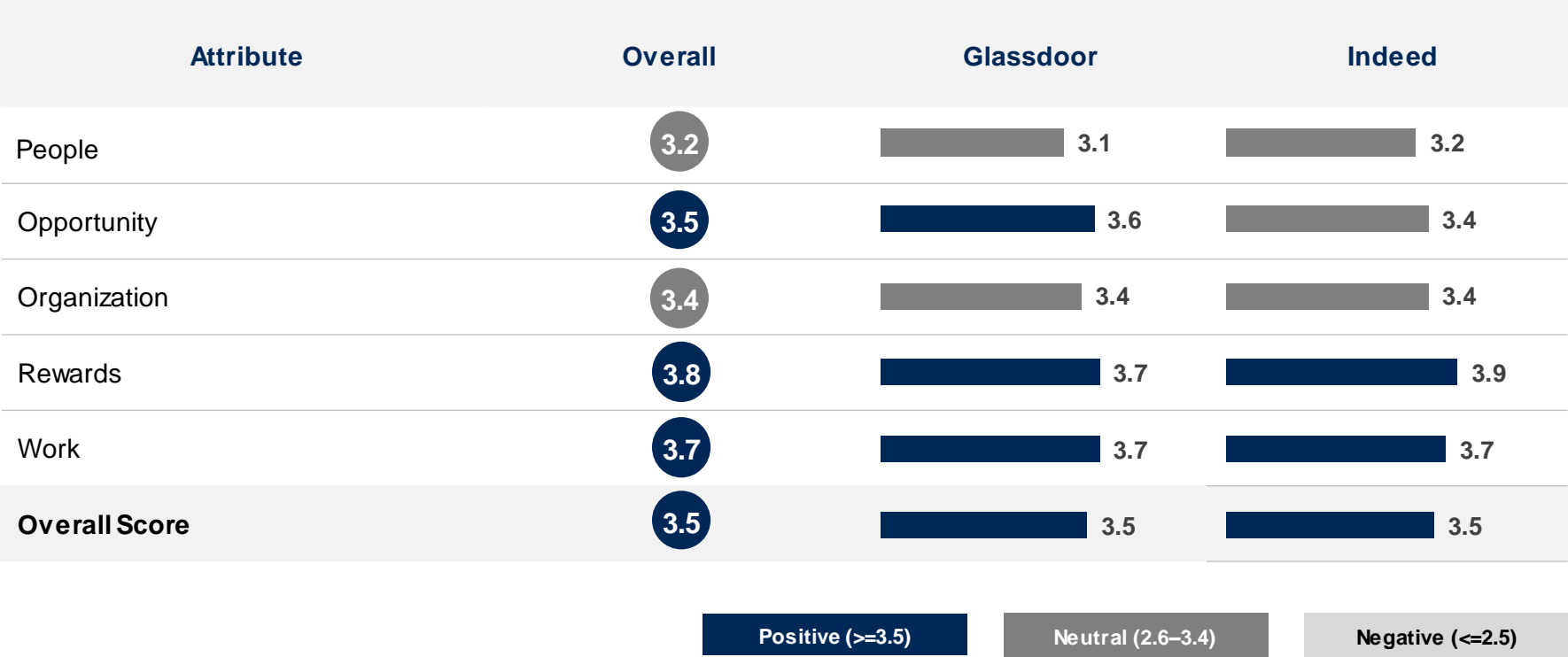
People

- Camaraderie
- Collegial Work Environment
- Manager Quality
- Senior Leadership Reputation

EVP: Employee sentiment ratings

Company A

Employee Sentiment by Category



Key insights



Rewards category has acquired the highest score. Employee reviews provide that the company offers great benefits including insurance and paid vacation leave.



People category is rated the lowest. “Bureaucratic upper management” and “lack of communication between departments” are the some of the sentiments expressed here.

