Respecting the power of the individual
Organizations face some challenges as they revamp their approach to workforce management, rewards systems, and career models.

- Only 16% say their organizations have a well-defined strategy to manage contractors, freelancers, and gig workers.
- Only 8% say their organizations are very effective at creating personalized, flexible rewards.
- A whopping 59% say their organizations are not effective or somewhat effective in empowering people to manage their own career.

The symphonic C-suite
Respondents who indicate their C-suite executives regularly collaborate on long-term interdependent work are a third more likely (34%) to expect 10 percent growth or more in the next year than respondents whose CxOs operate independently.

Filling society’s leadership vacuum
A focus on citizenship can yield rich opportunities to build social capital and become a leading voice on societal issues.

- How do organizations view advancing worker age?
  - 18% as an advantage
  - 20% as a disadvantage

- 77% of respondents indicated that social responsibility and citizenship are important, yet only 18% of organizations treat citizenship as a top priority in corporate strategy.

Leveraging technology for sustainable growth
New technologies can help lift productivity and performance, but organizations must also pay attention to their impacts on the workforce as a whole.

- 72% said AI, robots and automation are important, but only 31% felt their organizations were prepared to address strategy to implement these technologies.

With the growing use of digital communications tools, respondents felt interactions will change.

- Face-to-face meetings: 44%
- Work-based social media: 67%
- Instant messaging: 62%
- Collaboration platforms: 70%
- Phone conversations and texting: 30%