GoTo

GoTo State of Worklife: 2022

Flexible work in the age of uncertainty.

Maintaining essential connections

Business leaders have faced countless challenges over the past two to three years, and there's no sign that we'll see things change any time soon. No stranger to disruption, IT teams have faced unprecedented demands — from a global pandemic and the shift to hybrid work to ever-present cybersecurity concerns and the threat of a worldwide economic recession on the horizon.

Even as we shift our focus to the next great disruption, it's worth reflecting on the lessons learned from one we're still experiencing – navigating the shift to a more flexible worklife. Our learnings can help us weather whatever's ahead, so we are prepared to not only survive but thrive.

In March 2022, GoTo collaborated with Frost & Sullivan to capture what small and mid-size business leaders are thinking about flexible work, along with the impact that supporting a distributed workforce has on IT teams. The resulting research and supporting report provide an illuminating snapshot of a world very much in flux. While hybrid and flexible work options provide essential benefits to businesses and employees, they create additional burdens on IT, and these challenges could grow even more acute as teams are asked to do more with less.

These new challenges, along with a shift to hybrid work, have forced business leaders to rethink conventional wisdom and quickly evolve to meet the needs of a newly distributed workforce. But as the report demonstrates, keeping everyone connected and supported is no small task, so as times grow more uncertain, small and mid-size businesses cannot afford the cost when essential connections break.

Having the right tools and policies in place to keep us connected, supported, and productive will help to future-proof your organization against whatever might be coming around the bend. It's safe to assume that whatever the future holds, adaptability and flexibility will be required in our ever-changing worklife.

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Executive Summary

The COVID-19 lockdowns had many unforeseen consequences, including a global experiment in remote work feasibility for those workers who were not tied to a physical location to do their job. Organizations and employees alike had to pivot fast, but have now had time to understand their needs and preferences, and many are now reviewing their policies and practices around work location to ensure they are set up for success for whatever comes next, be it economic uncertainty or any other unforeseen disruption.

The overarching theme we see emerging is hybrid working: supported by digital transformation which decouples the work itself from a fixed location, knowledge-based-workers (KBWs) are returning to central locations on a flexible and part-time basis, while those physical spaces are being re-shaped around specific collaboration needs.

Organizations now have time to rethink and consolidate their strategies around remote collaboration and review any hasty decisions and experiments which took place during the state of emergency. Effective workflows and required tech stacks are being reviewed, and the C-suite is recognizing that the role of those who support and provide IT services has also transformed.

In February and March 2022, GoTo and Frost & Sullivan surveyed 1,000 small and midsized business leaders in management and IT in North America, Europe, and Asia-Pacific. Respondents represented more than 20 industries, including technology, financial services, manufacturing, retail, education, healthcare, and professional services. All had no more than 1,000 knowledge-based employees, and spanned the small-medium business sphere, which faced unique challenges responding to the technological and logistical demands on lockdown: frequently without extensive in-house IT resources to call upon.

The research clearly demonstrated the power and flexibility of hybrid working in meeting the needs of professionals, enhancing retention and productivity in a changing world, and supporting resilience and business continuity during times of geopolitical, economic, and health uncertainties. However, the changed role of IT support was one of the most distinct conclusions — clearly indicating that the only way to make flexible working work, is to have the right devices, the right software stack, and the right people supporting it.

Ensuring remote and mobile workers receive the same IT support as those on-site, and that the right resources are available, is fundamental for success in the evolving "new normality."

Above all, businesses are now entering a period in which competitive differentiation means being intentional about the way they work, which includes the "where" — supporting choice and flexibility in new ways, and investing in the available tools to truly level the playing field for all.

01

How We Work Now

From panic to pragmatism: The ever-evolving approach to flexible work

The world of collaboration technology and business practice has been through an unparalleled change in the past two years and remains in flux with economic headwinds likely looming — the only certainty being that the way we work and communicate has been permanently altered. The phrase "work from anywhere" (WFA) has now firmly entered the executive lexicon.

But the COVID-19 pandemic lockdowns did not create remote working, online collaboration, or digital transformation. All of these trends were in motion long before 2020, unevenly distributed through different markets and industries. The technologies needed to make overnight changes were fortunately widely available and businesses and their IT teams reactively selected and stood up makeshift solutions for their newly remote workforce.

The changes we experienced were behavioral and cultural for the most part — the technology was ready and waiting for its moment.

According to Statista[1], before the coronavirus pandemic, just 17% of U.S. employees worked from home five days or more per week. However, GoTo's recent global survey indicated that since 2020, 62% have now experienced fully remote work, and 79% have experimented with hybrid and flexible solutions.

[1] "Change in remote work trends due to COVID-19 in the U.S.," Statista, 2020

An overnight rush to remote

Many organizations, from local small businesses to global multinationals, had very little strategy in place or preparedness for such a transformation. They were working in a reactive way, under extreme pressure — striving to maintain some kind of business continuity and customer service.

This created many challenges on the IT and communications front. Solutions had to be found fast, and not always by the right people. Security standards were compromised[2], and blind eyes turned — often IT professionals, particularly in small organizations, were too busy simply trying to get everyone set up with a laptop and a VPN overnight, to tackle the strategic redevelopment of procurement and connectivity protocols designed for a co-located setup.

Inevitably, shadow IT exploded as executives Googled and downloaded whatever application they could find which offered the potential to maintain collaborative work. At best, this led to duplication, friction, and procedural problems, due to a lack of strategy and coordination.

Work depended on tech stacks and workflows which appeared to function all right — at least until the burned-out IT worker joined the "Great Resignation," and the "Great Reshuffle" taking their support knowledge and personal account logins with them.

Even larger organizations with extensive in-house IT resources struggled, facing greater complexity in their communication and collaboration needs, combined with legacy on-premise solutions. However, while SMBs may be more agile by nature, they faced unique challenges due to the scarcity of technical resources to spin up new ways of working overnight, especially those reliant on contractual and fractional IT support.

2 "Seven lessons learned about digital security during the COVID-19 crisis," OECD, 2020
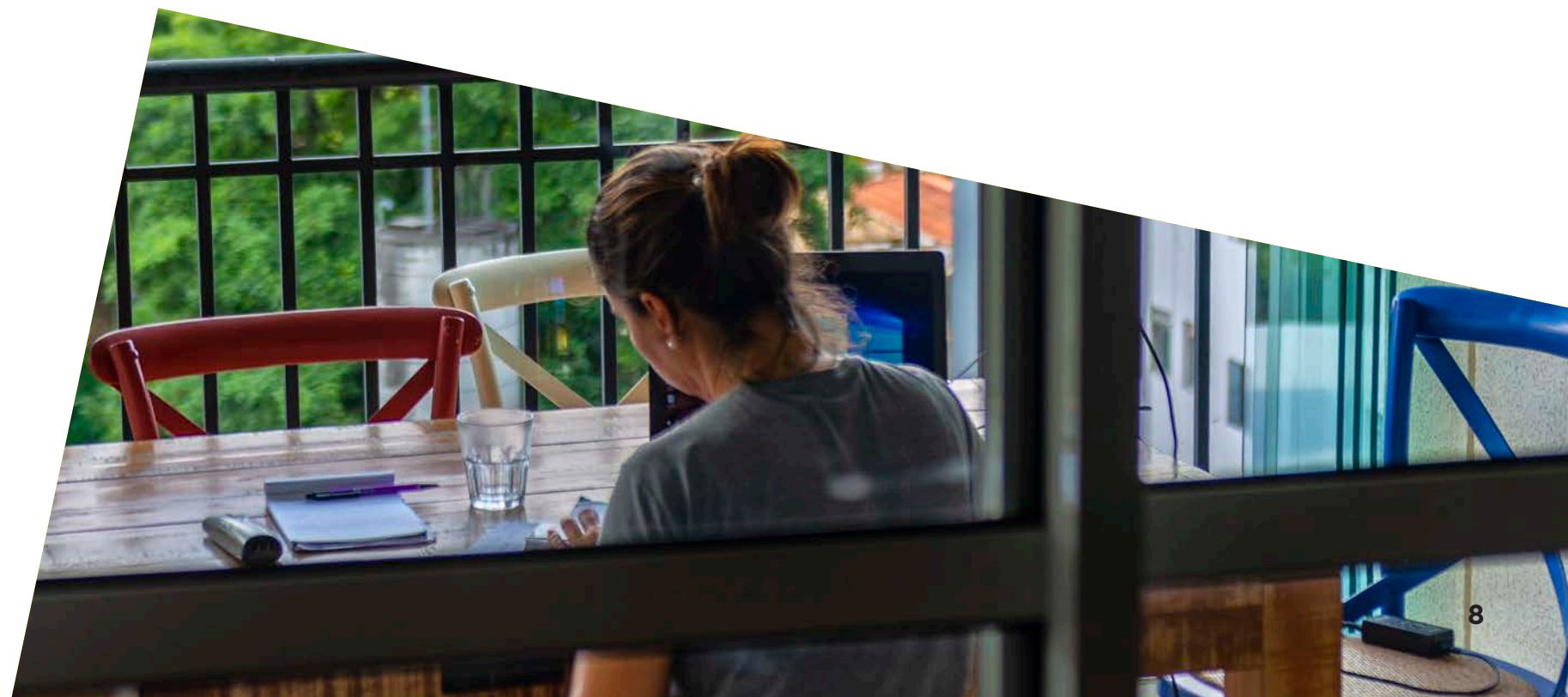
The state of flux continues

As we enter the third year of what we now call "living with COVID," as well as economic issues like inflation and a potential recession at the forefront of every business owner's mind, it is clear that we are still in transition. However, we can no longer defer to the idea of responding to emergency circumstances, and the time has come to set businesses up for long-term success.

While most jurisdictions have abandoned mandatory work-from-home policies, most workers are not keen to cram back into rush hour transit and return to their cubicles. Above all, many have new found insights into personal autonomy and productivity, along with the advantages that flexible and hybrid working environments truly have to offer.

