Center for
Creative
Leadership®

WORK 3.0

REIMAGINING LEADERSHIP IN A HYBRID WORLD

Australia & New Zealand

WORK 3.0   REIMAGINING LEADERSHIP IN A HYBRID WORLD, ASIA-PACIFIC STUDY

RESEARCH PARTNERS:

AmCham SINGAPORE

ASIA HRM

CARROT GLOBAL

ICDM Institute of Corporate Directors Malaysia

ICD Institute of Corporate Directors Building Better Boards

iihrm Intergovernmental Institute of Human Resource Management

JACHRO Japan Association for Chief Human Resources Officers

Kestria

Linked in

prasmul eli

Sasin Center of Excellence

SHRI Powering Human Capital

SHRM BETTER WORKPLACES BETTER WORLD™

talentnet Engaging People – Driving Success

XED SPACE

WORK 3.0

REIMAGINING LEADERSHIP IN A HYBRID WORLD, ASIA-PACIFIC STUDY

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This Country Report should be evaluated in conjunction with the WORK 3.0 Asia Pacific research study published and released on Nov 17, 2022.

Scan this QR Code below to access the full report.

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EXECUTIVE SUMMARY

1. EMPLOYEES WANT MORE FROM WORK.

Owing to the disruption that the world has gone through, stakeholders have heightened expectations from corporations.

Employees are seeking incremental meaning from their work, higher flexibility, and a better "quality" of life.

Dissatisfaction around such asks is partially manifesting in "the Great Resignation," "Antiwork," or "Lying Flat" movements across the world.
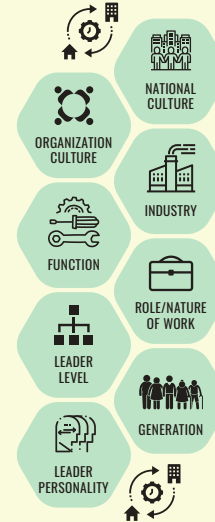
3. ORGANIZATION CONTEXT DICTATES VIABILITY & VERSION OF HYBRID MODEL.

Different versions of hybrid work for different organizations.

The discretion that employees have around workplace depends on several variables.

Organization culture, type of work, leader level, leader age/generation, and national culture are some variables that dictate the viability of hybrid and flexibility that employees can have if organizations adopt it.
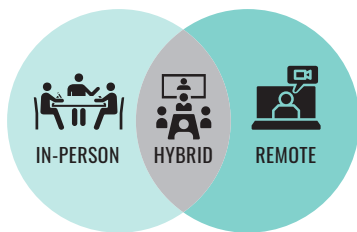
2. HYBRID OR WORK 3.0 HAS EMERGED AS THE PREFERRED MODEL.

After having embraced a fully remote model during the pandemic, most organizations are currently testing to see what combination of onsite and remote works best for them.

Key variables that organizations are trying to optimize for are flexibility for employees on the one hand, and productivity and efficiency on the other hand. Increasingly, there is very little correlation between work and workplace.
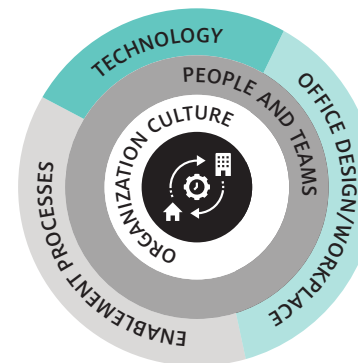
4. SUCCESS IN WORK 3.0 CENTERS ON PEOPLE AND CULTURE.

Technology has evolved exponentially in the past two years.

While it is often celebrated as the biggest champion of enabling hybrid working, WORK 3.0 research suggests that it is at best a "hygiene" factor.

The success of the hybrid model hinges on people/teams and organizational culture.

EXECUTIVE SUMMARY

MINDSETS **ATTRIBUTES**
Growth — Communication
Trusting — Building Trust
Accountabilty — Expectation Setting
Empowering — Learning Agility
Boundary — Digital Dexterity
Spanning

HYBRID LEADER IN APAC

5. LEADERS' SUCCESS DEPENDS ON THEIR MINDSETS & ATTRIBUTES.

Leaders must be dynamic and agile as they align their capabilities with WORK 3.0. Mindset shifts must precede skillset changes.

Most mindset and skillset shifts center on trust, communication, and growth.

Leaders in developing Asia must also align to the reality that teams can be productive even as they work from home.

COLLECTIVE MINDSET

BUSINESS NEED — CORE — CONNECTION — OUTCOMES

COHESIVE RELATIONSHIPS
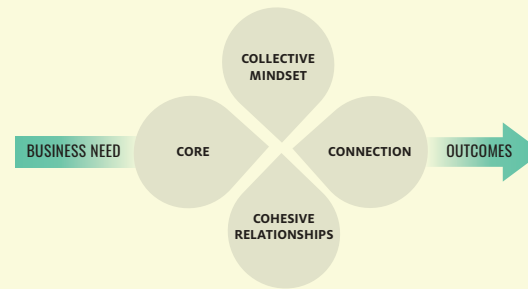
7. TEAM SUCCESS IN WORK 3.0 HINGES ON 4 KEY ELEMENTS.

Elements of a team that must come together to enable organizations to deliver on business needs, especially in a hybrid work environment, are core agreements about how people work together, collective mindset or team culture, cohesion or intra-team relationships, and connections across teams.
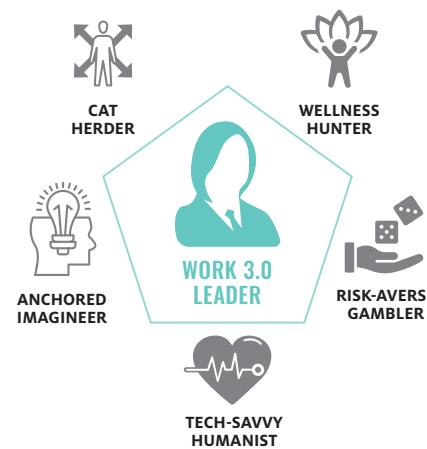
Leaders must manage tensions in these 4 areas for teams to perform and thrive in WORK 3.0.

WORK 3.0 **HOPEFULS** WORK 3.0 **CHAMPIONS**

WORK 3.0 **LAGGARDS** WORK 3.0 **SKEPTICS**

MINDSET Readiness

SKILL Readiness

6. SOME LEADERS DO MUCH BETTER THAN OTHERS.

Mindset maturity and hybrid-world-friendly attributes dictate leader comfort and success in the new world.

On the one end of the spectrum are leaders who not only thrive in a hybrid world but also champion navigating the polarity between flexibility and collaboration. On the other end of the spectrum, however, are leaders who are struggling to find their feet.

CAT HERDER

WELLNESS HUNTER

ANCHORED IMAGINEER

WORK 3.0 LEADER

RISK-AVERSE GAMBLER

TECH-SAVVY HUMANIST

8. LEADERS MUST ALSO PLAY 5 ROLES TO MAKE WORK 3.0 A SUCCESS.

Leaders must lean on their WORK 3.0 mindsets and attributes to manage several complementary or competing ideas in navigating tensions at work.

