People experience in the Digital Workplace

Digital & Hybrid work Survey

Human Capital Cloud Transformation Team | April 2022
Introduction

From February to March 2022, Deloitte Belgium launched a survey to explore employee experience throughout the hybrid & digital workplace. This report shows the main findings and key takeaways from Deloitte's Digital & Hybrid Workplace Survey.
Demographics

Out of 536 Belgian respondents ...

One out of twenty hold a top management position, and one out of seven are team leaders.

Three out of four are Dutch-speaking, the remaining are French-speaking.

One in three are active in the public sector.

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<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Financial</td>
<td>6%</td>
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<tr>
<td>Other</td>
<td>8%</td>
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<tr>
<td>Healthcare</td>
<td>11%</td>
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<td>Education</td>
<td>13%</td>
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<td>Government</td>
<td>32%</td>
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One third of the participants of this survey come from Large enterprises (LEs) with 5000+ employees. An equal share comes from Small- and medium Enterprises (SMEs) with 100 to 499 employees.
Productivity

Enabling great employee experiences increases productivity, allowing organisations to achieve their goals and the workforce to reach their full potential. Some key areas to measure and improve employee experiences are communication, teamwork, knowledge management and collaboration.

Over half of all respondents state that their organization does not have clear communication guidelines in place.

More than half of the respondents do not have regular “focus time” – time to work uninterruptedly and get “things” done.

65% of survey respondents say they have tools that promote teamwork in a hybrid setting, but...

... almost two-thirds agree that they are oversaturated with collaboration tools, especially compared to 12 months ago....

... and almost 60% cannot add some personalization to their daily technology that would allow for the tools to meet their needs and preferences.

Clear communication guidelines positively impact:

- The awareness of important information regarding the organization
- Employee recommendations of the organization
- The perception of a good meeting culture
- Innovation, learning and growth, psychological safety
Productivity

Measuring productivity provides visibility into where an organization is on their digital transformation journey. A key area of productivity is an organization’s meeting culture, which aids efficient teamwork and is a good barometer to assess overall productivity within an organization.

Meeting effectiveness

✓ Eight out of ten respondents stated that meeting notes are transparently shared after a meeting.

Clear Agenda

✓ 83% of people say that some meetings have a clear agenda upfront – but for almost half of those people, this agenda is only sometimes prepared.

Clear expectations

✓ Over 50% states that meetings are unprepared. For the other 48%, meetings are prepared as a general rule, but not all the time.

Multi-tasking

✓ 84% of people say they multi-task during meetings.

Overrun

✓ 72% indicate that meetings rarely or sometimes run over time.

Clear Guidelines

✓ People are quite evenly divided on having clear meeting guidelines (so half of the respondents is aligned on meeting conducts, but half of them is not).

Measuring productivity provides visibility into where an organization is on their digital transformation journey. A key area of productivity is an organization’s meeting culture, which aids efficient teamwork and is a good barometer to assess overall productivity within an organization.

Setting a clear agenda and goal for the meeting, avoiding distractions and sharing meeting notes afterwards all contribute to healthy meeting culture.

Teams or organisations that have a good meeting culture, also tend to have:

- clear guidelines about how to run meetings
- a team leader who supports or facilitates hybrid ways of working
- tools that allow a level of personalization (for example managing their own notifications)
Engagement

Higher employee engagement within an organisation translates into higher productivity, higher knowledge management and increased customer engagement among other positive business outcomes.

- 80% of respondents indicate that they are aware of the norms & values of their employer
- 60% of respondents indicate that they are less connected with people in their organization in the hybrid setting
- 74% of participants find it less or at least as inefficient in a hybrid setting to retrieve necessary information to perform their job

We measured peoples’ engagement via the ENPS*

“On a scale from 0 to 10, how likely are you to recommend your company to a friend or colleague?”

24% 53% 24%

Connection plays a key role in employees’ engagements. Those who feel less engaged, also tend to feel less connected to their organization in a hybrid setting.

Key Insights

Those people who feel highly engaged (24%) conveyed the following in relation to how they are supported in a hybrid setting:

- Our team leader supports us or facilitates us in the hybrid way of working and the implications it has.
- My organization has solutions in place to encourage learning and growth daily, in a digital or hybrid way of working.
- By clearly communicating and having a good vision of the organization’s strategy and objectives.

Connection plays a key role in employees’ engagements. Those who feel less engaged, also tend to feel less connected to their organization in a hybrid setting.

* Employee Net Promoter Score (ENPS) is a measure used to gauge employee loyalty, satisfaction, and enthusiasm with an organization, asking one simple question: “On a scale from 0 to 10, how likely are you to recommend your company to a friend or colleague?”
Leadership

Strong leadership and a clear digital workplace strategy, embedded in your overall strategy, are the foundations for a more productive and engaged workplace.

40% of respondents indicate that their leadership is not setting an example for a hybrid way of working - or at least, not enough.

Visibility

Regardless of on- or off-site working – 67% of participants indicate that their leadership keeps them engaged by being visible and accessible for questions, input, alignment, etc.

NWOW Support

59% of respondents agree that their leadership offers support for working in a hybrid setting and the challenges this presents.

Change Management

54% agree that their team leader makes sure they get the necessary support and coaching when their technology or ways of working change.

Key Insights

A leader is an individual who encourages and empowers their team toward a shared goal. We at Deloitte believe that strong leadership is one of the foundations for a successful hybrid workplace.

Overall, we found that strong leadership tends to be linked to a good meeting culture, high employee recommendations for the organization, and higher adoption of new ways of working.
Adoption & Change management

Hybrid ways of working means implementing new behaviours and tools. It is important to provide a framework to help teams transition to these new ways of working and make sure that new habits stay reinforced.

Key Insights

By creating a psychologically safe environment for employees, a company can also stimulate the adoption of new ways of working.

Respondents confirmed that adoption can be increased by:

- Having a team leader who supports or facilitates employees in the hybrid way of working and the implications it has
- Having a good vision of the organization’s goals and strategy
- Having tools allowing a level of personalization that meets needs and preferences – for example, filter on information that is relevant for my specific job
- Having tools that promote teamwork with other teams in a hybrid environment

In 70% of cases respondents do not experience difficulty maintaining a clear overview of the organizational objectives in a hybrid setting. Only 13% do have difficulty with this.

One in five participants think that their organization has no solutions in place to stimulate daily learning in a hybrid setting.

Almost one in three people indicate that introducing new tools is difficult often due to an inconvenient approval process.

Just over one in five respondents think that there is insufficient adoption and change management when introducing a tool that facilitates a hybrid way of working.

Today's digital workplace presents new challenges and opportunities for organizations. The shift to hybrid work models requires a pro-active approach to adoption and change management to ensure successful implementation and sustained engagement.
What can you do?

Aligning leadership on how you want to enable hybrid or digital working for your people is key. Your digital strategy should be embedded in your overall strategy, taking into account the dynamics that play on all levels – personal, team and organisational and within your ecosystem.

**Takeaways**

- Prioritize your **business outcomes** based on your organization's **purpose** and then define the roadmap you need.

- Strive for an optimal **Employee Experience** driven by **Human Centred Design** and Behavioural Science.

- Impacts of a great **employee experience** play on all levels – and all these levels influence each other.

- Strong leadership and a clear **digital workplace strategy** should be embedded in your overall strategy. These are the foundations for a more productive and engaged workplace.

In today's disruptive reality, building your digital strategy is a continuous journey – one that Deloitte can help you with.
Thank you.

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