

Good for Me, Good for Us, and Good for the World



A New
Agenda for
Business
Leaders



Understanding why employees expect business to be a force for good

What is the 'new normal' for business?

It's well documented that expectations of business have increased in recent years.¹ From global health concerns to societal polarization, unrest, and systemic prejudice and racism, employees expect their employers to challenge the status quo in order to best serve the greater good.² Couple this with high levels of workplace stress and employee burnout, and employers are playing defense to shore up their organizations and ensure they are living up to worker expectations.³

Blue Beyond Consulting recently conducted a study to measure the expectations of employees in the workplace. The study confirms the high expectations today's employees have of their organizations, especially when it comes to business as a force for good, and company values that align with personal values.

The fundamental question facing business leaders today is the extent to which these shifts in expectations of business are temporary and situational, or a lasting change for businesses of

all sizes and industries. It's imperative that leaders take this into account to be able to craft and implement effective people strategies now and in the future.

In short, what is this "new normal" for business? And where do we go from here? Blue Beyond designed this study to answer these questions.



A FORCE FOR GOOD

Our research findings are clear: People want business to be a force for good in three different dimensions:

Good for me

They want their employers actively invested in their well-being, and to help them flourish in body, mind, and meaningful impact.

Good for us

They want to trust their employers to live up to what is important to create and sustain an effective workplace culture.

Good for the world

They want companies to step up, guide people, bring people together, and make a positive difference through their leadership on societal issues.

ABOUT THIS STUDY

Blue Beyond surveyed 753 business leaders, HR leaders, and knowledge workers to better understand employee expectations in the workplace. Our sample represented all sectors of our economy, and included respondents from small, medium, and large companies throughout the United States and Canada. To help inform our study and recommendations, we also interviewed senior HR and management executives at Fortune Global 500, Fortune 500, and smaller companies.

FINDING 1

We want, and expect, business to be a force for good

We have reached a tipping point: The overwhelming majority of business executives, HR leaders, and knowledge workers in our survey want business generally – and their employer specifically – to be a force for good in society.



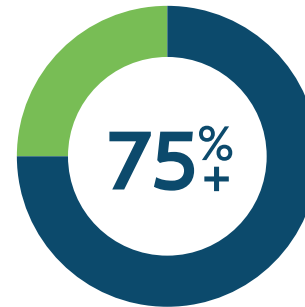
Tipping point: the critical point in a situation or system beyond which a significant and often unstoppable effect or change takes place.

“

My expectations have gone up for my company to fight the good fight while adapting to an ever-changing situation, and to be conscious both socially and healthwise.

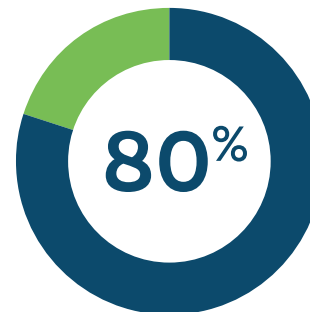
KNOWLEDGE WORKER

A CLOSER LOOK AT BUSINESS AS A FORCE FOR GOOD

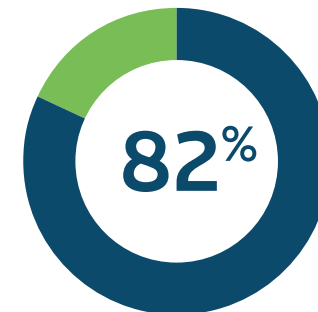


More than **3 in 4 of all respondents** say their employer (76%) and business in general (77%) have an obligation to be a force for good in society

THIS TREND IS EVEN HIGHER FOR THOSE UNDER 45



Nearly 80% for those under 45



82% of HR leaders under 45

Being a force for good goes beyond being a good corporate citizen

What is most startling about our survey findings is just how broadly aligned business leaders, HR leaders, and knowledge workers are relative to these expectations. In our study, over 70% of every age group, region, company size, and nearly every demographic group expect business and their employer to be a force for good.

The notion that business should be a force for good is not some theoretical idea or public relations construct. Grasping the reality of this force-for-good expectation means understanding it in a multi-dimensional, practical, and actionable way. It includes but goes well beyond being a good corporate citizen.

“We need our companies to be purpose-led and values-driven. We can no longer just be about the bottom line. We must be a force for good—our employees expect us to step up and do our part.

ELIZABETH ADEFIOYE,
CHIEF PEOPLE OFFICER, EMERSON



In our study, over 70% of every age group, region, company size, and nearly every demographic group expect business and their employer to be a force for good.

In short, **people want business to be a force for good on several levels concurrently** – for “me” as a person, for “us” as an organization, and for the “world” inclusive of our communities and society as a whole.

Be a force for good: for me

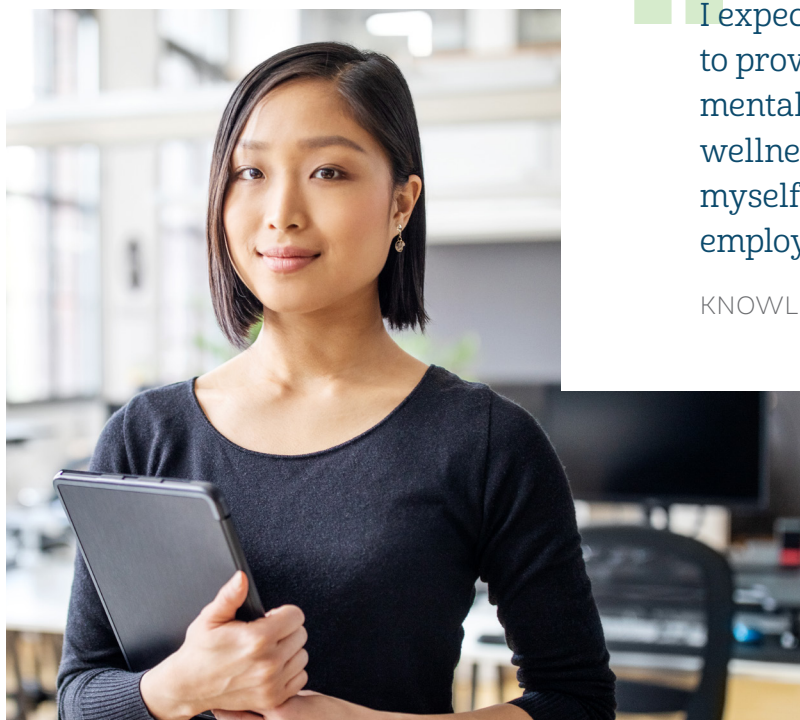
In today's workplace, being a force for good for me means something profoundly different than traditional notions of "what's in it for me?" Employees today expect business to be a force for good in prioritizing their well-being, experience, and values.

