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# BLENDING OF PHYSICAL AND DIGITAL: Managing the Blurring Lines in a Hybrid Workplace

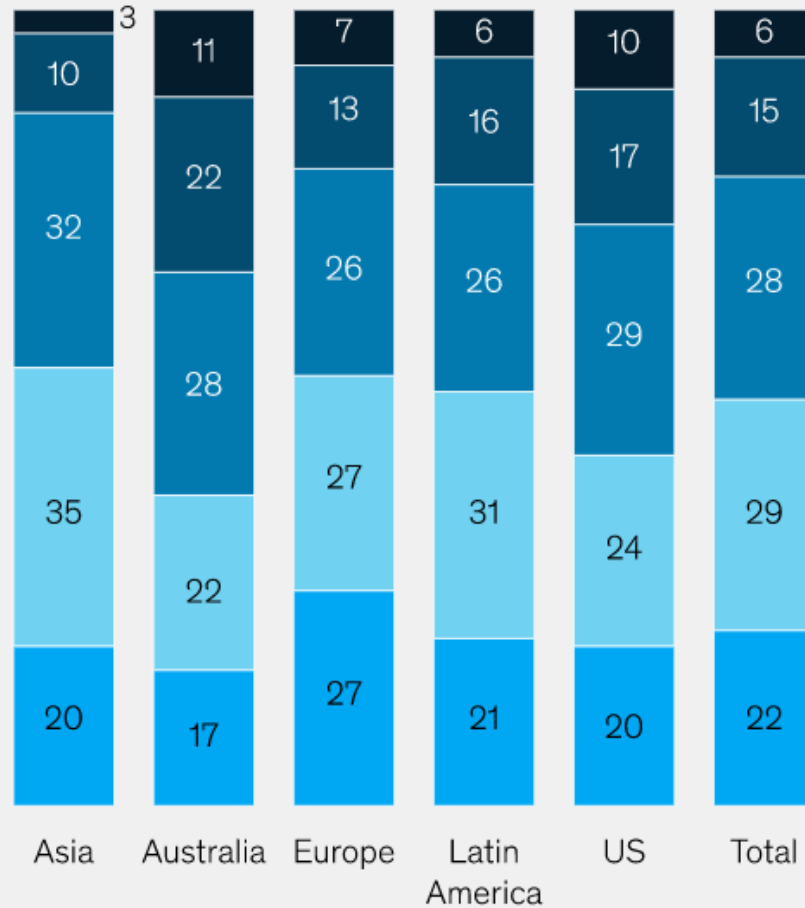


# Burning Out

Almost half of all employees report being at least somewhat burned out—and that's likely an underrepresentation of the real number.

Level of burnout  
felt by employees,  
% survey participants

■ Very-high degree  
■ High degree  
■ Somewhat  
■ Low degree  
■ Very-low degree



