



# 2017 GLOBAL WORKPLACE TRENDS




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## AGENDA



1. Welcome and Introductions
2. Why the Global Workplace Trends Report?
3. Background and Methodology
4. Trends Overview and Implications
5. Discussion




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## WHY A GLOBAL WORKPLACE TRENDS REPORT?



- **Sodexo Workplace Impact**
  - Serve more than 420,000 employees
- **Critical for Navigating Today's Business Environment**
  - Help us to help our clients stay ahead
- **Supports our Quality of Life Mission**
- **Informs New Thinking and Sparks Conversation**




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**BACKGROUND AND METHODOLOGY FOR 2017**



- Identified Trend Topics Through Sodexo Research and Insights
- Interviewed Nearly 50 Experts Across the Globe
- Leveraged News and Research Databases for Supporting Data and Statistics
- Sodexo Trend Experts Identified Trend Themes and Implications

4 -



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**2017  
WORKPLACE  
TRENDS  
AT A GLANCE**

- 1. THE AGILE ORGANIZATION**  
Striking a Balance Between Speed and Stability
- 2. THE RISE OF CROSS-WORKPLACES**  
Accelerating Innovation Through Chance Interactions
- 3. EMPLOYEES WITHOUT BORDERS**  
Understanding the Impact of Migration on the Workplace
- 4. THE NEW GEN OF ROBOTICS**  
How Robots are Transforming the Way We Work
- 5. INTERGENERATIONAL LEARNING**  
A New Model for Talent Development
- 6. PERSONAL BRANDING GOES TO WORK**  
A Powerful Tool for Employees and Employers Alike
- 7. REDEFINING WORKPLACE EXPERIENCE**  
Putting Design Thinking Principles to Work
- 8. THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT**  
Reframing CSR Through a Shared Vision and Common Purpose
- 9. UNLOCKING THE POTENTIAL OF MILLENNIAL TALENT**  
A New Understanding of What Drives this Generation
- 10. WELLNESS 3.0**  
The Workplace as a Wellness Destination

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**THE AGILE ORGANIZATION  
STRIKING A BALANCE BETWEEN SPEED AND STABILITY**



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**THE AGILE ORGANIZATION**  
**STRIKING A BALANCE BETWEEN SPEED AND STABILITY**

- The world of work is changing fast – technology, markets, politics, people – and the rate of change is constantly increasing.
- For organizations and employees, it's vital to cultivate agility: speed plus stability. This means being fast enough to adapt to new conditions and stable enough to ride through the turbulence of change without falling apart.
- As individuals, we need to be innovative, creative and flexible while supporting organizational calls for product and service standardization, process compliance, efficiency and predictability.
- How can we—as individuals and organizations—make sense of this paradox? Agility is a challenge that demands intimate understanding of organizational objectives, personal commitment at all levels, selfless and seamless teamwork, and the ability to flex and adapt performance.

**Experts**

- Isaac Getz, Co-Author, Freedom, Inc.; Professor of Leadership and Innovation, ESCP Europe Business School
- Michael Bazigos, Ph.D., Managing Director at Accenture Strategy, Adjunct Professor, Department of Organization and Leadership, Columbia University

7 -




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**THE RISE OF CROSS-WORKPLACES**  
**ACCELERATING INNOVATION THROUGH CHANCE INTERACTIONS**



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**THE RISE OF CROSS-WORKPLACES**  
**ACCELERATING INNOVATION THROUGH CHANCE INTERACTIONS**

- The quest for innovation drives much of the relentless attention paid to the 'workplace'. How can organizations 'structure' or design for innovation?
- One school of thought and practice is that innovation emerges from 'cross-pollination' whereby the boundaries between teams in large organisations are made to remain fluid and flexible to encourage meaningful cross-discipline, cross-generational, cross-cultural interaction.
- Cross-pollination is as much about the design of the physical environment to prompt social interaction between people who don't usually work together that can spark a great idea as workplace programs such as 'hack-athons'.
- Cross-pollination is not about 'keeping it inside the organization' but also involves leveraging suppliers, clients, consumers, NGOs, academics and others to address the greatest challenges. This requires openness, curiosity, listening and trust.
- Thecamp: A new ecosystem in Southern France gathering together private and public leaders, students, entrepreneurs, children and artists, striving for a more sustainable world and more humane societies. The campus hosts a variety of living and "fab labs" that enable campers to experience innovative technologies, appropriate them, imagine potential applications and prototype

**Expert**

- Frédéric Chevalier, Founder, thecamp; Founder and former Chairman, HighCo.

