

2022 Global Talent Trends

# The Reinvention of Company Culture



# What's in this report

03

.....  
Why company culture is being reinvented

12

.....  
**Flexibility**

27

.....  
**Well-being**

42

.....  
**The Great Reshuffle**

57

.....  
Thanks to the contributors

## Introduction

# A watershed moment for company culture

The management guru Peter Drucker famously preached: “Culture eats strategy for breakfast.”

Except he probably didn’t, given no one has found a supporting citation. Perhaps the visionary Drucker saw where business was headed: to a place where culture and strategy are inseparable, twin pistons driving the same engine.

Company culture is having a watershed moment. It is being reshaped in a crucible fired by the pandemic, the acceleration of automation, the rise of millennials and Gen Z in the workforce, and the Great Reshuffle. Employees are demanding — and quite often getting — more freedom to work where and when they want and more attention to their well-being.



## Introduction

The human-centered company culture being forged has some recurring characteristics: flexibility, asynchrony, trust, belonging, and a holistic focus on well-being.

“We’re seeing people wanting much more flexibility so that they can fit work into their personal lives,” says Mary Alice Vuicic, the CHRO of Thomson Reuters, “as opposed to fitting their personal lives into work.”

Adds Claude Silver, the chief heart officer at VaynerMedia: “We have been all about work-life balance. We are waking up to a collective aha moment. This is backward. It should be life-work balance.”

A 2021 survey by LinkedIn of what matters most to job seekers around the world found that the No. 1 employee value proposition is good work-life (all right, life-work) balance, followed by excellent compensation and benefits.

Gone are the days when companies could lead with perks — think ping-pong tables and endless snacks — designed to make the office a home away from home. Today, forward-thinking organizations are working with employees to make home an office away from office.

For companies to attract, retain, and grow the talent that will bring them sustained success, they need to fine-tune — or overhaul — their culture to meet the expectations of professionals to be seen as human beings first.

We talked to two dozen leading talent professionals around the world and reviewed proprietary LinkedIn data taken from millions of employee engagement surveys and billions of actions on our platform to understand how a caring culture has become the pivotal asset for companies worldwide.

Read on to find out what happens when culture and strategy find alignment.

“

Culture is very important because people know that they have choices and their choices are beyond the name of the company or the salary that they make. Their choices are around enrichment, their choices are around who am I learning from. How is my soul being fed? And they are willing to exchange money and location for feeling fulfilled.

”

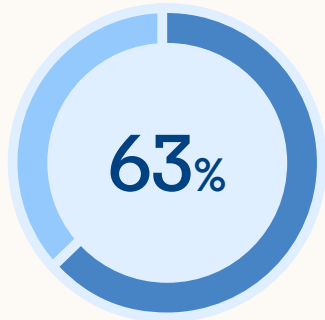


Judy Jackson

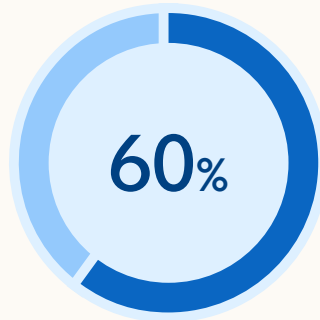
Global Head of Culture and Engagement, WPP

# Work-life balance trumps even bank balance for job seekers

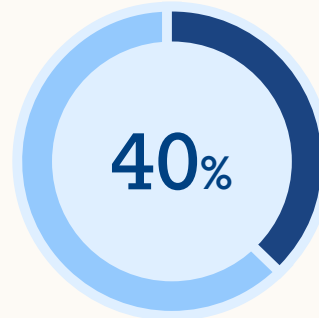
Percentage of professionals selecting these as top priorities when picking a new job:



Work-life balance



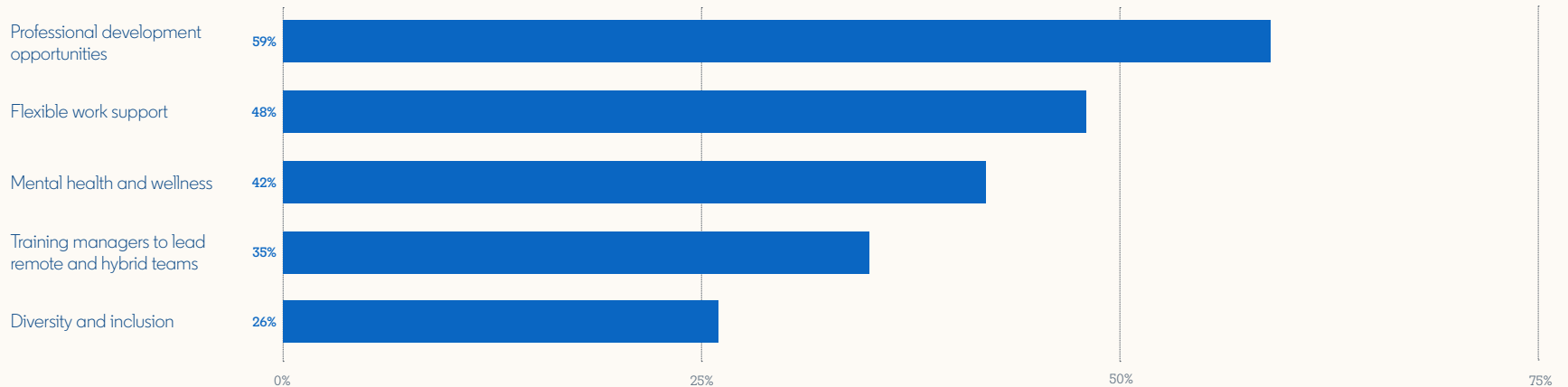
Compensation and benefits



Colleagues and culture

# Improving company culture starts with professional development

Percentage of respondents selecting these as top areas to invest in to improve company culture:



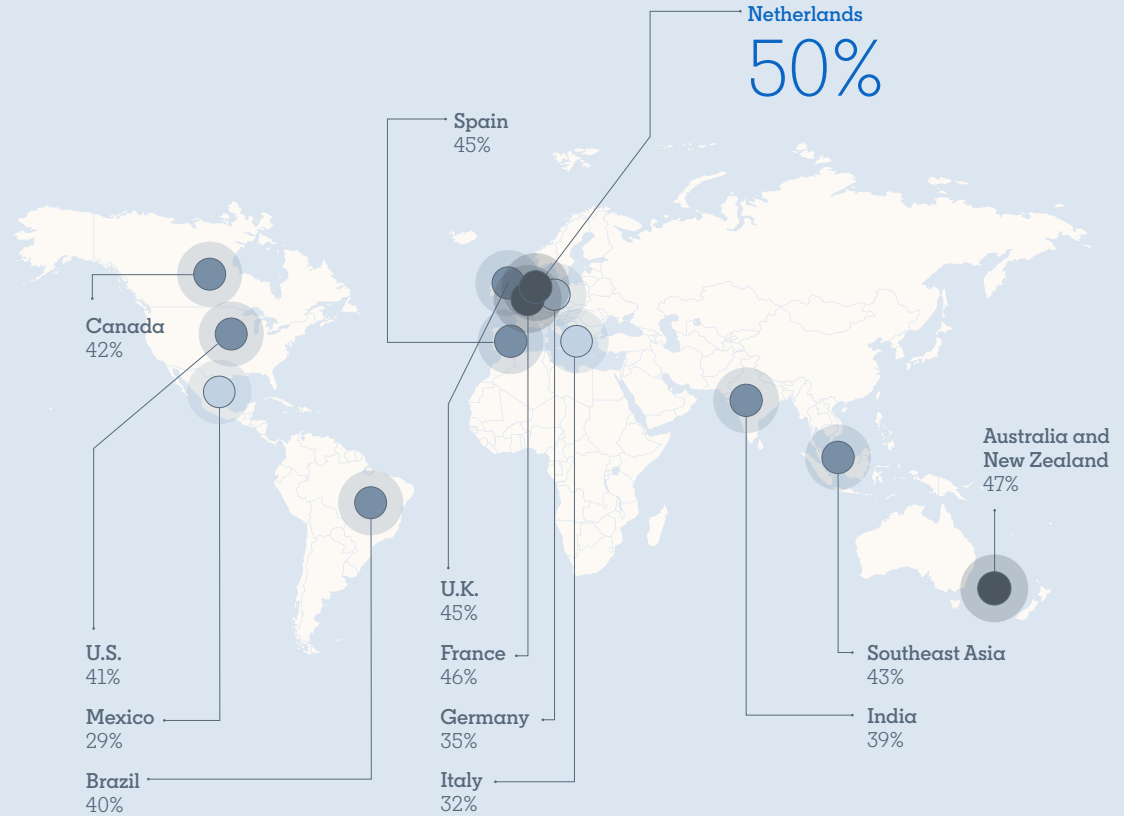
# United nations: Everyone is looking for stronger company culture

Percentage of candidates who consider company culture a top priority when picking a job:

Global Average

# 40%

- Top 3
- Midrange
- Bottom 3





# The evolution of company culture

1940s



## 1950s

### Rigid hierarchies and smoking in the office

The post-WWII decade saw companies organized into strict hierarchies reflected in workplace design. Workers huddled in bullpen-style open floor plans as businesses sought to increase productivity and decrease privacy. Elusive corner offices with big windows were reserved only for bosses. Women — displaced from jobs filled during WWII — were largely absent or served in low-level positions. Ever present, though, were the steady stream of cigarette smoke in the office and three-martini lunch breaks.

