

A photograph of a diverse family of four sitting on a light-colored wooden floor in a kitchen. The father, on the left, has a beard and glasses, wearing a white t-shirt and a light blue denim jacket. The mother, on the right, has curly hair and is wearing a black top and a white cardigan. They are both smiling at the camera. Between them are two young children: a girl on the left in a light blue sweater and a boy on the right in a white t-shirt. The background shows white kitchen cabinets with silver handles. The entire image is framed by a thick purple border.

# Measuring Productivity And the Future of Work

November 2022

### **Question 1:**

**Why measure  
productivity in the first  
place?**


### **Question 2:**

**How do you accurately  
measure productivity?**

### **Question 3:**

**What can you do to  
enhance productivity?**





Question 1: Why  
measure productivity?



# Because work has changed forever

We're all wondering: **What will work look like in the future? Our new study gives a glimpse.**

We'll never go back to business as usual.  
Where will we go instead?

It's less about a place.  
It's more about people's potential.





# Findings from Accenture's global study on the future of work

Most employees want the future of work to be hybrid

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Current workforce policies and measures were built around in-person workers.

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With the right resources, people can be productive in any environment.

**But what is productivity and how can we measure it?**

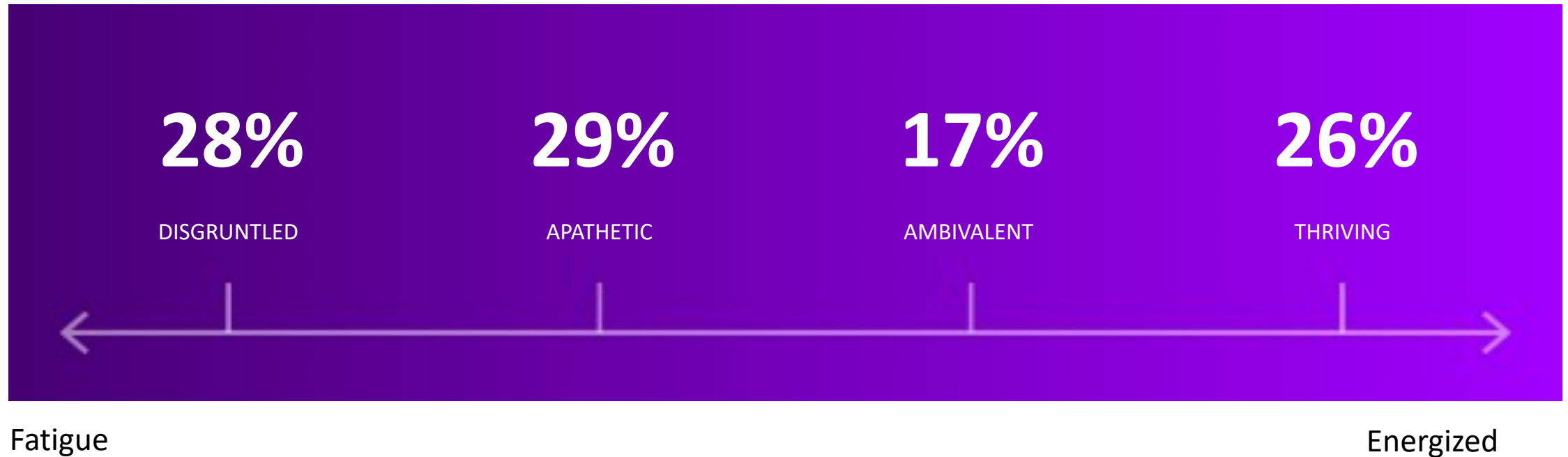


# Four mindsets of today's workers

Our research found four mindsets that workers are experiencing toward the future of work. Hybrid workers are more likely to be thriving, while onsite workers are more likely to be disgruntled. **Public sector employees report less optimism and more fatigue in their workforces.**

Pessimistic

Optimistic





# People want the future of work to be **hybrid\***

## Employees fare better in hybrid environments

Those who had a hybrid work model during COVID-19 had **better mental health, stronger work relationships** and were more likely to feel Net Better Off as a result of working for their organizations.