They, and their work, have changed forever. So whether they're packing their webcams and ring lights to return to the office part-time, or exploring the potential to up and relocate to a new state, workers are demanding that the benefits of location flexibility become enshrined in future policy.

Obviously, each business is different, so some forms of flexible work, such as asynchronous collaboration practices may not work for everyone, but offering workers flexibility is a powerful and liberating step that rewards the skills and preferences their teams have developed during the crisis. Flexibility operates on a spectrum, and each team and organization will find their position along it, depending on their needs for synchronous collaboration.

Organizations are meanwhile starting to reflect honestly on some of the compromises of the crisis and accept that they were more reactive than strategic, especially when it came to IT procurement.

Perhaps they didn't do full due diligence on some providers, and assess the market for best fit, in the usual way. For many, now at yet another inflection point for businesses, it's time to review what is working or not, protect the bottom line through consolidation of the tech stack, create effective policies, and take ownership of the "new normal," whatever this clichéd phrase finally comes to mean.

The future of work is hybrid

For now, a **hybrid approach** seems to be favored, according to respondents of GoTo's State of Worklife survey interviewing 1,000 decision-makers, conducted in partnership with Frost & Sullivan during the first quarter of 2022:

Current Work Model

Remote Work

27%

Hybrid Work
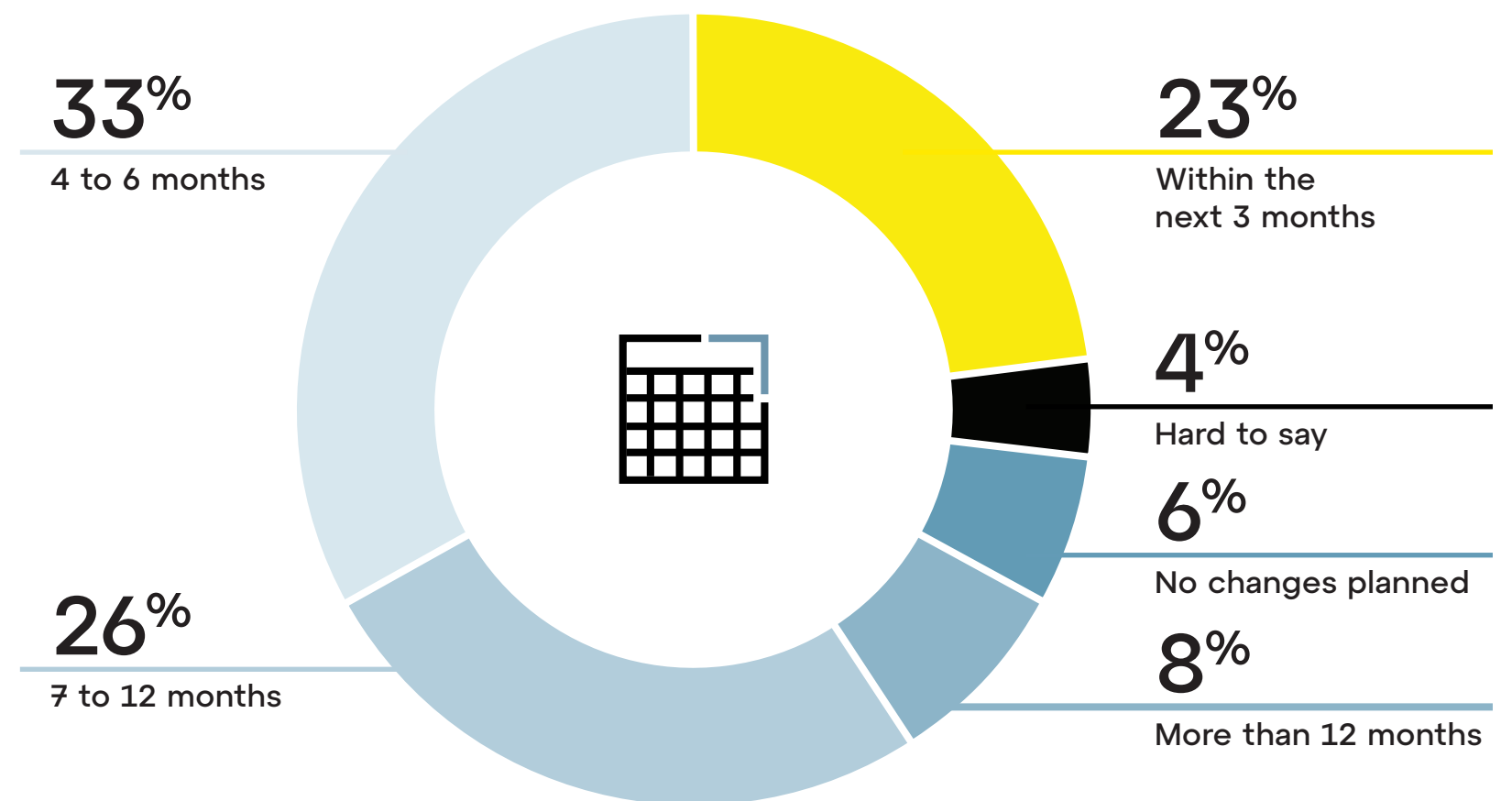
54%

Work from Office

19%
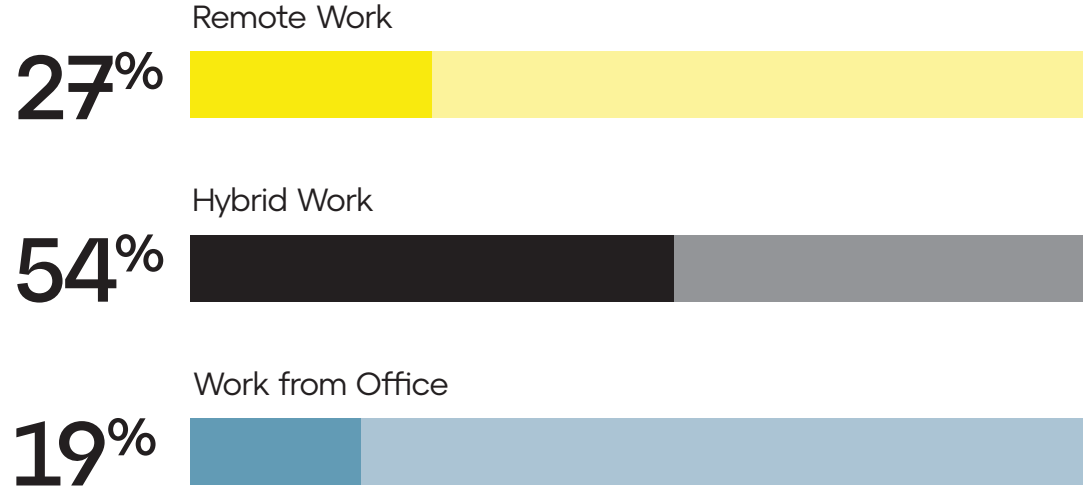
However, the majority of respondents indicated that this practice is still far from fixed, and on average they intend to review their current work model within the next six months, with only 6% stating that there are no changes planned.

Optimizing the hybrid approach seems to be the most pragmatic and popular change increasing productivity levels 75% from 2020 to 2021 and being the work model which most respondents felt was best suited to maximize productivity. Beyond efficiency metrics, adoption of hybrid working has been found to greatly improve organizations' culture right across the board, from company sizes of 10 people up to 1,000, as one of the simplest ways to embrace choice and flexibility — so we may anticipate adoption to continue, as employers grapple with retention challenges.

Not least because, unsurprisingly, the "Great Resignation" is more than just a hashtag. Despite a significant increase in employee satisfaction as a top three business objective, employee turnover is up all around: for those with a remote-first approach (43%) or an office-based approach (44%), the churn was significantly greater than those pursuing hybrid (22%) — indicating that choice and flexibility are what employees most crave right now.

How Soon Respondents Plan to Review Their Working Model

33%
4 to 6 months

23%
Within the next 3 months

4%
Hard to say

6%
No changes planned

8%
More than 12 months

26%
7 to 12 months

Defining location-independent collaboration strategy in 2022

Creating a location-independent strategy may be a completely new activity for many organizations, which previously took the office-based paradigm for granted. What many have learned through the pandemic crisis is that intentionality matters, in particular when you are not all in one place — behavioral and cultural norms are less likely to emerge organically, and conversely, the opportunity exists to be very deliberate about the kind of work environment you want to create.

Remote-first, or remote-permitted?

What underpins an effective work model is a mindset, more than the practicalities, and from the two extremes of 100% remote or 100% office-based, a spectrum of solutions emerges. Where teams and organizations ultimately locate themselves on this spectrum may still be a work in progress.

Organizations which have taken the technological and cultural steps to completely digitize their work are free to adopt the most flexible and location-independent approach, often redefining the purpose of physical collaboration spaces (that we used to call offices, but now can consider more broadly).

The Hybrid Spectrum

"Fully Remote"

- No permanent office
- Everyone remote
- Face-to-face collab event-driven

"Remote-First"

- Online meeting default
- Office now collab space
- Max individual choice
- WFA not WFH
- Some always remote, some always office, others mixed
- Choice driven by preference or activity
- High flexibility

"Remote as a Perk"

- Fixed days 'allowed' remote
- Little flexibility
- Office = important work and people
- Remote as privilege
- Rigid policies + expectations
- Telework around center of gravity

"Fully Office Based"

- No-one remote
- Face-to-face collab default

How flexible is hybrid?

It is vital, however, that we consider the multitude of work models embraced by the current buzzword "hybrid."

While many employees want to spend at least some of their schedule in face time with colleagues, they overwhelmingly value flexibility and choice more than anything[3]. Offering people autonomy over their personal itinerary acknowledges their self-management, and everything they have learned during lockdown about how and where they best get things done.

It also fuels their intrinsic motivation — highlighted in the psychological literature for decades as an essential component of engagement and productivity[4].