Employees care deeply about well-being

Well-being is very important to the people we surveyed. Employees – and knowledge workers in particular – want and

expect companies to prioritize not just their physical and social well-being, but also their mental well-being.

A number of survey respondents commented on the importance of well-being and mental health, and their expectations of their employer on this issue.



“I expect my company to provide better mental health and wellness care for myself and other employees.”

KNOWLEDGE WORKER

Knowledge workers and business leaders are broadly aligned on the employee-experience factors that matter most

When we look more closely at what survey respondents say matters most for their overall employee experience, the data shows strong alignment between business leaders, HR leaders, and knowledge workers, and across broad demographic groups. Well-being tops the list in terms of what all respondents care about most. In addition, the alignment is strong for other factors as well, including flexibility on where and when employees work, manager capabilities, and learning and career development.

The one notable exception is the importance of diversity, equity, inclusion, and belonging (DEIB). DEIB clearly ranks as important – but it is particularly important for younger knowledge workers and anyone who sees their sense of belonging in the workplace as supported and amplified when DEIB is a key priority.

“When the pandemic hit and despite not knowing what it really all meant so early, we were very quick to go out to our associates and say we don’t really know what’s happening but what matters most is your safety. What that generates in people’s minds is ‘you’re putting me above the business stuff’—and that conveys we care about you and you can trust us.

EDEN ALVAREZ-BACKUS,
FORMER VP, GLOBAL TALENT MANAGEMENT, DANAHER

WELL-BEING IS AT THE TOP OF THE LIST – BUT OTHER FACTORS ARE ALSO IMPORTANT

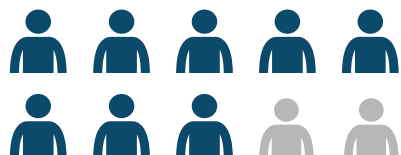
Employee experience factors	All respondents	All respondents who identify as being from underrepresented groups	All respondents who identify as under 45	All knowledge workers	All knowledge workers who identify as being from underrepresented groups	All knowledge workers who identify as under 45
Employee well-being and mental health	88%	87%	91%	91%	87%	92%
Leadership effectiveness	83%	84%	86%	82%	82%	86%
Manager capabilities	82%	84%	84%	79%	82%	80%
Flexibility on where and when employees work	78%	81%	83%	79%	84%	80%
Learning and career development	77%	80%	81%	75%	84%	81%
Workforce upskilling and reskilling	76%	79%	80%	73%	77%	76%
Diversity, equity, and inclusion	72%	80%	78%	77%	83%	80%
Company culture	71%	75%	74%	70%	79%	75%

Percent of respondents rating factor as important

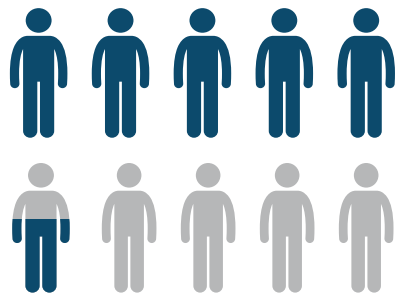
Employees expect their companies to prioritize the values that matter to them

It's clear that employees care a great deal about values. While there is strong agreement among all employees that company values should align with personal values, a significant gap exists between knowledge workers and company leaders over whether they actually do align.

THE VALUES GAP BETWEEN KNOWLEDGE WORKERS AND COMPANY LEADERS



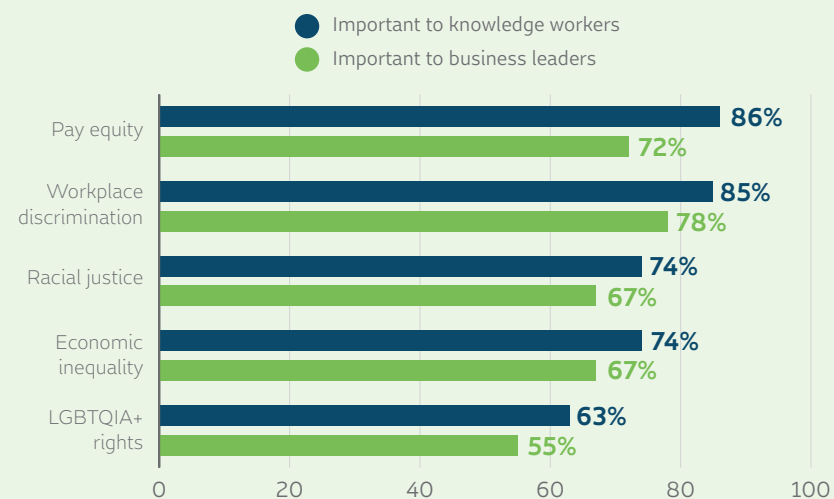
8 in 10 survey respondents say it's important that their company's values align with their own



However — and here's the gap — **just above half of knowledge workers** say their company values and personal values actually do align

What values-related issues are important to knowledge workers?