**49%**

of respondents say  
they are feeling at  
least somewhat  
burned out

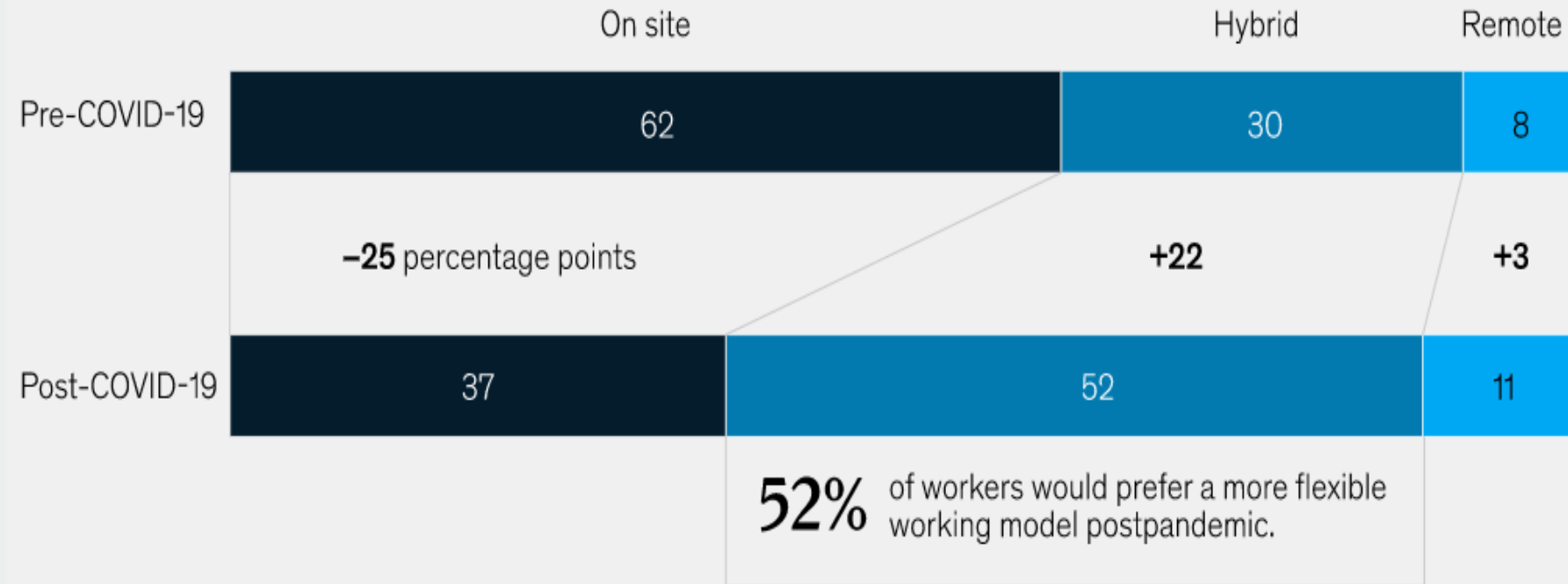
Note: Burnout is likely underrepresented by our sample of full-time employees, as employees experiencing burnout are less likely to respond to survey requests, and those who feel most burned out may have already left the workforce.

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

# Employees Want Flexibility

Most employees would prefer a more flexible working model after the pandemic is over.

Working models pre-COVID-19 and desired working models post-COVID-19, % survey participants



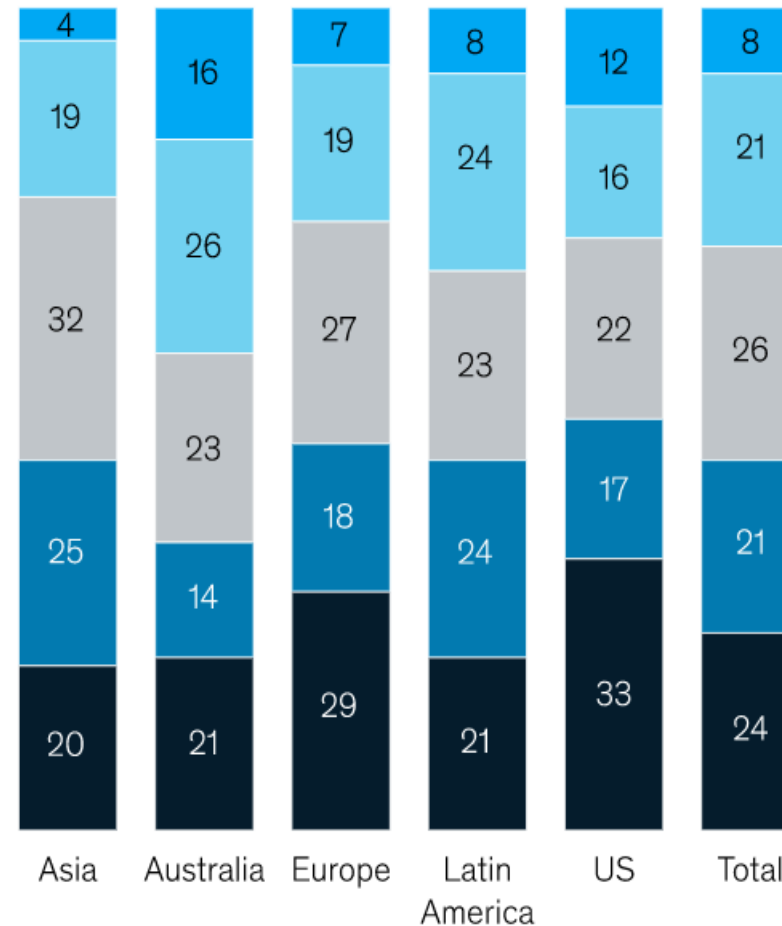
Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

