

Reimagining work in the next normal

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The pandemic has accelerated on-going macro trends



Increased connectivity

Connectivity is undermining traditional power structures; people can now self-organize.

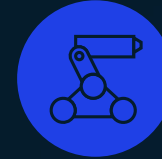
COVID forced a 100% virtual operating environment for many



Lower transaction costs

Falling transaction costs are enabling people to collaborate better outside large organizations.

COVID revealed new ways can be more efficient and effective



Unprecedented automation

Data and platforms are enabling companies to scale and fuelling automation.

COVID showed that every business is now be a technology business



Societal expectation shifts

The role of business and society is changing as a new generation rises.

COVID challenged business and society to solve problems together

Organizations have an opportunity to put these trends to work

However, people are tired, suffering from burnout, and “pandemic fatigue”

42% of women and 35% of men reported being often or almost always burned out¹

85% Reported that their wellbeing had declined²

3x more than before the crisis, employees rate their mental health as “very poor”³



Employees who are burned out are:

1.6x more likely than employees overall to have considered downshifting / leaving⁴

1.6x more likely to have considered taking a job at a different company with a better work culture⁴

1. McKinsey; <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

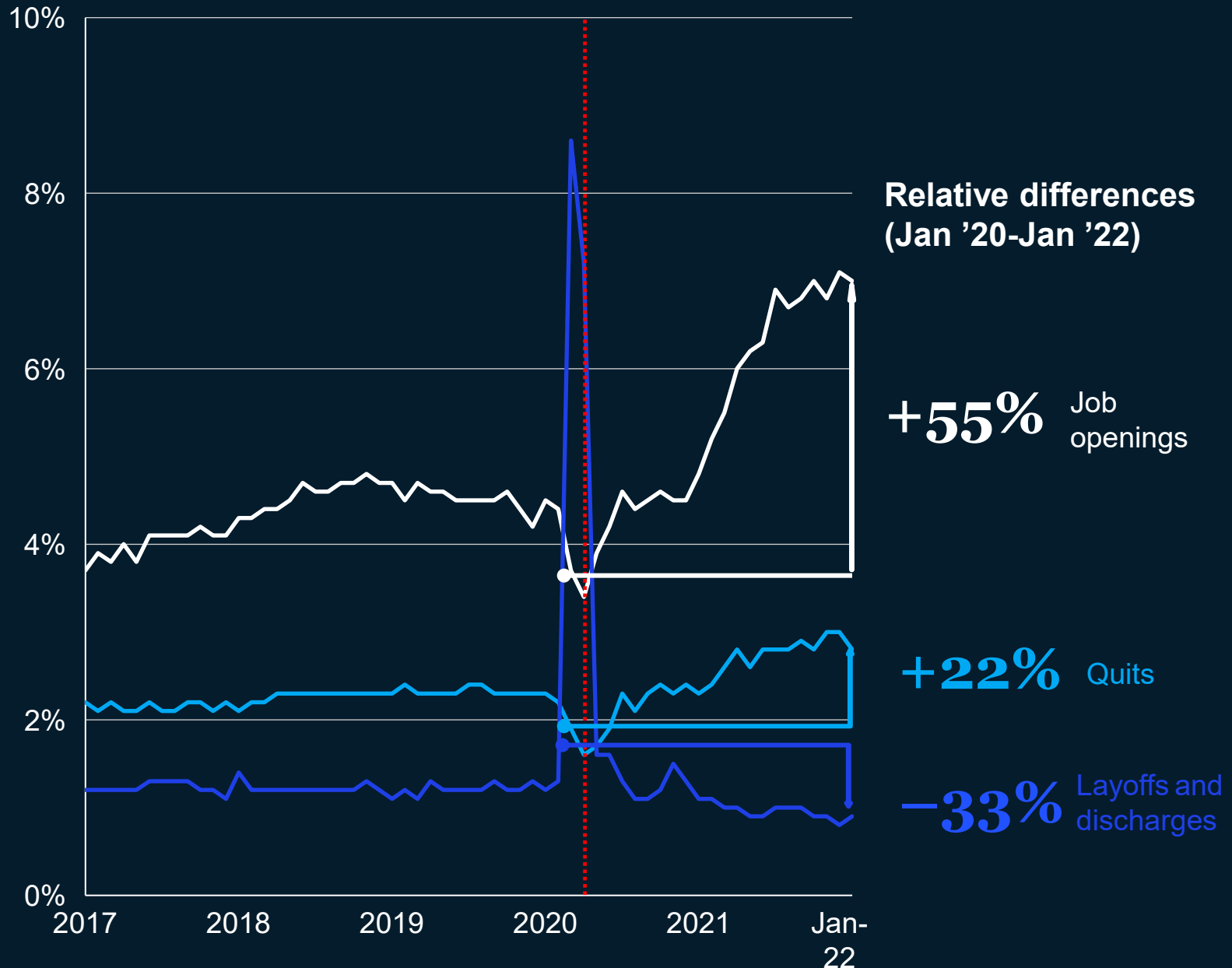
2. HBR: 2021, Beyond Burnout by Jennifer Moss