They also experienced **less burnout than those who worked entirely onsite** or entirely remote.

However, **most organizations are not measuring the impact of a hybrid environment on employee, team, and organization wide productivity.**



58%

of our sample had already been working in a hybrid model during COVID-19



83%

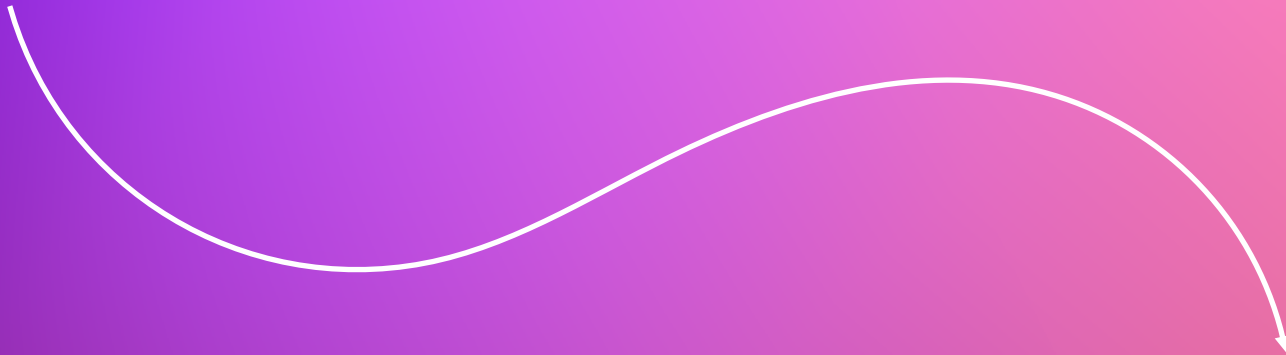
identified a hybrid model as being optimal in the future

\*Hybrid: The ability to work remotely between 25% and 75% of the time.



# What works for onsite might not work for remote, and vice-versa

“Where do you want to work?”  
might be the wrong question.



A better question to ask is, “What unleashes a person's potential, enabling them to be *productive*, regardless of where they work?”



# So we asked that question to more than 9k global workers

We wanted to understand what would drive people to be productive, healthy and effective in hybrid work situations.



**40%**

say they could be productive whether they were onsite or remote

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**8%**

say they're disconnected, frustrated and inefficient

What separates the two groups? **Not stress.** Productive people report as much or more burnout, fatigue and frustrations as others.



What they do have are **resources**, on both the individual and organizational level, that have made them net better off. That's why they can be productive anywhere.

# Question 1: Why measure productivity in the first place?

**Because engaged (and thriving) employees are more productive**

**Because the hybrid working world is here to stay (and needs to be measured)**

**Because employees need investment in the right resources to be productive**

**There is a compelling need for public sector organizations to measure productivity as workers will continue in a hybrid working world.**



**Question 2:  
How do you  
accurately  
measure  
productivity?**



## Question 2: How do you accurately measure productivity?

**Start with a clear  
definition:**

How do YOU define  
productivity?



# Set a clear, accepted definition across the organization

*“Productivity is commonly defined as a **ratio between the output volume** and the **volume of inputs**. In other words, it measures how **efficiently** production inputs, such as labor and capital, are being used in an economy to produce a given **level of output**.” – The Organization for Economic Co-operation and Development (OECD)*

# Make the definition real

## ***Productivity Is:***

- *Data-driven and quantitative*
- *Measured across a specific window of time*
- *Measured at an individual, team, or divisional level (depending on the task)*
- *Impacted by many factors (including systems, processes, data, human capabilities etc.)*