# Talent at Risk

Going back to a fully on-site model might have significant talent implications.

Employees who are likely to switch jobs if work returns to fully on-site, % survey participants

Very likely  
Likely  
Neutral  
Unlikely  
Very unlikely



**~30%**  
of employees say they are likely to switch jobs if returned to fully on-site work

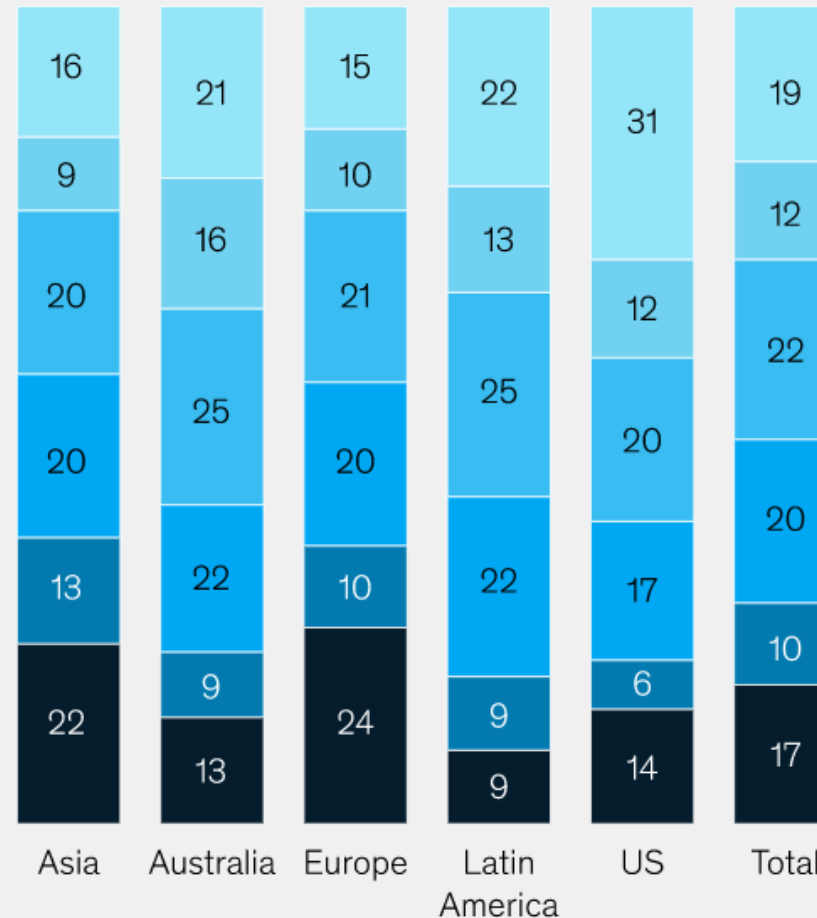
Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

# Staying Home

The majority of employees would like to work from home at least three days per week in the future.

Employee work-from-home preferences,<sup>1</sup>  
% survey participants

- 5 days
- 4 days
- 3 days
- 2 days
- 1 day
- Never



**>50%**  
of employees would like to work from home for 3 or more days every week.

<sup>1</sup>Question: How often would you prefer to work from home in the future?