1960s



## 1970s

### Women rise in the workplace; dress codes loosen up

The passage of anti-discrimination laws, access to birth control, and societal changes drove women into the workforce. Women started to occupy jobs that had typically been filled by men — from blue-collar work to managerial roles. Hippie culture left its mark, with men adopting longer hairstyles. Women, in turn, traded in their skirts for pants.

# The evolution of company culture

1980s



## 1990s

### Relationships between workers and bosses fray

As companies looked to cut costs, workers found themselves vulnerable to downsizings and layoffs. Employees no longer felt a sense of job security or company loyalty. Office workers sat in claustrophobic cubicles, only adding to their low morale. The suffocating office experience inspired the cult classic movie *Office Space*, a sarcastic testament to the era.

## 2000s

### Tech startup culture revolutionizes the workplace

Silicon Valley tech startup Google and others redefined company culture, creating a blueprint that would influence companies across industries for years to come. As competition for talent — and the desire to keep employees onsite — heated up, employers offered a multitude of generous perks, from free food to massages to nap pods. Cubicles gave way to open floor plans, reflecting flat organizations that encouraged collaboration. But while some employers aimed to make the office fun, many employees reported working longer hours.

2010s



# The evolution of company culture

## 2020s

### The era of human-focused company culture begins

Workers are now reevaluating what matters most to them in the wake of the COVID-19 pandemic, prompting employers to focus on the well-being and personal satisfaction of their employees. Companies are adjusting their policies to ensure that employees feel cared about as human beings, not just as workers, making flexible work arrangements permanent, investing in wellness programs, and boosting their diversity and inclusion efforts. Employers and employees are building a new, more dynamic relationship based on trust and empathy.

2030s

2040s

2050s



## Chapter 1

# Flexibility

Rethinking when and where we work is building more equitable cultures

# Flex to the max: The old way of working is history as flex culture takes hold

In the future, one-size-fits-all is not likely to fit anyone.

“Having everyone in one office space, 9 to 5, seems out of date now,” says Paddy Hull, vice president of the future of work at Unilever. “Flexibility is the way forward.”

Employees want flexibility in where, when, and how they work. And they’re more than willing to head out the door if their organization isn’t providing it.

“The people who are satisfied that their organization does a good job providing work flexibility in terms of time and location,” says Justin Black, head of people science at LinkedIn, “are 2.6 times more likely to be happy working at their company and 2.1 times more likely to recommend that others work at their employer.”





Flexibility also serves as a forcing function that drives companies away from presenteeism and toward performance. “Organizations,” says Nickle LaMoreaux, CHRO at IBM, “must measure outcomes, not activity.”

Once a company couples agency with accountability and starts rewarding results rather than face time, it’s not such a large leap to something like Flex Appeal, the program launched by international staffing agency Austin Fraser. Alice Scott, the firm’s chief operations and inclusion officer, describes the initiative as “work where you’re productive, when you’re productive, from day one, forever.”

But that new freedom puts new demands on company culture, which must now deliver equity for every employee, no matter where or when they work. Strong, highly functional cultures will work well no matter what time zone you live in or what time of day you do your work.

Some jobs, of course, can’t (yet) be done remotely. “Flexibility,” Nickle says, “is still the key.” Companies are offering job shares, different shifts, compressed workweeks, and other forms of flexible scheduling to make sure onsite employees can also shape work around their personal lives.

“

Not since the industrial revolution have companies really had to think about work design, about what tasks get done and where do those tasks get done, and when and how do you deconstruct work so that it's done in an optimal manner.

”



**Nickle LaMoreaux**  
Chief Human Resources Officer, IBM

# Employees' happy place is the one they choose

When employees are satisfied with their companies' time and location flexibility, they are:



2.6x

more likely to report being happy



2.1x

more likely to recommend working for the company

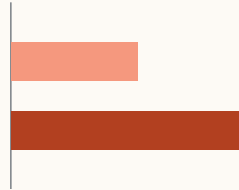


# Flexibility is becoming a key value proposition for employers

● 2019 ● 2021

+83%

increase in job posts mentioning **flexibility** since 2019



+343%

more mentions of **flexibility** in company posts since 2019

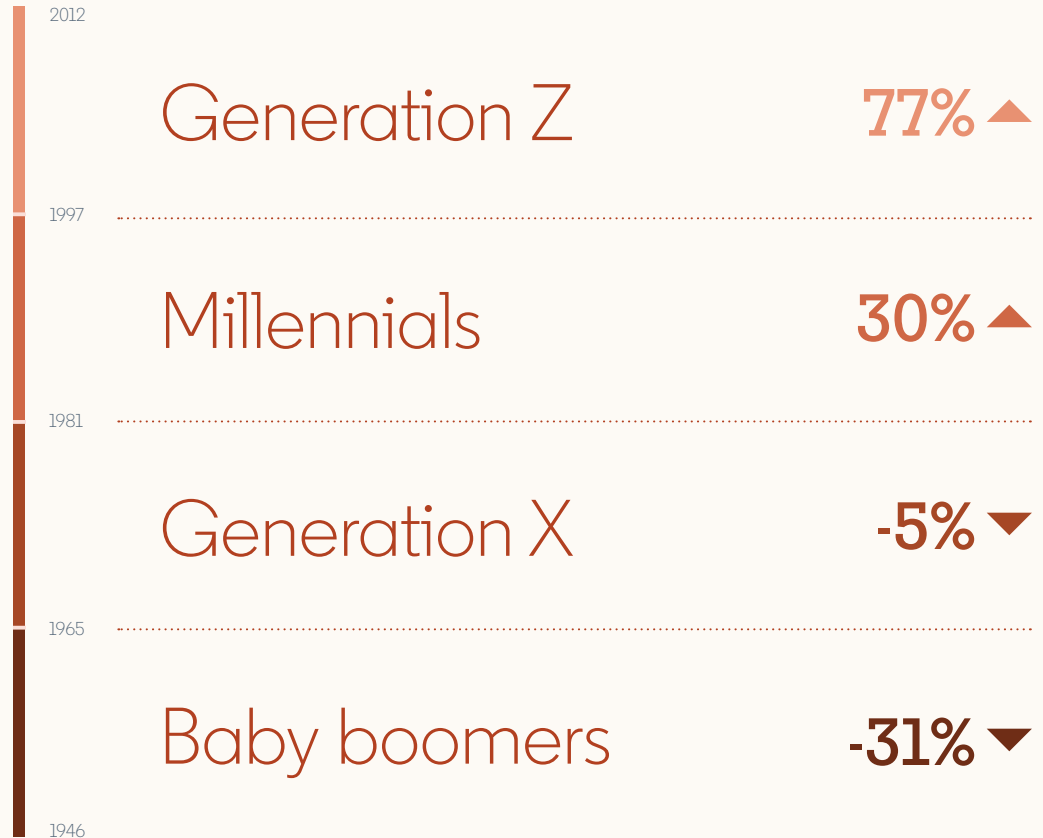


+35%

engagements when a company post mentions **flexibility**

# Flexibility is a bestseller for Gen Z

Difference in engagement on a company post mentioning flexibility, relative to the average company post:



# Tips to make location flexibility work

There's little doubt that remote work has become the new normal: Of more than 500 C-level executives in the U.S. and the U.K. surveyed by LinkedIn, 81% said they are changing their workplace policies to offer greater flexibility. But establishing an effective hybrid workforce requires careful planning to ensure that remote employees remain productive, feel connected to their coworkers, and are treated equitably. Here are some approaches worth checking out:

## #1

# Establish guidelines for how to treat remote workers

During the dark days of the pandemic, IBM laid out its policies in a “Work from Home Pledge” that encouraged employees to be “family sensitive,” to be kind to one another, and to support “not camera ready” times. Today the pledge remains an important reminder of IBM’s culture, where the physical and emotional health of all employees are key priorities.

## #2

# Create a level playing field for all employees

When some employees work from home, they run the risk of being overlooked by their bosses. But companies can prevent bias against remote workers by taking a methodical approach. Research and education company Wiley analyzes promotions and raises and keeps an eye out for patterns that might indicate that remote workers are being left behind.

## #3

# Reinforce employee bonds with virtual events

Virtual events are one way to foster social connections. VaynerMedia invites its 1,000-plus employees to tune into a daily, 15-minute-long program called Voices@ONE37pm, featuring academics and celebrities. “It’s been a cultural game-changer because it’s bringing everyone together for camaraderie, enjoyment, and a burst of goodness in between their normal routines,” says VaynerMedia’s Claude Silver.