## ***Productivity Is Not:***

- *Subjective and qualitative*
- *The metrics on the Departmental plan and results*
- *Employee-turnover rates, engagement scores, number of leaves of absence, or number of grievances*
- *The amount of money it costs to perform a task or deliver a service (although these can be related)*
- *Working longer hours because you don't commute*



# Assess activities against a Productivity Framework

Task Complexity

Data Quality

Effort Distribution

External  
Dependencies

Data Availability

Improvement  
Potential

# Identify best-fit candidates for measuring productivity

	Best-fit candidate	Medium-fit candidate	Bad-fit candidate
Task complexity	<i>Low i.e., standardized processes, common inputs and outputs</i>	<i>Medium i.e., process is standardized but there's an element of analysis and decision-making</i>	<i>High i.e., unstructured activities and unique</i>
Effort distribution	<i>Low i.e., contained within one team and is most of the work they do</i>	<i>Medium i.e., portion of the work is distributed across teams</i>	<i>High i.e., distributed across many teams and is fraction of the work they perform</i>
Data availability	<i>Access to direct measures</i>	<i>Mix of direct and proxy measures</i>	<i>No access to direct measures. Proxy measures need to be used to estimate</i>
Data quality	<i>No transformation and manipulation required</i>	<i>Partially-defined units of measurement available</i>	<i>Defined units of measurement not available</i>
External dependencies	<i>None i.e., a self-contained process within the org, limited external inputs</i>	<i>Medium i.e., dependent on some external factors, input from other stakeholders</i>	<i>High i.e., Most work dependent on external factors, inputs and stakeholders</i>
Improvement potential	<i>High i.e., growth in demand and part of roadmap of priorities</i>	<i>Medium i.e., some growth in demand and part of roadmap of priorities</i>	<i>Low i.e., no growth in demand and not part of roadmap of priorities</i>

# Top Challenges & Risks

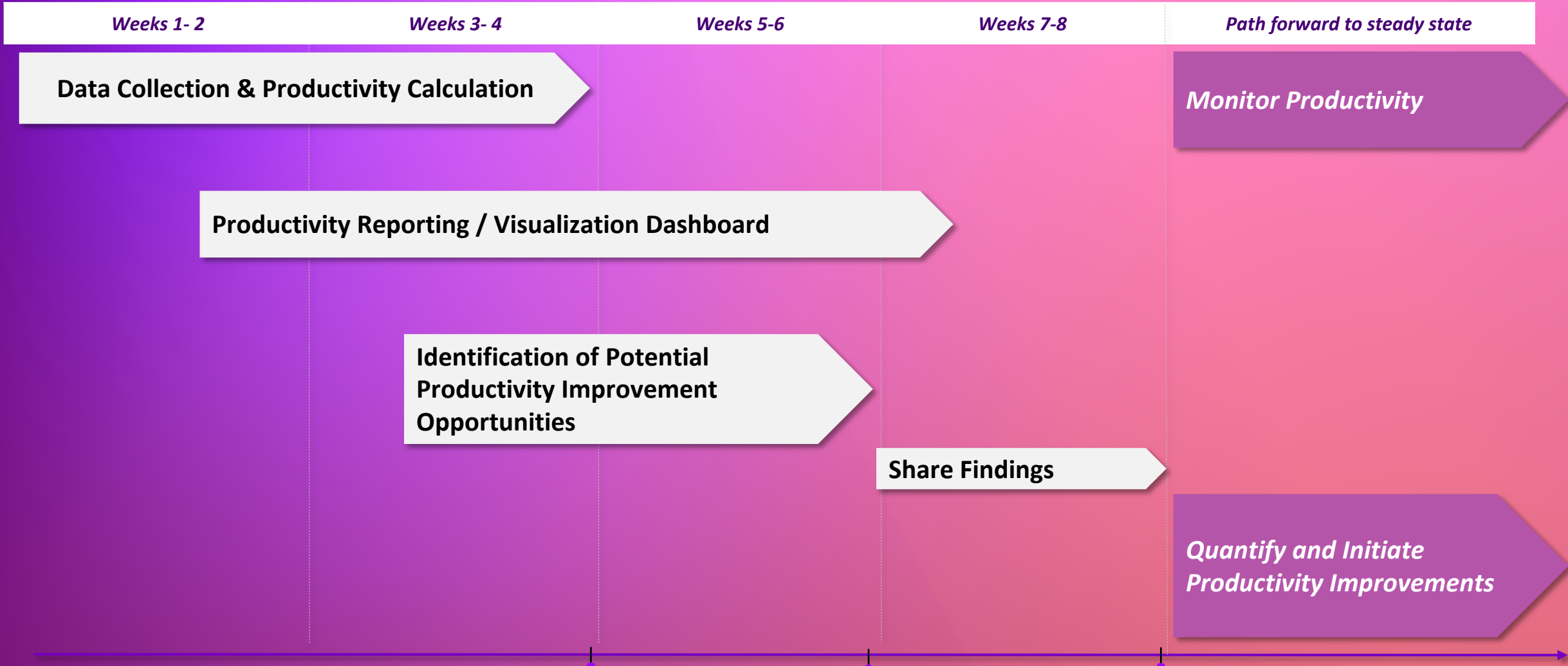
- 1 Unionized environments
- 2 Complexity of tasks
- 3 Perception of measurement being time consuming and labour intensive
- 4 Impacts to employee motivation
- 5 Adoption/sustainment challenges