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

**Revenue increases from AI adoption this year are more commonly reported in half of business functions, but cost decreases are less common.**

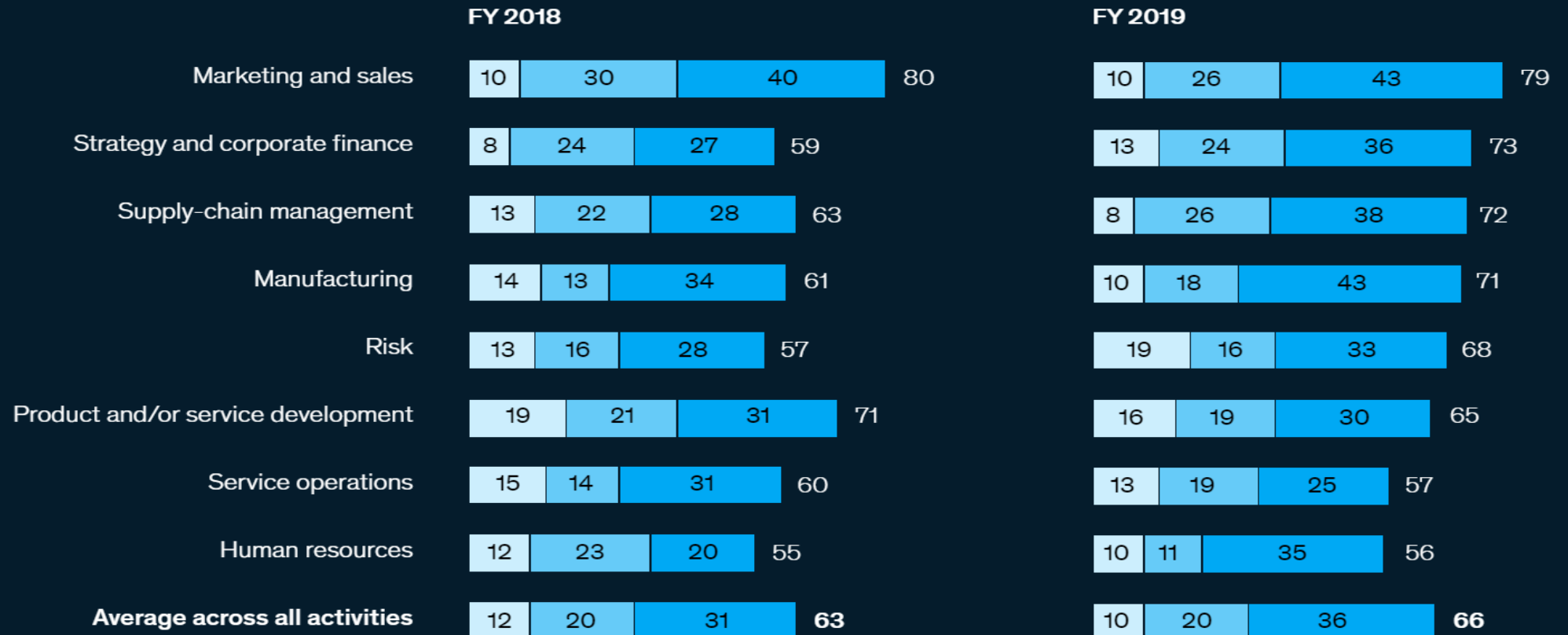
Revenue increase	Cost decrease
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**Revenue increase from AI adoption by function, % of respondents<sup>1</sup>**

