

CEO FOR
ONE
MONTH



#CtheFuture 2.0

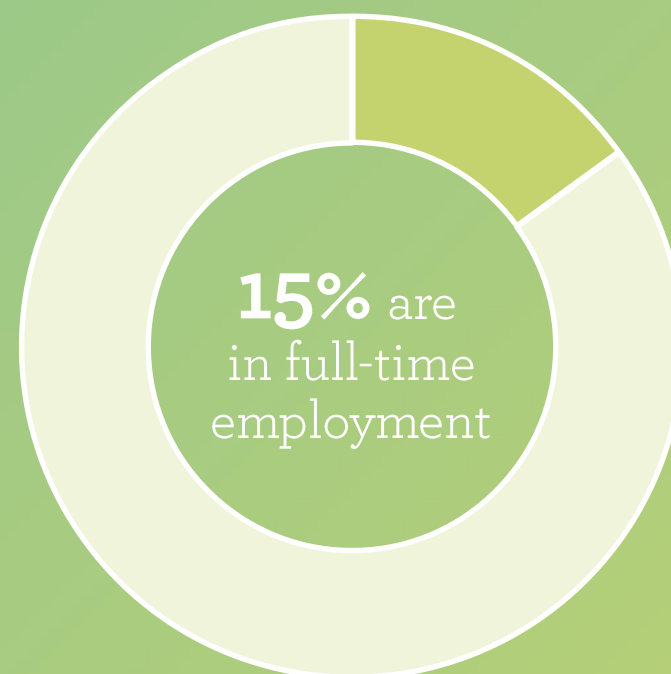
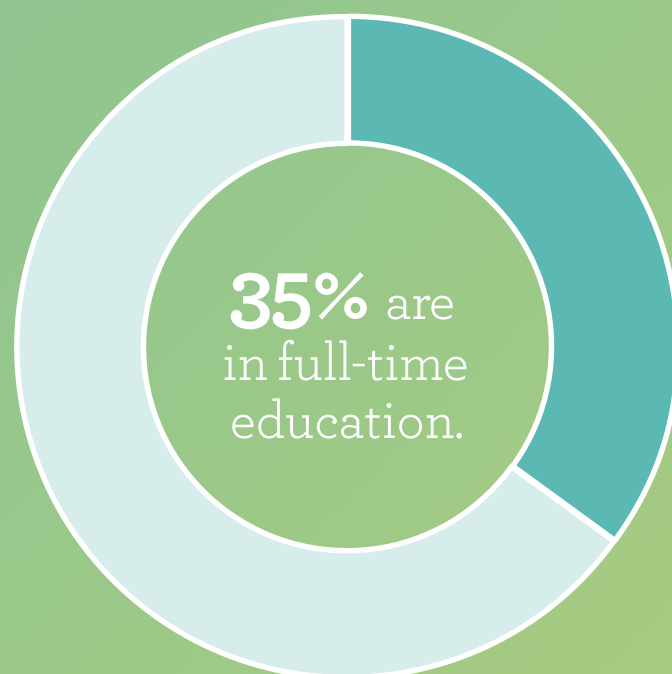
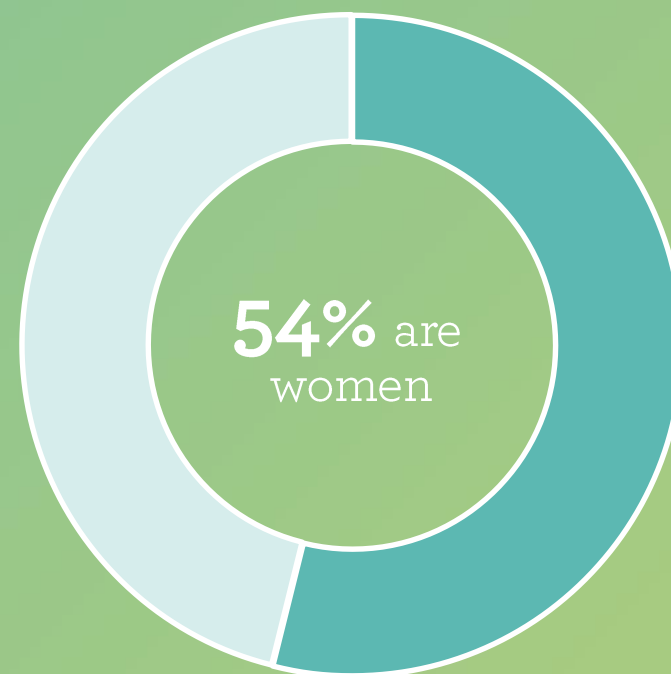
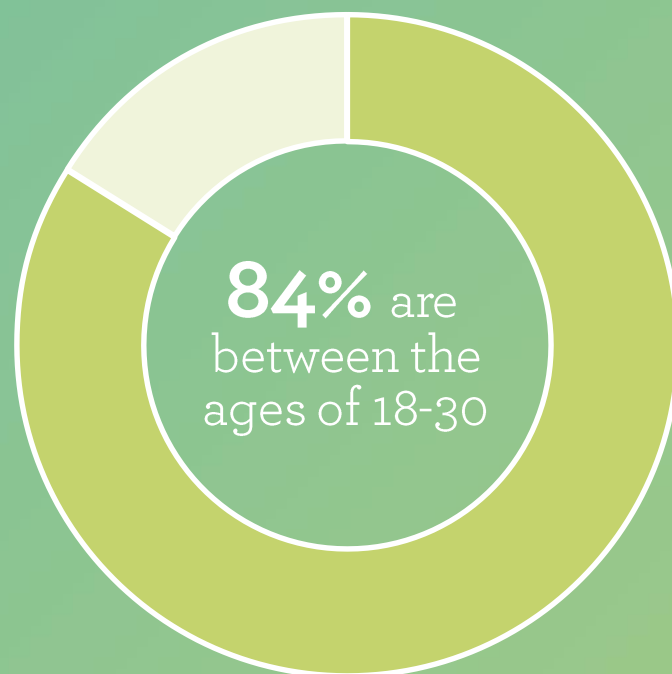
Future leaders on the future work