# Benefits

- 1 Prioritize areas of focus that could benefit from improvement
- 2 Build a business case for Transformation
- 3 Observe trends/ challenge assumptions

# Piloting Productivity Measurement



# Capture Insights and Visualize Productivity

## Team-level



*Identify jobs / roles in a team that are more suited for flexible / remote working or permanent virtual working*

## Region- level

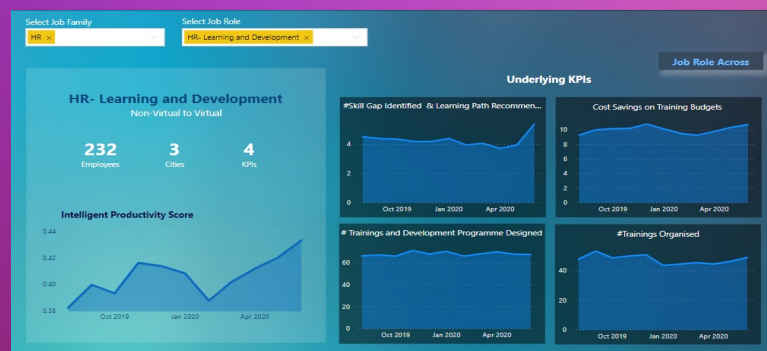
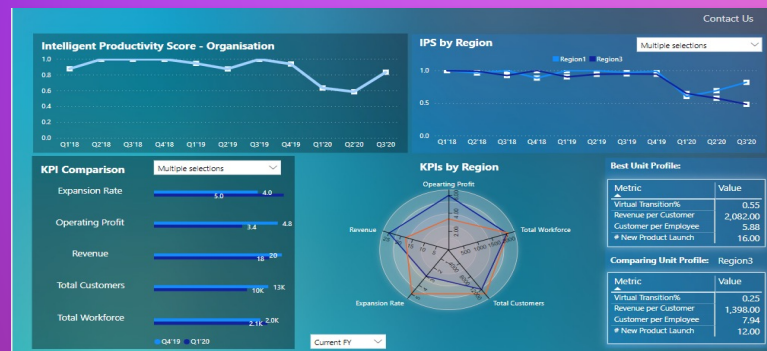