In doing so, leaders must embrace 5 roles – Anchored Imagineer, Cat Herder, Wellness Hunter, Risk-Averse Gambler, and Tech-Savvy Humanist. Ability to play these five roles dictates if inherent WORK 3.0 tensions will act as "springs" or "mines."

RESEARCH METHODOLOGY

WORK 3.0: Reimagining Leadership in a Hybrid World study, based on inputs from 2,200 leaders across 13 countries, highlights the challenges organizations and leaders are facing in navigating business, people, and process polarities as they embrace "WORK 3.0," the new world of hybrid work.

The research was led by the Center for Creative Leadership (CCL) in partnership with a pan-Asia Pacific research consortium comprising 15 organizations in the region: The American Chamber of Commerce in Singapore, AsiaHRM (Hong Kong), CARROT Global (South Korea), Institute of Corporate Directors Malaysia, Institute of Corporate Directors (Philippines), Intercontinental Institute of HR Management (Sri Lanka), Japan Association for CHROs, Kestria, LinkedIn, Prasetiya Mulya Executive Learning Institute (Indonesia), Sasin School of Management (Thailand), Singapore Human Resources Institute, The Society for Human Resource Management (APAC), Talentnet (Vietnam), and XED Space (Australia and New Zealand).

Key questions the research study attempts to address are:

- What does the evolution of workplace look like in Asia Pacific?

- What are the implications of the various work models organizations are embracing?

- How can leaders prepare for the hybrid world?

- What are the "right" mindsets and attributes leaders must display to be successful?

The CCL research team curated and tested a survey instrument to seek inputs from leaders across Asia Pacific to the above questions. The survey was rolled out by the research consortium partners in 13 countries over a 10-week period. The research team collected 2,170 valid responses to the survey (demographics on the right).

The research consortium also interviewed 27 leaders across 10 countries to get qualitative inputs on how organizations are embracing new work models, and the challenges leaders are facing in doing so. The interviewee leaders belonged to a mix of industries including financial services, fast-moving consumer goods (FMCG), technology, retail, infrastructure, and professional services companies.

Subsequently the CCL research team analyzed the qualitative and quantitative data, and curated the key findings report.

SURVEY PARTICIPANTS: **2170**

INDUSTRY SECTOR

Manufacturing	10%
Financial Services	10%
FMCG	6%
Professional Services	12%
Tech/IT/ITES/Telecom	12%
Consumer Services and Retailing	6%
Education	10%
Energy/Utilities/Transportation	5%
Government	10%
Pharma and Health Services	7%
Not-for-Profit	2%
Real Estate	4%
Other	5%

GENDER

Male	58%
Female	40%
Not Disclosed	2%

TENURE

Tenure < 10 years	24%
11-20 years	29%
> 20 years	47%

TEAM SIZE

< 10 FTEs	50%
11-50 FTEs	24%
> 50 FTEs	26%

COUNTRY

Australia, New Zealand	17%
India	6%
Indonesia	11%
Japan	10%
China	6%
Malaysia	9%
Philippines	8%
Singapore	4%
South Korea	8%
Sri Lanka	5%
Thailand	8%
Vietnam	7%
Others	2%

COMPANY OWNERSHIP

Public Company	28%
Private Company	59%
State-Owned Company	13%

ROLE

Business Leader	38%
HR Leader	29%
Other	33%

AGE

Gen Z	2%
Gen Y	33%
Gen X	50%
Baby Boomers	14%
Not Disclosed	1%

LEADER LEVEL

Entry Level (Assistant Manager, Officer, and equivalent level)	15%
Mid-Level (Manager, Senior Manager, Associate Director, AVP, VP, and equivalent level)	37%
Senior Level (Director, Senior Director, Managing Director, VP, SVP, and equivalent level)	29%
Executive (President, CEO, and equivalent level)	12%
Board Level (Executive or Non-Executive Director, Chairperson, or equivalent level)	7%

Note that percentage numbers in graphs/charts may be +/- 100% due to the rounding-off error.

In the research report, we also use the term "hybrid" to mean hybrid work models; "hybrid world" to refer to the era of hybrid work and workplace; and "hybrid leader" to refer to executives who are leading hybrid teams. We also use "WORK 3.0" and "hybrid work model" interchangeably.

AUSTRALIA &
NEW ZEALAND
(ANZ) DATA

- WORK 3.0 Context
- Organization Preparedness
- Leader Response
- Leader Mindsets & Attributes
- WORK 3.0 Impact

WORK 3.0 CONTEXT

Australia

New Zealand

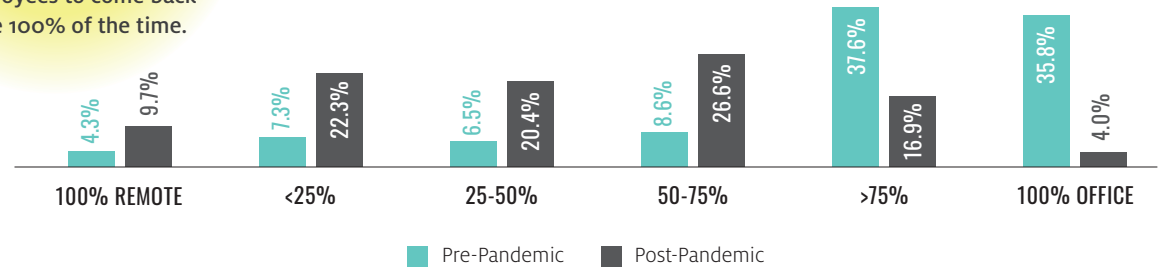## AUSTRALIA & NEW ZEALAND (ANZ) SAMPLE

- The CCL research team collected 372 valid survey responses.

- 24% of responses were from public companies, another 57% from private companies, and balance 19% were from state-owned enterprises.

- Entry- and mid-level managers accounted for almost 40% of the survey responses, while 33% of responses were from senior-level leaders (Directors and above). C-suite level leaders and board directors accounted for 27% of the responses.

- 20% of the respondents led a team of more than 50 full-time employees (FTEs). Another 20% led teams between 11 and 50 FTEs in size. The balance 60% respondents led teams of up to 10 FTEs.

- Almost 6% respondents had less than 10 years of professional work experience, 19% had between 11 and 20 years, and balance 75% had more than 20 years of work experience.

- While the sample had representation from diverse industries, it was dominated by professional services, government, education, software and services, technology, and communication services companies.

- 62% of the respondents held business and related roles.

- 14% of the respondents were Gen Y, while another 61 percent belonged to Gen X. The balance respondents were Gen Z and "baby boomers."

- Almost 58% of respondents were males.

ANZ is all set to embrace the hybrid work environment. Only 4.0 percent of the respondents expect 100% of the employees to come back to office 100% of the time.