When people are empowered to make their own choices, they take personal ownership of the outcomes, and are motivated to achieve better results.

[3] "Return to the workplace report," Envoy, 2022
[4] "Self Determination Theory," Ryan and Deci, 2000

Everyone in, at least some of the time? Or, everyone choose for themselves?

Hybrid working models may also embrace a spectrum where some people never or almost never attend the office physically, while others rarely work away from it. Many people thrive on the energy of others, especially those high on the extraversion spectrum, and can't wait to be back in the office — while others will always do their best work somewhere quieter. So, offering a policy of total choice can be extremely flexible and accommodating of individual needs and preferences, including the opportunity to live a long way from HQ, or maintain family caregiving or other personal commitments.

Being less visible when decisions are being made can lead to the remote contingent being overlooked for opportunities, and a greater risk of a two-tier team developing: an in-group and out-group, in terms of being alert to essential news or office gossip.

Interestingly, the GoTo State of Worklife data indicates that when you offer people choice, their use of office space works out about the same as when you mandate it anyway:

The survey makes clear that when employees are empowered to self-select, based on personal preference and activity or any other factor — they still come to the office almost as often as those subject to guidance, 2.5 days as opposed to 2.7.

No single blueprint for a new work paradigm

The most consistent finding on work models of GoTo's State of Worklife survey and other literature, however, is the continual evolution of best practice. While the decision-making is moving to a more intentional and strategic level, at least compared with seat-of-pants crisis navigation, there remains no clear consensus on "how to do hybrid," or what the post-pandemic reality will look like. There remains a clear feeling that any new status quo is yet to crystallize.

02

The Growing Demands of IT

The flexible tech stack

The greatest challenge for most organizations and teams, in supporting a truly flexible work-from-anywhere model, however, is in managing and supporting the necessary technology. But this is quite possibly the most important consideration when working to future-proof a business for long-term success.

Supporting IT: The people who support everything

All the pressure that IT came under during the crisis was further distorted for those in smaller businesses, where dedicated in-house IT resources were generally more scarce. While some of these more nimble and straightforward networks could have transitioned more easily to cloud-based remote-first working compared with those operating in complex legacy environments, simply finding anyone to support this was an issue.

And for IT operating in-house, workload shot up — budgets increased too, but this was accompanied by greater scrutiny and accountability, as their role became more complex and mission-critical with a **75% increase in leadership involvement in the IT purchase process.**
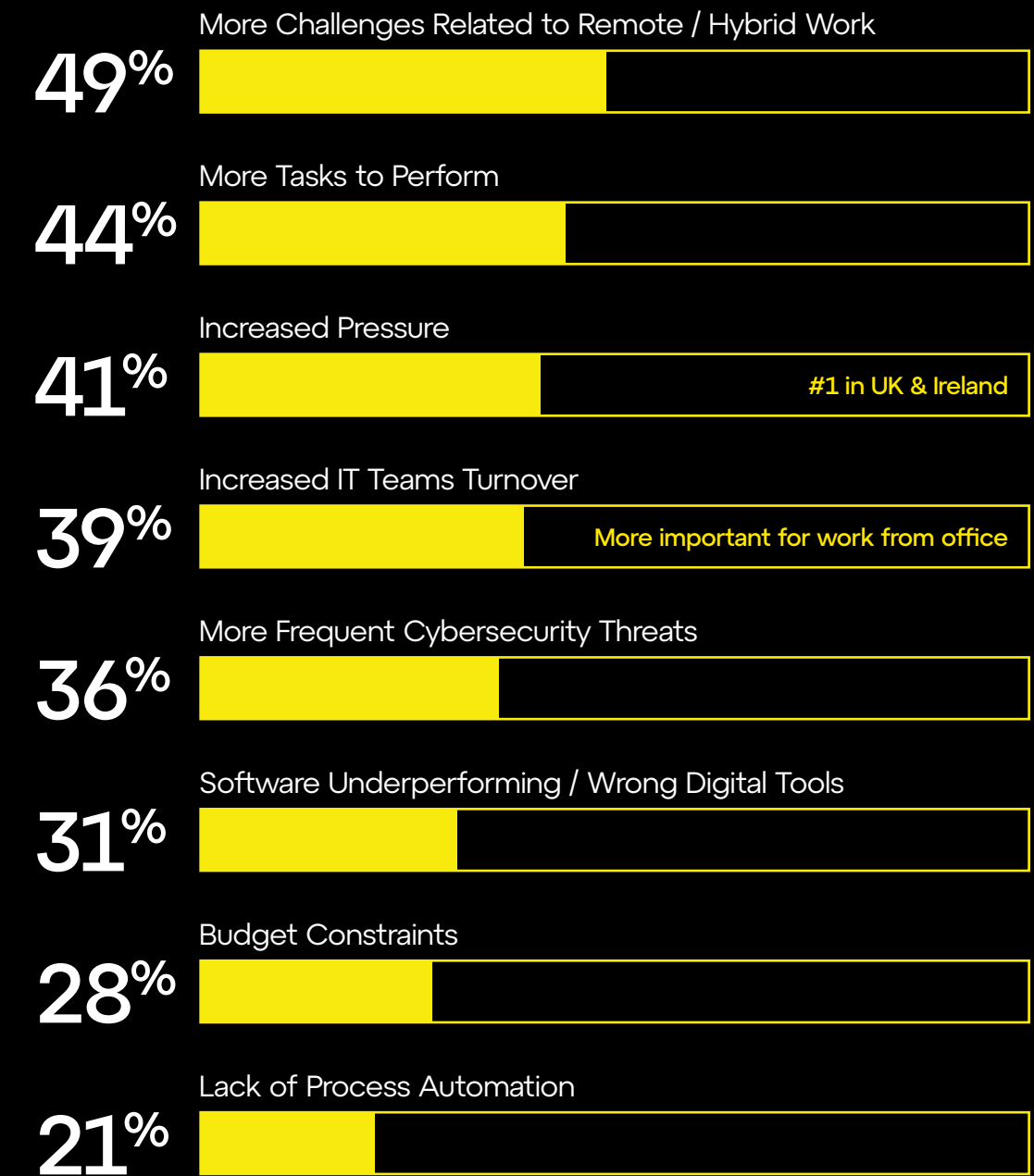
IT Workload Change in 2021 vs 2020

37%
Significantly higher

20%
The same

Change
72%

4%
Somewhat lower or significantly lower

39%
Somewhat higher
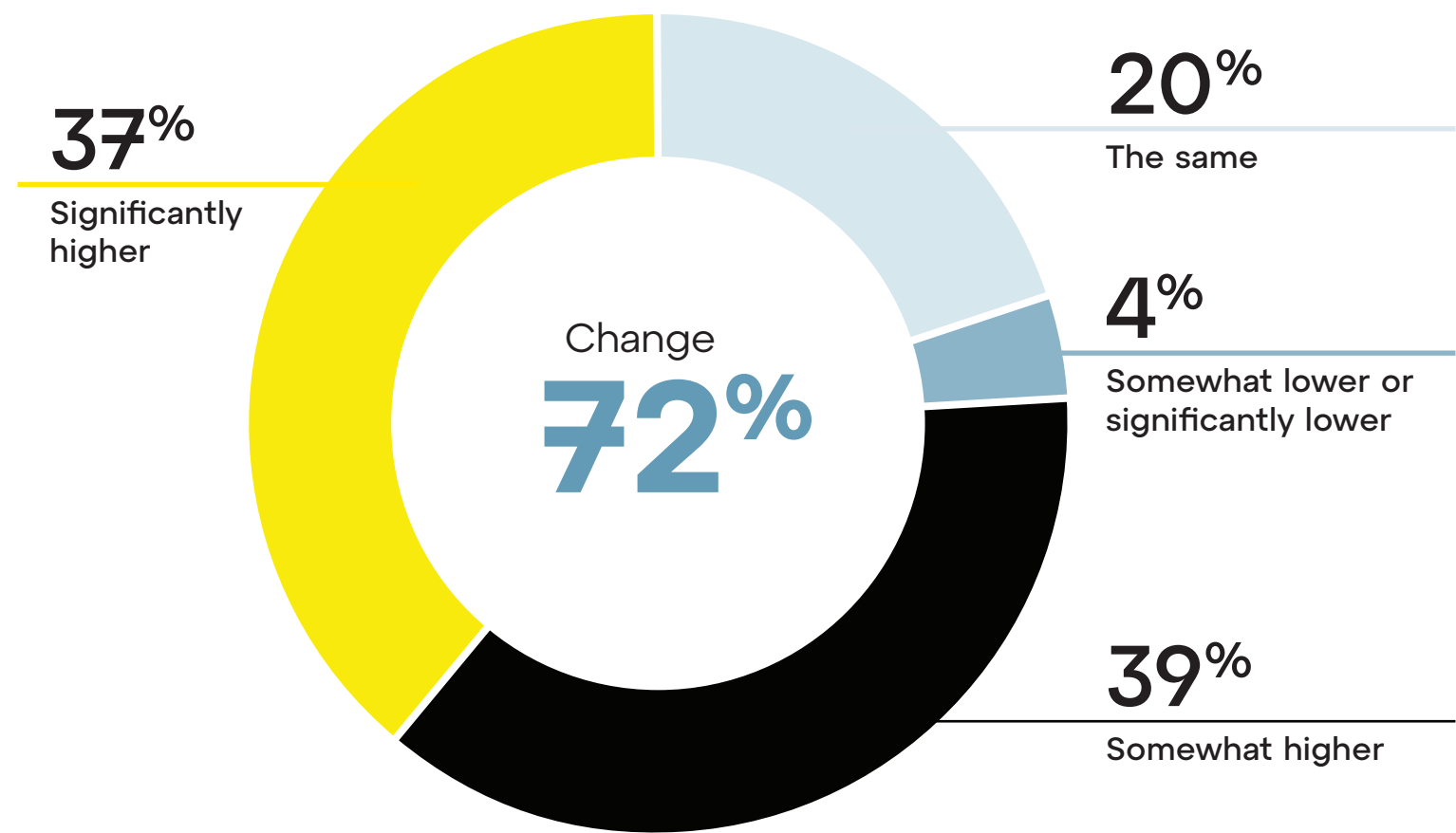
Reasons for Higher Workload in 2021