*Identify and learn from regions that perform better – apply across the org*

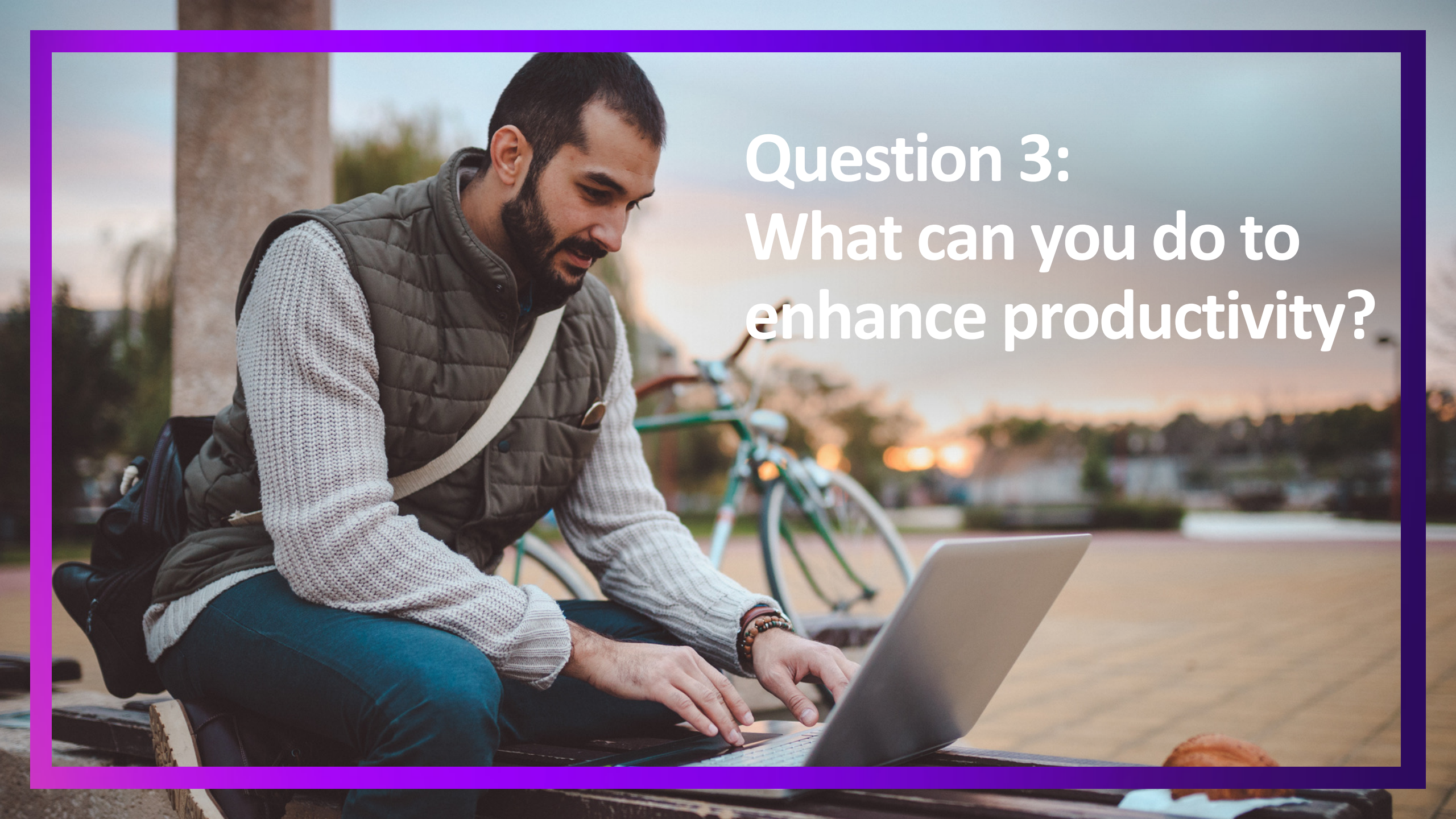
## Organization-level



*Investigate the relationships between productivity and other drivers of performance at the organization-level*







Question 3:  
What can you do to  
enhance productivity?