EXPECTATION AROUND TIME SPENT IN THE OFFICE
% Respondents Who Selected the Option

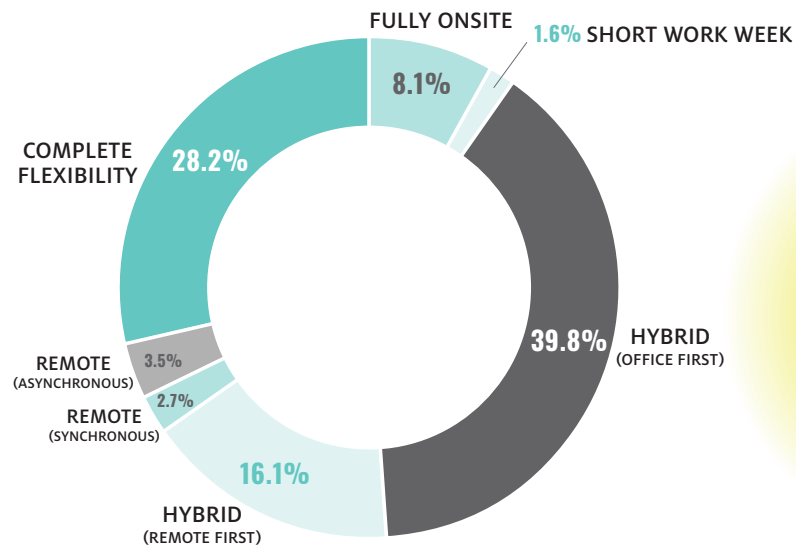|	100% REMOTE	<25%	25-50%	50-75%	>75%	100% OFFICE
Pre-Pandemic	4.3%	7.3%	6.5%	8.6%	37.6%	35.8%
Post-Pandemic	9.7%	22.3%	20.4%	26.6%	16.9%	4.0%

N=372

Question: What are the pre-Covid and post-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?

FLEXIBLE WORK OPTIONS
% Respondents Who Selected the Option

- FULLY ONSITE **8.1%**
- **1.6%** SHORT WORK WEEK
- **39.8%** HYBRID (OFFICE FIRST)
- **16.1%** HYBRID (REMOTE FIRST)
- REMOTE (SYNCHRONOUS) **2.7%**
- REMOTE (ASYNCHRONOUS) **3.5%**
- COMPLETE FLEXIBILITY **28.2%**

N=372

Question: In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?
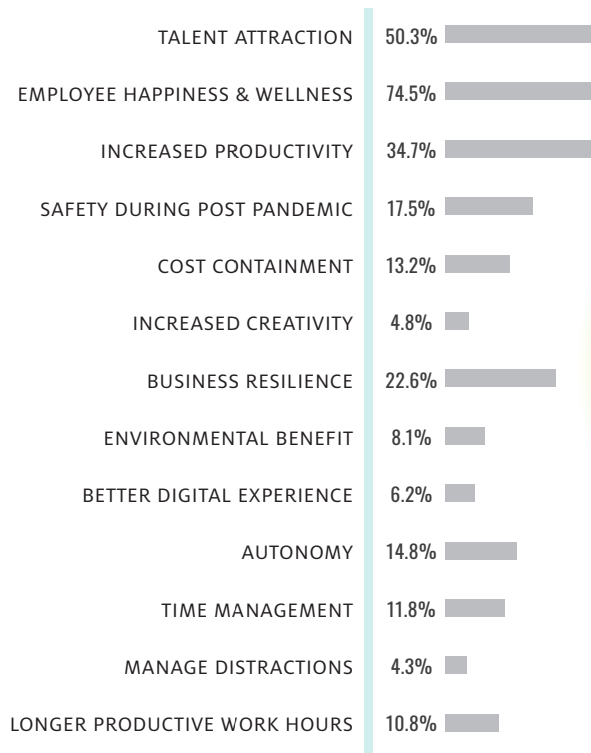
More than 28% of the respondents in ANZ see "complete flexibility" as the emerging work mode. This is much higher than the pan Asia Pacific number of 18%.

WORK 3.0 CONTEXT
Australia & New Zealand

KEY BENEFITS OF EMBRACING THE HYBRID MODEL
% Respondents Who Rated the Factor as One of Top 3

Benefit	%
TALENT ATTRACTION	50.3%
EMPLOYEE HAPPINESS & WELLNESS	74.5%
INCREASED PRODUCTIVITY	34.7%
SAFETY DURING POST PANDEMIC	17.5%
COST CONTAINMENT	13.2%
INCREASED CREATIVITY	4.8%
BUSINESS RESILIENCE	22.6%
ENVIRONMENTAL BENEFIT	8.1%
BETTER DIGITAL EXPERIENCE	6.2%
AUTONOMY	14.8%
TIME MANAGEMENT	11.8%
MANAGE DISTRACTIONS	4.3%
LONGER PRODUCTIVE WORK HOURS	10.8%

Much like the rest of Asia Pacific, "employee happiness," "talent attraction," and "increased productivity" emerge as the key benefits of embracing hybrid in ANZ.

N=372

Question: What do you believe the biggest benefits will be to your organization as it embraces a hybrid work model?

KEY BARRIERS TO ADOPTING THE HYBRID MODEL
% Respondents Who Selected the Option

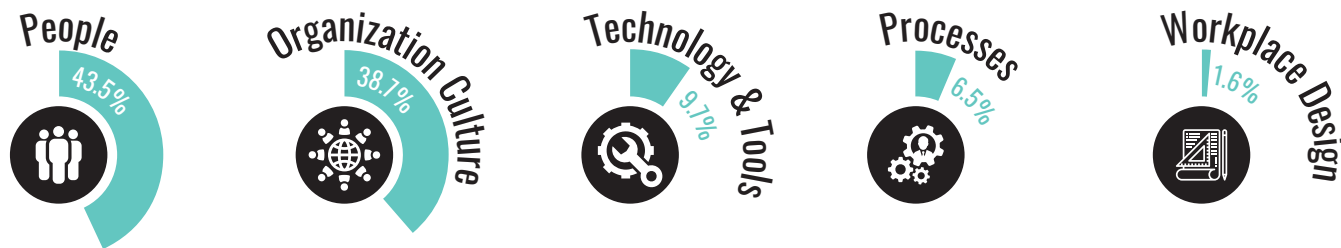| Barrier	%
EMPLOYEE MOTIVATION AND WELLBEING	18.3%
TECHNOLOGY DISRUPTION	17.7%
SECURITY BREACH RISK	12.9%
BROADBAND/NETWORK ISSUES	15.9%
LACK OF COLLABORATION	36.6%
LACK OF 'BELONGING' OR 'HUMAN CONNECTION'	66.9%
LOSS OF PRODUCTIVITY	10.5%
LACK OF TRUST	19.6%
LACK OF SKILLS RELATED TO HYBRID WORKING	13.7%
LACK OF 'OPEN' MINDSET (IN LEADERS) TOWARDS HYBRID WORKING	25.3%
BUSINESS MODEL NOT SUSTAINABLE IN HYBRID	7.3%
MANAGERIAL BIASES DUE TO PART OF THE WORKFORCE ON REMOTE WORKING	15.9%
PERFORMANCE EVALUATION MAY BE HARDER	14.5%

"Lack of belonging," "lack of collaboration," and "lack of open mindset" emerge as the top-3 barriers in embracing hybrid.