Given the importance of this values alignment, what values-related issues are most important to employees — and are they just as important to business leaders? Our findings show a noteworthy gap between knowledge workers and business leaders on issues such as pay equity, workplace discrimination, and racial justice.



The gap between "important to knowledge workers" and "important to business leaders" is consistent. It's remarkable that the issues of utmost importance to knowledge workers speak very directly to their well-being and their overall employment experience. Is this "importance gap" part of the reason why these issues remain at the top of the list for knowledge workers? Business being a force for good for me requires business leaders to rethink their priorities and take real action on these values-related issues.

If their values are not prioritized, employees will vote with their feet

Employees – particularly knowledge workers – are unlikely to stick around if they believe their employer's values are not aligned with their own.

“Psychological well-being and safety are fundamental to innovation and creation. Not addressing these needs now is completely blind to attracting the next generation of talent that is so important to our business strategy.

STACEY WALKER, CHRO, FORTIVE

WELL-BEING, EMPLOYEE EXPERIENCE, AND VALUES EXPECTATIONS ARE CORE ELEMENTS OF WHY PEOPLE STAY – AND WHY THEY ARE LEAVING



34% of knowledge workers say they expect to leave their company within 2 years



That percentage **increases to 43%** for knowledge workers who are younger, and identify as being from underrepresented groups



More than half of knowledge workers (52%) say they would quit their job if company values do not align with their own



Only 1 in 4 knowledge workers say they are likely to accept a job if company values do not align with their own



Be a force for good: for us

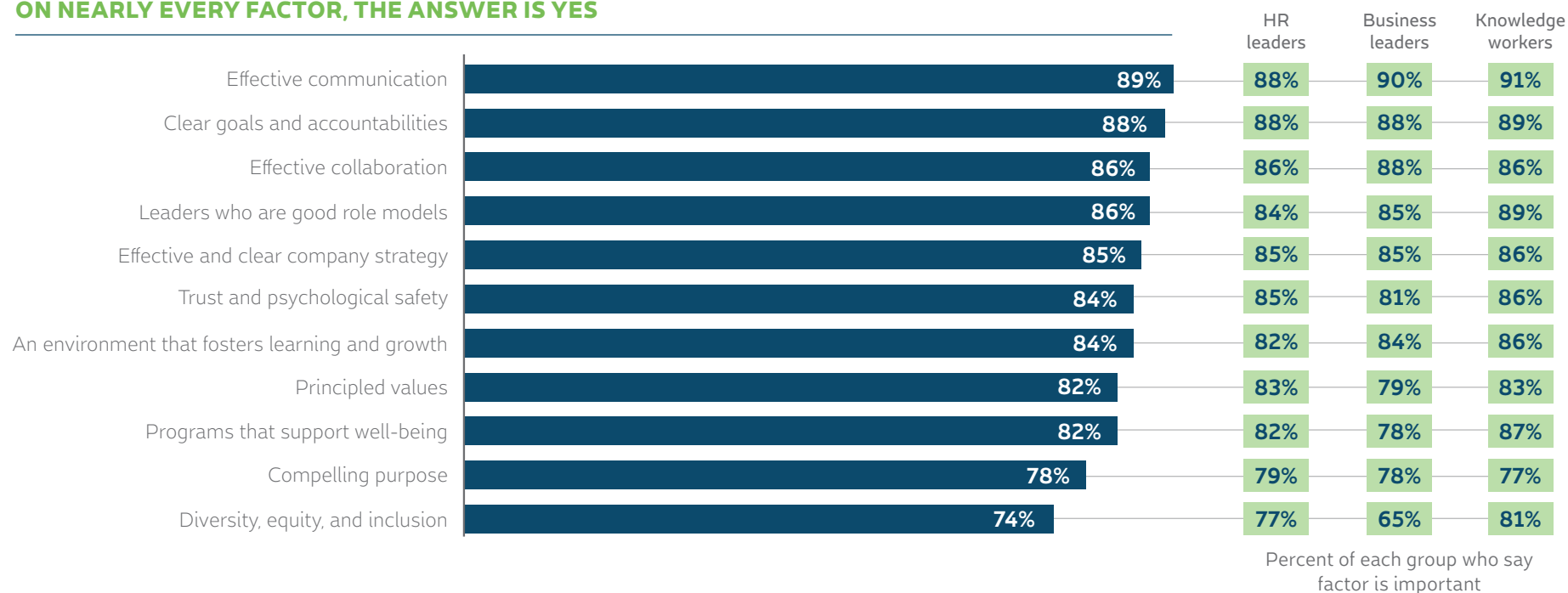
Our study demonstrates that business being a force for good for us is not just about an antiquated notion of corporate citizenship. For today's employees, the expectation that business is a force for good means being accountable for creating a workplace culture that enables businesses and people to thrive – together.

The good news? We are aligned on what it takes to build an effective culture

There is very strong alignment between business leaders, HR leaders, and knowledge workers regarding the factors that are important to building and maintaining an effective workplace culture.