Who are our future leaders?

On our continuous journey to project and define the future of work, we've turned our gaze towards the ambitious young individuals we see as our future leaders. Understanding the mindset of a new generation of talent is the best way to make exciting predictions about the future. The global health pandemic has asked era-defining questions about the nature of work, and we want to understand how this has altered the perspectives of our future leaders. So, here at the Adecco Group Foundation we carried out a survey to explore the thoughts and feelings of these bright minds.

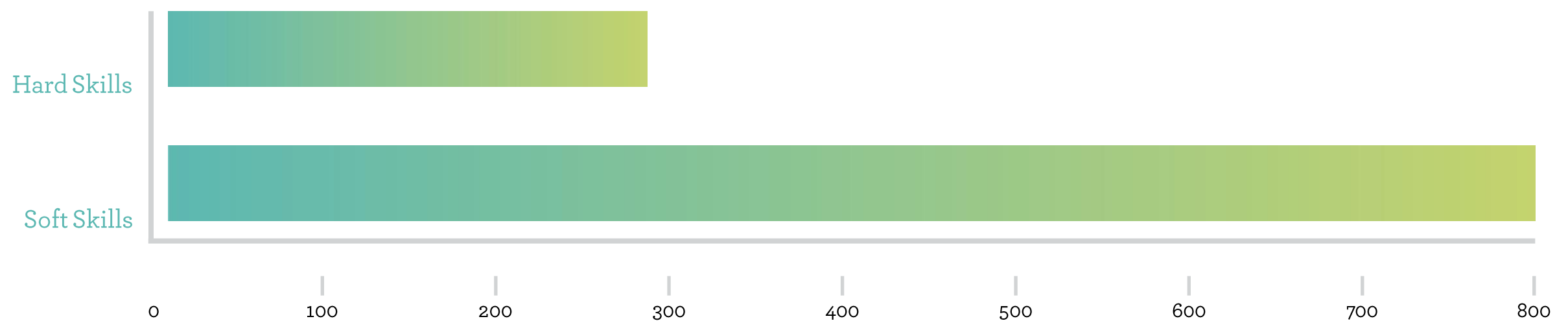
#CtheFuture 2.0 is a survey of candidates who applied for the CEO for One Month programme. We asked these promising leaders what they think about the future of work and new ways of working. This included questions about education and skills, access to labor markets, the global health pandemic, and flexible working practices. So, who are our future leaders? Here's the composition of our candidates:

Our respondents come from 64 different countries. The top 5 were: India, Spain, USA, Brazil, France



Soft skills on the rise

As we move towards more agile working practices, the skills requirements of our leaders are changing. We asked our candidates which they think will be more important for future CEOs – hard skills or soft skills.



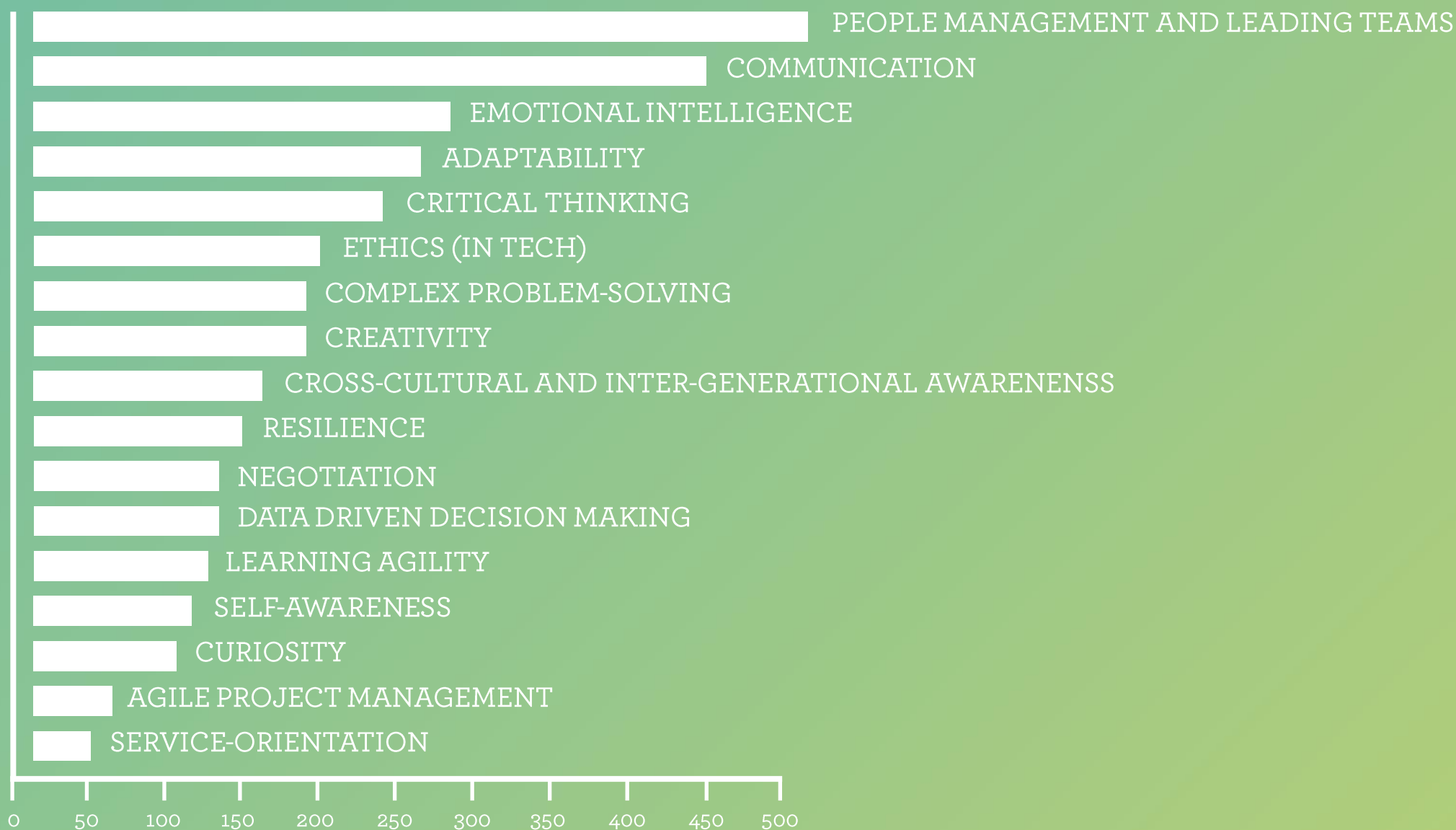
79% of our respondents said soft skills would be more important to future leaders.