N=372

Question: What do you believe the biggest barriers are to adopting a sustainable hybrid working model in your organization?

SUCCESS FACTORS IN THE HYBRID WORK ENVIRONMENT
% Respondents Who Ranked the Factor as "Most Important"

People 43.5%

Organization Culture 38.7%

Technology & Tools 9.7%

Processes 6.5%

Workplace Design 1.6%

Much like the rest of Asia Pacific, respondents from ANZ feel that the success of hybrid work environment centres on organization culture and people dynamics.
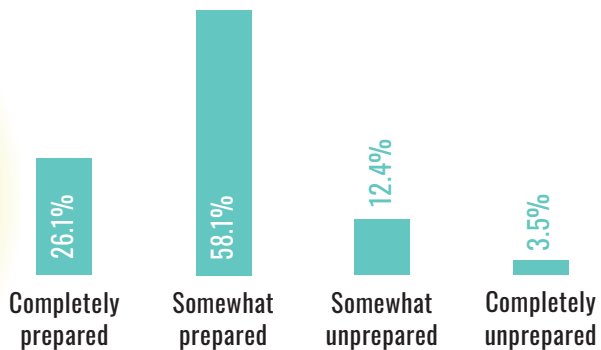
N=372

Question: Rank the following factors that influence leader success in the hybrid working environment in terms of their importance.

WORK 3.0 PREPAREDNESS
Australia & New Zealand

ORGANIZATION PREPAREDNESS
% Respondents Who Selected the Option

Data suggests that ANZ is better prepared to embrace hybrid work environment as compared to most other countries in Asia Pacific. 84.2% of respondents in ANZ feel their organization is prepared for hybrid, as against 74.3% pan Asia Pacific.

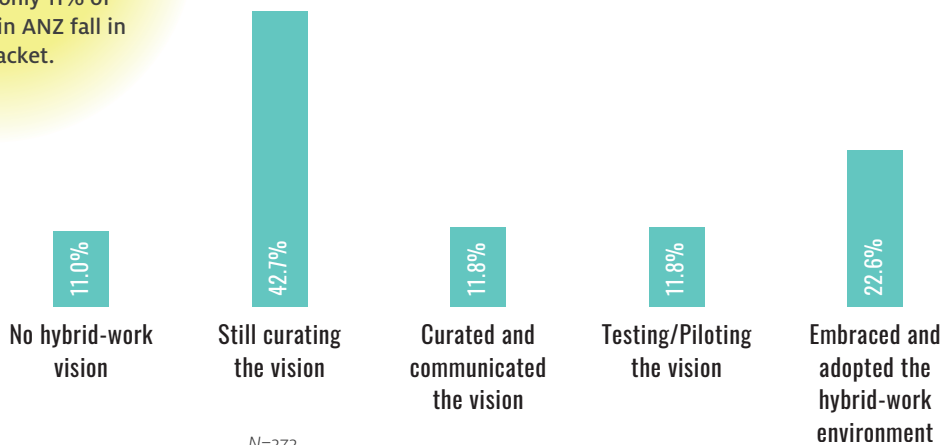|	
Completely prepared	26.1%
Somewhat prepared	58.1%
Somewhat unprepared	12.4%
Completely unprepared	3.5%

N=372

Question: How prepared do you believe your organization is to support long-term hybrid work environment?

As against 20.5% organizations pan Asia Pacific reporting lack of hybrid work vision, only 11% of organizations in ANZ fall in that bracket.

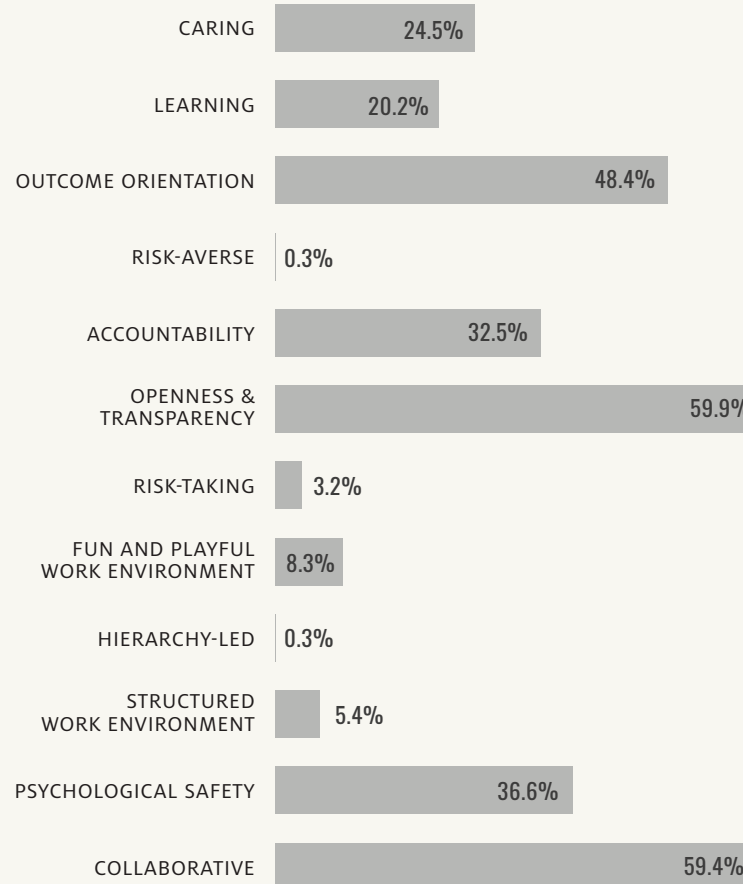### LONG-TERM HYBRID VISION
% Organizations at Various Stages

No hybrid-work vision	11.0%
Still curating the vision	42.7%
Curated and communicated the vision	11.8%
Testing/Piloting the vision	11.8%
Embraced and adopted the hybrid-work environment	22.6%

N=372

Question: Where is your organization on the journey towards vision and associated processes/policies with respect to hybrid work?