DO WE AGREE ON WHAT FACTORS ARE IMPORTANT FOR AN EFFECTIVE CULTURE? ON NEARLY EVERY FACTOR, THE ANSWER IS YES



FINDING 3 BE A FORCE FOR GOOD: FOR US

The not-so-good news? HR and business leaders have a far rosier opinion than knowledge workers on how their company is doing

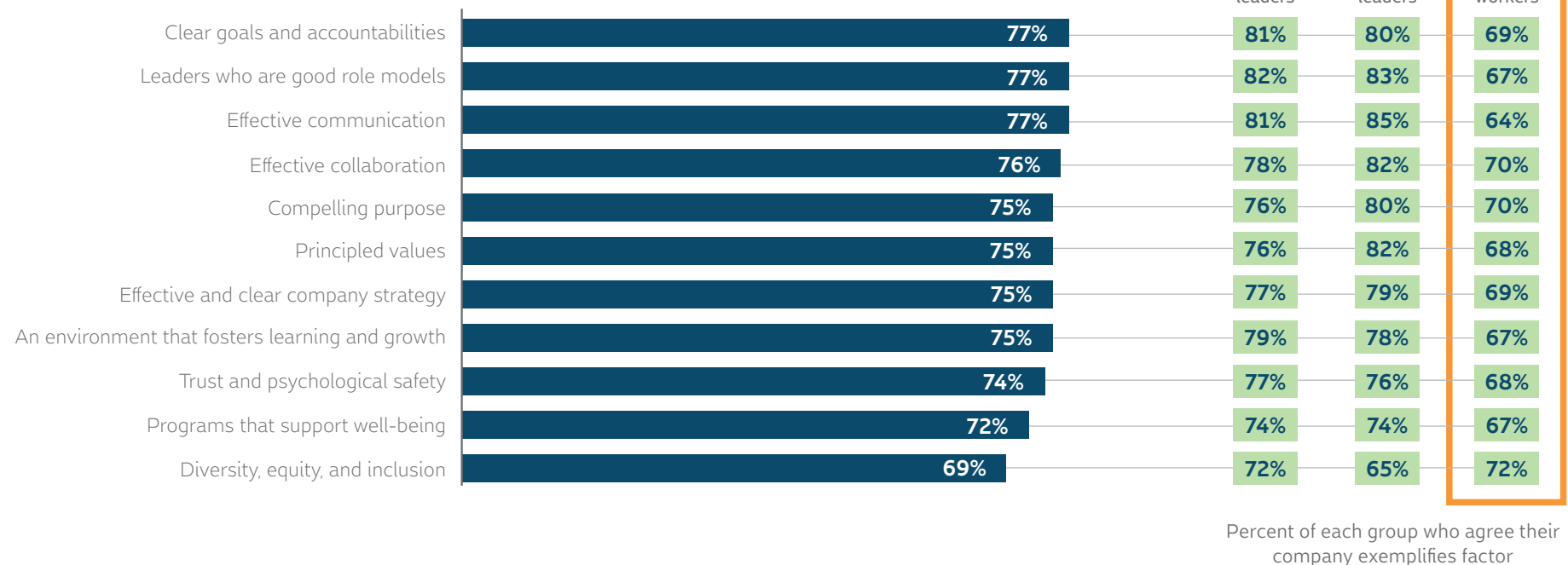
While we agree on what factors contribute to an effective company culture, there is a big gap between knowledge workers and company leaders on how we think companies are doing relative to those factors. In short, business and HR leaders have a far rosier picture than knowledge workers in nearly every single case.

For instance, as illustrated in the chart on the previous page, 91% of knowledge workers

say effective communication is important for an effective culture, yet just 64% say their company is doing this well. Similarly, 89% believe clear goals and accountabilities, as well as leaders who are good role models, are important factors. However, only 69% and 67% respectively agree that their company exemplifies them.



ARE WE DOING WHAT WE SAY IS IMPORTANT FOR AN EFFECTIVE CULTURE? HR AND BUSINESS LEADERS SAY YES, BUT KNOWLEDGE WORKERS AREN'T SO SURE



Knowledge-worker expectations are high and the performance gap is wide

In comparing the factors that knowledge workers believe are important for an effective workplace culture with those who strongly feel their company exemplifies these factors, there is an even wider performance gap. Just 1 in 4 knowledge workers strongly agree that their company exemplifies the factors they have identified as being important.

Factors for an effective culture	% who agree factor is important for an effective culture	% who strongly agree their company exemplifies this factor
Effective communication	91%	26%
Clear goals and accountabilities	89%	26%
Leaders who are good role models	89%	27%
Programs that support well-being	87%	27%
Effective and clear company strategy	86%	22%
Trust and psychological safety	86%	27%
An environment that fosters learning and growth	86%	22%
Effective collaboration	85%	25%
Principled values	84%	24%
Diversity, equity, and inclusion	81%	29%
Compelling purpose	77%	20%

In short, the expectation that business is a force for good for us is evidenced by the clear and consistent alignment on what it takes to be an effective workplace. **The question on people's minds is, can we trust our organizations to deliver on what we agree is most important?**

“Trust is critical. Our employees are thinking ‘If I don't trust you, I don't want to be part of your organization.’ Frankly, as business leaders, we have to understand we are no longer in the driver's seat. Employees can really be more vocal, more demanding, and more deliberate about what they want because they can go anywhere. Their options are endless.

ELIZABETH ADEFIOYE
CHIEF PEOPLE OFFICER, EMERSON

“What people used to expect in work, and what they expect from their companies moving forward has shifted. We need to prepare leaders to build trust even while they live in the gray, and that requires new approaches to developing our teams and leaders.

FORTUNE 500 EXECUTIVE

IN FOCUS: The diversity, equity, inclusion, and belonging disconnect

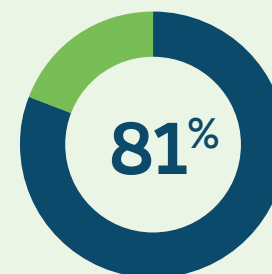
Knowledge workers expect more progress on DEIB

While knowledge workers and business leaders in our survey mostly agree on the factors important to building and maintaining an effective company culture, there is a disconnect between them over diversity, equity, inclusion, and belonging (DEIB).