Sources: Glassdoor, Indeed
 Notes: The scores are rated on a scale of 1-5 (1 being lowest/ least favorable, and 5 being highest/ most favorable)
 The analysis is based on a sample size of 300 reviews posted globally by the employees over the last 2 years. Equal number of reviews have been considered for each quarter between this period
 Employee Sentiment Analysis is provided at company level and is irrespective of Job domain, function, or roles

Summary and Solutions

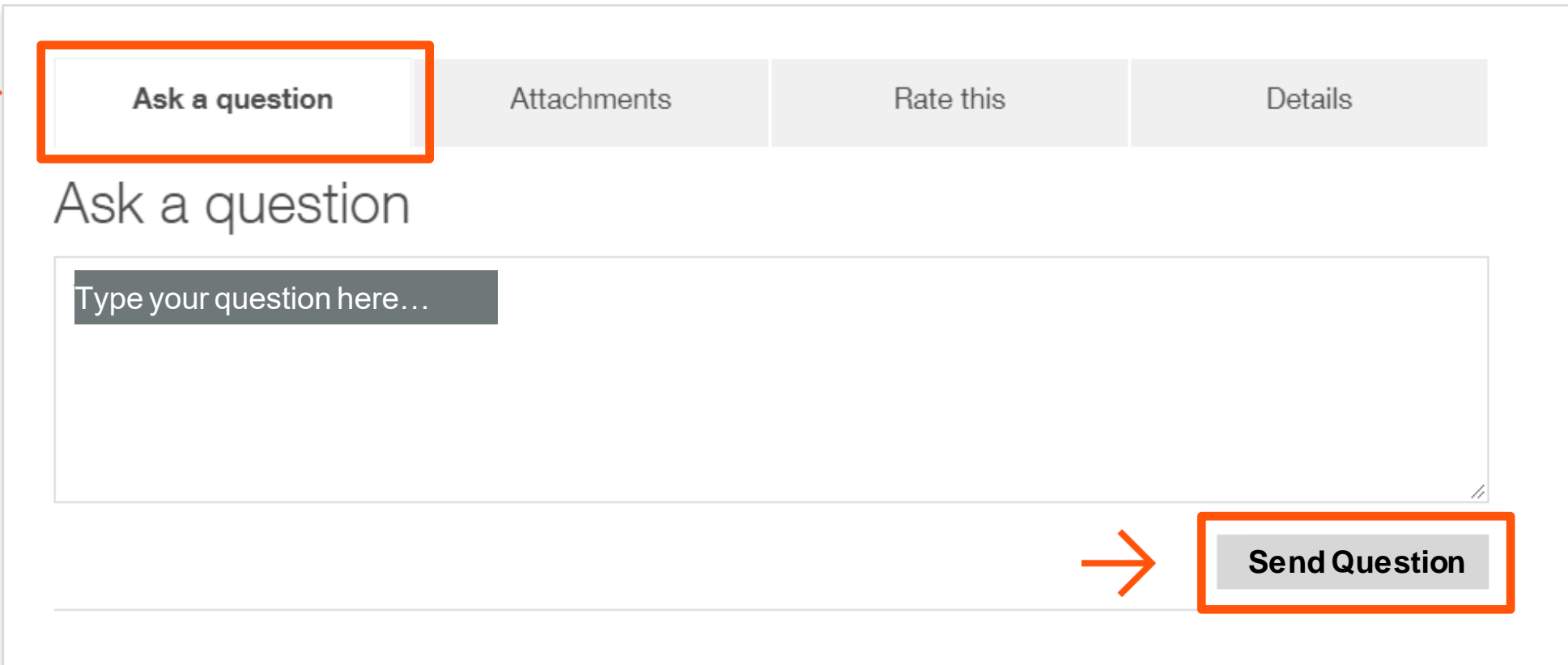
The future of work will be hybrid

- The global pandemic changed the way business operate (digital transformation)
- Employee attitudes have changed, and they require more flexibility from the EVP
- A return to an in-office only environment will likely cause turnover
- An entirely remote environment causes fatigue and will also drive turnover
- A hybrid, flexible, human-centric environment represents a health workplace for the future

TalentNeuron™ drives talent advantages

- Create workforce plans that include skills for flexible and remote workers (and managers)
- Use the Skills Module to inform the workforce plan
- Strategically source talent by identifying skills that are local, regional and international
- Conduct an EVP analysis to determine your competitive position in the market
- Revise job descriptions so they advertise your attractive, flexible work options and hybrid work environment

Ask your questions



The image shows a user interface for asking a question. At the top, there is a horizontal navigation bar with four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border and has an orange arrow pointing to it from the left. Below the tabs, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and has an orange arrow pointing to it from the left.