3. Mental Health America Survey: Mental Health in the Workplace

4. Women in the Workplace, 2021

Employees are quitting their jobs at a record pace

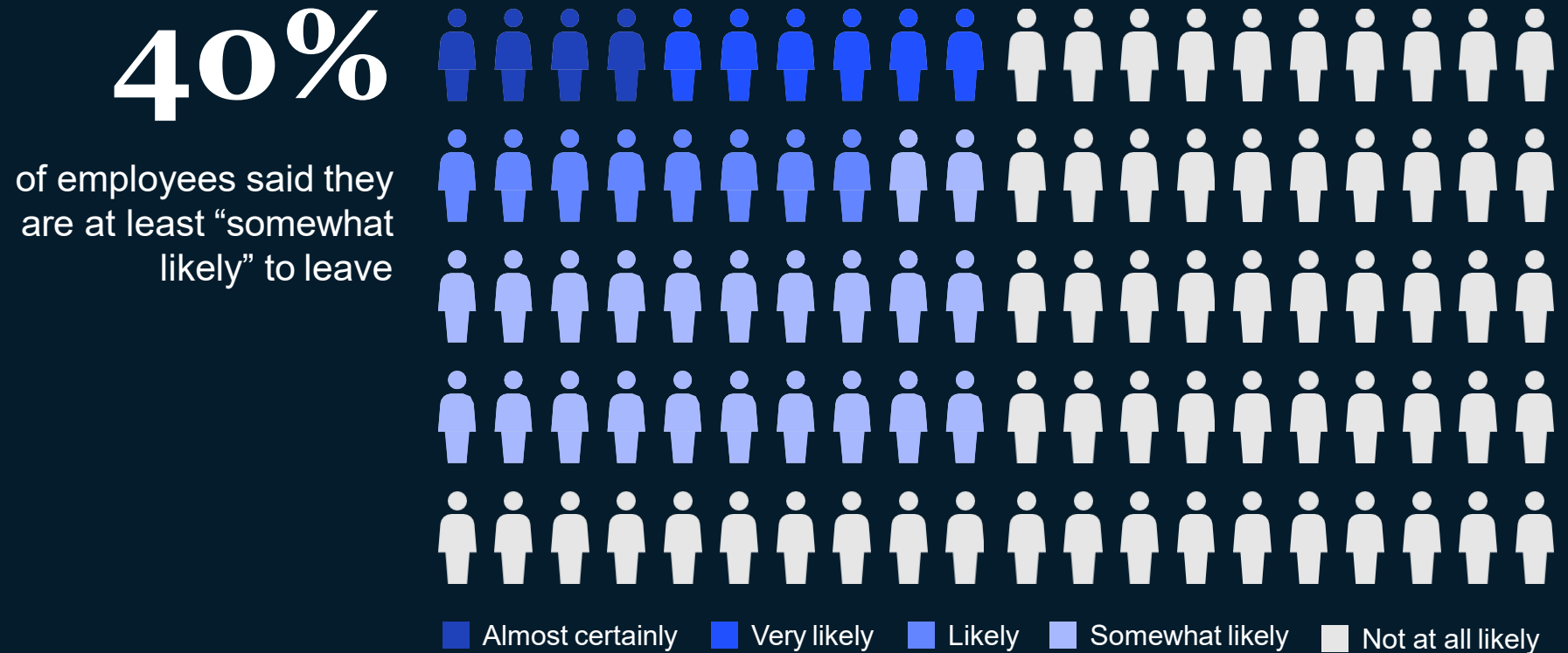
% of total employment in the US



The Great Attrition is happening –and will probably continue

Likelihood that employees will leave their current job in the next 3 to 6 months

% of respondents



People are willing to leave without having another job lined up

In the past 6 months,

36%

employees have quit
without a job offer



In the next 3 to 6 months,

64%

employees are at least “somewhat
likely” to quit without a job offer

And they're not rushing to return

Of those who quit without a job in hand...