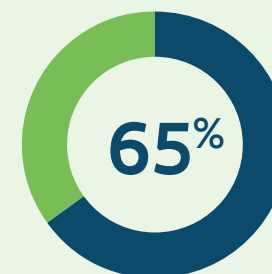
Our findings track with a Momentive poll on 'The Workplace DEI Disconnect,' which found that business leaders are much less likely than the average employee to agree that DEI is "an important factor in our company's ability to drive success," and much more likely to believe "DEI to be a distraction from our company's real work."⁴



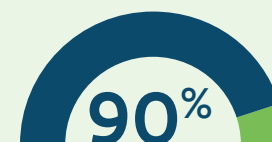
DEIB IS FAR MORE IMPORTANT TO KNOWLEDGE WORKERS THAN BUSINESS LEADERS



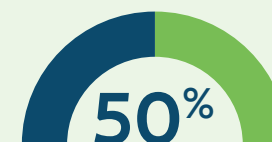
4 in 5 knowledge workers say DEIB is important



Just 65% of business leaders say the same



9 in 10 knowledge workers who are younger, and who identify as being from underrepresented groups, say DEIB is important



Just 50% of white male business leaders 45 and over say the same

IN FOCUS: The diversity, equity, inclusion, and belonging disconnect

Several survey respondents expressed disappointment with business leaders on DEIB — and urged change:

“No more ‘white boys club’ when it comes to the leadership and executive team. I now expect the company to not just be about making money, but to also pay attention to things like diversity, gender equality, and inclusion.

KNOWLEDGE WORKER

“I expect my company to ensure our workforce is diverse and for all groups of society to be represented. We also need to ensure that equity and inclusion are a focus of our hiring and management practices.

KNOWLEDGE WORKER

However, some executives interviewed for the study expressed a different view, saying recent events have made an impact — but that real change takes time.

“DEI feels different now, more of an awakening. I think leaders are finally able to connect the dots on the business case for investing here...but it's going to take five years before we see the change we're looking for.

FORTUNE 500 EXECUTIVE

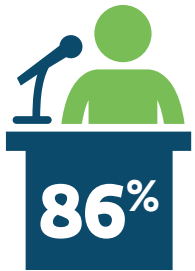


Be a force for good: for the world

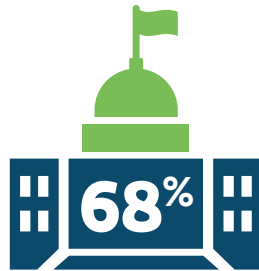
Expectations of business have never been higher

There is an abundance of research that aligns with our finding that employees now expect much more from their companies – and from their leaders. Employees expect them to be a force for good not just for me or for us, but for the world. Most widely quoted on this topic is the Edelman Trust Barometer,⁵ which reported that business is the most trusted institution, and the only one considered ethical and competent. Edelman also noted that the heightened expectations of CEOs have never been more apparent.⁶

THE EDELMAN TRUST BAROMETER: 'BUSINESS IS THE MOST TRUSTED INSTITUTION AND THE ONLY ONE SEEN AS ETHICAL AND COMPETENT.'



86% expect CEOs "to publicly speak out on one or more of these societal challenges: pandemic impact, job automation, societal issues, local community issues."⁷



68% believe CEOs should step in when the government does not to fix societal problems.⁸



62% of employees believe they have the power to force companies to change.⁹



In light of the Edelman data, we wanted to delve more deeply into employees' opinions on societal issues, including how important they think it is for companies to offer opportunities for learning and authentic discussions about them.

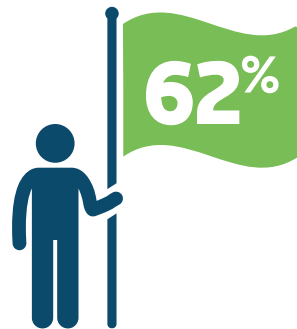
Raising the bar for business leaders

The bottom line? Our study raises the bar even higher for business to lead in ways we have not seen before. The workplace is in many ways now functioning as society's "commons," where we are more likely to encounter the broadest variety of viewpoints, experiences, and other dimensions of diversity. There are more dimensions of diversity in the workplace than in any other place in our lives¹⁰ – and our findings show that employees want leaders to use this trusted space not only for speaking out on societal issues but also as a needed forum to learn and hold authentic discussions about them.

LEADERS SHOULD SPEAK OUT ON SOCIETAL ISSUES



Over half of those surveyed agree that companies should take a stand on societal issues



That number climbs to **more than 6 in 10 for younger employees** who identify as being from underrepresented groups

“The pressure is on for companies to really take a stand and do what’s right from human rights to voting to climate change. Employees and shareholders are really driving companies to be more accountable.

KNOWLEDGE WORKER

Business is the new "commons"

People increasingly want their employers to create the space and skills to help them have productive discussions in the workplace regarding societal issues.



Nearly 60% of respondents believe companies should provide space for learning and authentic discussions about societal issues



Nearly 7 out of 10 respondents who are younger and identify as being from underrepresented groups believe they should do so

Some employers are realizing that to deal with these societal dynamics and expectations, they must lean into building the leader, manager, and employee capabilities necessary for these kinds of challenging conversations.

“We have to remember that a workforce of any size is a microcosm of our larger society. One of the things we’re doing currently is focusing on seeking, speaking and listening—three habits that will help strengthen our global team and drive stronger business outcomes. We want to empower our workforce to seek out information that is contradictory, to listen to that concern, and then to speak to address or fix it.

MICHAEL COX, CHRO, BOEING COMMERCIAL AIRPLANES (BCA)

**When it comes to societal issues,
staying on the sidelines has implications**

The challenges of these new expectations weigh heavily on business leaders.

Combining the demanding work of business leadership in the volatile times we are all navigating is difficult. Being in the spotlight on tender, complex, and polarizing societal issues is not necessarily what most business executives feel they signed up for—or prepared for. And of course, many employees may want business to take a stand, but there's no guarantee we are all on the same page in terms of what issues and what positions should be taken. However, staying on the sidelines and silent is an active choice with implications.