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Design pay strategies that drive performance and are perceived as fair by employees



Ensure fairness across new models of work as employees adopt hybrid working styles and become more geographically diverse

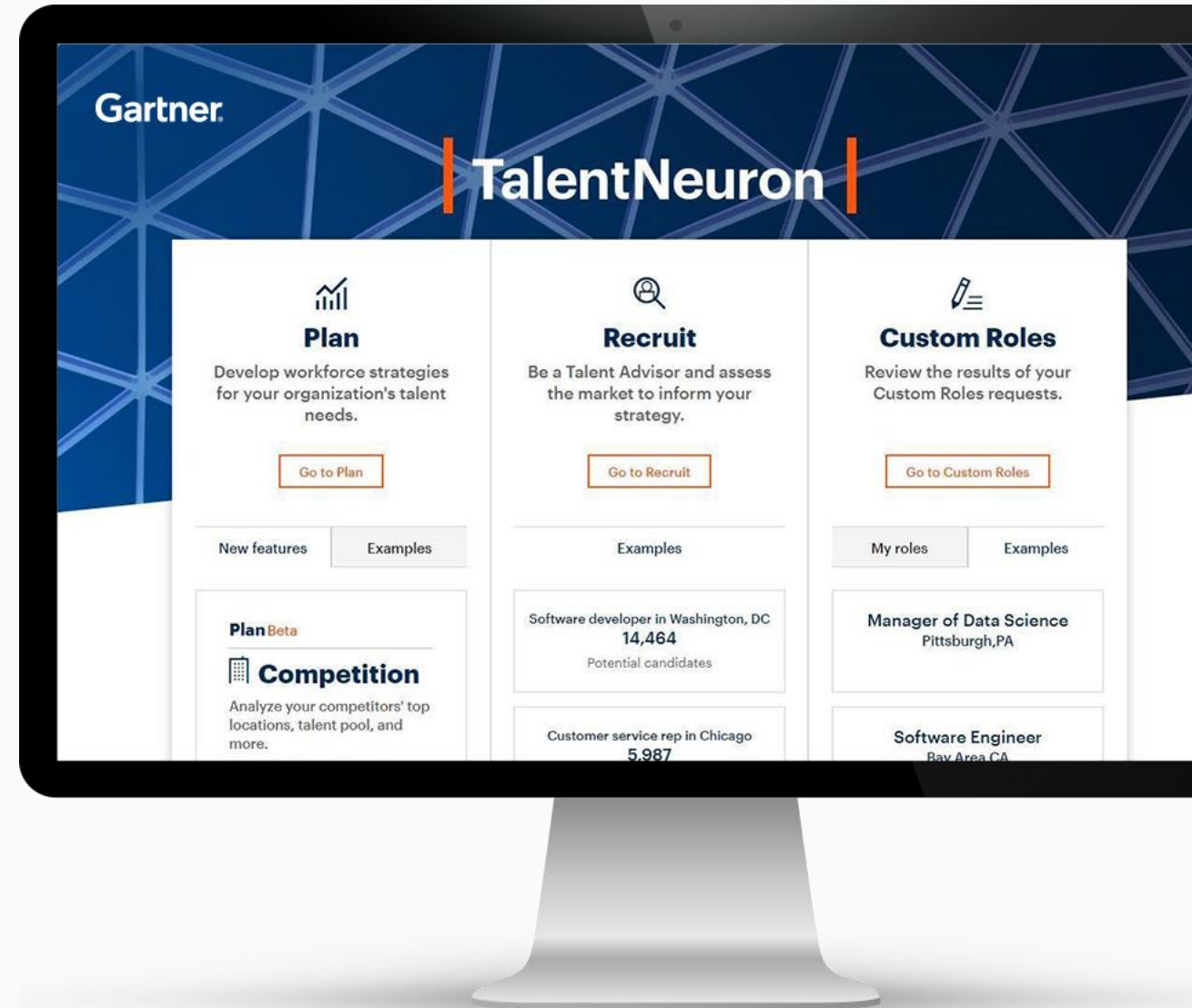


Create new HR processes and DE&I strategies that drive business and talent outcomes in a more equitable way