# Investments are needed across individual and organizational resources

People who can be productive everywhere have significantly greater personal and organizational resources than those who can't be productive anywhere.

## Personal resources

Autonomy in job

Positive mental health

Desire to participate in learning

High degree of digital skills

Strong social bonds at work

Work-life enhancement

## Organizational resources

Organization is agile

Organization is intelligent

Organization is digitally mature

Leadership is supportive

# A closer look at 10 key resources enabling productivity

## 1 **Autonomy in job:**

The extent to which people feel they are held to realistic performance expectations, given the freedom to manage their own time and provided with continuous feedback to improve their work

## 2 **Positive mental health:**

The extent to which people's work, colleagues and organizations have helped them feel more positive

## 3 **Desire to participate in learning:**

The extent to which people want to participate in learning opportunities like virtual training courses, mentoring and peer-to-peer coaching, and apprenticeships with highly skilled teams

## 4 **High degree of digital skills:**

Skill levels across emerging technologies such like Cloud computing, cyber security, robotics, virtual reality and digital collaboration tools

## 5 **Strong social bonds at work:**

The extent to which people feel connected to others and included as part of a strong social network at work

## 6 **Work-life enhancement:**

The extent to which people feel their work enhances their energy and mood when pursuing activities in their personal lives



# A closer look at 10 key resources

## Organization is agile:

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The extent to which individuals and teams fully understand their role in the bigger picture, and action plans are in place to address unexpected issues that may arise

## 8 Organization is intelligent:

The organization has policies and technologies that can be intelligently adapted to keep workers safe in a crisis (for example, touchless technologies, intelligent tracking and reporting systems, and job-specific education and training around stopping the spread of COVID-19)

9

## Organization is digitally mature:

The extent to which an organization has a strong digital vision that is clearly communicated and endorsed through employee training and upskilling opportunities and the use of digital tools to drive employee innovation, collaboration, and mobility

10

## Leadership is supportive:

The extent to which organizational leaders are active listeners that demonstrate care and consideration for the well-being, productivity and personal development of employees

# Where can public sector organizations **start?**

No one knows exactly what the future will look like, but we do know what workers need to be productive wherever they are working. Measuring and enhancing productivity can help deliver the workplace of the future

<b>Accelerate Modern Transformation</b>	Develop a <b>transformation strategy and roadmap</b> that ensures employees are better off as they transition to new workspaces, teams and roles. Link measures and targets to initiatives on the transformation journey
<b>Design work around people</b>	<p>There is <b>no one-size-fit-all model</b>, so organizations must respond to the needs of all types of workers.</p> <p>Organizations that support psychological and physical safety will foster trust. This includes <b>setting the right performance targets</b>, and measuring productivity of individuals, teams, and organizations.</p>
<b>Build digital fluency</b>	<p>Digitally fluent organizations have higher growth and are better places to work.</p> <ul style="list-style-type: none"><li>• <b>Build digital fluency</b> at all levels, designing tailored learning paths that serve different needs.</li><li>• <b>Invest in employee's skills</b>, tools, and capabilities will pay dividends across public sector organizations.</li></ul>
<b>Lead with humanity</b>	Build a risk conscious culture of <b>ongoing experimentation</b> and improvement and <b>measure the impact of workplace decisions</b> on employee productivity, effectiveness, and engagement. <b>Learn and adapt</b> based on feedback and the impact of decisions.

## About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 537,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

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## About the research

Accenture Research fielded a survey during the month of March 2022 to 9,326 global workers across the following countries: Australia, Brazil, Canada, China, France, Germany, Japan, Singapore, Sweden, UK, and US and the following industries: Banking, Insurance, Capital Markets, High Tech, Retail, Customer Goods & Services, Public Sector, Healthcare, Communications and Media, Utilities, Energy and Life Sciences. Extensive statistical cluster and regression analyses were completed to determine mindsets of the workforce and what resources were necessary to make people feel healthy and productive remotely, onsite or in hybrid models.