■ Increase by >10%

■ Increase by 6–10%

■ Increase by ≤ 5%



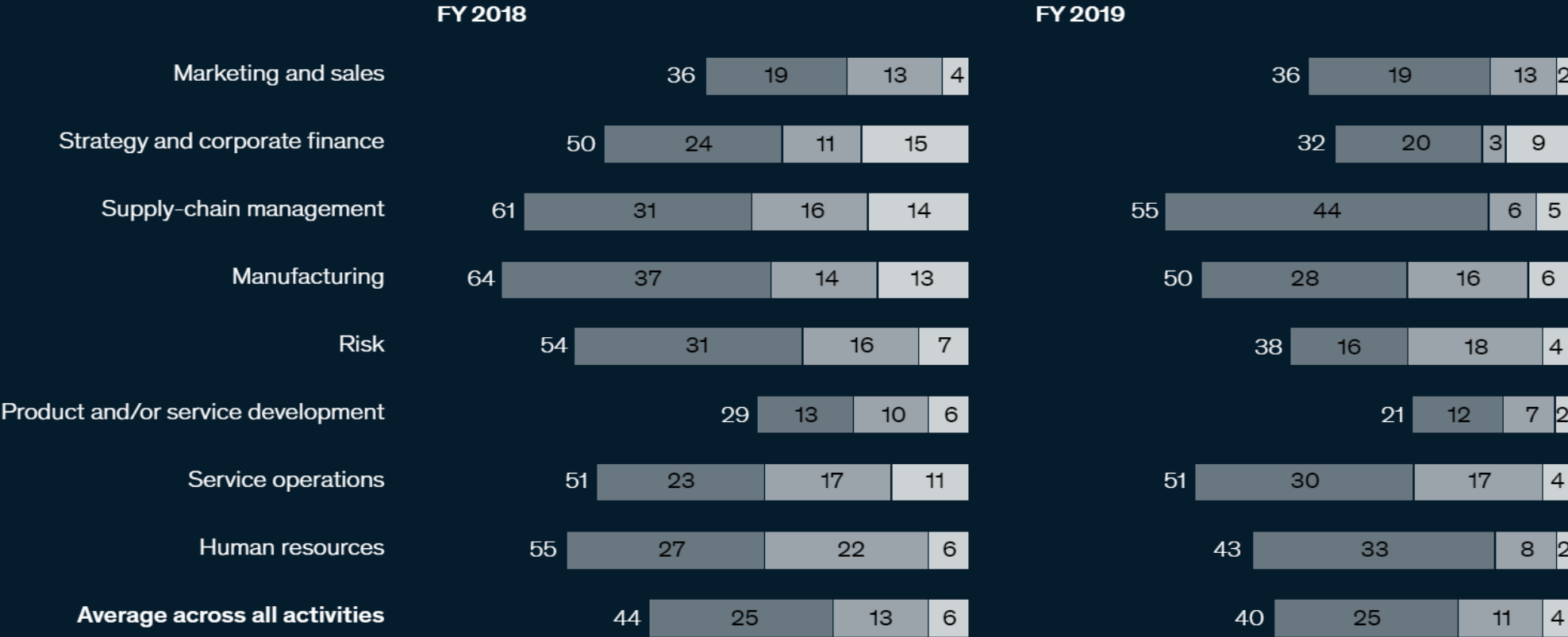
<sup>1</sup> Question was asked only of respondents who said their companies adopted AI in a given function. Respondents who said “no change” are not shown.

Revenue increases from AI adoption this year are more commonly reported in half of business functions, but cost decreases are less common.