More Challenges Related to Remote / Hybrid Work
49%

More Tasks to Perform
44%

Increased Pressure
41%   #1 in UK & Ireland

Increased IT Teams Turnover
39%   More important for work from office

More Frequent Cybersecurity Threats
36%

Software Underperforming / Wrong Digital Tools
**31%**

Budget Constraints
28%
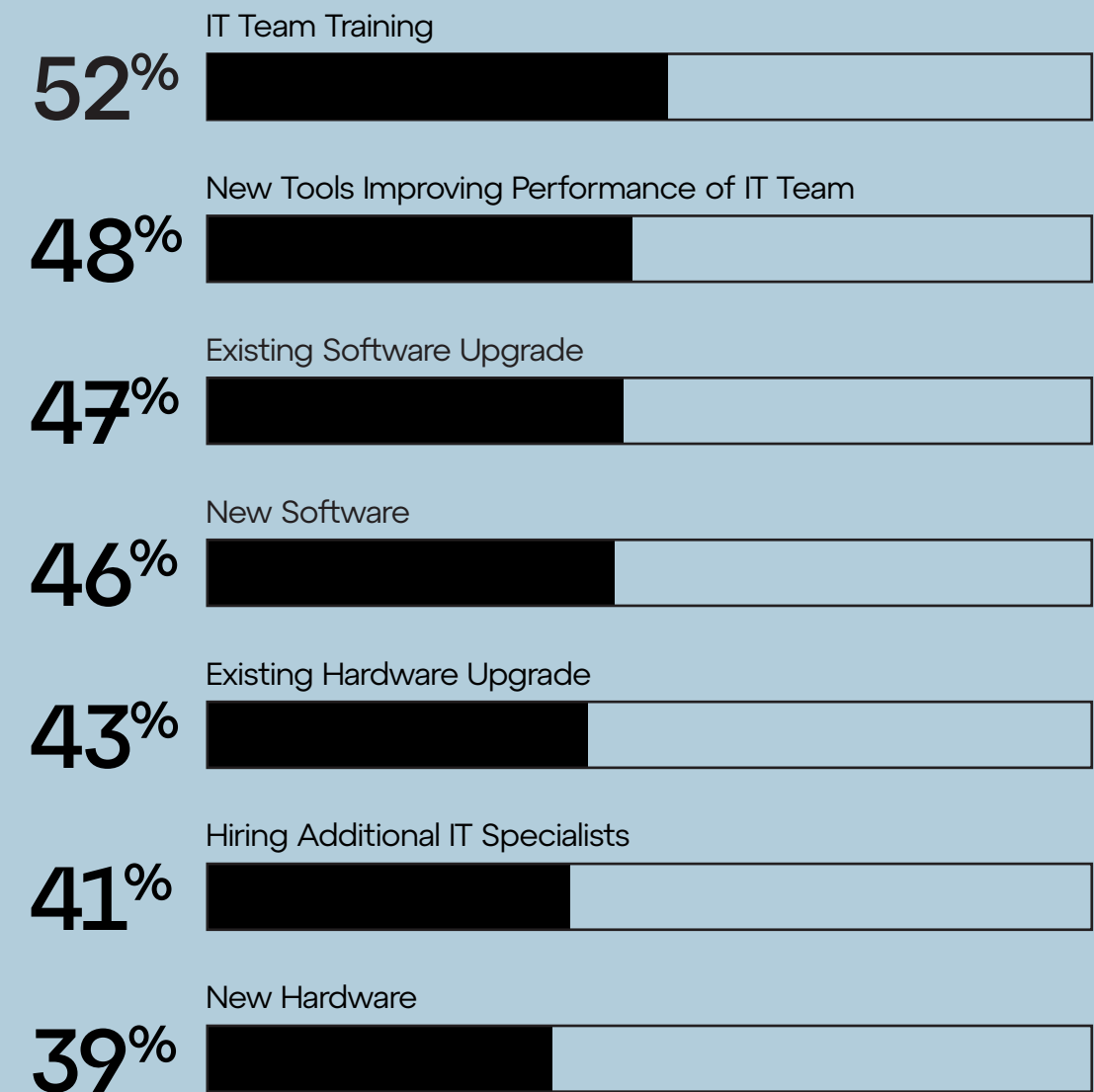
Lack of Process Automation
21%

Overall 43% of respondents in the GoTo report stated that the impact of hybrid/remote work models has made IT work more difficult when asked directly about its impact.

This shift reflects a clear acknowledgment that it is simply more difficult and resource-intensive to support a distributed (hybrid or remote) environment, than one in which everyone is in the same location with a distinct perimeter. The job of IT has become more complex and may demand new skills and resources, to support the same kind of work, once that work is done in a distributed way.
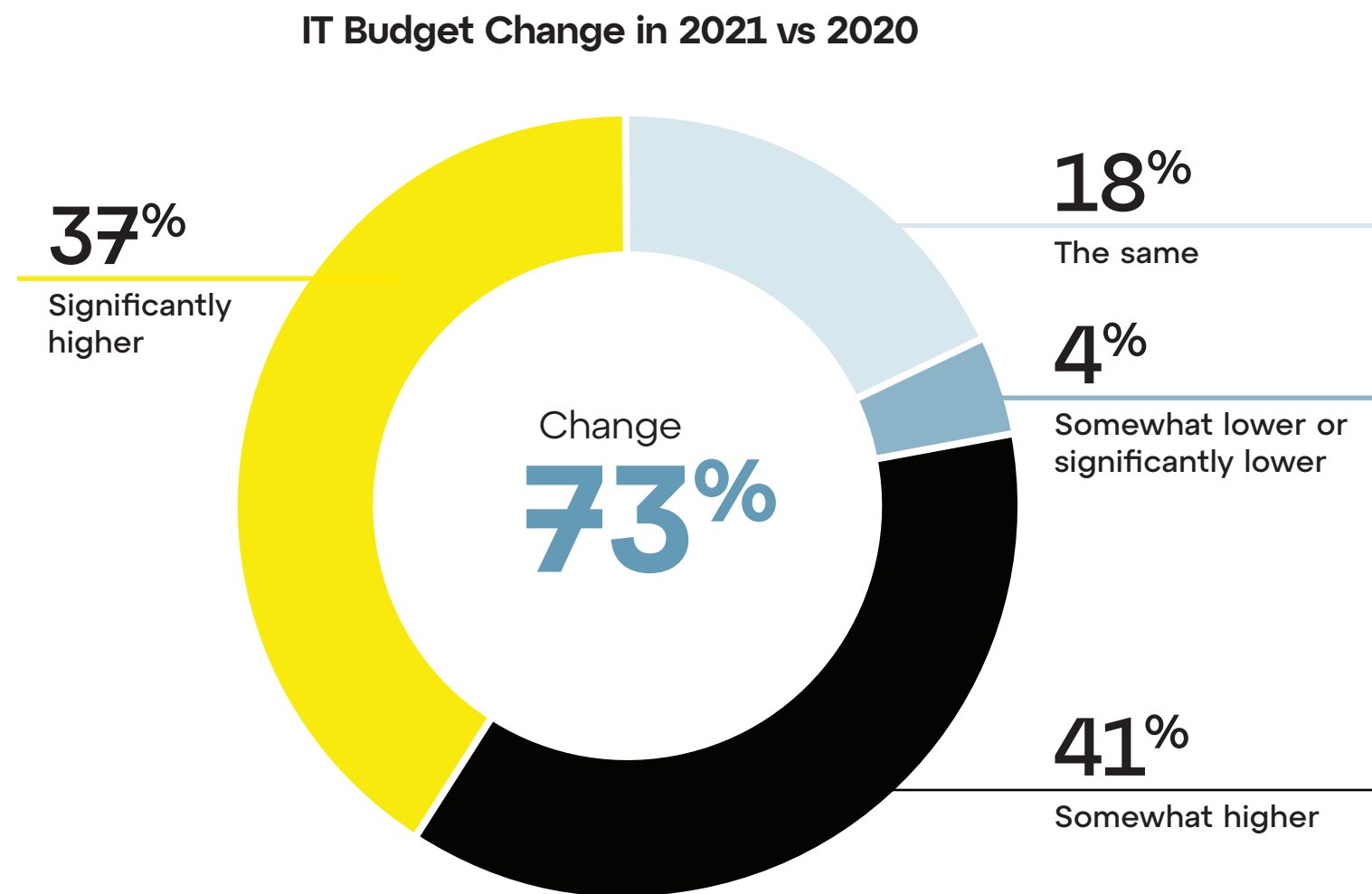
Along with all these technological vulnerabilities, everything took place during a global emergency the likes of which the modern knowledge-work world had never seen, accompanied by a sense of rising to the occasion, figuring things out, and getting stuff done however it might be possible.

IT Budget Change in 2021 vs 2020

Change
73%

37% Significantly higher

18% The same

4% Somewhat lower or significantly lower

41% Somewhat higher

Where Additional Budget was Spent

IT Team Training
52%

New Tools Improving Performance of IT Team
48%

Existing Software Upgrade
47%

New Software
46%

Existing Hardware Upgrade
43%

Hiring Additional IT Specialists
41%

New Hardware
39%

Consolidating and creating the "Digital Workspace"

Whatever tech is in place for the distributed workforce, carefully planned or otherwise, it's important to reflect on the way it represents "where we work now" — especially for anyone for whom work no longer means a building or a place, as it once did.