#### #4

## Have senior leaders work from home

When the company allhands is hosted from the CEO's living room rather than the company boardroom, employees understand that remote work is getting some love. "I would rarely go into the office," says Alice Scott, chief operations and inclusion officer at international staffing firm Austin Fraser. "I would be offsite with our CEO. We role-modeled it and we used all of our leaders to say, 'Talk to your teams and share how this is going to work.'"

# Ways to maximize flex time at your company

As employees have shown they can be trusted to get the job done during the hours of their choosing, more employers are allowing workers to set their own schedules. “When you give someone choice and it comes backed with trust and with no consequences and no small print, I think that’s game-changing,” says Austin Fraser’s Alice Scott. “The effects for us have been overwhelmingly positive.” Here are some ways to offer your employees flex-time options while still achieving your business goals:

## #1

# Focus on results, not work hours

The employee who pulled an all-nighter may have been a hero in the past. But in the future, employers will judge workers based on their ability to meet goals rather than their hours spent at a desk. “Companies are going to see a pivot around measuring outcomes — not activity — and that’s going to play a big part in company culture,” says IBM CHRO Nickle LaMoreaux.

## #2

# Help employees set boundaries

As the parameters of the classic workday melt away, it’s important for companies to remind employees to take breaks. Singapore-based ride-hailing company Grab studied the company’s Zoom and Slack channels and noted that employees are working longer hours. “We’re trying to ask people to switch off and make sure they have enough time and balance,” says Ju Min Wong, head of people strategy at Grab.

## #3

# Say goodbye to live meetings

With employees no longer working synchronously, it’s time to find new ways to communicate. Companies like Twitter have an “async-first” policy, replacing meetings with other ways of talking. “Maybe a meeting could be an email,” says Lars Schmidt, the founder of executive search firm Amplify. “We don’t need to be live to discuss this. We can use a cloud-based technology to upload notes and collaboratively edit a document or resource.”

#4

## Provide flex time to frontline workers

Employees in such industries as manufacturing, retail, and healthcare don't have the option to work remotely. To level the playing field, some employers are offering these workers flex-time arrangements. "There's growing interest in four-day weeks, or nine-day-fortnights and staggered shifts, all of which give frontline workers more choice and control over their work," says Nikki Slowey, cofounder of Scotland-based consulting firm Flexibility Works.





# Case Study

Unilever blends full-time and contract work into something new and provocative

As a purpose-driven company, Unilever recognized that employees want to move beyond traditional fixed-hours employment models and are seeking more flexible work arrangements tailored to their personal needs.

The company launched a pilot program called U-Work that creates a new type of “hybrid” employee who can enjoy the flexibility of being a contract worker as well as some of the security and benefits enjoyed by full-time workers.

Rather than having a fixed role, U-Work employees work on different assignments that they choose. In between, they’re free to do the things in life that are important to them. U-Work employees are paid for each assignment when they’re working. On top of that, they get a monthly retainer and a suite of benefits whether they’re working on an assignment or not.

The program is now live in Malaysia, South Africa, Argentina, Mexico, India, the Philippines, and the United Arab Emirates. In the United Kingdom, it has already attracted 57 employees — 1% of the U.K. workforce — within its first year. Unilever is rolling out the program in Spain, Russia, and Turkey with further ambitions to expand by 2030.

## U-Work catches on across generations

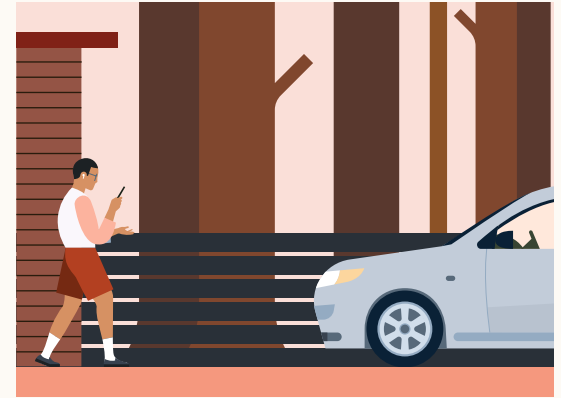
Unilever employees at varying stages in their lives are gravitating to this new way of work. The program is giving workers more choice while helping Unilever remain competitive. Among those who've signed up are:



A factory manager nearing retirement who wants to coach younger workers



A parent who wants to balance caregiver responsibilities and work



A recent graduate who wants to set up a side business and travel

## Chapter 2

# Well-being

To nurture healthy cultures, companies should provide care and compassion

# Trade burning the midnight oil for morning yoga

Companies everywhere are discovering that their own well-being is inextricably linked to their employees' well-being — mental, physical, emotional, and financial.

“We’re suddenly concerned for employee well-being and the well-being of our employee’s family,” says Becky Garroch, the VP of people and places at Digital River. “The fact is we are in each other’s homes now and there’s no longer this separation between work and home life. You get the whole human and you need to think about how you work with, support, and engage the whole human.”

Promoting well-being means offering employees much more than even health insurance and yoga classes. Today, well-being starts with care and compassion.

“Empathy must be a pillar of every culture,” IBM’s Nickle says.



A critical driver of employee well-being is the flexibility talked about earlier in this report. Beyond that, companies are finding more and more ways to demonstrate care and compassion for their workforces, including giving time back, with everything from half-day Fridays to shutdown weeks; offering well-being services, such as employee assistance programs (EAPs) and backup caregiving options; and rethinking processes by, say, shortening or eliminating meetings and better leveraging asynchronous communications like email or chat. All of these initiatives address the reality that it's hard to have a healthy, productive culture without a healthy, productive workforce.

But perhaps the biggest single thing companies can do to support well-being is to stop glorifying the workaholic and the l a.m. hero.

“Individuals have started to realize that there is more to their lives than just work,” says Rob Allen, the VP of talent and engagement at GitLab. “They want to feel like work is meeting them halfway and that they’re able to truly have a work-life balance as they perceive it.”



“

In the workplace, we shouldn't value and celebrate the people who stay up all night and burn the midnight oil, because that doesn't really produce great results for the person or the organization. It's not a sustainable model.

”



**Jen Fisher**  
Chief Well-Being Officer, Deloitte

# Employees want a care package

If employees feel cared for at work, they are:



3.2x

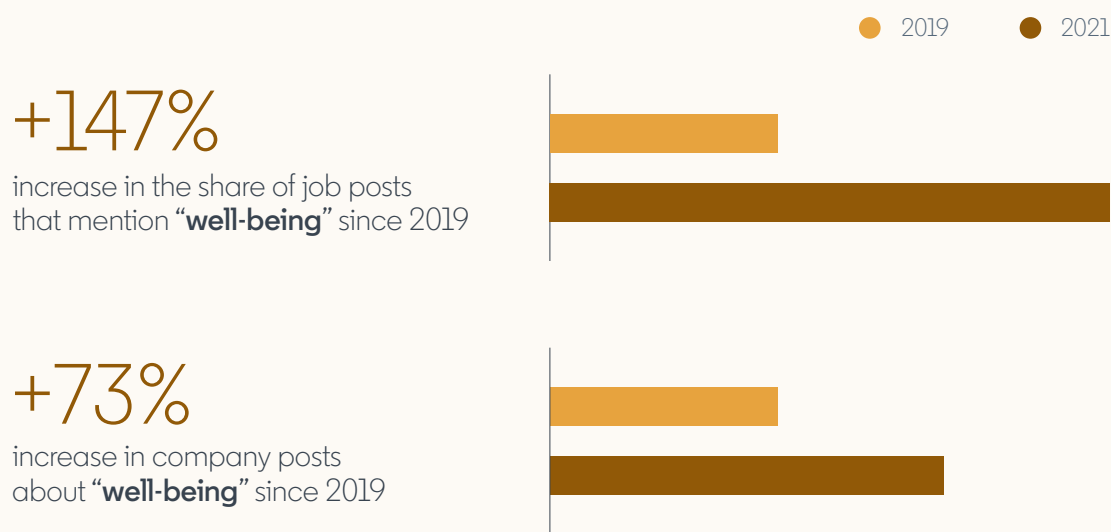
more likely to be  
happy at work



3.7x

more likely to recommend  
working for the company

# Well-being content is resonating, especially with women



+5%

more engagements with posts that mention "well-being"