9 -




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**EMPLOYEES WITHOUT BORDERS**  
UNDERSTANDING THE IMPACT OF MIGRATION ON THE WORKPLACE



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**EMPLOYEES WITHOUT BORDERS**  
UNDERSTANDING THE IMPACT OF MIGRATION ON THE WORKPLACE

- Global migration continues to dominate the political discourse.
- Migration takes myriad forms and has different impacts over time and space. To gain an understanding of the many facets of migration is to start making sense of the contribution businesses can make alongside public sector and NGO partners.
- For many migrants, language and employment are key to successful integration: businesses have a clear role to play.
- Companies that have corporate cultures with deep foundations in diversity and inclusion will be best placed to rise up to help their communities and, in turn, their countries by recruiting and integrating migrants.
- A diverse, skilled, engaged labor market with high levels of participation is more likely to be resilient, adaptable and competitive.
- Organizations are navigating uncertain waters as they evaluate changing skill needs and availability, location benefits and effective cultural integration.

**Experts**

- Jean-Christophe Dumont, Ph.D., Head, International Migration Division of the Directorate for Employment, Labour and Social Affairs, OECD
- Rohini Anand, Ph.D., Global Chief Diversity Officer, Sodexo

11 -



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**THE NEW GEN OF ROBOTICS**  
HOW ROBOTS ARE TRANSFORMING THE WAY WE WORK



12 -



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**PERSONAL BRANDING GOES TO WORK**  
A POWERFUL TOOL FOR EMPLOYEES AND EMPLOYERS ALIKE



16 -



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**PERSONAL BRANDING GOES TO WORK**  
A POWERFUL TOOL FOR EMPLOYEES AND EMPLOYERS ALIKE

The personal brand is ubiquitous today: Anyone with access to a computer can have one

**Great Personal Brands:**

- Are "the essence of who a person is"
- Define a person's unique value proposition
- Are purposeful about sharing good content
- Are proactive at networking and building both the breadth and quality of their online connections

Personal branding is taking on a new life as employers look to leverage the power of employees' personal brands for the good of the company.

- Companies are coming to view their employees' personal branding websites as always-on (and no-cost) marketing channels
- Brand messages are re-shared 24x more frequently when posted by an employee versus the brand's social media channels.
- Employee brand ambassadors give the organization a competitive advantage, improving reputation, improving employee satisfaction and retention and, (most importantly) improving reach and visibility.
- HR departments are monitoring personal brands to recruit and vet new talent

When employees successfully "brand" themselves as experts in an industry, both the employee and the employer can achieve measurable benefits. However, enterprises must support employees developing a strong personal brand under a planned strategy in order to achieve these benefits.

**Experts**

- Gaurav Gulati, Asia's Leading Personal Branding and Engagement Expert
- Jeanne Meister, Founding Partner, Future Workplace
- Robert Moran, Global Head, Brunswick Insight, Partner, Brunswick Group
- Susan Emerick, Author, *The Most Powerful Brand on Earth*

17 -



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**REDEFINING WORKPLACE EXPERIENCE**  
PUTTING DESIGN THINKING PRINCIPLES TO WORK



18 -



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**REDEFINING WORKPLACE EXPERIENCE**  
**PUTTING DESIGN THINKING PRINCIPLES TO WORK**

- "Workplace experience design" is an approach that has seen rapid evolution over the past few years, and is now a critical strategic imperative for organizations looking to put the employee experience first.
- Rather than expecting employees to adapt to workplaces, the discipline of experience design/design thinking aims to create workplaces adapted to the way employees work and do their jobs.
- The human-centric work space is designed to enable people to feel and perform better, to remove unnecessary workplace complexity and relieve the overwhelmed employee.
- Improving the workplace experience can mean making changes to any service, process or aspect of the workplace that affects the employee in some way.
- Some best practices include incorporating natural elements, designing spaces to enhance employee health & well-being, including communal or lounge spaces that promote collaboration, and infusing playfulness and creativity into the design.

**Experts**

- Tom Stat, Innovation Expert, Design Thinker, Strategy Consultant and Entrepreneur
- Dr. Rachel Permeth, Ph.D., Global Vice President of Research, Corporate Services, Sodexo
- Mark Newlands, Global Workplace Experience Lead, Johnson & Johnson
- Randy Fiser, CEO, American Society of Interior Designers
- Brett Hautop, Head, Design + Build, Global Workplace Services, LinkedIn.