MUST-HAVE ELEMENTS OF ORANIZATION CULTURE
% Respondents Who Selected the Culture Element as One of Top 3

CARING	24.5%
LEARNING	20.2%
OUTCOME ORIENTATION	48.4%
RISK-AVERSE	0.3%
ACCOUNTABILITY	32.5%
OPENNESS & TRANSPARENCY	59.9%
RISK-TAKING	3.2%
FUN AND PLAYFUL WORK ENVIRONMENT	8.3%
HIERARCHY-LED	0.3%
STRUCTURED WORK ENVIRONMENT	5.4%
PSYCHOLOGICAL SAFETY	36.6%
COLLABORATIVE	59.4%

N=372

Question: What are the key elements of organization CULTURE for creating the "right" environment for leaders to thrive in a hybrid team?
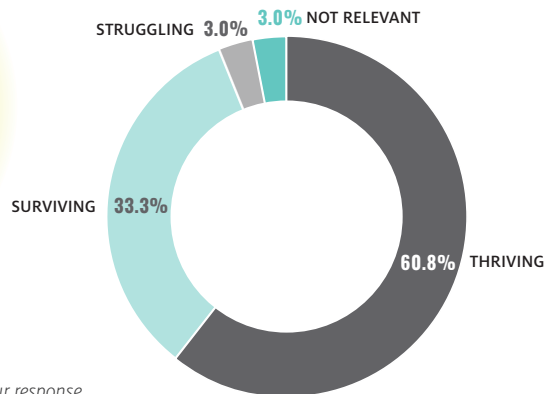
LEADER RESPONSE TO WORK 3.0
Australia & New Zealand

LEADER RESPONSE TO THE HYBRID WORLD
% Respondents Who Selected the Option

At 60.8%, more leaders are thriving in ANZ in the hybrid world as compared to most other nations in Asia Pacific.

STRUGGLING **3.0%**
3.0% NOT RELEVANT
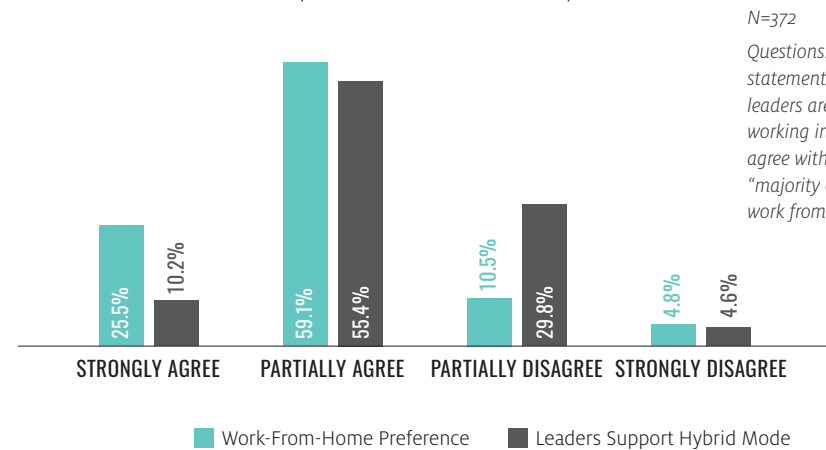
SURVIVING **33.3%**

60.8% THRIVING

N=372

Question: How would you describe your response to the current hybrid work environment?

EMPLOYEE PREFERENCE & LEADER SUPPORT
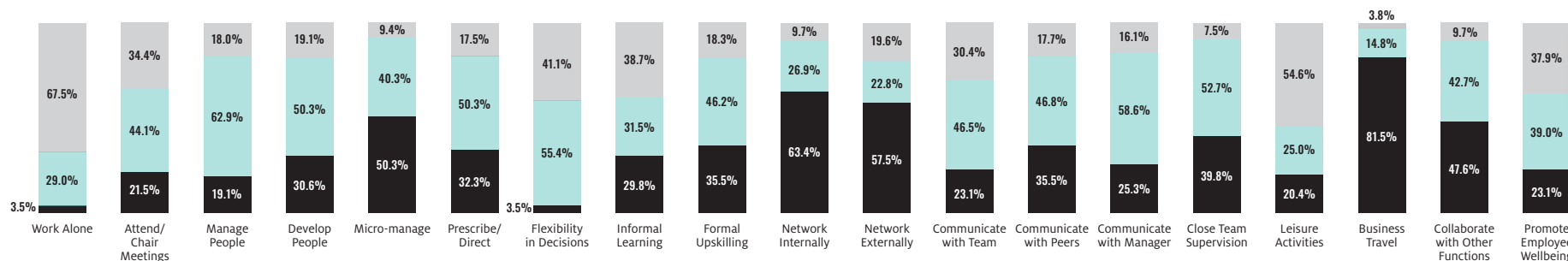*% Respondents Who Selected the Option*

N=372

Questions: Do you agree with the statement that the "majority of leaders are fine with their teams working in hybrid mode?" Do you agree with the statement that "majority of employees want to work from home?"

	STRONGLY AGREE	PARTIALLY AGREE	PARTIALLY DISAGREE	STRONGLY DISAGREE
Work-From-Home Preference	25.5%	59.1%	10.5%	4.8%
Leaders Support Hybrid Mode	10.2%	55.4%	29.8%	4.6%

■ Work-From-Home Preference ■ Leaders Support Hybrid Mode

WHAT ACTIVITIES ARE LEADERS ENGAGING IN?
% Respondents Engaging More/Less/Same-Level in Activities

■ Less-of ■ Same ■ More-of

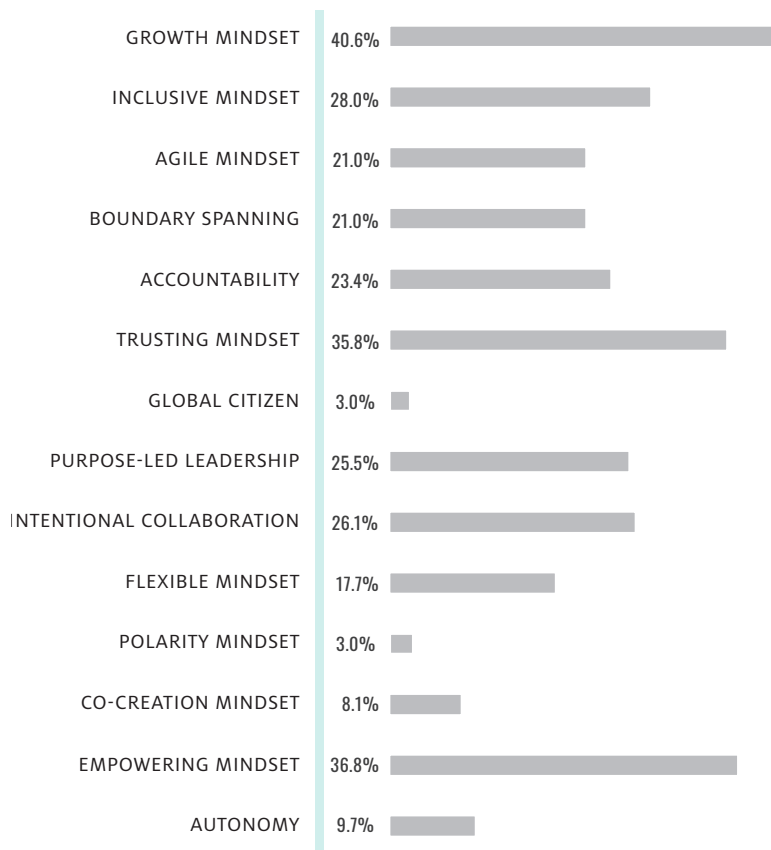| Activity	Less-of	Same	More-of
Work Alone	3.5%	29.0%	67.5%
Attend/Chair Meetings	21.5%	44.1%	34.4%
Manage People	19.1%	62.9%	18.0%
Develop People	30.6%	50.3%	19.1%
Micro-manage	50.3%	40.3%	9.4%
Prescribe/Direct	32.3%	50.3%	17.5%
Flexibility in Decisions	3.5%	55.4%	41.1%
Informal Learning	29.8%	31.5%	38.7%
Formal Upskilling	35.5%	46.2%	18.3%
Network Internally	63.4%	26.9%	9.7%
Network Externally	57.5%	22.8%	19.6%
Communicate with Team	23.1%	46.5%	30.4%
Communicate with Peers	35.5%	46.8%	17.7%
Communicate with Manager	25.3%	58.6%	16.1%
Close Team Supervision	39.8%	52.7%	7.5%
Leisure Activities	20.4%	25.0%	54.6%
Business Travel	81.5%	14.8%	3.8%
Collaborate with Other Functions	47.6%	42.7%	9.7%
Promote Employee Wellbeing	23.1%	39.0%	37.9%