Concerning the Digital Workspace, the most urgent priority is to remove friction and confusion, making sure people can communicate clearly and easily with each other, access the assets and resources they need and receive essential support.
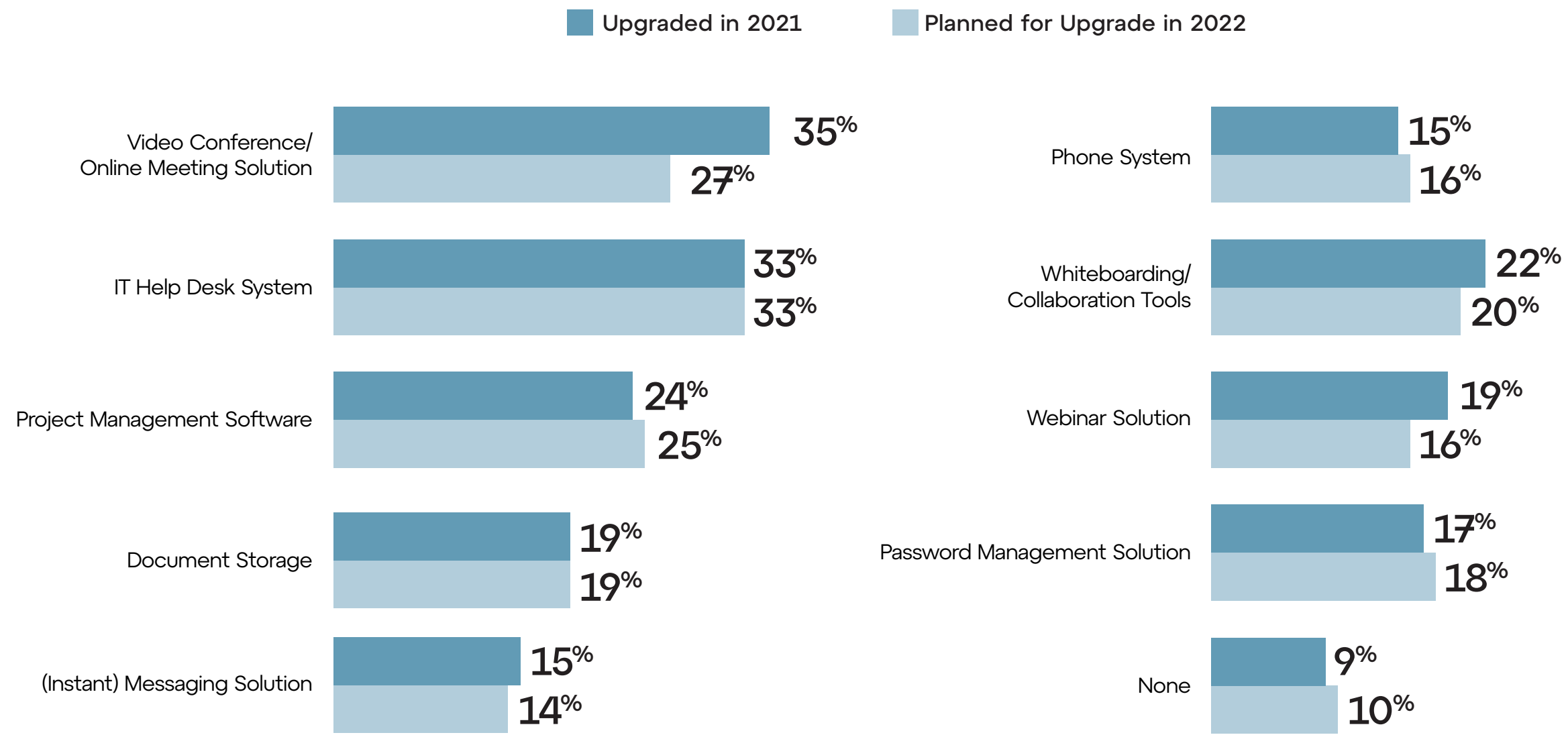
Knowledge-based workers use a diverse range of tools continually for collaboration and communication, and it is their ability to connect with one another that has the most significant impact on their productivity:

Digital Tools Provided		Average Frequency of Use	Impact on Productivity
59%	Video Conference/Online Meeting Solution	3x a week	24%
57%	IT Help Desk System	3 to 4x a week	20%
47%	Project Management Software	3 to 4x a week	13%
45%	Document Storage	3 to 4x a week	7%
38%	(Instant) Messaging Solution	Almost every day	8%
38%	Phone System	Almost every day	7%
37%	Virtual Whiteboarding/Collaboration Tools	3 to 4x a week	9%
37%	Webinar Solution	3x a week	6%
36%	Password Management Solution	3 to 4x a week	5%

Organizations plan to increase spending, with upgrades forecast in 2022.

Digital Tool Upgrades and Plans

■ Upgraded in 2021   ■ Planned for Upgrade in 2022

Video Conference/ Online Meeting Solution
- Upgraded in 2021: 35%
- Planned for Upgrade in 2022: 27%

IT Help Desk System
- Upgraded in 2021: 33%
- Planned for Upgrade in 2022: 33%

Project Management Software
- Upgraded in 2021: 24%
- Planned for Upgrade in 2022: 25%

Document Storage
- Upgraded in 2021: 19%
- Planned for Upgrade in 2022: 19%

(Instant) Messaging Solution
- Upgraded in 2021: 15%
- Planned for Upgrade in 2022: 14%

Phone System
- Upgraded in 2021: 15%
- Planned for Upgrade in 2022: 16%

Whiteboarding/ Collaboration Tools
- Upgraded in 2021: 22%
- Planned for Upgrade in 2022: 20%

Webinar Solution
- Upgraded in 2021: 19%
- Planned for Upgrade in 2022: 16%

Password Management Solution
- Upgraded in 2021: 17%
- Planned for Upgrade in 2022: 18%

None
- Upgraded in 2021: 9%
- Planned for Upgrade in 2022: 10%

Unless the tech works, nobody works

Employees may have been open to tolerating essentially improvised IT solutions during the height of the crisis, but almost a year ago, research from Workfront (Adobe) started to indicate that their patience was not unlimited.

Now nearly half of the (US-based) knowledge workers surveyed indicated they would quit their job over issues with frustrating or inadequate technology.[5]
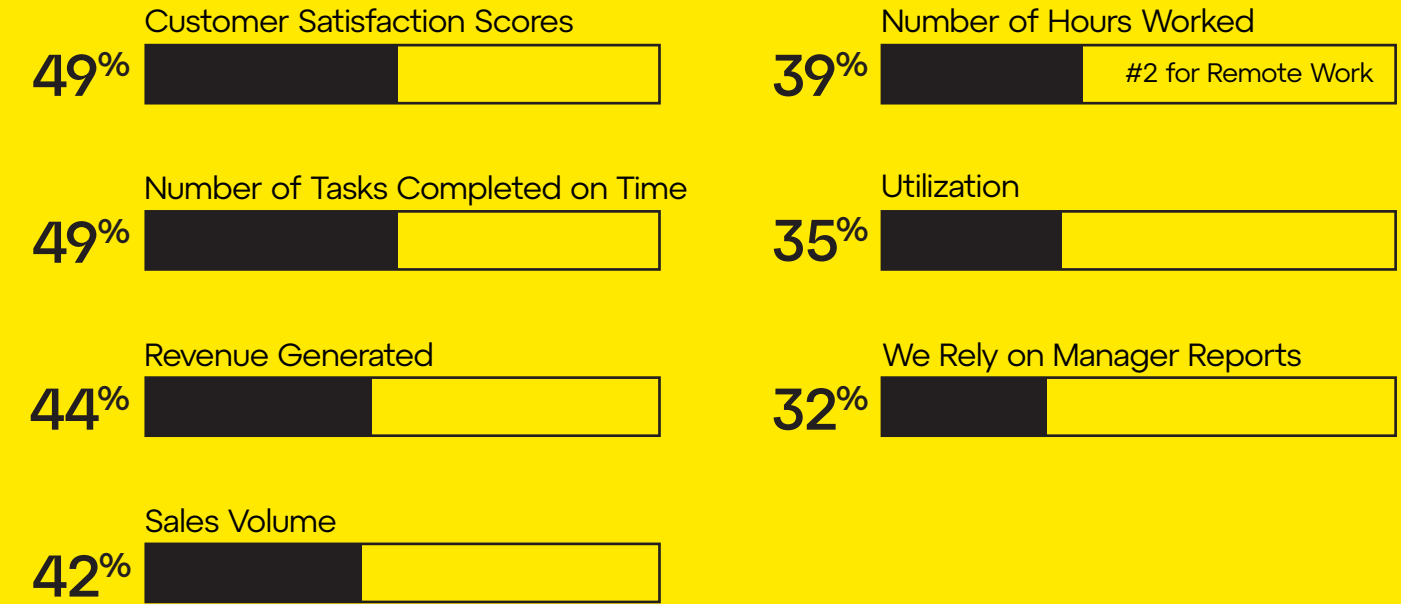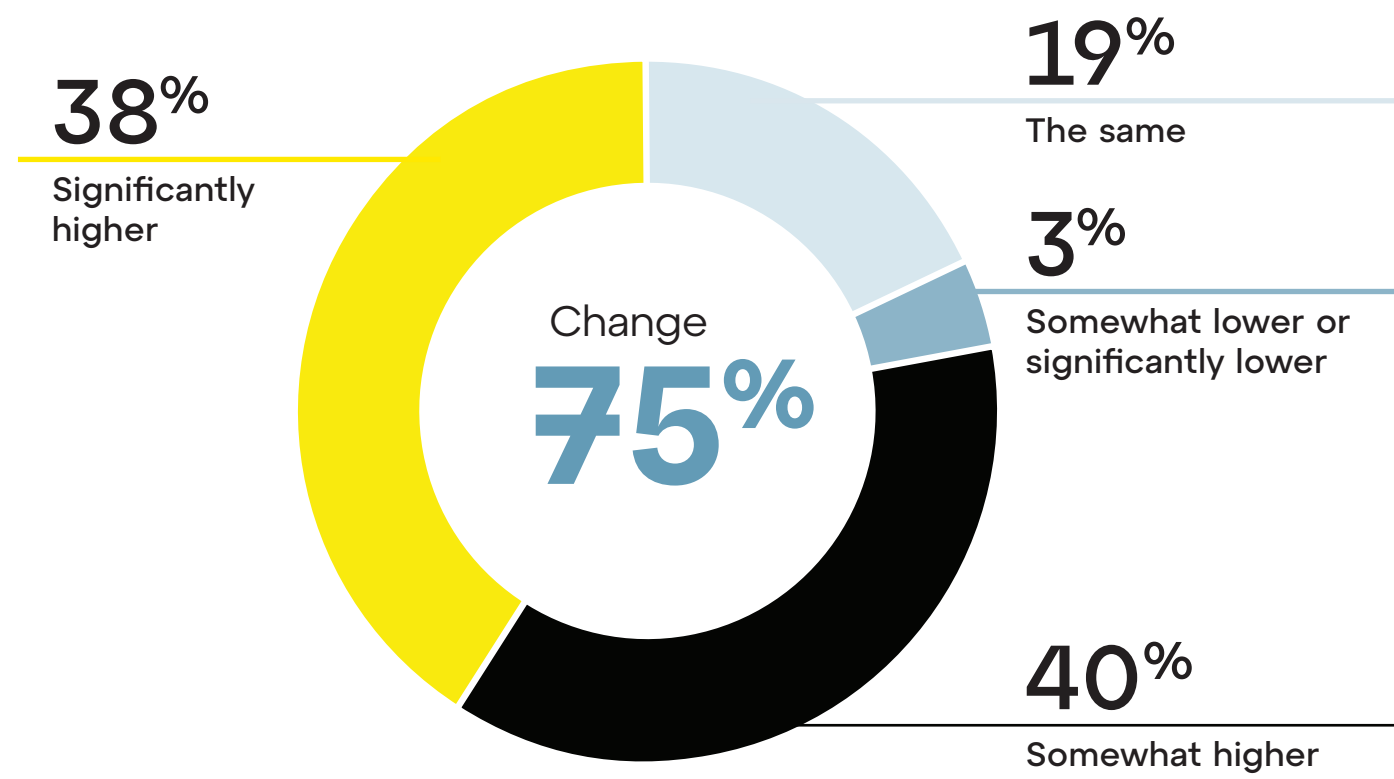
[5] "The state of work report," Adobe, 2022