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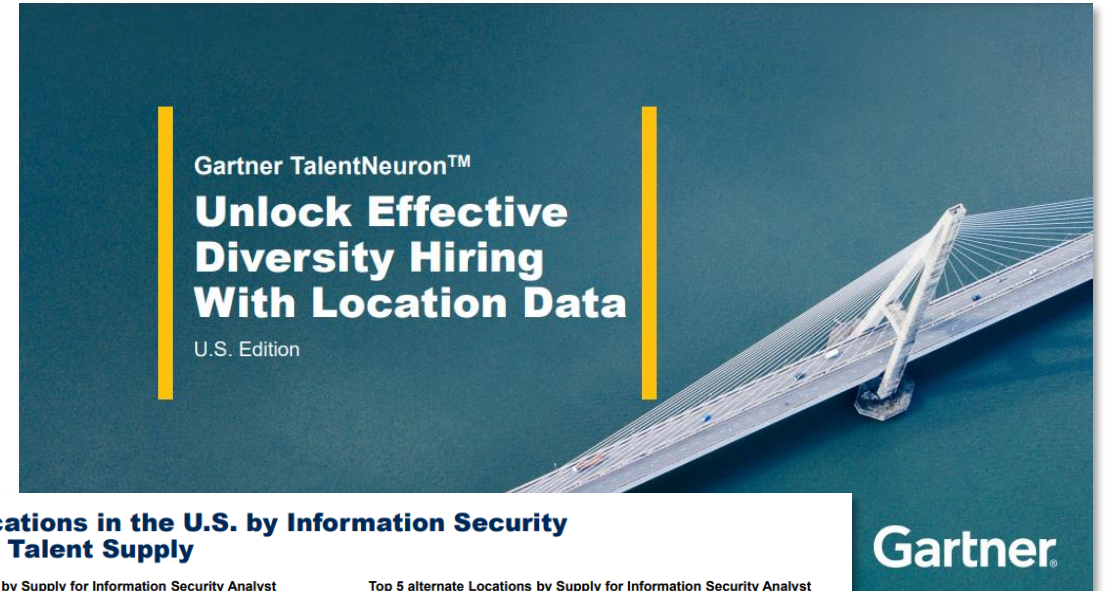
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Unlock Effective Diversity Hiring With Location Data

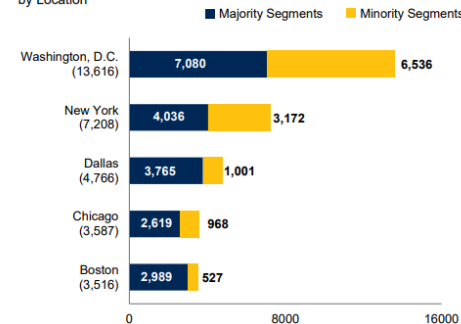
Rethink your diversity hiring strategy using real-time location and diversity analytics. This TalentNeuron report details top and alternative locations by supply and demand for three popular profiles in the U.S.

[View Location Data for Diversity](#)



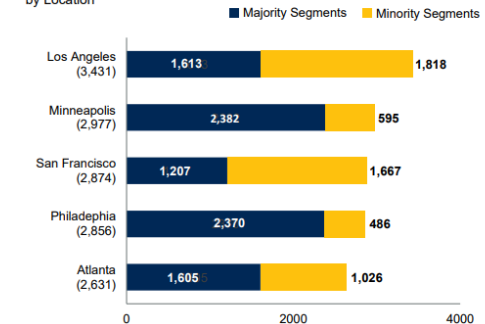
Top Locations in the U.S. by Information Security Analyst Talent Supply

Top 5 Locations by Supply for Information Security Analyst
Number of By-Segment Talent Supply for Information Security Analyst, by Location



Source: Gartner TalentNeuron™ (2020)
Note: Minority segments includes African-American, Hispanic, Asian and all other ethnic groups. Data was extracted in October 2020.

Top 5 alternate Locations by Supply for Information Security Analyst
Number of By-Segment Talent Supply for Information Security Analyst, by Location



Source: Gartner TalentNeuron™ (2020)
Note: Minority segments includes African-American, Hispanic, Asian and all other ethnic groups. Data was extracted in October 2020.