While "work alone" and "leisure" are two activities leaders in ANZ are most engaging in, "internal," "external networking" and "business travel" activities have been most severely hit.

N=372

Question: What are you doing 'less-of', 'same-as-before' or 'more-of' in a hybrid work environment?

WORK 3.0 MINDSETS & ATTRIBUTES
Australia & New Zealand

MINDSETS OF A ROCKSTAR HYBRID LEADER
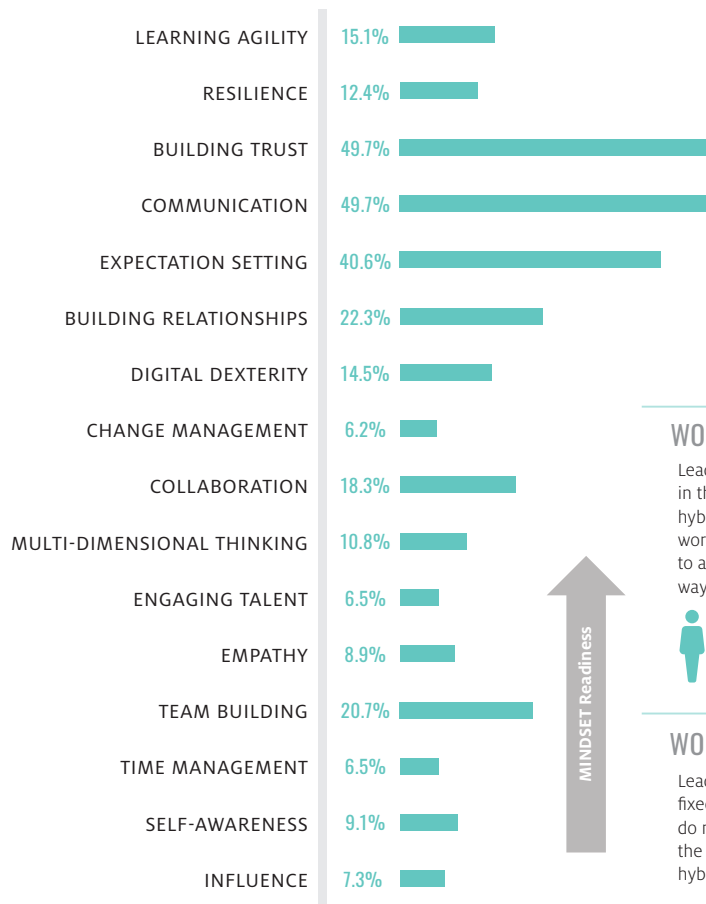*% Respondents Who Selected the Option as One of Their Top 3*

GROWTH MINDSET	40.6%
INCLUSIVE MINDSET	28.0%
AGILE MINDSET	21.0%
BOUNDARY SPANNING	21.0%
ACCOUNTABILITY	23.4%
TRUSTING MINDSET	35.8%
GLOBAL CITIZEN	3.0%
PURPOSE-LED LEADERSHIP	25.5%
INTENTIONAL COLLABORATION	26.1%
FLEXIBLE MINDSET	17.7%
POLARITY MINDSET	3.0%
CO-CREATION MINDSET	8.1%
EMPOWERING MINDSET	36.8%
AUTONOMY	9.7%

N=372

Question: What are the elements of a must-have MINDSET to succeed in a hybrid work environment?

ATTRIBUTES OF A ROCKSTAR HYBRID LEADER
% Respondents Who Selected the Option as One of Their Top 3

LEARNING AGILITY	15.1%
RESILIENCE	12.4%
BUILDING TRUST	49.7%
COMMUNICATION	49.7%
EXPECTATION SETTING	40.6%
BUILDING RELATIONSHIPS	22.3%
DIGITAL DEXTERITY	14.5%
CHANGE MANAGEMENT	6.2%
COLLABORATION	18.3%
MULTI-DIMENSIONAL THINKING	10.8%
ENGAGING TALENT	6.5%
EMPATHY	8.9%
TEAM BUILDING	20.7%
TIME MANAGEMENT	6.5%
SELF-AWARENESS	9.1%
INFLUENCE	7.3%

N=372

Question: What SKILLS must leaders develop/polish to thrive in a hybrid work environment?

At 45.2%, there are more "work champions" in ANZ as compared to the Asia Pacific average of 41.6%.

FLAVORS OF WORK 3.0 LEADERS
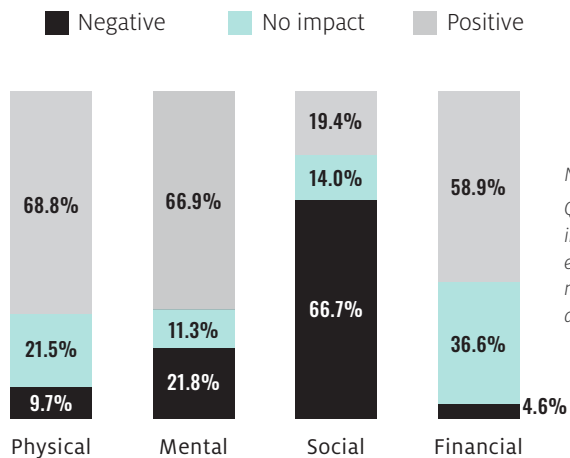*% Respondents Who Rated Their Peers on Skill and Mindset Readiness*

WORK 3.0 HOPEFULS
Leaders who believe in the power of hybrid, but are working on their skills to align with the new ways of work.
19.4%

WORK 3.0 CHAMPIONS
Leaders who have embraced the hybrid work model and champion it internally.
45.2%

WORK 3.0 LAGGARDS
Leaders with a fixed mindset who do not "buy-in" to the concept of hybrid work.
14.2%

WORK 3.0 SKEPTICS
Leaders who have skills such as communication, and learning agility, but are not fully convinced of the efficacy of the hybrid work model.
21.2%

MINDSET Readiness

SKILL Readiness

N=372

Question: My colleagues and peers have the 'right' set of skills and mindset towards hybrid work environment?