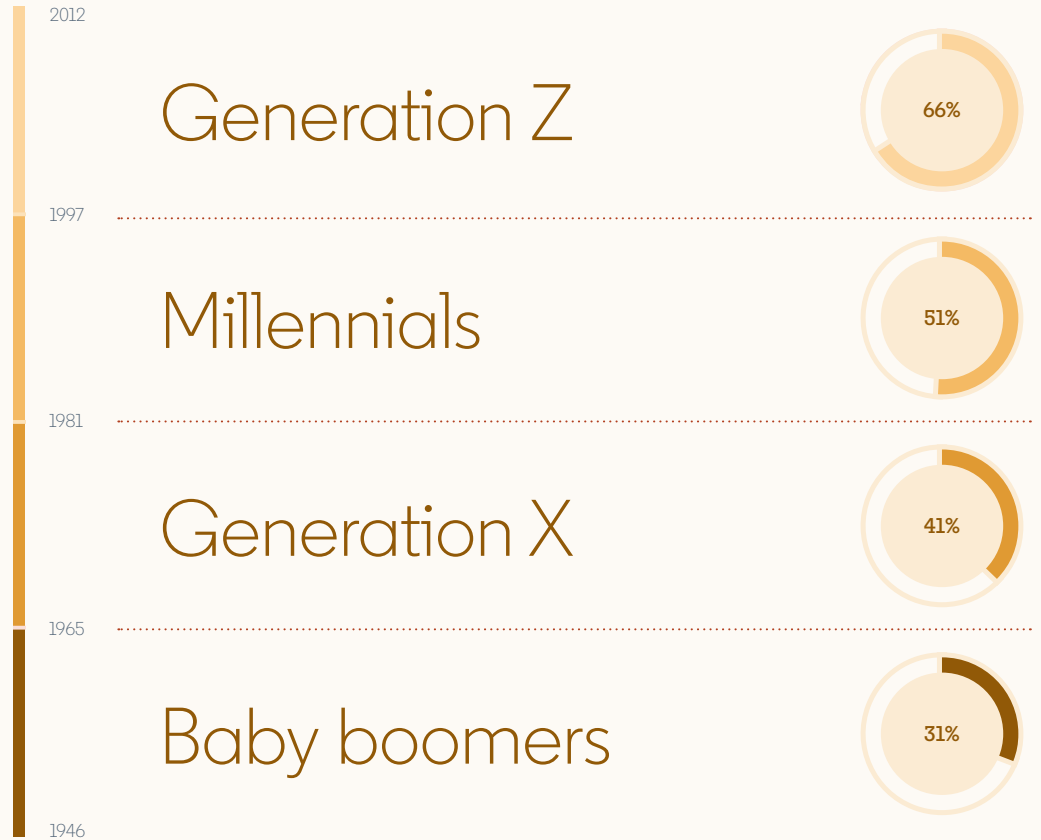
+41%

more likely for women to engage with "well-being" company posts, compared to the average post



# Gen Z wants a culture built on mental health and wellness

Percentage of people who say that they'd like to see more investment in mental health and wellness to improve company culture:



# Ways to help employees achieve better work-life balance

During the days of forced lockdowns, as employees faced health scares and struggled to balance work and family, employers offered extra days off to help ease stress. Today, companies are prioritizing time off and they're adopting new strategies to encourage employees to check out and recharge. Here are some ideas to consider:

#1

## Give workers more time in their day

Peloton urges employees to use an app to block off time in their calendars to take care of important personal matters. The company also encourages its people leaders to establish “no meeting” periods. To battle meeting fatigue, Thomson Reuters has changed the default time periods for scheduling meetings from increments of 30 or 60 minutes to 25 or 45 minutes.

#2

## Shut down for a few days

Studies show that in some parts of the world, employees are reluctant to take their vacation days. That’s one reason why it’s worth carving out several days a year to give workers a universal time off. Companies including LinkedIn, Nike, Instacart, and Thomson Reuters have already done so. “Unlike vacation, which happens asynchronously around the world, almost everybody in the company is able to put pens down, devices down, and just take time to focus on their own health and well-being,” says Thomson Reuters’s Mary Alice Vuicic.

#3

## Send the CEO on vacation

When senior execs sign off to focus on their own well-being it sends a powerful message. “They can share details of why and how they took time off and the impact it had on their well-being and even their creativity and productivity,” Deloitte Chief Well-being Officer Jen Fisher and her colleagues noted in a blog post. “This type of sharing can also help erase some of the stigma workers may feel about taking time off and empower them to do the same.”



#### #4

## Consider a four-day workweek

Is your company ready to scrap the traditional five-day work model? A small but growing list of employers are — and it could be only a matter of time until the idea gains wider traction. Crowdfunding company Kickstarter recently announced it was piloting a four-day workweek, joining others including fintech company Bolt, Spanish fashion company Desigual, and Perpetual Guardian in New Zealand.

Some HR leaders believe that as more companies allow employees to create their own schedules, institutionalizing a four-day workweek won't be necessary. But others say the workweek is ripe for reinvention. "Whoever cracks the four-day workweek is going to win the talent war because that's going to be the new in-demand perk," says Marta Riggins, employer brand and employee engagement strategic consultant.

# Ways to rethink your mental health services

The rise of millennials in the workforce thrust mental health services to the forefront of employee benefits in recent years, and the trend has only grown stronger during the pandemic. In a tight job market, employers will have to continue to innovate their mental health offerings to lure and retain talent. “This becomes an important part of how you differentiate your company — the care that you have for employees,” says Richard Cho, head of recruiting at Robinhood. Here are some ideas to consider:

#1

## Train managers to be empathetic leaders

Employers are training bosses to offer emotional support and to look for signs of emotional distress. At telecom company Axiata, managers are taught to identify symptoms of burnout and stress, while managers at Wiley are urged to have frequent check-ins with employees. “Practices like these,” says Danielle McMahan, Wiley’s chief people and business operations officer, “are really critical to not only address burnout but also build culture and create a sense of belonging.”

#2

## Make mental health services easily accessible

Meditation apps like Headspace and Calm and virtual therapy services from companies like Lyra Health surged in popularity during the pandemic. Now some employers are taking their employee assistance programs to a new level. Amazon recently launched Resources for Living, a mental health platform whose offerings include suicide-prevention support and access to a licensed mental health clinician any time of the day.

#3

## Use people analytics to identify problems

Apps such as Microsoft Viva Insights — part of Microsoft Teams — can give companies a better handle on employee behavior. Viva Insights looks at work patterns such as after-hours work and meeting overload that might lead to burnout and stress. Managers can identify problems and take the appropriate action to support employee well-being.

#4

## Turn your employees into mental health allies

When you're facing emotional challenges, sometimes it helps to talk to a caring coworker. That's one reason why some employers, including WPP, Unilever, and Austin Fraser, are starting to offer peer-to-peer mental health counseling. WPP's pilot program Mental Health Allies allows employees to volunteer to support their colleagues. The allies take a two-day training course that teaches them the fundamentals of mental health, how to listen without judgment, and how to point their coworkers to services and resources. WPP has received hundreds of applications from employees eager to volunteer.



# Case Study

LiftUp! elevates LinkedIn employee well-being



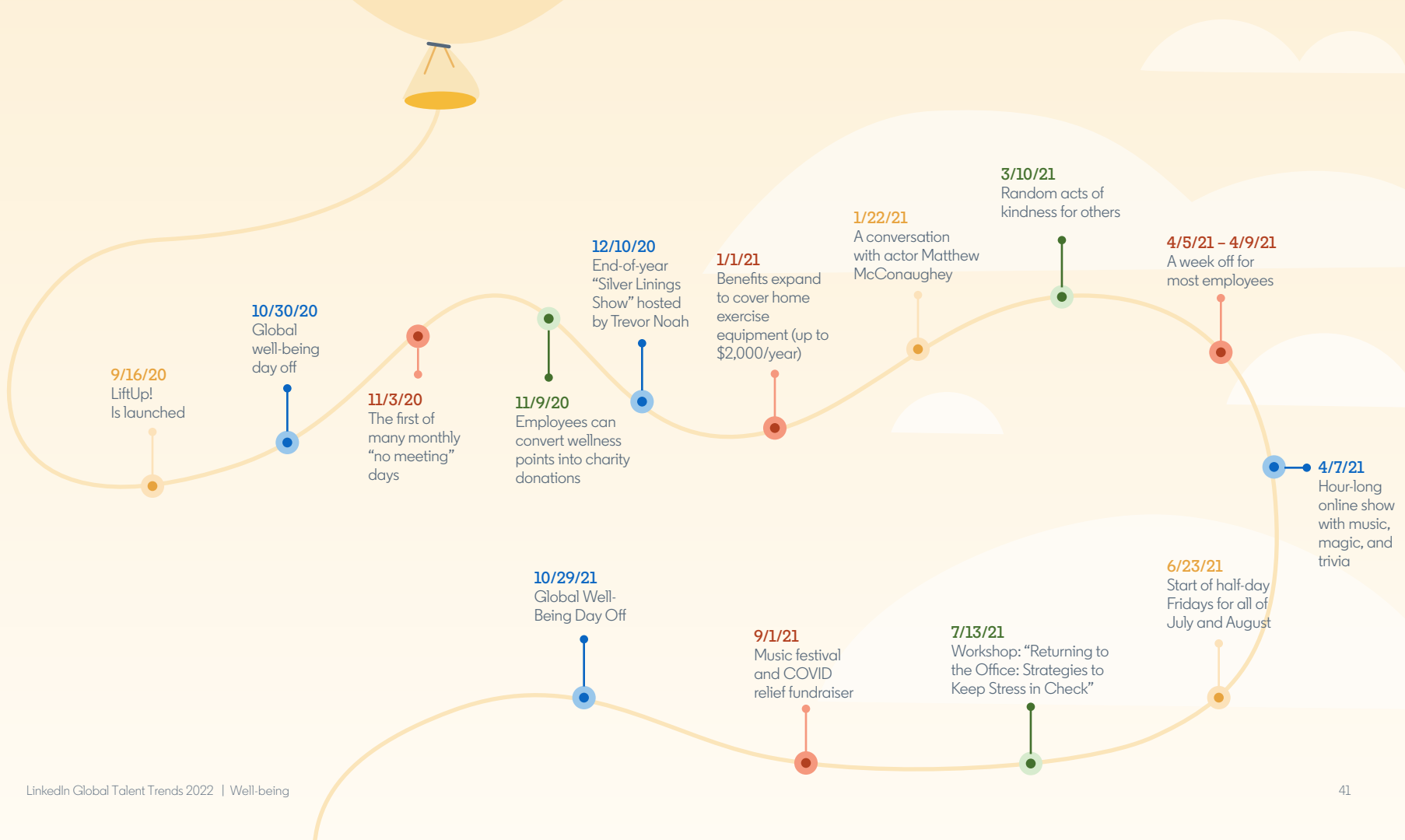
To help employees make the best of their new work-from-home reality, LinkedIn launched a program in September 2020 called LiftUp! to address the burnout, anxiety, and social disconnection that company leaders had begun noting.