In our 2019 survey, this figure was 69%. It seems the trend towards placing more importance in soft skills continues to rise, and that young people are aware of and appreciate this growing need for them! This will certainly be considered by our young leaders as they develop experience and choose which training programmes they'll need to help them progress and meet their career ambitions.

Connecting better with people

The demand for soft skills in leaders is rising. But the question is, which soft skills in particular will be valued the most? We asked our candidates “What are the important soft skills for successful future leaders?”

This year, they answered that ‘People Management & Leading Teams’ is the most important at #1, as it was in our 2019 survey. ‘Communication’ is still #2 in importance for our respondents. However, ‘Emotional intelligence’ has climbed into 3rd place in importance to our future leaders. In 2019, #3 was ‘Creativity’.

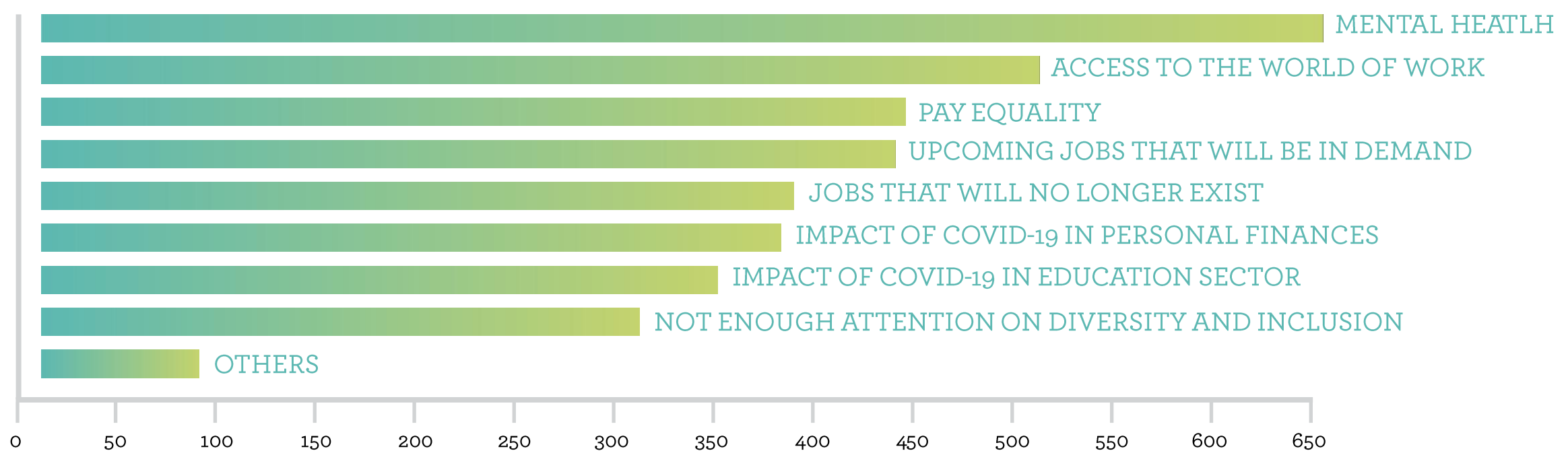


As perhaps a result of the pandemic and isolation of lockdown, the response of our future leaders seem to reflect that the ability to understand others’ emotions is key to getting the best out of people. As we shift towards more remote working practices, being able to connect with others meaningfully could be the key to keeping employees motivated and happy in an organisation.