WORK 3.0 IMPACT
Australia & New Zealand
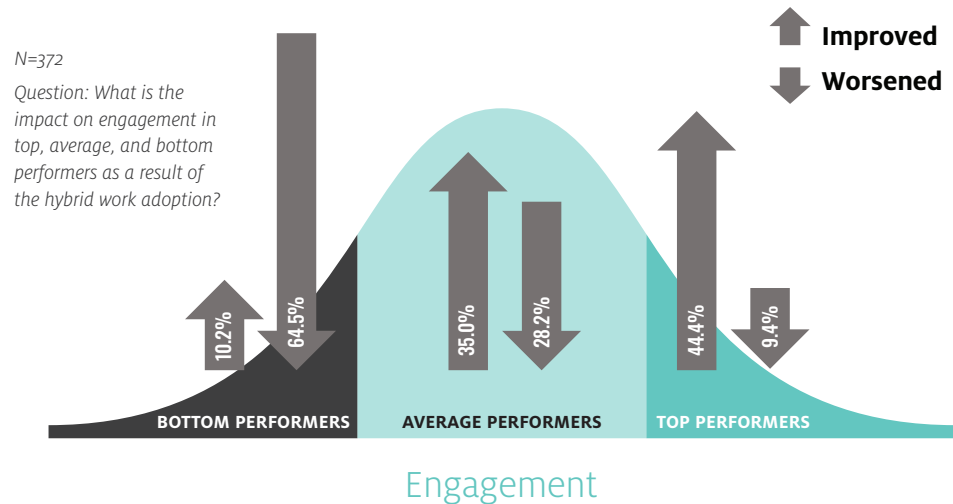
IMPACT OF HYBRID ENVIRONMENT ON LEADER WELLBEING
% Respondents Who Selected Nature of Impact

■ Negative ■ No impact ■ Positive

	Physical	Mental	Social	Financial
Positive	68.8%	66.9%	19.4%	58.9%
No impact	21.5%	11.3%	14.0%	36.6%
Negative	9.7%	21.8%	66.7%	4.6%

N=372

Question: What is the impact of the hybrid work environment on physical, mental, social, and financial aspects of employee wellbeing?

IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE ENGAGEMENT
% Respondents Who Selected the Option

N=372

Question: What is the impact on engagement in top, average, and bottom performers as a result of the hybrid work adoption?

⬆ **Improved**
⬇ **Worsened**

	BOTTOM PERFORMERS	AVERAGE PERFORMERS	TOP PERFORMERS
	10.2% / 64.5%	35.0% / 28.2%	44.4% / 9.4%

Engagement

BIASES AT PLAY IN THE HYBRID WORLD
% Respondents Who Selected the Option as One of Their Top 3

PROXIMITY BIAS 69.4%

SIMILARITY BIAS 56.7%

ANCHORING BIAS 43.3%
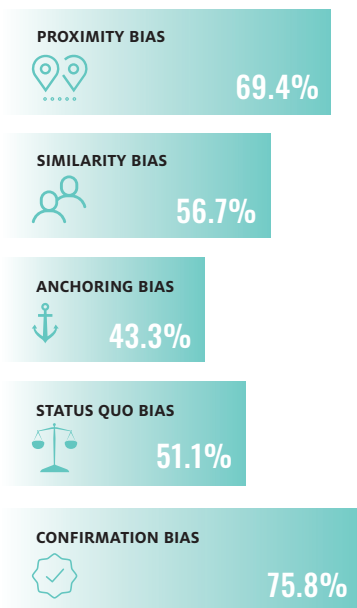
N=372

Question: What cognitive biases, according to you, are more prevalent in a hybrid work environment?

STATUS QUO BIAS 51.1%

CONFIRMATION BIAS 75.8%

IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE PRODUCTIVITY
% Respondents Who Selected the Option

N=372

Question: What is the impact on productivity in top, average, and bottom performers as a result of the hybrid work adoption?

⬆ **Improved**
⬇ **Worsened**

	BOTTOM PERFORMERS	AVERAGE PERFORMERS	TOP PERFORMERS
	11.6% / 60.5%	45.2% / 15.3%	58.0% / 5.0%

Productivity

In ANZ, just like the rest of Asia Pacific, while hybrid model adoption lifts engagement and productivity of top performers, it hurts below-average or "bottom performers."

WORK 3.0 IMPACT
Australia & New Zealand

DIRECTION, ALIGNMENT, COMMITMENT SETTING IN A HYBRID WORK ENVIRONMENT
% Respondents Who Selected the Option

■ Easier to Accomplish   ■ Same as Before   ■ Harder to Accomplish

Direction
- 47.3%
- 40.6%
- 12.1%

Alignment
- 61.3%
- 29.6%
- 9.1%

Commitment
- 44.4%
- 43.3%
- 12.4%

N=372

Question: What, according to you, is the impact of hybrid work environment on setting the Direction, Alignment, Commitment in an organization?
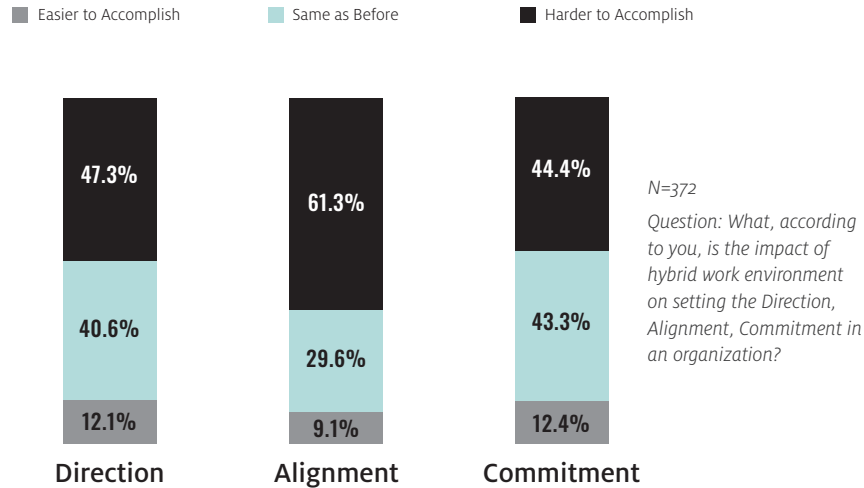
IMPACT OF HYBRID MODEL ON DIVERSITY, EQUITY & INCLUSION
% Respondents Who Selected the Option

■ Improved   ■ Worsened

Diversity
- 13.4%
- 86.5%

Equity
- 28.5%
- 71.5%

Inclusion
- 32.3%
- 67.8%

N=372

Question: What is the impact of hybrid/virtual work environment on diversity, equity, inclusion?
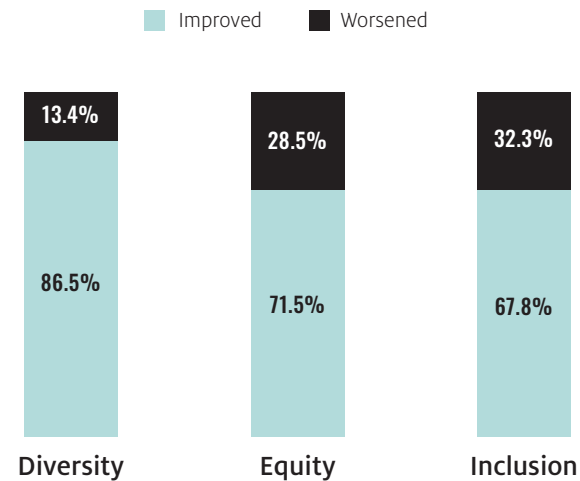
Just like the rest of Asia Pacific region, hybrid adoption has a net-positive impact on diversity, equity and inclusion in ANZ.