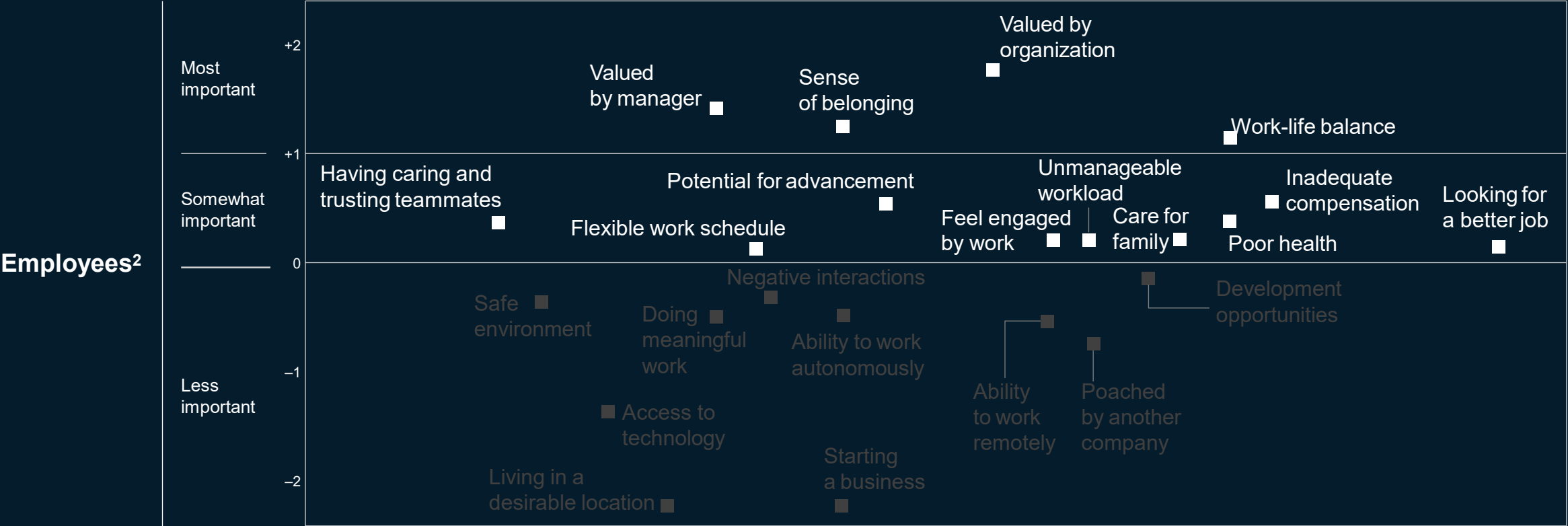
29% have returned to
traditional full-time employment

44% have no plans to
return to traditional employment in
the next 6 months



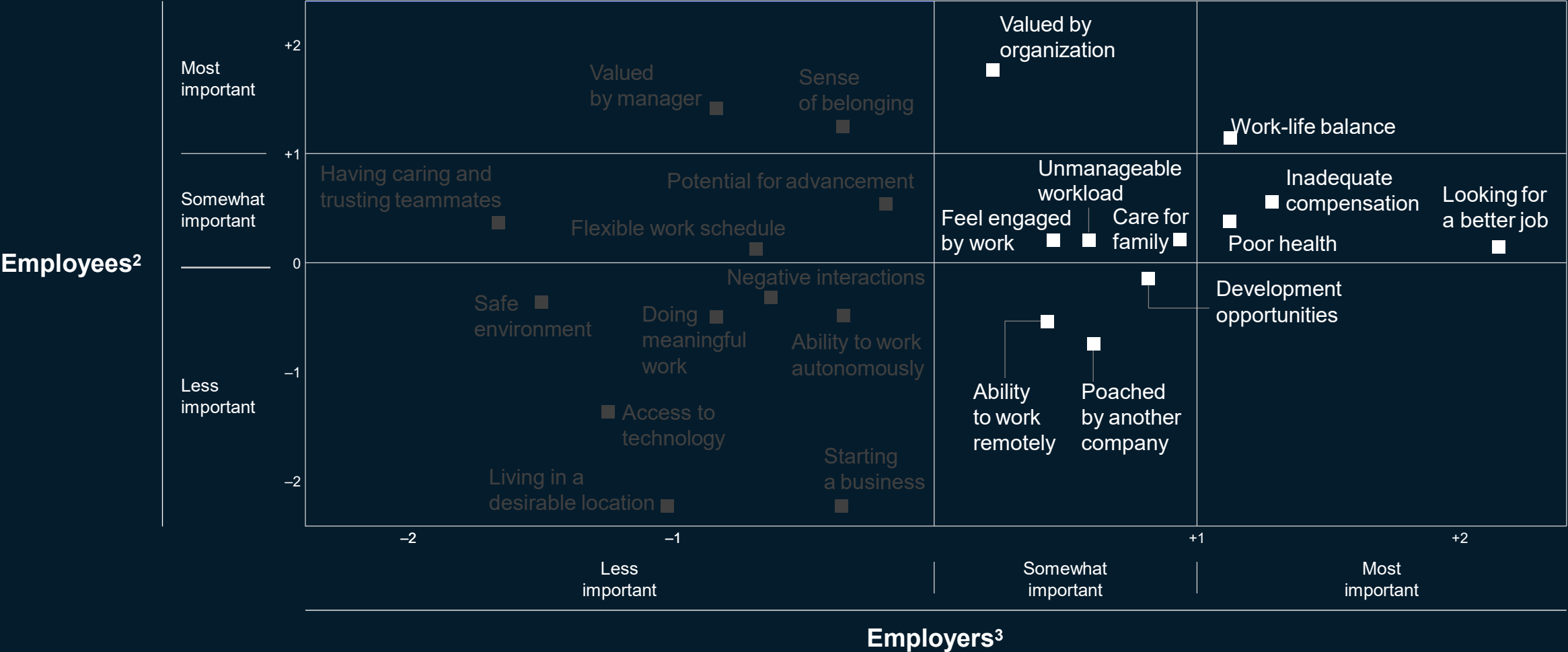
**And we can't solve a problem that
we don't understand**