Mental wellbeing more important than ever



Perhaps unsurprisingly following the pandemic and subsequent lockdowns, 'Mental health' is the #1 concern about the future of work for our respondents.



Whilst the shift towards more remote and flexible working practices is generally seen as a progressive step forward, there are elements of this trend to be cautious about. The lack of face-to-face communication with team members and colleagues will be missed by many. Finding the right balance between remote and office in the future of work may be the key to supporting the mental wellbeing of employees. Leaders will have to make concentrated efforts to support hybrid working models that suit each individual employees needs. When in solely remote working environments, organisations will need to focus their efforts on keeping employees engaged and feeling part of the company culture even with vast distances between them.

Is higher education still important?

Whilst there is no doubt higher education offers valuable lifelong skills to the right people, there had seemingly been a growing consensus in the business community that degrees are not as important as they used to be for senior leaders in business. This has been supported by many CEOs and entrepreneurs who have emphasised that their working experience, above university education, has been more important in helping them get to where they are today.

However, young people generally still seem to value the benefits of higher education. In our survey, we asked our respondents whether they thought CEOs still need university degrees.

54% YES

49% NO

54% still think CEOs would benefit from having a degree. In 2019, around 49% said the same. Perhaps the myth that has been built around experience being more important than higher education in business is deflating.

Surprising access to the job market during the pandemic

The COVID-19 pandemic has affected young people more than other groups of workers, as internships, entry level jobs or other work-based experiences became less available due to the economic crisis and the social distancing measures.



However, surprisingly more than 50% of the applicable respondents were still able to access new or first job opportunities during the pandemic.

YES

NO

Does not apply

The share is similar for young people who hold university diplomas and those who do not. Interestingly too, around $\frac{3}{4}$ of applicable respondents said they were able to gain work experience during the pandemic. It suggests perhaps that many organisations were able to become more agile and flexible during the pandemic and adapt to the crisis to keep the doors open to new talent.

YES

NO

Does not apply

Flexible working hours are the future!

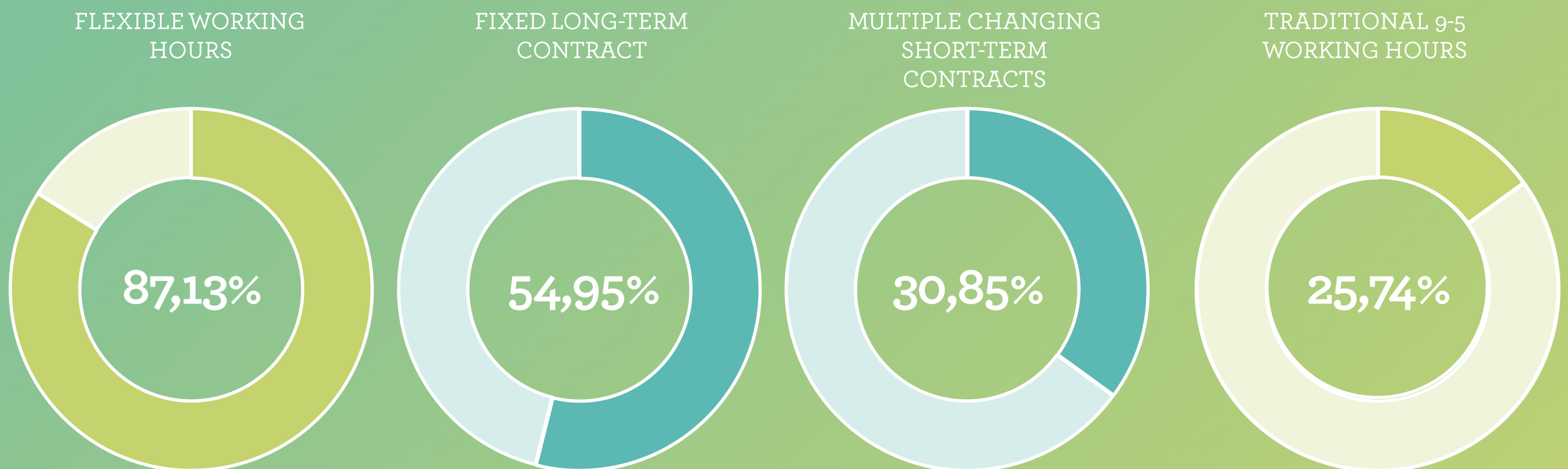
The COVID-19 pandemic has upended work arrangements and attitudes in numerous ways. Many organisations were shifting towards more flexible working models even before the pandemic. However, in our new world, flexible working hours will be expected by our future leaders.