“Historically we stayed out of politics and it was about the work. Now that door is wide open. Covid accelerated that. There is no boundary between work and home. They are so intertwined. We have to figure out how to navigate that road.

SABRINA KROPP, VP, COMMUNICATIONS
& BRAND, VONTIER

“With the rise of social media’s influence on public opinion, organizations and leaders are more reluctant to make statements on social issues that can come back to bite them. We all have to find our comfort zone on what we want to speak to and what we stand for.

ROBERT PERKINS, CHIEF GLOBAL
DIVERSITY AND INCLUSION OFFICER,
MONDELÉZ INTERNATIONAL

IN FOCUS: How CEOs can get comfortable with taking a public stand

It's relatively easy to take a public stand on inherently positive issues close to your business. Here are six recommendations for when the issues grow more challenging:

- 1. Define a principled, purpose- and values-aligned approach.** Does the position you want to take align with your organization's shared cultural values, even if it is not core to your business? It's impossible to speak to every societal issue so let your purpose and values serve as a compass to guide you.
- 2. Speak authentically and directly with employees.** Get aligned internally before releasing any external statements or taking action. Your employees should never be surprised by what you say or do publicly.
- 3. Be responsive and timely.** Timing is an important consideration. Are you an early mover or late to the conversation? For your words to have maximum impact – and to maintain the trust of employees – it's essential that you move thoughtfully yet swiftly.
- 4. Be prepared for the “all sides” equivalency arguments.** There is a moral and business imperative for you to serve as a force for good. As a leader, you may be afraid of saying the wrong thing or offending someone – just know that staying neutral and silent is an active choice with implications.
- 5. Prepare your Board and Leadership Team.** Help them to speak authentically and effectively about societal issues. Coach, educate, and equip them to amplify impact.
- 6. Create space for learning and dialogue.** The workplace is a microcosm of society, and your employees are a reflection of that. For that reason, it's important that you are creating practices for deep listening and ongoing learning about the issues that matter to the people inside your organization.

“CEOs are more trusted now, which creates an incredible amount of pressure to navigate and articulate shared purpose and values.

STACEY WALKER, CHRO, FORTIVE



“Five years ago, there would have been a known name list of companies that would have written a letter on behalf of transgender rights or Black Lives Matter. Now you see companies that would have previously stayed silent taking much more definitive stands.

FORTUNE 100 EXECUTIVE

Employees Expect Business to be a Force for Good

Deprioritize the force for good imperative at your peril

Companies that fail to demonstrate earnest efforts to be a force for good in all its dimensions do so at their peril. If leaders don't act, the ability to attract and retain talent will decline. It's time to reframe organizational culture and the employee experience as crucial business accelerators. A company's words and actions, and the employee experience its leaders cultivate, ultimately drive stronger organizational performance. Understanding the factors that affect employee decisions to stay or go will give business leaders an advantage.

When we look at knowledge workers overall – and younger, more diverse knowledge workers in particular – our study indicates it is a combination of factors across all three dimensions of the force-for-good imperative that are driving employee sentiment.

Employee expectations gap at a glance

- 1. Only 1 in 4 knowledge workers** are likely to join a company if that company's values are not aligned with their personal values
- 2. Over half (52%)** say they are likely to leave if their company's values are not aligned with their own values
- 3. 9 in 10 knowledge workers** say employee well-being and mental health are important to them
- 4. More than half (55%)** say they are very important
- 5. However, only 1 in 4 knowledge workers** strongly believe their company is committed to employee well-being programs
- 6. 9 in 10 knowledge workers** who identify as being from underrepresented groups say DEIB is important
- 7. Just 50% of business leaders** who identify as older white men say the same

“I expect the company to be more obligated to provide a safe and welcoming environment for employees.

HR LEADER

The importance of culture can't be overstated

Culture is the single best predictor of employee satisfaction, ahead of compensation and work-life balance.¹¹

Nearly two-thirds of employees listed corporate culture among the most important reasons they stay with their current employer – or start looking for another job.¹²

In evaluating this data, it's easy to see why Gallup recently reported that 48% of America's working population is actively job searching or watching for opportunities.¹³

How much is the force for good imperative a factor in an employee's decision to leave?

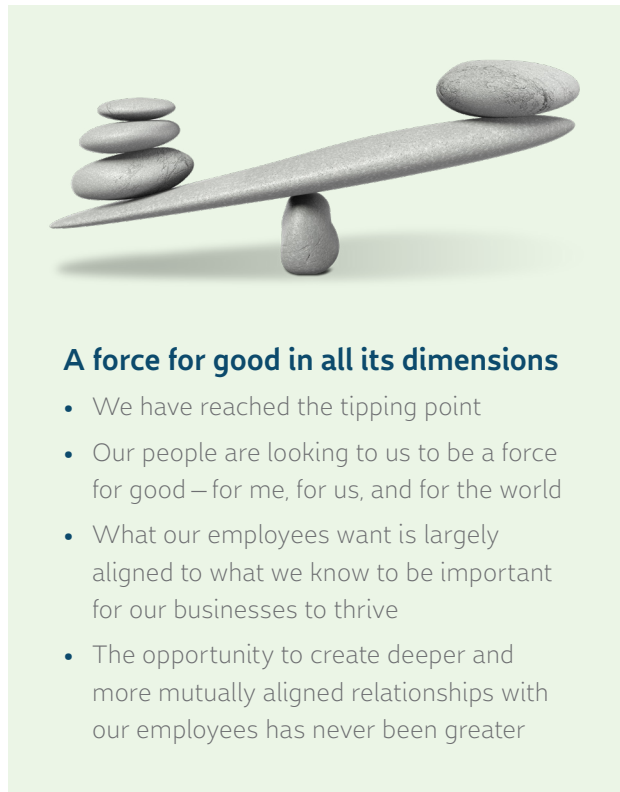
As we consider the confluence of factors driving employee choices to seek new positions, it's clear that those who have left or are looking to leave their current job believe their employer is not sufficiently living up to the force-for-good imperative in all its dimensions.

