



Global Survey

# A leadership crisis is threatening the future of work





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# Introduction

Leadership says they support remote and hybrid work.

The data says otherwise.

Alludo™, the global technology company helping people work better and live better, surveyed thousands of global knowledge workers who could effectively do their jobs remotely, and the results are clear: there's a major divide between leaders and non-managers.

And of course there is. Non-managers (we'll call them "employees") have realized that they can do great work with more freedom and flexibility. For many, this means no commutes. Comfier pants. Trading the cubicle for the couch (or the beach). If they can deliver results with fewer stressors and a better work/life blend, why not?

The "why not" stems from everything that leaders have been taught for generations:

- Butts in seats.
- Control the controllables.
- Track inputs and schedules.
- Rein in the risk-prone rebels.

This isn't a criticism of leaders; it's a criticism of the culture of work that made this approach not only tolerable, but necessary.

A change is coming. In fact, it's already here. In this report, we take a look at the eye-opening results of the survey and what they mean for both employees and leaders. We'll talk about the new work landscape that we're calling Work3, and why it changes everything. We'll talk about why leadership is in crisis right now and exactly what leaders need to do now to bridge the divide with employees—plus what's at stake if they don't.

To learn more about the leadership crisis threatening the future of work, Alludo conducted a primary research survey that polled 2,034 global knowledge workers—a combination of managers and non-managers—in US, UK, Germany, Italy, the Netherlands, and Australia who reported being able to effectively do their jobs remotely.



# Goals and key insights

## Three key goals drove Alludo's survey:

- Gain a deeper understanding of how well leaders are adapting to the new world of work.
- Create a clear picture of employee expectations and preferences regarding where, when, and how they work.
- Gauge how far employees would go to secure freedom and flexibility at work.

## The results speak for themselves. Among the key takeaways:

- Leaders attest to supporting remote and hybrid work, but for whom? The reality is that, compared to leaders, employees have less access to—and support for—choosing where they work.
- C-level executives believe the company has changed the way employees are managed to reflect the new work landscape, but the data shows that isn't a reality.
- Employees would consider changing jobs—or even careers—to ensure they have the freedom and flexibility to choose where, when, and how they work.

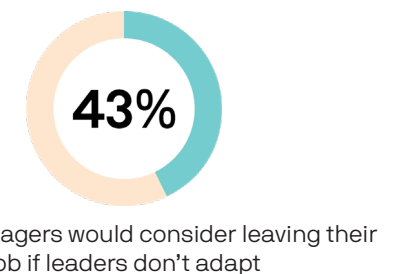
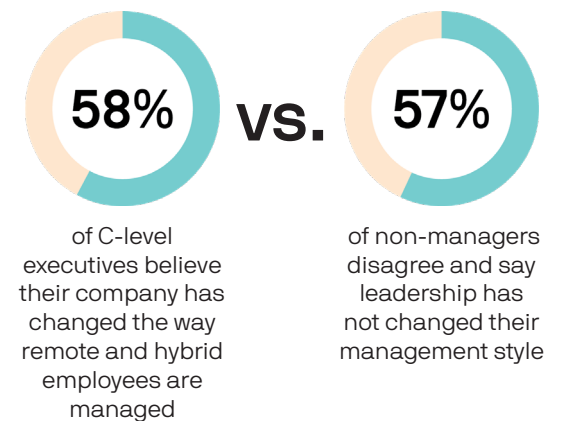
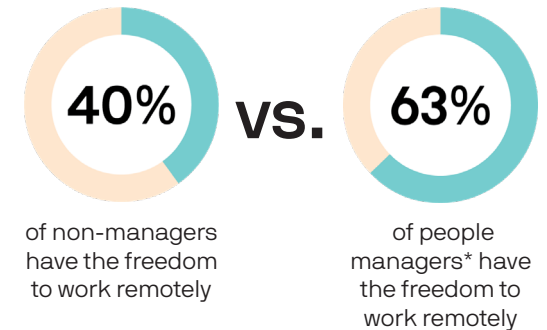
## Why this matters now

Much has been written about the shift to remote and hybrid work, and the pendulum swings backward as top execs pushed for a return to the office. Then the Great Resignation and trends toward an employer or employee market grabbed headlines.

This push/pull keeps the news cycle fresh, but it's not the whole story. The tension is symptomatic of a much larger issue: Work isn't working.