Cost decrease from AI adoption by function, % of respondents<sup>1</sup>

■ Decrease by <10% ■ Decrease by 10–19% ■ Decrease by ≥ 20%

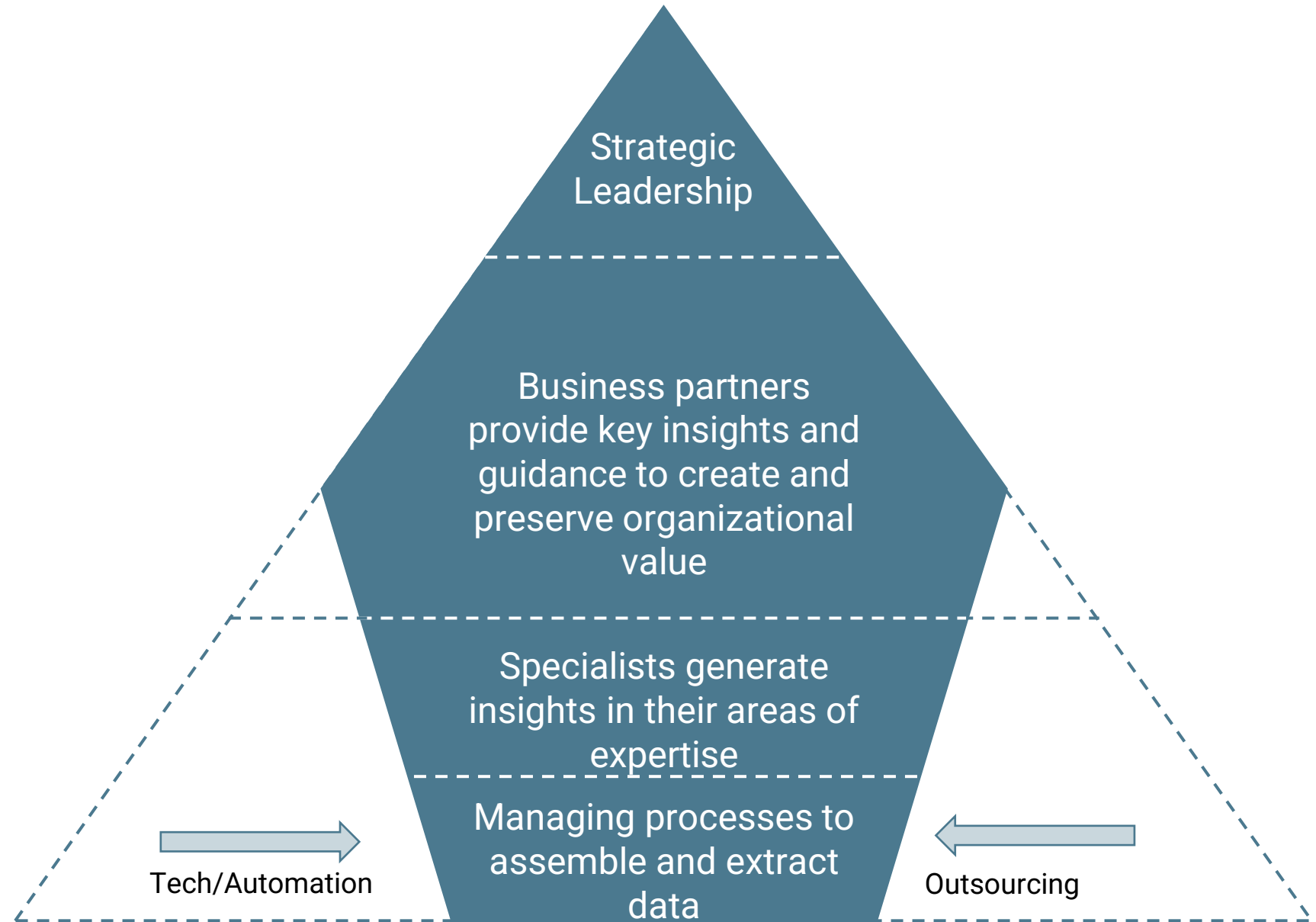


# Addressing future org structures and capability shifts

**Build multi-functional hybrid competencies**

**Build higher level of competencies**

**Build universal business and commercial acumen**







# Hierarchy of Process Design

- Can the entire process be automated
  - Yes
    - Automate the process
  - No
    - Can a portion of the process be automated?
      - Yes – Do you outsource or hire the remainder?
      - No
        - Can the remaining process be outsourced?
          - Yes
          - No
            - Determine hiring need

# ***“Change management encompasses more than technology”***



# SUCCESS THROUGH TRANSFORMATION

## The Value at Stake From Transformation

Transformation success is more likely when companies take greater number of actions

78%

Success rate for completed transformations that implemented all 24 actions

59%

Success rate for all transformations (including ongoing) that implemented 24 actions

31%

Success rate for all transformations regardless of number of actions taken

The potential for financial value loss begins as early as day 1, and the largest share of value is lost during implementation



22%

Is lost during target setting

23%

Is lost during planning

35%

Is lost during implementation

20%

Is lost post implementation

## Three Positive Indicators of Value Capture

- Completing comprehensive, fact-based assessment of the business to identify opportunities for improvement.
- Adapting goals for employees at all levels
- Allocating high performers to the highest-value initiatives