10 TAKEAWAYS

1. ANZ data suggests that, quite like the rest of Asia Pacific, expectation from employees to work 100% from the office/onsite has reduced drastically, from 35% pre-Covid to just 4% in the post-Covid period.

2. The hybrid work model is likely to emerge as the most favored option in the near future, with 56% respondents opting for it. Just 8.1% of the respondents predict that staff will be back fully onsite in the next 3-5 years.

3. Respondents note that while employee wellness (74.5%), talent attraction, and increased productivity are the key benefits of embracing WORK 3.0/hybrid mode, 66.9% also highlight that "lack of belonging or human connection" could be the biggest derailer organizations need to guard against.

4. Leaders note that organizational culture and people factors outweigh technology & tools, processes, and workplace design in driving a successful WORK 3.0 environment. More than 82% respondents rate organization culture and people as the "most important" success drivers.

5. Individual leaders feel much more prepared for WORK 3.0 as compared to their organizations. While 60.8% of respondents in ANZ feel they are "thriving" in the hybrid work environment, only 26.1% claim that their organizations are "fully prepared." 22.6% of the surveyed respondents shared that their organizations have completely embraced and adopted the hybrid work environment.

6. As organizations in ANZ embrace WORK 3.0, openness & transparency, collaboration, outcome orientation, psychological safety, and accountability emerge as the top 5 must-have organization culture elements.

7. WORK 3.0-ready leaders must embrace mindsets of growth, empowerment, and trust. In addition, they must demonstrate

attributes of building trust, communicating effectively, and setting clear expectations from their teams. 45.2% respondents in ANZ claim that their colleagues and peers already have the "right" combination of WORK 3.0-ready mindsets and attributes.

8. WORK 3.0 impacts employee engagement and productivity. While it lifts engagement and productivity of top and average performers in ANZ, it has a net-negative impact on the below average or "bottom" performers.

9. WORK 3.0 environment has a mainly positive influence on employees' physical, mental, and financial wellness. It however has a negative influence on social wellbeing, with 66.7% respondents underlining the risk.

10. Leaders in ANZ claim that while a hybrid work environment may encourage proximity, confirmation, and similarity bias, it generally helps the diversity-equity inclusion agenda.

Source: CCL Research 2022.

HOW CCL CAN HELP?

LEADING HYBRID TEAMS PROGRAM

✓ Leading in a hybrid workplace requires putting your people first.

✓ Center for Creative Leadership (CCL) approach focuses on developing the critical leadership skills needed to help you create a thriving hybrid workplace.

WHY LEADERS NEED HELP?

Leading a team can be challenging in any circumstance. Leading in the new, more complex, and dynamic hybrid workplace environment raises the difficulty level as well as the stress.

A major shift is underway right now, fundamentally altering when, where, and how work occurs. As organizations adjust to today's new hybrid workplace, **collaboration among team members who *aren't* co-located** is emerging as the primary way of getting things done.

Effective hybrid workplace leadership requires building cohesion among colleagues working together from disparate locations, fending off burnout, being intentional about inclusion, and strengthening shared culture.

CCL APPROACH

✓ **Our approach to hybrid workplace leadership puts people first** and focuses on building self-awareness, emotional intelligence, conversational skills, and psychological safety.

✓ We also **help develop team and group leadership skills** to create strong work alliances, powerful cross-team networks, and intentional organizational cultures where individuals and teams can thrive — regardless of where their work happens.

✓ We help **equip team leaders for the challenges of leading in the hybrid workplace with research-based, hands-on solutions** that can be used directly with their work teams.

✓ Our **human-centered development solutions** — available both virtually and in-person — can help you strengthen hybrid leadership at your organization, bolster conversations and connections, strengthen organizational culture, and improve business outcomes.
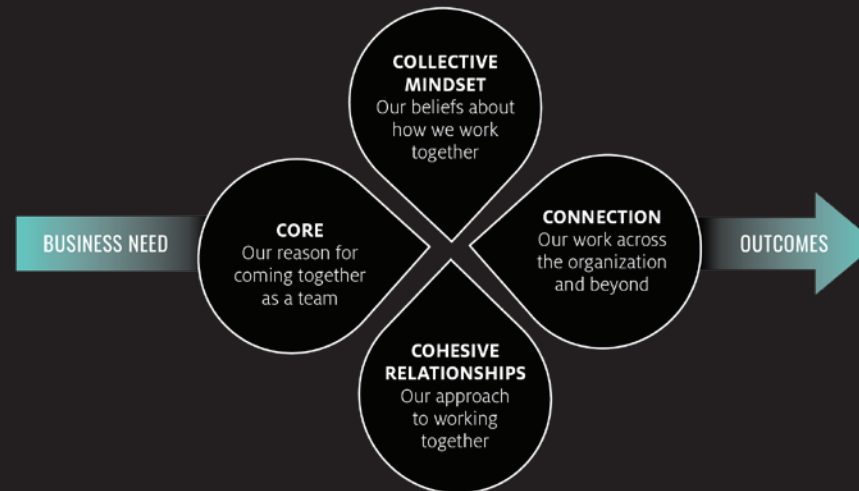
TO LEARN MORE ABOUT THIS TOPIC OR THE CENTER FOR CREATIVE LEADERSHIP'S PROGRAMS AND PRODUCTS, PLEASE CONTACT

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www.amcham.com.sg

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www.asiahrm.com

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www.icdm.com.my

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www.icd.ph

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www.jachro.jp

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www.prasmul-eli.co/id

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www.sasin.edu

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www.shri.org.sg

The **Society for Human Resource Management** is the world's largest professional human resources membership association. As the voice of all things work, workers, and the workplace, SHRM is the foremost expert, convener, and thought leader on issues impacting today's evolving workplaces. Headquartered in Virginia, United States, SHRM has solidified its presence across APAC and MENA. With 312,000+ members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.

www.shrm.org

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www.talentnet.vn

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www.xedspace.com.au

Center for Creative Leadership®

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