The undeniable new agenda for business leaders

Our expectations of the role of business have profoundly changed

We believe the tipping point has happened: people expect business to be a force for good. This is not just a momentary response to a crisis or simply a catchy slogan. Our study amplifies and adds nuance and specificity to the new role of the organization. Our expectations of the role of business in society – and our lives – have profoundly changed.

People want business to be a force for good in their lives – they want their employers actively invested in their well-being and to help them flourish in body, mind, and meaningful impact. People want business to be a force for good in their day-to-day experience at work – they want to trust their employers to live up to what is important to create and sustain an effective workplace culture. People want business to be a force for good in the world – they want companies to step up, guide people, bring people together, and make a positive difference through their leadership on societal issues.



A force for good in all its dimensions

- We have reached the tipping point
- Our people are looking to us to be a force for good – for me, for us, and for the world
- What our employees want is largely aligned to what we know to be important for our businesses to thrive
- The opportunity to create deeper and more mutually aligned relationships with our employees has never been greater

“People want to find meaning and purpose in their life, and they want more from the workplace. It’s not more of just one thing—they just want more.

JUDY DUTTON
SENIOR DIRECTOR OF TALENT
MANAGEMENT, LINKEDIN



Stepping up to the challenge

Where do we go from here? We have seven recommendations

The most compelling finding in our study is how incredibly aligned employees are on what is most important for business now. Our key interviews and survey respondents were from big, medium, and small companies, a variety of industry sectors and located all across the United States and Canada. In an environment where the narrative is so pervasively telling us there is not much we agree on, we find clarity in the mandate that business can truly be a force for good incredibly promising.



1 Prioritize culture

Invest more in what matters most to build a truly effective culture. The alignment on what it takes to build an effective culture is clear – but knowledge workers are telling us we are not doing a very good job. Focus on what you know is key: effective communication; clear company strategy, goals and accountabilities; effective collaboration; strong leadership; compelling purpose and values; and practices that build deep trust and belonging for all.



2 Listen deeply and often

Create new practices for deep listening and continuous learning about the issues important to different groups across your organization. Look beyond overall engagement scores to find what matters most to diverse demographic and identity groups. Take the time to ensure psychological safety in these forums so people speak freely without fear of repercussions. Report back on what you heard and what you will do as a result, so they know their concerns and ideas are effecting change.



3 Value diversity, equity, inclusion, and belonging

Identify and share metrics and benchmarks to show progress on your diversity, equity, inclusion, and belonging journey. Stating organizational and individual goals around DEIB, and how they connect with your organization's strategy, demonstrates your commitment. People want to see progress over time and also where they can do better. Leaders can reinforce the importance of welcoming diversity by modeling inclusive behaviors such as ensuring everyone's voice is heard in a meeting or going outside their networks to recruit more diverse candidates for open positions on their team.

4 Elevate well-being

Train leaders to demonstrate greater empathy and understanding with teams, backed with clear policies supporting employee well-being. Many organizations have added new benefits and tools to help employees track and improve their mental health and well-being. Organizations can coach leaders on how to identify employees having difficulty, engage in conversations, listen supportively, and guide them to helpful resources. They can also help teams balance workload and set reasonable expectations so delivering results doesn't come at the expense of people's health.

5 Communicate proactively, candidly, and often

Find creative ways for leaders to authentically communicate about priorities and challenges with employees and externally, including thorny issues. Town halls and broadcast emails help everyone hear the same messages, but there are many ways for executives to connect more deeply with their teams. Whether it's a CEO posting more personal messages on LinkedIn, one-on-one "skip-level" conversations, or participating in small group sessions on issues, leaders can communicate and model transparency, values, and their care for employees every day.



6 Create the spaces and skills for respectful dialogue

Build capabilities for challenging conversations and learning across differences. It's clear that businesses have a crucial role to play in creating the ground rules, fact base, spaces, and capabilities for dialogue that bridges differences. The workplace is now our society's most precious commons: Maximize this trusted space to work for the common good.



7 Take purpose- and values-inspired action on issues that matter

Ensure your company's purpose and values are contemporary, compelling, and clear — and guide your message and action on important societal issues. If your company's purpose and values don't clarify your true north in a crisis, you need to rethink them. A purpose that centers on shareholders or customers isn't enough. Taking a principled stand starts with knowing your highest calling, and what you owe all your stakeholders.

Businesses can and must be a force for good. Business leaders and HR leaders have an unparalleled opportunity — and the need is great and growing. Let's step up to the challenge together.

“All of us have to rewire ourselves for a new way of leading. What's the purpose of work? What kind of obituary do we want to have? What's our calling? For many years, we cut off our head from our heart and our soul.

HUBERT JOLY, AUTHOR,
THE HEART OF BUSINESS AND
FORMER BEST BUY CHAIRMAN
AND CEO¹⁴

Research Study Methodology

Seven hundred fifty-three full-time employees participated in this survey, conducted across the USA and Canada. Sample included 251 business leaders, 251 HR leaders, and 251 knowledge workers who were asked questions about employee expectations as they relate to company values, workplace culture, business as a force for good, and other societal issues.

Survey results were reported as an unweighted pooled average of responses across companies. Many questions offered a five-point labeled response scale (e.g., “very important” to “not important at all”). Unless otherwise specified, analyses aggregated the top-two and bottom-two boxes of the response scale (e.g., “agree” and “strongly agree”). Respondents were also asked open-ended questions, and a number of responses are captured in this research study.