19 -



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**THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT**  
**REFRAMING CSR THROUGH A SHARED VISION AND COMMON PURPOSE**



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**THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT**  
**REFRAMING CSR THROUGH A SHARED VISION AND COMMON PURPOSE**

- With the UN's release of the 17 Sustainable Development Goals (SDGs) for 2030, we now look to that year as our due date to deliver a better trajectory for present and future generations.
- One of the strongest trends within the sustainable development agenda has been the growing realization that businesses must play a pivotal role in support of social and environmental as well as economic ends. And for their efforts toward this end they will be rewarded in terms of brand image, reputation and demand.
- Today's employees want to be part of the solution. A new generation of employees have grown up demanding that the organizations that they work for contribute to sustainability.
- A number of standards, certifications and industry initiatives provide a measure of commitment or external verification of claims that sustainability is being integrated into supply chains, operations, products and services.

**Experts**

- Neil Barrett, Group Vice President of Sustainable Development, Sodexo
- Thomas Candéal, Sustainability Project Manager, International Food Waste Coalition
- Jessica Rose Cooper, Executive Vice President and Director of Sustainability, Delos
- Elisabeth Laville, Founder and Director, Utopies
- Aaron Sherinian, Chief Communications and Marketing Officer, United Nations Foundation
- Jeff Malcolm, Director of Private Sector Engagement, World Wildlife Fund

21 -



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**UNLOCKING THE POTENTIAL OF MILLENNIAL TALENT**  
A NEW UNDERSTANDING OF WHAT DRIVES THIS GENERATION



22 -



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**UNLOCKING THE POTENTIAL OF MILLENNIAL TALENT**  
A NEW UNDERSTANDING OF WHAT DRIVES THIS GENERATION

- By 2025, millennials will form 75% of the global workforce. How to engage this population both behaviorally and emotionally? How to capitalize on the opportunities uniquely presented by the millennial generation?
- Employers who develop a better appreciation for this overanalyzed yet often misunderstood generation stand to benefit the most from the collaboration, creativity and authenticity they bring to the table.
- The old paradigm of hiring, managing, and training all employees in a homogenous manner must be challenged in light of this new generation's perceptions and motivations
- Our report highlights millennials' values in the workplace and provides insights on what companies need to do to capitalize on the strengths of millennials.

**Experts**

- Dan Schawbel, Partner and Research Director at Future Workplace and Author, *Promote Yourself: The New Rules for Career Success* Ron Alsop, Author, *The Trophy Kids Grow Up*
- Matt Britton, Author, *YouthNation*
- Elisabeth Kelan, Ph.D., Professor of Leadership, Cranfield School of Management
- Christine Hassler, Author, Speaker, Coach and Consultant
- Crystal Kadakia, Author, *The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs*
- Joan Kuhl, Founder and President, Why Millennials Matter, Author, *Misunderstood Millennial Talent: The Other 91 Percent*

23 -



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**WELLNESS 3.0**  
THE WORKPLACE AS A WELLNESS DESTINATION



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**WELLNESS 3.0**  
**THE WORKPLACE AS A WELLNESS DESTINATION**

- As the boundaries between work and life continue to blur, employees expect their workplace not to be a source of stress, but rather a wellness “destination” designed to enhance their quality of life.
- The old model consists of wellness programs that are piecemeal, not integrated. The more modern model is about creating a culture of well-being focused on not just physical wellness, but on the intimately tied components of physical/financial/ emotional well-being—they all wrap together.
- Several models and frameworks help illustrate the new approach. While common themes unite them, each examines and defines employee well-being through a different lens.
- With respect to measurement, there will be an increasing shift toward a VOI (Value on Investment) model, which allows organizations to measure qualitative outcomes like employee engagement and morale. Organizations will also look to evaluators to identify which components of their approach are most effective.

**Experts**

- Nebeyou Abebe, Senior Director of Health & Well-being, Sodexo North America
- Dr. Peter Wald, Chief Medical Officer, USAA
- Glorian Sorenson, Director, Harvard Center for Work, Health & Well-being
- Joanna Frank, Executive Director, Center for Active Design
- Dr. David W. Ballard, Assistant Executive Director for Organizational Excellence at the American Psychological Association

25 -



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**DISCUSSION**

- Observations
- Implications
- Action Steps

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**THANK YOU!**

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