LiftUp! features an always-on resource hub, a series of fun events, and — most treasured by employees — the frequent gift of time, including a company-wide shutdown week in April 2021.

“The surprises and delights,” says Nina McQueen, VP of benefits and employee experience at LinkedIn and the main architect of LiftUp!, “were really meant to simply put the spark back in everyone, lift our heads up higher, and create some fun along the way.”

Nina and her team have been intentional about making the program as inclusive as possible, ensuring that its offerings are as available to employees half a world away as they are to those living near the company’s Silicon Valley headquarters.





## Chapter 3

# The Great Reshuffle

An epic talent migration prompts companies to reconsider their values and employer branding

# The Great Reshuffle: Employees are saying, ‘We can do better.’ Companies can too.

The pandemic has spurred employees to prioritize their well-being and to seek more agency about where — and when — they work. This insistence on a new relationship with work is a key trigger for what we call at LinkedIn the Great Reshuffle, aka the Great Resignation. “It’s a time when everyone is rethinking everything,” says LinkedIn CEO Ryan Roslansky. “Business leaders are rethinking their entire working models, cultures, and company values. Employees are rethinking not just how they work, but why.” Workers are changing jobs, hoping for something more — more purpose, more flexibility, more empathy.



Organizations that cling to their old ways may be inviting talent problems. “They’re going to struggle to hold talent,” says Lars Schmidt, the founder of Amplify. “They’re going to struggle to recruit talent. They will be the poster children for the Great Resignation if they’re trying to box their employees into constructs they don’t want.”

Some parts of the world are still struggling with high unemployment, and most workers in those regions are clinging to their jobs. But according to the Microsoft 2021 Work Trend Index, 41% of global employees said they were likely to consider leaving their jobs in the following 12 months. And they weren’t just blowing smoke. Labor shortages have hampered industries across the world, from China to Germany to the United States, where a record 4.3 million workers quit their jobs in August alone.

“This level of quitting,” writes *The Atlantic*, “is really an expression of optimism that says, *We can do better.*”

Companies can too. Organizations that rethink and renew their cultures — and their employer branding — can win big in the new battle for talent. From chaos, opportunity.

Getting the word out will be key: According to LinkedIn data, job seekers have become choosier, viewing nearly twice as many job posts before applying in 2021 than they did in 2019. So, rather than focusing on challenging work, hypergrowth, and unicorn ambitions, companies may fare better with messaging around flexibility, inclusive benefits, and internal mobility rates.

Success in the Great Reshuffle doesn’t end with attracting and retaining talent. Companies will need to figure out how, in the midst of an epic workforce upheaval, they can preserve and enhance their culture rather than see it erode. For ideas on how to maintain culture as you hire at scale, read on.

“

Company culture is swiftly evolving, and to keep up, organizations must innovate and think progressively. We have this singular opportunity to create the culture and circumstances that will allow each employee to do their best work *and* to lead their best life.

”



**Teuila Hanson**  
Chief People Officer, LinkedIn

# Culture can be a selling point for picky job seekers

This shows in the way professionals browse LinkedIn:



2x

increase in job posts viewed per application in 2021 compared to 2019

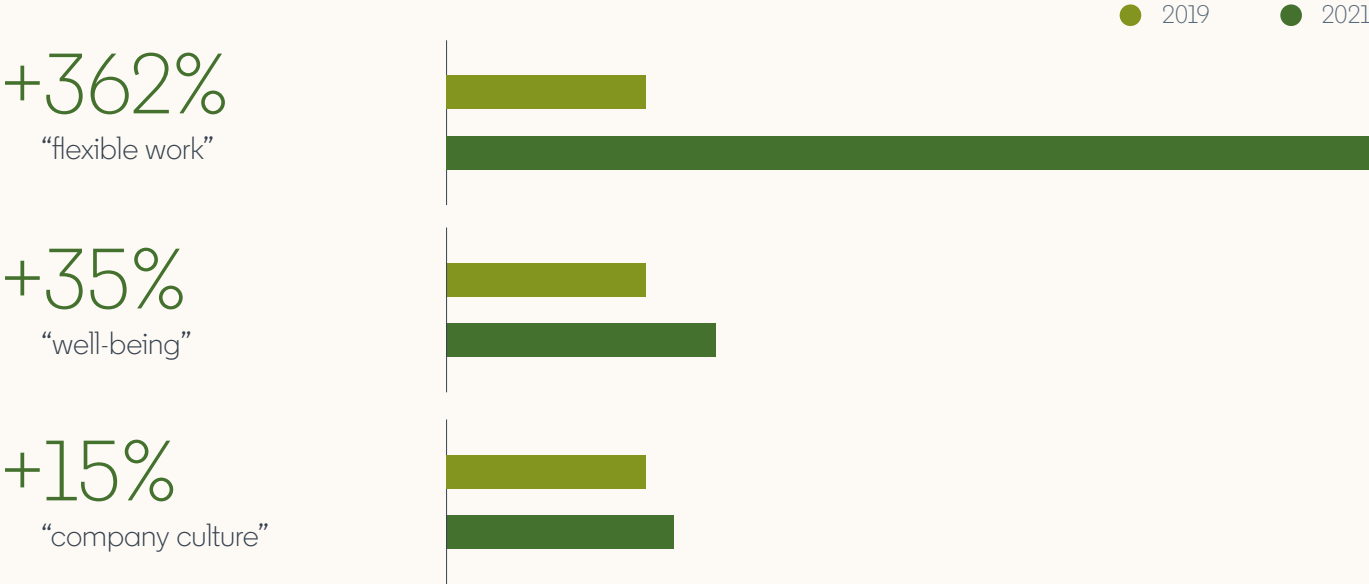


+67%

engagement boost when company posts mention culture

# LinkedIn members are posting more about these key topics

As a share of all member posts, relative growth from 2019 to 2021

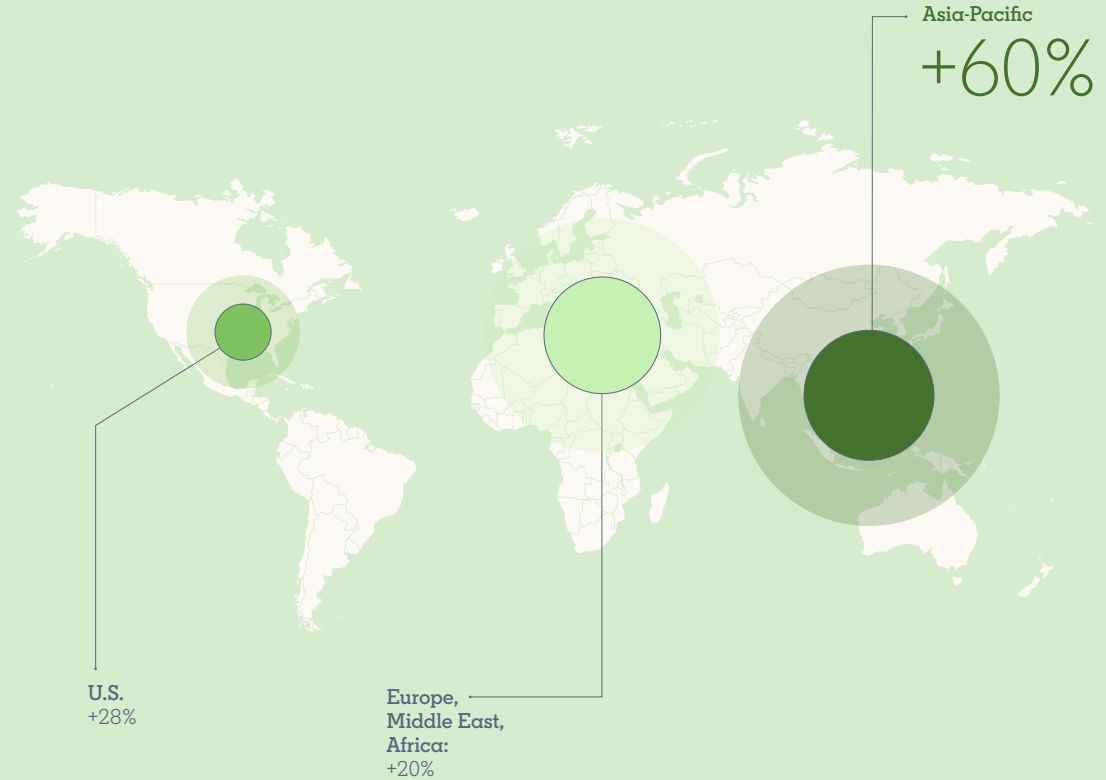


# A global wave of job changes

The share of LinkedIn members changing jobs between August and October 2021 compared with the same period in 2019:

Global Average  
**+25%**

- Top
- Midrange
- Bottom





# Tactics for boosting your employer brand

It is not enough to have a strong culture; companies must also be seen to have a strong culture. Getting your employer brand right is critical.

“The buying patterns of a candidate are shifting away from just compensation and moving into what is the mission and vision of the company as it pertains to the values of that individual and why they want to join,” GitLab’s Rob Allen says. “So, it’s really going back to basics with marketing and then focusing not on consumer and customer stories but on employee stories and using those to entice new employees.”

#1

## Listen to your people

It pays to leverage the people who know your culture best — your employees. Dropbox, for example, combines what it learns in its twice-yearly engagement surveys with third-party focus groups, facilitated executive coffee chats (generally 10 to 12 people), and listening sessions with employee resource groups to understand how employees view their culture efforts.



## #2

# Be willing to change your messaging

A recent LinkedIn member survey shows that the top three things that job seekers want in their next role are good work-life balance, strong compensation and benefits, and excellent colleagues and culture. Marta Riggins, an employer brand and employee engagement consultant, suggests: “If employees are saying, ‘I want balance, I want to be taken care of, I want to have a life,’ then your messaging has to change. It’s as simple as look at the data and alter your message.”

## #3

# Get leaders talking about your culture

Rian Finnegan, the global employer brand manager for Peloton, says it’s important to make sure that people, and not just your brand, are talking about your culture. “It’s not always just Peloton on LinkedIn talking about our culture,” Rian says, “but we actually have our leaders out there talking about what a special place it is to work at.” As a bonus, Rian says, Peloton gets their instructors — who are leaders in so many ways — speaking about the culture too.

# How recruiting can drive company culture

The Great Reshuffle is an epic talent migration with legions of employees coming and going, taking their company culture elsewhere. The challenge for recruiters then is to help preserve and evolve their own organization's culture while hiring at scale. It's crucial to make sure new hires are adding to, rather than subtracting from, your culture. "The move to culture add is very real and top of mind inside companies," says John Vlastelica, the founder of Recruiting Toolbox. "So, when you talk about ensuring new hires will help add to or evolve the culture, I see talent acquisition playing a much bigger role."

#1

## Pressure-test your EVP

John Vlastelica recommends every company spend time thinking about this question: “Do we really deliver the experience and opportunity we sell as recruiters?” He also suggests making sure you’re clear about what’s expected from new hires. “Your employee value proposition,” says Amy Schultz, the head of recruiting for Canva, “must reflect what your employees really feel and value today — not in 2019! — to attract those folks who will add to a company’s culture today and into the future.”



#2

## Be authentic

With company culture going through broad and fast-paced changes, no one has all the answers — and candidates aren't expecting you to. So, Amy Schultz has recently been sharing the concept that authenticity eats perfection for breakfast (we're pretty sure Peter Drucker didn't say that either). "Leaders need to inspire folks in new ways," Amy says, "whether that's to join an organization or to stay at one." And it may be easier to do that by being vulnerable rather than invincible.

#3

## Invest in onboarding

John Vlastelica notes that more and more talent acquisition leaders have taken charge of their organizations' onboarding processes. Given that many companies are 1) on a remote or hybrid footing, 2) hiring at a breakneck pace, and 3) navigating course corrections with their culture, getting onboarding right is essential. "It's critical to personalize the onboarding experience for new hires," says Ajay Sah, the head of recruiting at Capgemini, "clarify their role and responsibilities, include social introduction, and offer the support structure to ensure they are set for success."

# Case Study

How Instacart supports employee wellness — and makes sure job seekers get the message

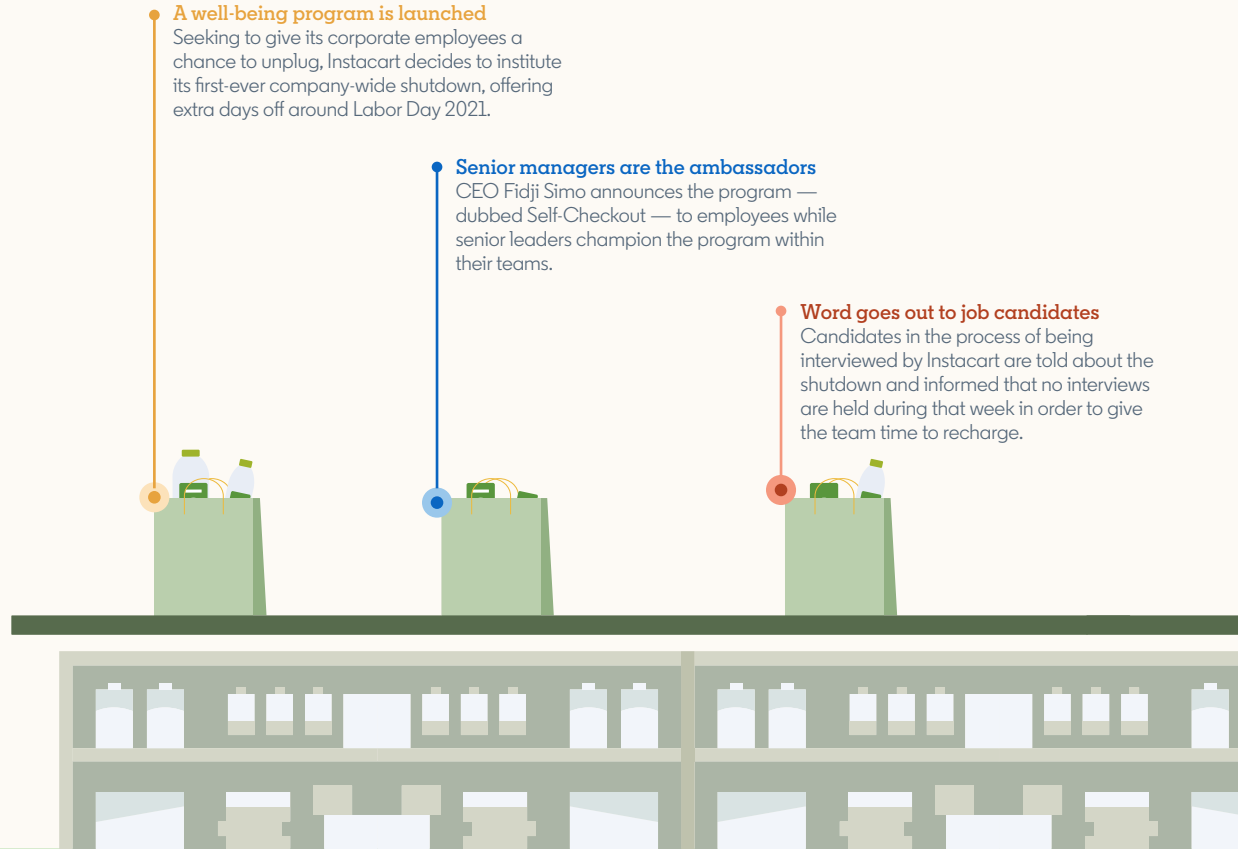
“How does your team encourage people to sign off? How do you respect boundaries? Those are the things we really lean into when we talk about our employer brand.”

– Deniz Gultekin, Senior Manager,  
Recruitment Marketing, Instacart

● **A well-being program is launched**  
Seeking to give its corporate employees a chance to unplug, Instacart decides to institute its first-ever company-wide shutdown, offering extra days off around Labor Day 2021.