In addition, the survey included a number of demographic questions to better understand the different perspectives of not only knowledge workers versus business leaders and HR leaders, but also how perspectives differ based on respondents’ age, gender, sexual orientation, race/ethnicity, geographic region, company size, industry, and business function.

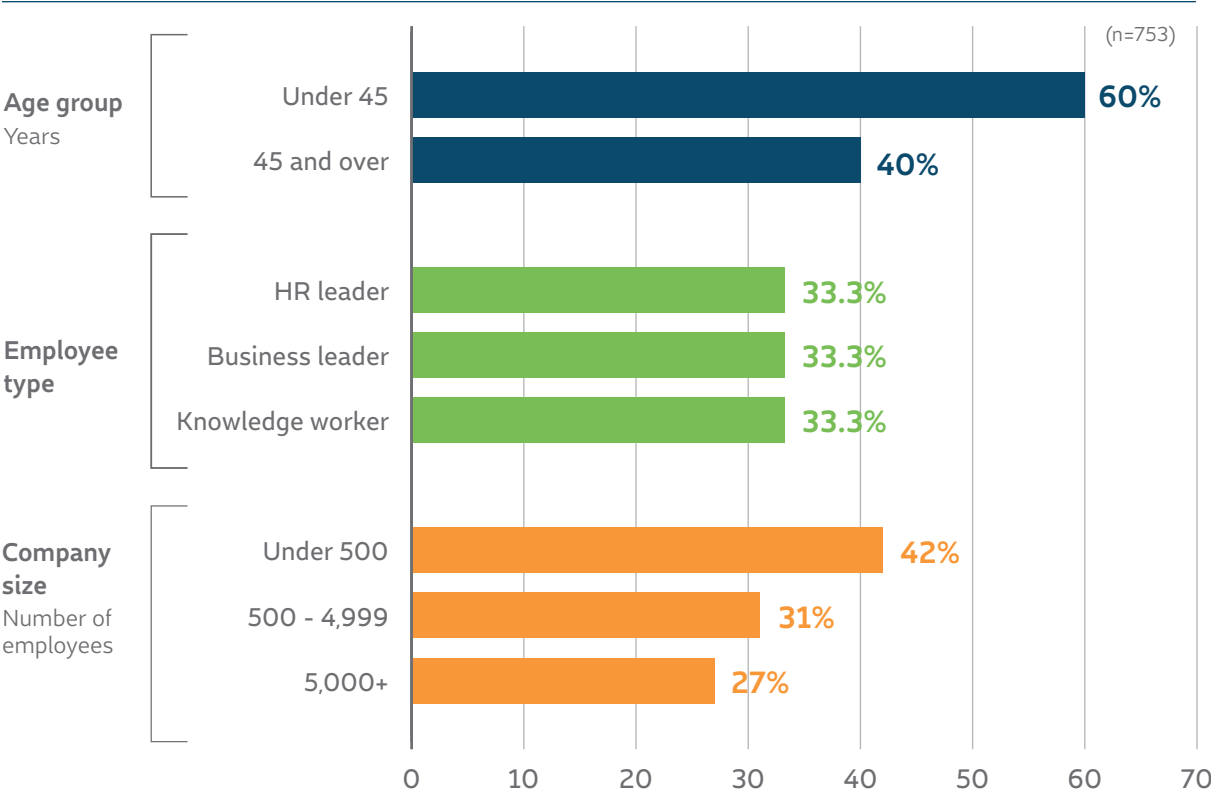
Survey respondents are broadly representative of the surveyed populations. The chances are 95 in 100 that a survey result does not vary, plus or minus, by more than 3.6 percentage points from the result that would be obtained if the survey had been conducted among every person in

the universe represented by the sample. Where we note differences between age, gender, and underrepresented groups, we highlight only those differences that are substantial and reliable. Underrepresented groups include those identifying as women, LGBTQIA+, Latinx, or one of the following ways: African American/Black, East Asian, Middle Eastern, Native American, Alaskan Native, Pacific Islander, South Asian, Southeast Asian, or two or more races.

Qualitative Interviews

To help inform our study and recommendations, we conducted individual interviews in April and May 2021 with business executives from Global 500, Fortune 500 and smaller companies who represent a variety of industries, including aerospace, technology and engineering, and consumer goods, to name just a few. Questions focused on the role of business in society and changing employee expectations in the workplace.

SURVEY SAMPLE DETAILS





About Blue Beyond Consulting

Blue Beyond Consulting builds effective organizations where both the people and the business thrive. Our interdisciplinary team brings deep capabilities in communications, culture, change, DEI, talent management, and organizational effectiveness, partnering with clients to understand your needs and aspirations, and working together to create custom solutions that deliver lasting results. Named to the Inc. 5000 list of America's Fastest Growing Private Companies in 2022, 2021 and 2020, Blue Beyond has been certified as a Great Place to Work® annually since 2015 and was named one of the US's Best Small & Medium Workplaces by Great Place to Work® and Fortune in 2021, 2020, 2019, and 2017. Learn more at bluebeyondconsulting.com and on [LinkedIn](#).

Contributors

This research study is a collaboration between Blue Beyond Consulting and external partners including the following contributors:

Blue Beyond team: Cheryl Fields Tyler, Sue Miller Wiltz, Nishi Moonka, Ashleigh Wilson, Scott Boucher (design).

External partners: Jeanne Meister, Kevin Solar, Gwen Gulick, Katherine Wells Brune.

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Judy Dutton, Senior Director of Talent Management, LinkedIn

Sabrina Kropp, VP, Communications & Brand, Vontier

Robert Perkins, Chief Global Diversity and Inclusion Officer, Mondelēz International

Stacey Walker, CHRO, Fortive

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