

**Understanding the Evolving Workforce and Workplace Realities
Questions for Corporate Directors to Ask Management**

Developed in Partnership with KPMG's Board Leadership Center

Employee/employer dynamic

How is the new employee/employer dynamic impacting your company?

- How is our organization assessing employee expectations regarding:
 - How, when and where they work,
 - How they develop and advance in the organization, and
 - How they sustain their well-being?
- How are we helping employees connect what they do every day to the broader purpose of the organization? How does this differ if they are working more flexibly?
- How is the current labor market impacting our ability to attract and retain talent overall and in specific demographic groups?
- What is our value proposition (e.g., compensation, opportunity and flexibility) and how does it compare to that of competitors?

Workforce engagement and empowerment

Questions to ask the human resources leader about workforce engagement and empowerment:

- What process are we following to empower teams to determine how, when and where they work best going forward?
 - How are we providing managers with the skills they need to lead high performing teams especially if they are working more flexibly? What are those skills and how are they being provided and measured?
 - How are we providing teams and individual employees with the skills and tools they need to partner with their managers and each other to perform at high levels, especially if they are working flexibly across different locations and schedules? How are we measuring the effectiveness of these skills and tools?
- As we think about engaging and empowering our workforce, how broadly are we defining it? Does it include FTE employees as well as gig/on demand workers, consultants and subcontractors to the extent we can engage with them and not jeopardize their employment status?

- What metrics should we evaluate to monitor progress toward achieving that optimal work model and culture?
- Who among the senior leadership team is engaged in evolving the organization's work model and culture for the business to thrive?
- Do these leaders understand their role and are they prepared to play it (i.e., do we have the right people with the right skill sets)?
- How are we measuring workforce engagement (e.g., employee surveys, manager feedback)? Please provide an analysis of the trends in engagement pre-COVID, over the last three years, and now? If different, how has the changing reality of work impacted those metrics? What's our strategy for improving engagement?

Flexible future of work readiness

Questions to encourage senior leadership to take a cross-functional, operations-based approach to reimagine work:

- Is leadership taking a cross-functional, operations-based approach to evolve how, when and where people work, or is it more programmatic and policy-based?
 - If taking a more policy-based approach, has the organization tried to mandate a certain number of days onsite? If yes, what was the goal of that mandate? Has it been effective? How is effectiveness being measured?
 - If taking a more process-based, operational approach to reimagining work, what are some examples of emerging best practices from these experiments with flexibility? What are the main priorities targeted in this process (e.g., talent, quality, culture, development) and are those priorities being measured and achieved? What needs to be improved?
- Request that the human resources leader, the technology leader and the real estate leader present together on how they are coordinating the following efforts:
 - How are they trying to understand the way people work now and how they will work going forward?
 - How is IT making sure people are optimizing the technology currently available and any new tech on the horizon?
 - How is real estate using emerging flexible work preferences and tech resources to inform next-stage facilities choices?

For more information, we are providing complimentary access to the Flex+Strategy Group's [Work Flexibility Scorecard](#), which provides customized insights into how effectively your organization's flexible work strategy is being executed and how to improve it. Please do not hesitate to contact Cali Yost (cali@flexstrategygroup.com) with any questions or for further discussion.