# Best Practices & Establishing a Hybrid Model



Virtual  
Onboarding



Remote  
Training



Remote  
Collaboration



Hybrid  
Experience

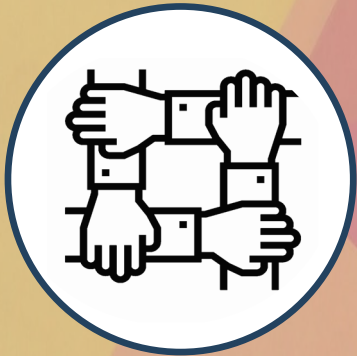


Firm  
Communication



Firm  
Policies

# HYBRID WORKFORCE



**IT'S ALL  
ABOUT  
CULTURE**

## COMMIT

- Leader cultural commitment
- Team cultural commitment

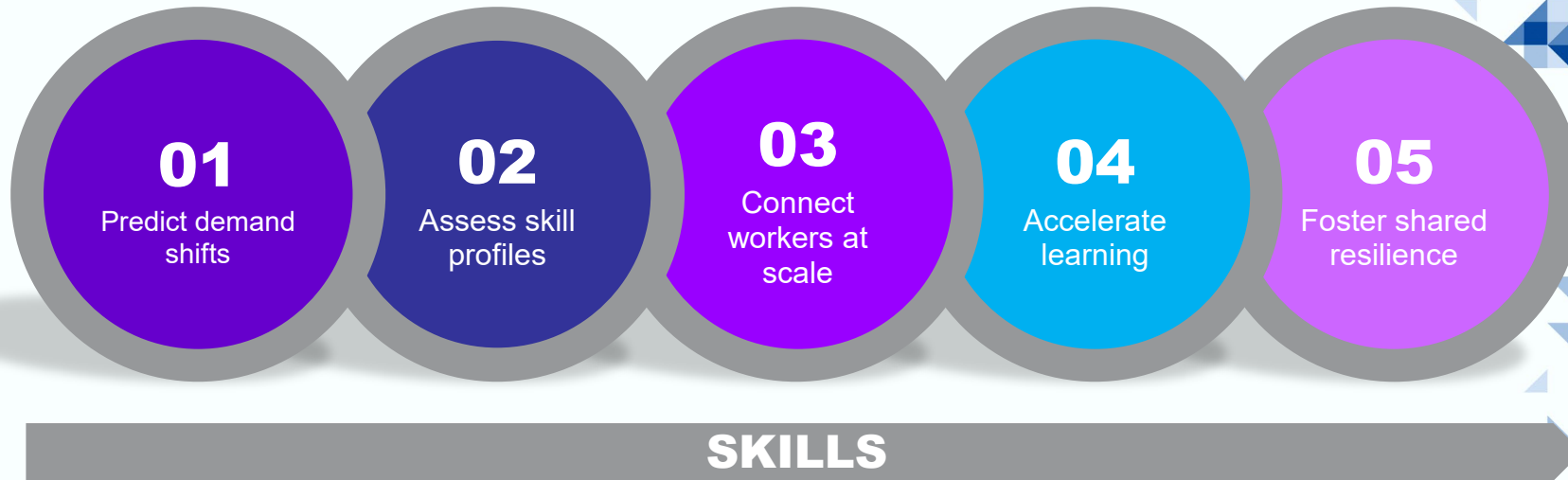
## CREATE

- Ensure technology is in place
- Clarify expectations of both remote team and managers
- Create champions and shepherds
- Create hiring and onboarding procedures for remote workers

## MAINTAIN

- Maintain culture and ensure success
- Analyze relationships
- Regular communication
- Assess, adjust, test, assess, adjust
- Purposeful on remote career tracks

# Creating a Resilient Workforce





# MAKE THE MOST OF YOUR PEOPLE



**Embrace diversity *and* inclusion**  
CEO Action for Diversity



**Mentor ... and be mentored**



**Virtual work**



**Gig workers**



**Define areas of improvement**