For the post-COVID future, 87% of young people want flexible working hours that allow them to achieve work-life balance while being able to rely on stable, long-term work arrangements that are fixed term contracts – which 54% of young people find desirable or very desirable.

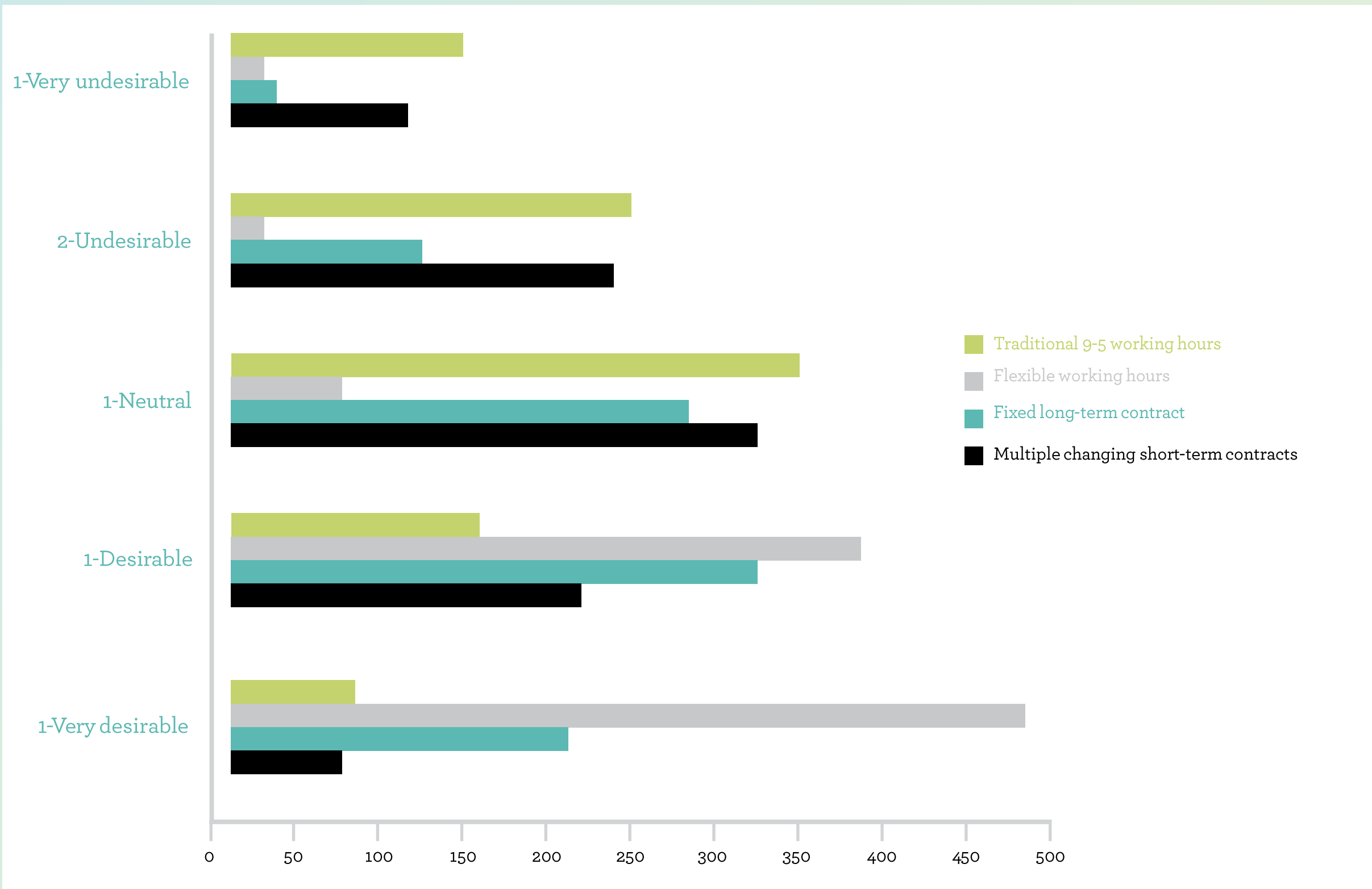
Interestingly, this is equally important for young men and women.