Offering the right tools simply makes work easier and more pleasant, and naturally leads to greater efficiency and productivity, as confirmed by GoTo's more recent survey.

Unsurprisingly productivity is improving, as organizations and individuals figure out how to work best, with the hybrid mode, and all the options contained therein, perceived as optimal in this case. However, the greatest productivity gains were seen in organizations working remotely, and in those with 50–99 knowledge-based workers (83%).
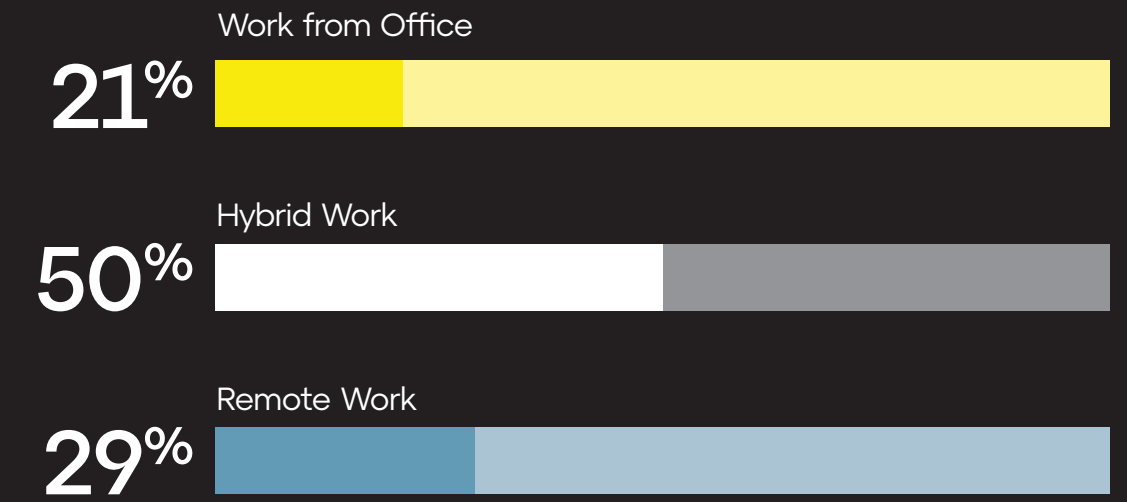
How Employees' Productivity is Typically Measured

49% Customer Satisfaction Scores

49% Number of Tasks Completed on Time

44% Revenue Generated

42% Sales Volume

39% Number of Hours Worked — #2 for Remote Work

35% Utilization

32% We Rely on Manager Reports

Employees Productivity Levels in 2021 vs. 2020

38% Significantly higher

19% The same

3% Somewhat lower or significantly lower

40% Somewhat higher

Change **75%**

Work Model Perceived as Maximizing Employee Productivity Levels

21% Work from Office

50% Hybrid Work

29% Remote Work

Supporting a productive distributed workforce

It is clear that keeping remote workers productive and efficient depends on their being supported to the same standards as those in the office, and this will be a vital area of spend for organizations with any remote contingent going forward.

It's not just about the security considerations or having the same apps downloaded — the practicalities matter too when hardware or connection fails. Remote workers, even those who regard themselves as very non-technical, need to acquire the knowledge and confidence to do some basic troubleshooting of connectivity problems, and ideally get themselves online and a support colleague remoted in to diagnose their issues.

For anyone used to an IT team in the same building who can pop upstairs and unjam their printer at a moment's notice or figure out why they suddenly cannot log on, this will require some adjustment. It means creating a culture of learning and asking for help in good time, as well as the psychological safety to speak up if you think you did something wrong.

A smooth and well-resourced helpdesk system can minimize the time people spend frustrated and offline, wherever they're located, and whatever they accidentally clicked on or spilled coffee on… while for the organization, the goal is to minimize the impact on productivity and customer satisfaction when people cannot get on with the work they're trying to do.

03

Future-Proof Now

Towards a sustainable work-from-anywhere strategy

Organizations who want to transition successfully from lockdown expediency to a truly flexible future to weather any new storms ahead therefore should take a couple of important actions.

Getting the technology right is a non-negotiable hygiene factor, because if it is not addressed — with budget, human resources, and strategic importance — then everything else will fail.

For many, this will be a good juncture at which to reflect on and consolidate all the learning experiences of the past two years, and have an honest conversation about needs, priorities, and any elephants in the room, on the security and compliance front.

Investing in flexibility, building resilience

There is a lot of ongoing debate attempting to establish whether working remotely is "better" or "worse" for business, but the answer varies as greatly as workplaces and organizations vary. And never mind the way that individuals' needs and preferences vary, and also depend on the nature of task or activity they have in hand.
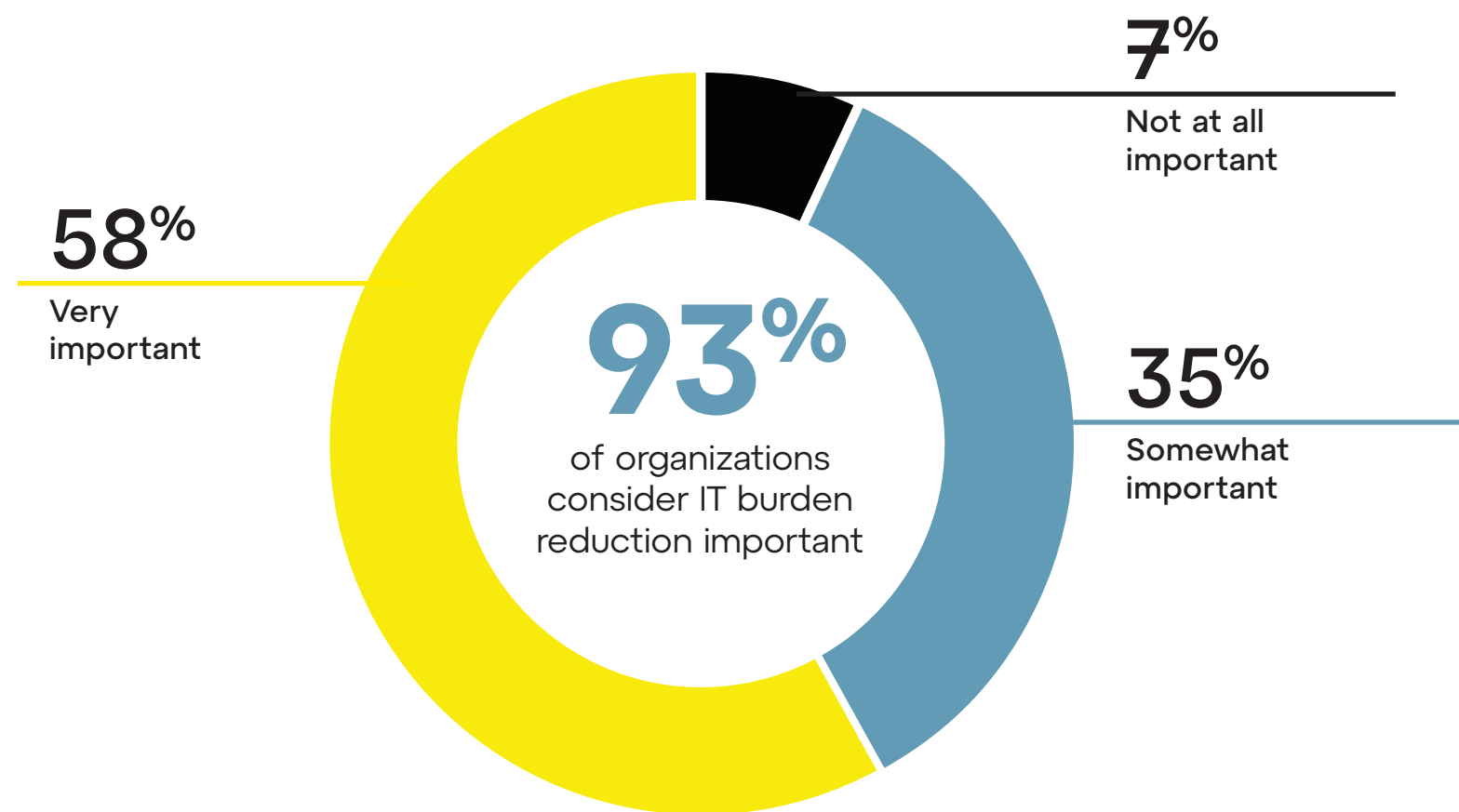
Pre-pandemic research from Global Workplace Analytics[6] suggests that companies can save around $11,000 per employee per year if they allow their employees to work remotely 50% of the time — taking into account productivity levels, lower real estate costs, and reduced absenteeism and turnover, all of which are demonstrably impacted.