Relational aspects of work are primary factors driving employees to stay or leave ¹



1. Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to this question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to this question: Why do you think employees are choosing to leave your organization now? (Select all that apply.); 2. Employee insights from employees who quit recently (n=845); 3. Employer insights (n=250).

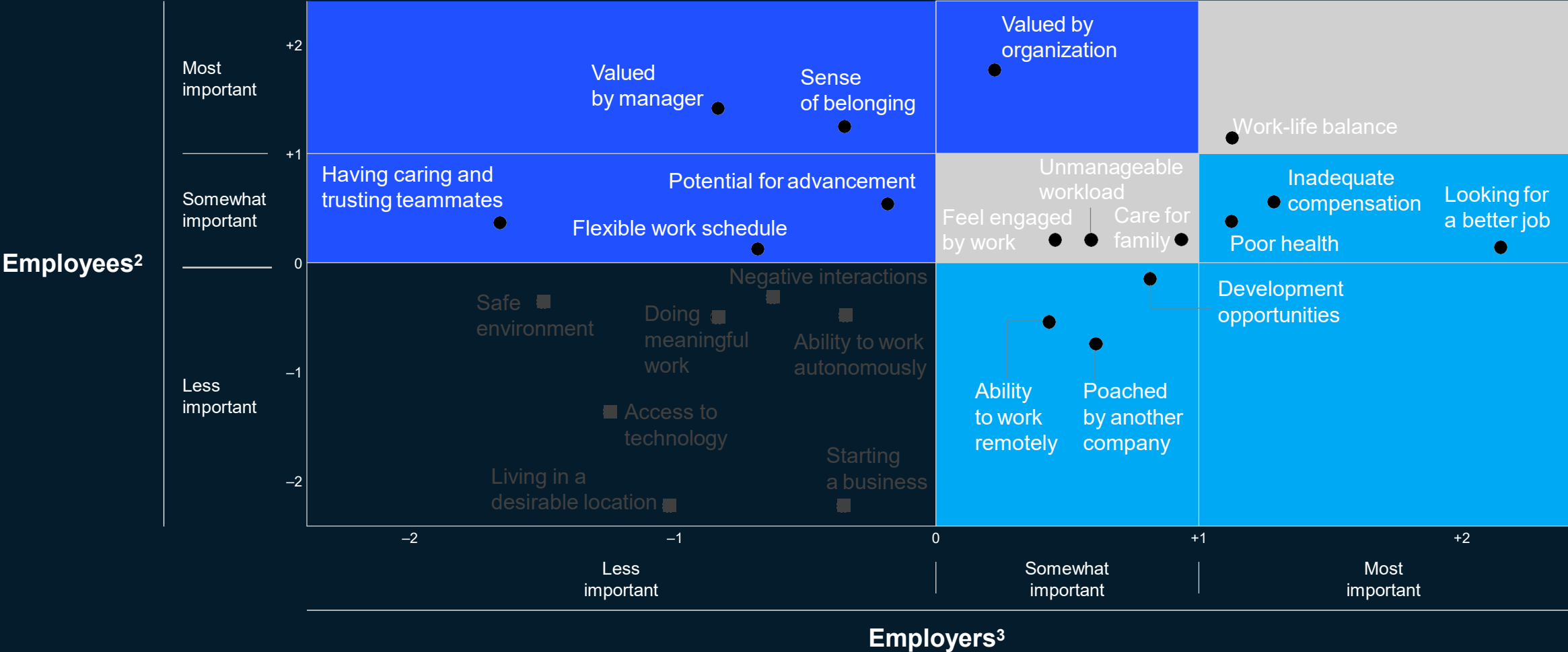
Employers are focused on more transactional elements as drivers of employee attrition¹