How desirable are the following ways of working?

Share of respondents who said that the way of working was desirable or very desirable:



Flexible working hours are the future!



Leading the teams of the future

So, how are our current leaders equipped to face the challenges of the future of work? It is inevitable that the trend of remote working will steadily continue to rise, as our future leaders in this survey have highlighted. There are few who see us going back to rigid, compulsory 5-days-a-week in offices. One thing the pandemic has shown us is that we as employees and organisations are adaptable and supported by the fast-evolving technology needed to continue doing our jobs effectively from wherever we're located.



We asked our respondents how they thought our current leaders are doing managing remote teams. 60% said current managers and CEOs are suited to managing remote teams.

60% YES

40% NO

This shows again that generally our future leaders are optimistic about the ability of managers to adapt well to difficult and unprecedented leadership challenges. However, the expectation for our next generation of leaders will certainly be that they are even more equipped with the skills to manage both remote and onsite teams effectively, as organisations become more agile and cast their nets wider to find talent for the future of work.

In summary the future is people

One of the key, and most comforting takeaways of our survey is the high value our future leaders have placed on deeply human traits. There was an overwhelming support for the necessity of leaders to possess soft skills in our modern working climate. Emotional intelligence and an understanding of mental health issues were also emphasised by our candidates, who recognised the value of connecting with people and furthermore, the organisational implications of this.

Whilst such leadership trends may have been emerging slowly over the past few years, the global health pandemic has magnified the importance of the human touch. Our future leaders will be shaped by the events of the past two years, and if there is a silver lining to the global health crisis, it may be that our next generation of talent value the importance of people more than ever.

Despite, or perhaps as a result of, the vast technological changes and digitisation sweeping over our society, the human connection remains crucial for the success of an organisation.

Methodology



Respondents: Applicants for the 2020 and 2021 CEO for One Month programme were asked to participate in this research, of which 1,072 responded.

About CEO for One Month



The CEO for One Month programme began as a local initiative in Norway in 2011 and went global in 2014, since growing to become a flagship initiative for the Adecco Group. It supports high potential people at the beginning of their careers, by helping them increase their employability and career prospects through highly effective work-based learning. It operates under the Adecco Group Foundation, which has the mission of ensuring sustainable livelihoods for underserved populations by creating real world solutions that increase employability and access to labour markets. Applications for the 2021 programme exceeded 147,000.

For further information on CEO for One Month:



For more information on the CEO for One Month programme or the #CtheFuture 2.0 research please contact media@adecgroup.com.

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About the Adecco Group



**Great
Place
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Work®**

The Adecco Group is the world's leading talent advisory and solutions company. We believe in making the future work for everyone, and every day enable more than 3.5 million careers. We skill, develop, and hire talent in 60 countries, enabling organisations to embrace the future of work. As a Fortune Global 500 company, we lead by example, creating shared value that fuels economies and builds better societies. Our culture of inclusivity, entrepreneurship and teamwork empowers our 30,000 employees. We are proud to have been consistently ranked one of the 'World's Best Workplaces' by Great Place to Work®.

The Adecco Group AG is headquartered in Zurich, Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN). The Group is powered by three global business units: Adecco, Talent Solutions and Modis.

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