However, the GoTo State of Worklife survey makes it very clear that the new challenges facing IT will need to be addressed in order to get the most out of those gains — security and compliance concerns, remote support, upgrading local connectivity, and supplying/securing new end points, along with helping teams tread the continual narrow path between secure logins and frictionless access to their work.

[6] "5th Annual State of Remote Work," Global Workplace Analytics, 2021

This clearly highlights the importance of consolidating the IT investment and ensuring it is prioritized strategically as an area of need — which non-IT decision-makers may easily overlook, in a range of competing priorities for spending, in a challenging and unpredictable economic and geopolitical climate. **Nevertheless, 93% consider reducing the burden on IT an important priority.**

The Importance of Reducing the Burden on IT within SMBs

7%
Not at all
important

58%
Very
important

93%
of organizations
consider IT burden
reduction important

35%
Somewhat
important

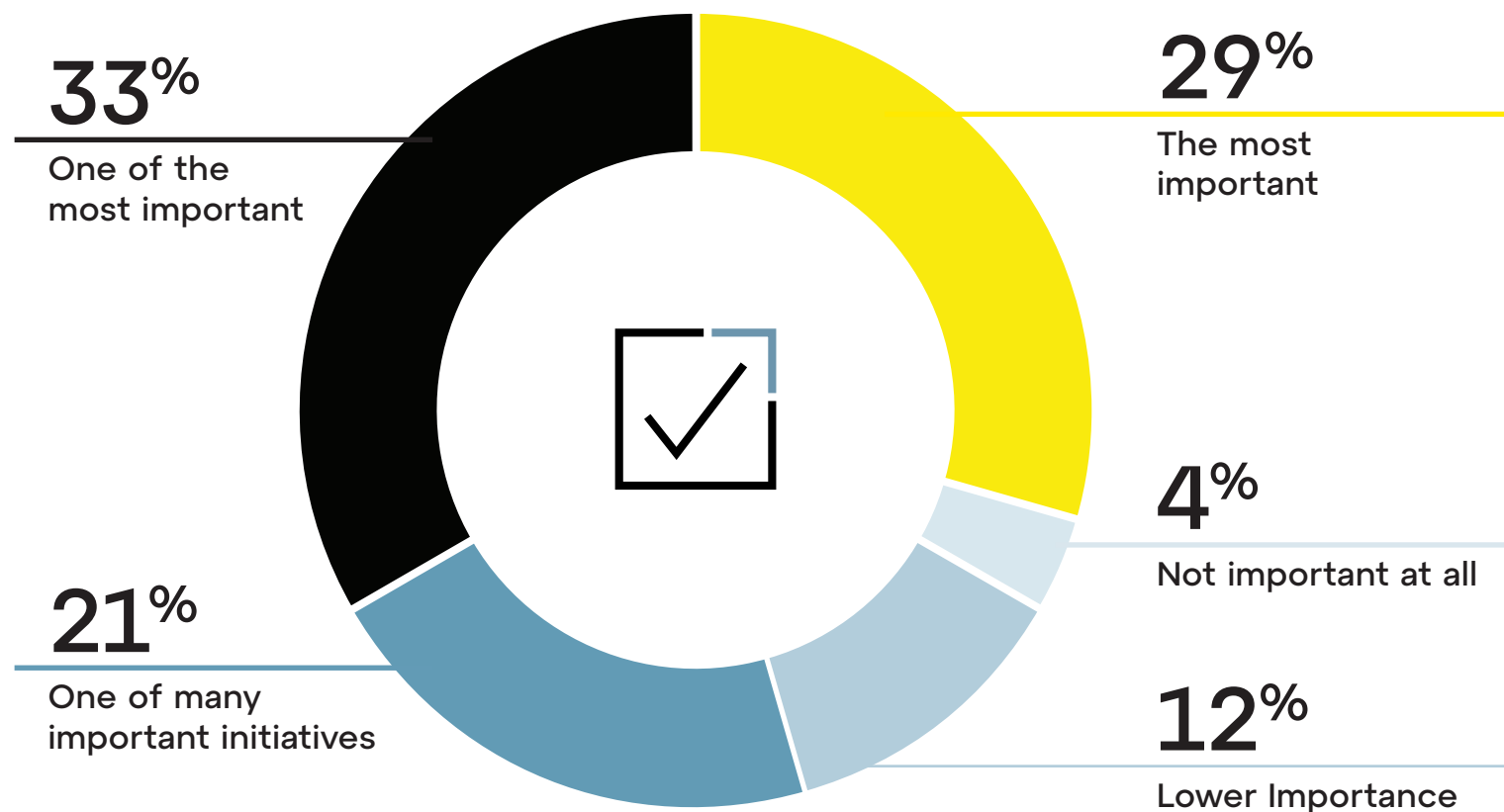# IT consolidation tactics: Integrated scalable SaaS for efficient resilience

Across the spectrum of working models, 62% of respondents stated that IT consolidation was one of their most important initiatives for the coming period, as was reducing the burden on IT. As such, the combination of bundled subscription services with integrated admin systems offers scalable and flexible solutions to teams and organizations of all sizes.

Communication and support service providers such as GoTo offer multiple packaged solutions within their product portfolio, so that businesses can consolidate their tech stack and take advantage of benefits such as lower costs, improved user experiences, and secure sharing of data across platforms.
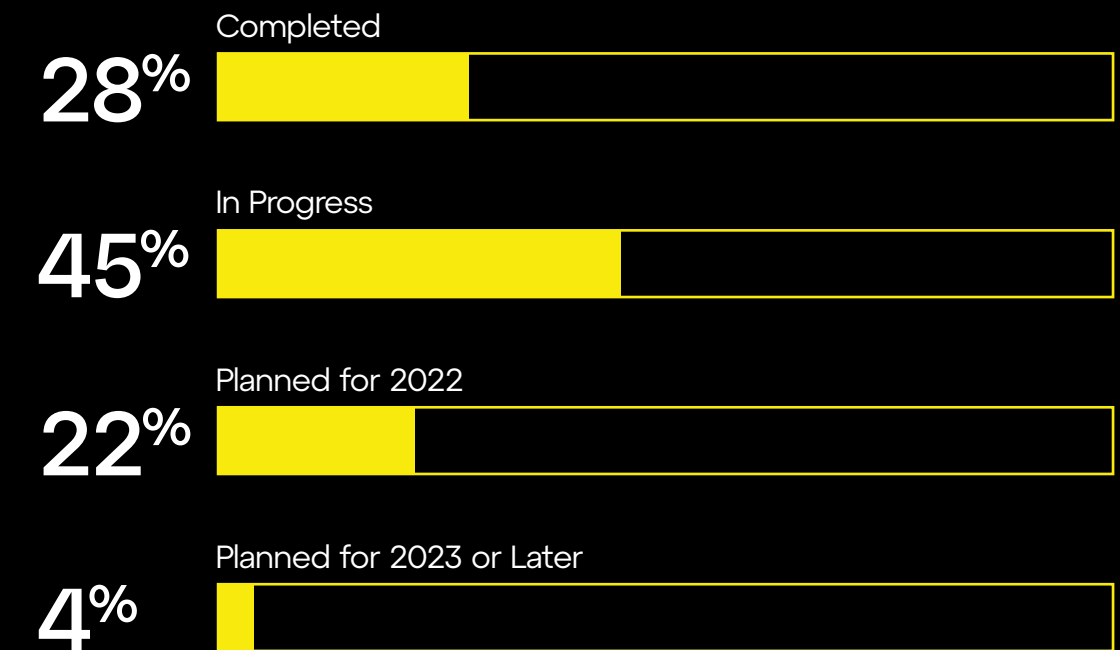
The report also highlights how 95% of businesses surveyed have consolidated or plan to begin consolidation to multi-purpose vendors, as they seek to streamline and optimize in the face of global uncertainty — setting up for flexible and affordable future-proof success, with a tech stack intentionally honed to keep employees, customers, *and* the IT team happy.

The Importance of Consolidation to SMBs

33%
One of the most important

29%
The most important

21%
One of many important initiatives

4%
Not important at all

12%
Lower Importance

Status of SMBs Current Consolidation Efforts

28% Completed

45% In Progress

22% Planned for 2022

4% Planned for 2023 or Later

Culture and connection

Online, we are typically two-dimensional profiles instead of flesh and blood people, and we're less likely to develop interpersonal connections, without deliberate intervention — such as virtual social events, apps to promote interaction, or someone specifically driving this kind of interaction on a regular basis.

Hybrid teams can overcome this, provided they are the type of hybrid team where everyone comes in and meets colleagues at least some of the time, rather than the more self-selecting kind where some may rarely visit. For these or fully remote teams, deliberate face time can be initiated through the use of off-site retreats, which can serve a range of purposes. Some firms have even permanently adapted owned real estate for this, such as Salesforce, who now has a 75-acre employee work-and-wellness center for their staff!