● **Senior managers are the ambassadors**  
CEO Fidji Simo announces the program — dubbed Self-Checkout — to employees while senior leaders champion the program within their teams.

● **Word goes out to job candidates**  
Candidates in the process of being interviewed by Instacart are told about the shutdown and informed that no interviews are held during that week in order to give the team time to recharge.



● **Instacart identifies the key message it wants to send**

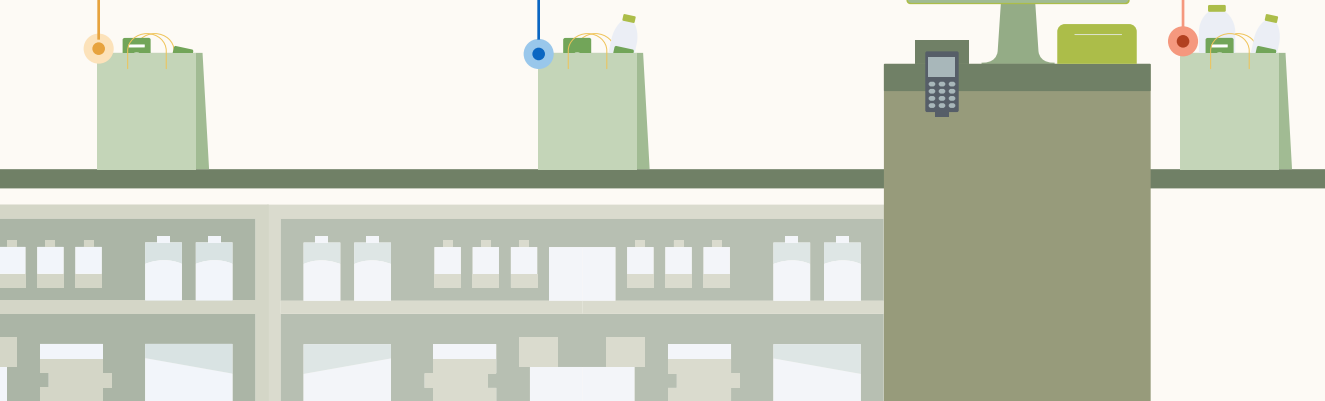
The company gives employees “tool kits” providing guidance on how to write their away messages, how to explain to external partners why they will be out, and what the purpose of Self-Checkout is.

● **Employees spread the word**

Instacart encourages employees to share on LinkedIn the stories of how they’re spending their time off. The company gathers these stories and creates a post for Instacart’s company blog.

● **Self-Checkout content resonates with job seekers**

Instacart sees more than 4,000 engagements with LinkedIn Self-Checkout content in the first two days after employees return to work.



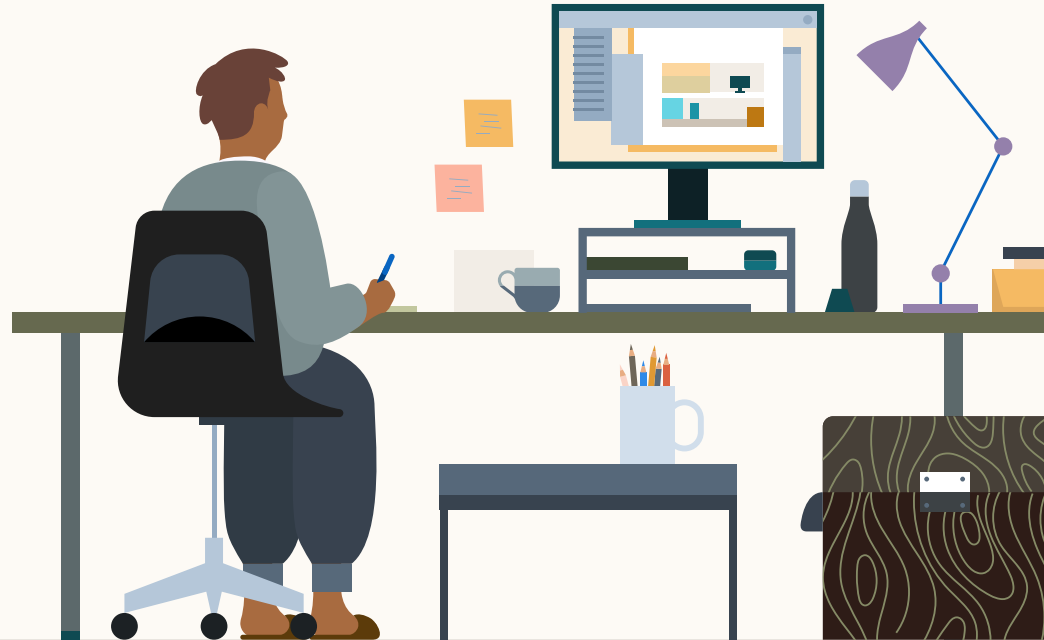


# Final thoughts

# Organizations That Can Reimagine How Work Gets Done Will Have a Decided Edge

As we spoke to talent professionals around the world to better understand the current inflection in company culture, we kept hearing the phrase “once in a generation.” One leader used it to describe “disruption.” Another, “opportunity.”

Both were right.





For organizations everywhere, the Great Reshuffle is a pivotal moment teeming with enormous challenges and immense possibilities. Those that are able to rethink the workplace constructs that have been in place for the last century and to reimagine where, when, and how work gets done will have a decided edge on those that can't.

In exchange for the agency to carve out a work life that best complements their personal lives, employees will be poised to own individual accountability and welcome the chance to be judged on results rather than face time.

“This shift is different,” says Amplify’s Lars Schmidt, “because this shift isn’t just about tools and technology. It’s about mindset. It’s about desires. It’s about expectations from both employees and employers. It impacts so many different things and it’s happening in such an accelerated time frame.”

And that blistering pace of change means that many of the best approaches are still to come — culture is dynamic, not static, and no one has all the answers. But it does appear that company culture is already being reshaped by employee demands to be seen as unique individuals rather than interchangeable widgets. And that’s a change in perspective that will allow organizations to consider the tactics shared in this report — and, of course, to develop their own — as they transform their cultures, addressing the signal importance of flexibility, well-being, and intentional career growth.

[Rate this report](#)

## Thank you to the contributors

This report was built on the wisdom and hard-won experiences of some of the world's leading talent and HR practitioners, who generously shared their time and insights with us. A thousand thanks to each of them.



**Ajay Sah**  
Vice President and Head of  
Talent Acquisition, Capgemini



**Alice Scott**  
Chief Operations & Inclusion  
Officer, Austin Fraser



**Amy Schultz**  
Global Head of Talent  
Acquisition, Canva



**Becky Garroch**  
VP of People and Places,  
Digital River



**Christina Rasielski**  
Sr. Consultant, People  
Science, LinkedIn



**Claude Silver**  
Chief Heart Officer,  
VaynerMedia



**Danielle McMahan**  
Chief People and Business  
Operations Officer, Wiley



**Deniz Gültekin**  
Sr. Employer Brand  
Manager, Instacart



**Desiree Caballero**  
Head of Employer Brand,  
Robinhood



**Donna Nasserghodsi**  
Sr. Employer Brand  
Manager, Instacart



**Jen Fisher**  
Chief Well-Being Officer,  
Deloitte



**Jenny Johnstone**  
Global Sr. Director of Colleague  
Experience and Engagement, Sage



**John Vlastelica**  
CEO, Recruiting Toolbox



**Ju Min Wong**  
Head of People Strategy,  
Grab



**Judy Jackson**  
Global Head of Culture  
and Engagement, WPP



**Justin Black**  
Head of People Science,  
LinkedIn



**Lars Schmidt**  
Founder,  
Amplify Talent



**Marta Riggins**  
Strategic Consultant: Employer  
Brand & Employee Engagement



**Mary Alice Vuicic**  
Chief People Officer,  
Thomson Reuters



**Melanie Bauer**  
HR Project Manager,  
LinkedIn



**Nickle LaMoreaux**  
Chief People Officer,  
IBM



**Nina McQueen**  
VP of Benefits and Employee  
Experience, LinkedIn



**Norlida (Oli) Azmi**  
Group Chief People Officer,  
Axiata



**Patrick (Paddy) Hull**  
VP of Future of Work,  
Unilever



**Patty McCord**  
Principal, Patty McCord  
Consulting; Former Chief  
Talent Officer, Netflix



**Rian Finnegan**  
Sr. Global Employer Brand  
Manager, Peloton



**Richard Cho**  
Global Head of Recruiting,  
Robinhood



**Robert Allen**  
VP of Talent and Engagement,  
GitLab



**Teuila Hanson**  
Chief People Officer,  
LinkedIn

## Learn more with these online classes

- 1 | [Be an Inclusive Organization People Won't Leave](#)  
with Jodi-Ann Burey
- 2 | [Creating a Culture That Inspires Your Employees](#)  
with Aaron Marshall
- 3 | [HR: Providing Flexible Work Options](#)  
with Catherine Mattice Zundel
- 4 | [Set Boundaries and Protect Your Time](#)  
with Paula Rizzo
- 5 | [Managing Your Well-Being as a Leader While Leading Others](#)  
with Dan Schawbel
- 6 | [Managing Remote Teams: Setting Expectations, Behaviors, and Habits](#)  
with Big Think
- 7 | [How to Have a Great Day At Work](#)  
with Caroline Webb
- 8 | [Aligning Your Values with Work, Life, and Everything In Between](#)  
with Christina Vo
- 9 | [Be the Manager People Won't Leave](#)  
with Laurie Ruettimann
- 10 | [The Secret to Better Decisions: Stop Hoarding Chips with Seth Godin](#)

## Methodologies

### Survey

Insights about job seeker priorities when considering a new job are based on LinkedIn's Talent Drivers survey conducted in June 2021, with nearly 20,000 respondents across the globe. Respondents were asked to select up to five of the most important factors when considering a new job from a list of 15 employee value propositions.