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There is a fundamental mismatch in what employees and employers think is important¹

- More important to employees than employers think
- As important to employees as employers think
- Less important to employees than employers think



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Listen to your employees
and focus on what's most important to them

Anchor in flexibility

- Embrace a model of purposeful presence, but think beyond location
- Set & role model clear guidelines and expectations



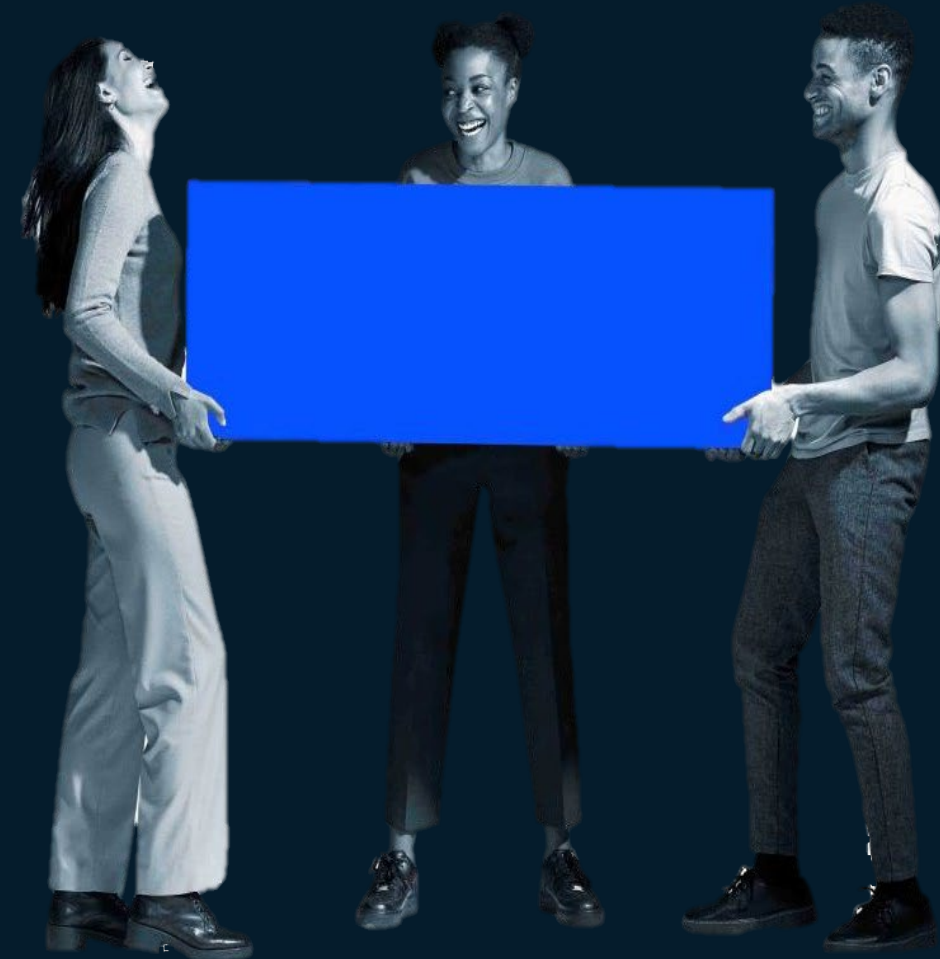
1



Strengthen your culture

- **Focus on the relational aspects of work that people have missed the most**
- **Build a sense of community**

2



Value employees as whole people

- **Align benefits with employee priorities**
- **Recognize who they are and what they do inside and outside of work**

3



Ensure people (especially managers) have the skills and resources to lead

- Provide career paths and development opportunities
- Invest in capability building

4



Q&A