Few SMBs will have the resources for their own in-house spa resort, but it's an interesting trend supporting the idea of creating high-quality face-to-face encounters for teams who are normally distributed in their day-to-day.
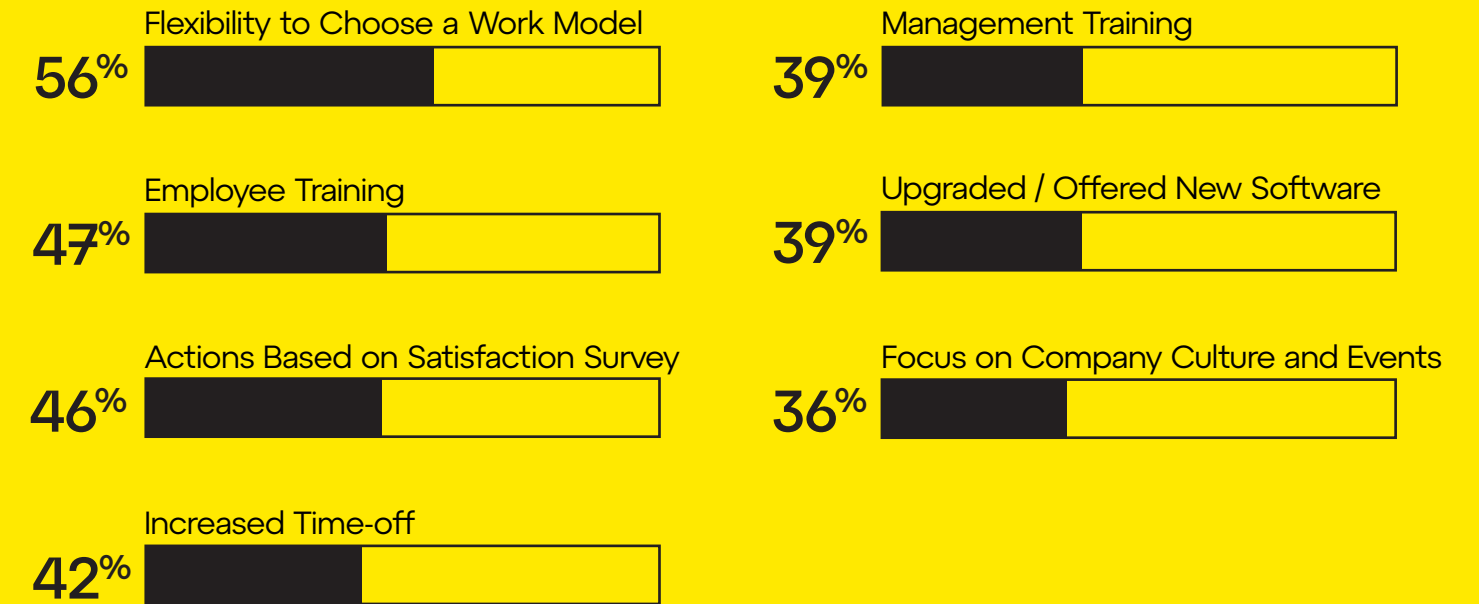
Certainly, GoTo's research supported the hypothesis that it's easier to focus on workplace culture in larger organizations. But as businesses look to a more stable future, and pin down practicalities like flexible working models, employee satisfaction criteria are reflecting a greater range of factors, with over 36% having taken specific action on culture and events.
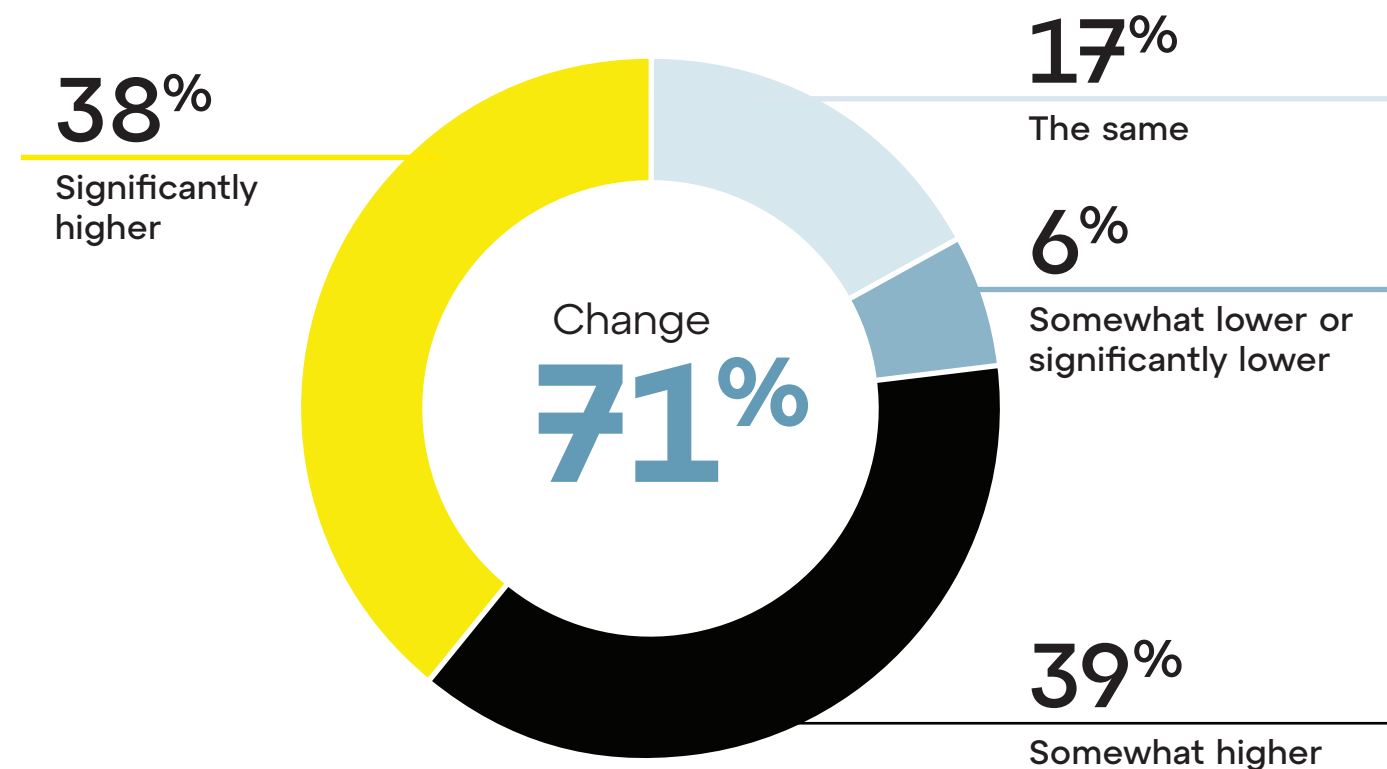
As the research also shows, 90% of those surveyed do evaluate employee satisfaction, and 71% indicated positive change in this between 2020 and 2021 — so hopefully they are getting some things right, as a basis for future progress.

Also while 59% of respondents said that employee turnover was higher in 2021 than 2020, this was lowest in smaller organizations (10-49 knowledge workers) — which suggests the more organic and spontaneous means of perpetuating culture and sociability are more likely still in play, compared with huge teams where it's much harder to know how to get to know people.

What SMBs are Doing to Improve Employee Satisfaction

56% Flexibility to Choose a Work Model

47% Employee Training

46% Actions Based on Satisfaction Survey

42% Increased Time-off

39% Management Training

39% Upgraded / Offered New Software

36% Focus on Company Culture and Events

How Employee Satisfaction has Changed from 2020 to 2021

17% The same

38% Significantly higher

6% Somewhat lower or significantly lower

Change **71%**

39% Somewhat higher

SMBs that have Evaluated their Employee Satisfaction Levels

90% Have Evaluated

10% No Evaluation

A flexible, connected, location-independent future?

Making predictions about the future is always a risky business — just ask anyone who published a "workplace tech trends" piece in January 2020. However, we can extrapolate from current trends to suggest the likely direction of travel.

When it comes to the ability to work and collaborate from anywhere, the near term focus will very likely be about consolidation and protecting the business to make it through economic headwinds, but in the longer term Moore's Law combined with the continued 5G rollout and fast fiber broadband will support richer collaboration experiences, such as VR and metaverse-based interactions. Perhaps our holograms will one day get together for a virtual coffee without us.

These changes will be incremental software upgrades for the most part, but the essential thing from a workplace policy point of view, will surely be that the choice of technology remains fluid.

What matters is how we choose the best available device or app to deliver the experience, the culture for collaboration, and the strategy underpinning it all. That process should be consistent and intentional, evolving in a slower and more considered way.

Creating a truly sustainable, resilient, and future-proof work from anywhere strategy, is what matters.

This is the moment to prepare for whatever comes next to avoid panic later and maintain competitive advantage across all aspects of business operation. To be proactive and intentional about how and where you want to work, and what the future of work is going to look like.

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Methodology
In this study, Frost & Sullivan conducted computer assisted web interviews with 1,004 decision makers or influencers in the selection and purchase of IT solutions supporting team communication and collaboration. The study was conducted in the US, Canada, Ireland, India, Italy, Germany, the UK and Australia to evaluate the impact of hybrid and flexible models on their organization. Respondents were offered a small monetary incentive as a thank you for time spent on the survey. The study began in February 2022 and was completed in March 2022 with each respondent from an organization having no more than 999 knowledge based workers.

How Change Is Calculated and How to Interpret It?
Formula: (% Significantly higher + % Somewhat higher) – (% Significantly lower + % Somewhat lower) Potential values and how to interpret them: -100% (metric has declined significantly) through 0% (metric has not changed) to +100% (metric has increased significantly).