Insights on employee happiness and feelings of care are derived from millions of Glint survey responses from more than 900 organizations; more details can be found in the Glint Employee Well-Being Reports from September 2021 and December 2021.

The survey data on C-level executives is based on a LinkedIn-commissioned YouGov survey of over 500 C-level executives from U.S. and U.K. organizations with 1,000+ employees and US\$350+ million (£250+ million) annual revenue, from August 4 to 24, 2021, to understand how they are considering the future of work. The survey was conducted online.

The survey data on top areas to invest in to improve company culture was gathered from a LinkedIn Omnibus survey conducted in September 2021 among English-speaking, active LinkedIn members across the following countries and regions: US, UK, Canada, BeNeLux, Australia, India, Southeast Asia, Brazil, Germany, Middle-East and North Africa (MENA), Nordics, and Spain.

### Behavioral insights

Behavioral insights for this report were generated from the billions of data points created by nearly 800 million members in more than 200 countries on LinkedIn today. These analyses include data from September 2019 to September 2021. Insights about job posts, company posts, member posts, and job titles are based on a keyword analysis using three categories of keywords: company culture, flexibility, and wellness. Categories included similar terms (e.g., flexibility included “remote work” and “work from home” as keywords) and were translated into Spanish, French, Japanese, Dutch, Italian, German, Portuguese, Turkish, and Chinese. Keywords were then used to classify content for comparative analyses. For comparisons between 2019, 2020, and 2021, the analysis considered all job posts, company posts, and member posts in the month of September of each year. If not otherwise stated, keyword analyses are based on all posts made in September 2021.

Gender identity isn't binary and we recognize that some LinkedIn members identify beyond the traditional gender constructs of “male” and “female.” If not explicitly self-identified, we have inferred the gender of members included in this analysis by classifying their first names as either male or female or by pronouns used on their LinkedIn profiles. Members whose gender could not be inferred as either male or female were excluded from this analysis.

Member generation is inferred based on education information and other self-reported data on public LinkedIn profiles. Members whose age we could not confidently infer based on complete profile information were excluded from generational analyses. Definitions of generations follow those of Pew Research, with Gen Z born after 1996, millennials born between 1981 and 1996, Generation X born between 1965 and 1980, and baby boomers born between 1946 and 1964.

Job transitions are calculated from updates to LinkedIn profiles when a new job at a different company is created after a previous job has ended. This is divided by LinkedIn membership to account for membership growth. This share is compared to the equivalent time in 2019, before COVID, to benchmark the job transition rate against a more “typical” economic year. Student jobs, side jobs, and internships are not included.

## Sources

### Introduction

George Anders. “Did Peter Drucker Actually Say ‘Culture Eats Strategy for Breakfast’ — and If So, Where/When?” Quora. March 27, 2016.

“Deloitte Global Intelligent Automation Study Reveals Dramatic Acceleration in Adoption of Automation Technologies.” Deloitte. December 1, 2020.

“What Employees Expect in 2021.” IBM Institute for Business Value. February 2021.

John Simons. “Gen Z and Millennials Are Leading a ‘Great Reshuffle.’ Here’s What That Means.” Time. October 17, 2021.

### Company Culture Timeline

Aine Cain. “The Progression of Office Culture from the 50s to Today.” Business Insider. October 12, 2018.

Jennifer Alsever. “Elevating the Lives of Workers.” Out of Office. October 10, 2020.

Janet Yellen. “The History of Women’s Work and Wages and How it Has Created Success for Us All.” The Brookings Institution. May 2020.

“A Retrospective on the History of Work.” Atlassian.

Abby Westling. “The History of Office Wear.” Grey Journal. 2021.

George Guilder. “Women in the Work Force.” The Atlantic. September 1986.

Barbara Presley Noble. “At Work; Dissecting the 90’s Workplace.” The New York Times. September 19, 1993

Bryan Lufkin. “Office Space Turns 20: How the Film Changed the Way We Work.” The BBC. February 5, 2019.

Arielle Pardes. “Silicon Valley Ruined Work Culture.” Wired. February 24, 2020.

Avery Hartmans. “Silicon Valley’s Open Offices Are Probably Over, Thanks to the Coronavirus — But They Were Always Bad for Employees Anyway.” Business Insider. August 9, 2020.

### Flexibility

“Austin Fraser Talk to Us About the Positive Impact of Flexible Working.” The Flexa Times (Austin Fraser blog). April 1, 2021.

“The Next Great Disruption Is Hybrid Work — Are We Ready?” Microsoft Work Trend Index. March 22, 2021.

Arvind Krishna. “The IBM Work from Home Pledge.” LinkedIn. May 2, 2020.

Jeff Koyen. “How the CHROs at Twitter, Softbank & Pepsico Are Making the Future of Work Work.” WebEx by Cisco BrandVoice/Forbes.

Scott Reid. “Flexibility for Frontline Workers Crucial to Tackling Scotland’s Record Vacancy Levels.” The Scotsman. October 17, 2021.

Jacob Morgan. “Why the Millions We Spend on Employee Engagement Buy Us So Little.” Harvard Business Review. March 10, 2017.

## Sources

### Well-being

“U.S., Asian Workers Are Not Using Their Vacation.” CNN. November 6, 2014.

Mandy Oaklander. “Millennial Employees Are Getting Companies to Radically Rethink Workers’ Mental Health.” Time. January 16, 2020.

Sarah Todd. “The Case for a Week-Long Company-Wide Vacation.” Quartz. June 8, 2021.

Jen Fisher, Melanie Langsett, Nicole Nodi, Brenna Sniderman. “The Disconnect Disconnect: Aligning Culture and Policy to Mend the Rift Between Needing Time off and Taking It.” Deloitte. January 22, 2021.

Ari Levy. “Companies Are Offering Benefits Like Virtual Therapy and Meditation Apps as Covid-19 Stress Grows.” CNBC. October 10, 2020.

Kelly Greenwood, Natasha Krol. “8 Ways Managers Can Support Employees’ Mental Health.” Harvard Business Review. August 7, 2020.

“Amazon Introduces New Mental Health Benefit for all U.S. Employees and Their Family Members.” AboutAmazon.com. May 20, 2021.

### The Great Reshuffle

Ishaan Tharoor. “The ‘Great Resignation’ Goes Global.” The Washington Post. October 18, 2021.

Jeff Cox. “A Record 4.3 Million Workers Quit Their Jobs in August, Led by Food and Retail Industries.” CNBC. October 12, 2021.

Derek Thompson. “The Great Resignation is Accelerating.” The Atlantic. October 15, 2021.



## Authors

### Editorial

Phyllis Furman

Bruce Anderson

Maria Ignatova

Lydia Abbot

Christina Joseph Robinson

Susanna Kim

Luke Barley

Greg Lewis

### Data

Joseph Soroñgon

Deanne Tockey

James Lykens

Kai Stritter

Eric Knudsen

### Design

Johansen Peralta

Ben Keyser

Franny Robertson

Joelle McKenna

Catherine Choi

# How LinkedIn can support you

LinkedIn Talent Solutions offers a full range of hiring and employee development solutions for every step in the talent journey. We'll help you find and engage the right candidates, develop and engage employees, and make even smarter talent decisions with LinkedIn data and insights.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With 740+ million members worldwide, including 75% of the U.S. workforce, LinkedIn is the world's largest professional network.

Request demo



## Recruiting and employee development products

### Plan

Use real-time data to inform difficult hiring and recruiting decisions.

- [Talent Insights](#)

### Hire

Find the right people with easy-to-post jobs, smart sourcing, and branding.

- [Post a Job](#)
- [LinkedIn Recruiter](#)
- [LinkedIn Career Pages](#)

### Develop

Connect employees to relevant skills to increase engagement and close any gaps.

- [LinkedIn Learning](#)

### Engage

Create a culture of ongoing feedback to improve employee engagement, well-being, and growth.

- [Glint](#)

# LinkedIn Talent Solutions

Share your feedback on this report

[Take 1-minute survey](#)