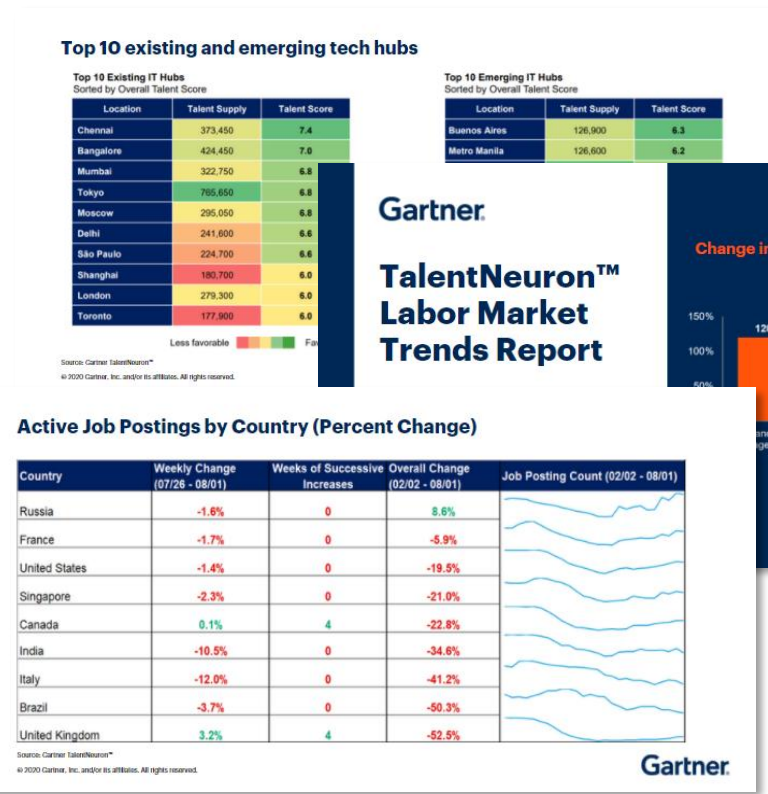
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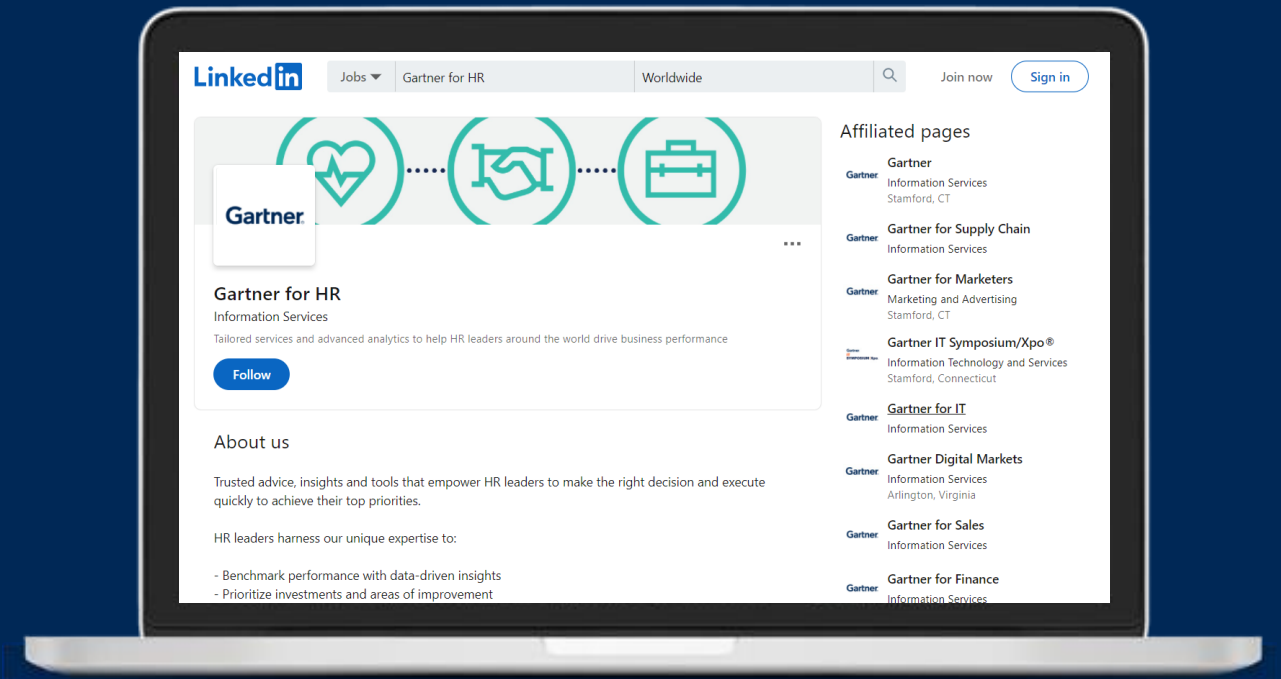


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