Alludo's survey results hint at this. Employees are inherently pitted against managers, even those with whom they have very positive relationships. The dichotomy is a product of the culture of work that we've embraced (or perhaps "tolerated") for generations.

Despite the dire picture it's painting thus far, this report isn't grim. We at Alludo found the survey to be ripe with possibility. Why? Because the future of work is here. And with it is coming a much-needed shift.



\*People managers include C-level executives, vice presidents, directors, and team managers.



# Work3

Work 1.0 reigned for generations: commute. Arrive on time. Tick boxes. Leave. Get back to the stuff you actually want to do. The pandemic ushered in Work 2.0, with technology enabling remote and hybrid work. But it wasn't a major shift in how we think about work; it was largely a geographic shift.

We're ready for the real shift. The future of work is here, and we're calling it Work3. Work3 dismantles generations of notions about what work 'should' look and feel like. Why Work3 and not Work 3.0? Because it's not simply a new chapter; it's a whole new playbook.

## The evolution of work

Work 1.0 —————> Work3





# The great divide

## The genie isn't going back into the bottle

The majority of survey respondents—75 percent—agreed that remote and hybrid work is here to stay. But as indicated in the survey, the permanence of remote and hybrid work doesn't mean that it's experienced equally. Among respondents, only 40 percent of employees (non-managers) had the freedom to work remotely, compared to 63 percent of people managers.

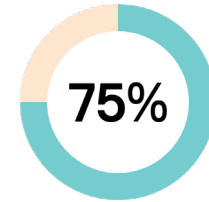
That means managers aren't giving employees as much freedom to work remotely as they're giving themselves.

## Remote work and freedom at work aren't the same thing

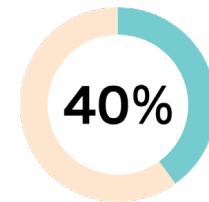
Critically, even the ability to work remotely shouldn't be conflated with true freedom at work. Fully 100 percent of employees could be allowed to work remotely while the company still enforced Work 1.0-style expectations.

That's why this survey—and Alludo's commitment to Work3—is about so much more than simply leaning into remote and hybrid work.

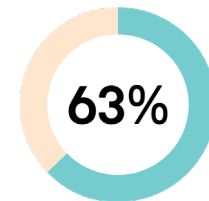
The great divide between leaders and employees can't be bridged by allowing everyone to work remotely. It can only be bridged by aligning on expectations and outcomes and discarding the input-obsessed management style of the past.



of respondents agree  
remote and hybrid  
work is here to stay



of non-managers have  
the freedom to work  
remotely



of people managers  
have the freedom to  
work remotely



## Why schedules matter

A good place to start: schedules. Like animals, people have very different chronotypes, meaning the time of day they're most active. At Alludo, we had our employees take a "Chronotype Quiz" to see where they fell into one of six chronotype categories. Some people hit their stride in the evening. Others shine at night. Some are pretty steady all day, while others need big breaks in between. Some experience spontaneous, unpredictable bursts of energy, while others thrive on hopping out of bed at the same time, early each morning, to dive right into work.

And yet, much of the knowledge work world has enforced strict 9-5 schedules since long before Dolly Parton sang about it. As we say at Alludo, 9-5 is a hockey score, not a work schedule.

Like access to remote work, access to a flexible schedule was another dividing factor evident in our survey results. Nearly half (47 percent) of employees still work a standard 9-5 day, compared with only 31 percent of people managers. Again, managers are holding their employees to different standards than they hold themselves.

To be clear, this still isn't a criticism of these managers. As mentioned, most of the world carried Work 1.0 with them when they shifted to remote work, and managing against those expectations when your team is distributed is a daunting task.

Letting go of enforcing 9-5 schedules doesn't mean giving up. It means encouraging employees to embrace their chronotypes and deliver results, not simply "chair time."

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### Who works a standard 9-5 day?





# The leadership crisis

## Shifting paradigms

It's worth repeating: the divide between leaders and employees isn't the problem. It's symptomatic of a larger problem. The alignment needed to conquer that problem hinges on one major stumbling block:

Leaders need to adopt a massive paradigm shift.

Right now, leadership is in crisis. Leaders feel obligated to perform the Herculean task of remote management (or micromanagement, in some cases). Tracking inputs remotely is tedious at best and has a fundamental lack of trust built right in. Are you at your desk? Is your light on? Did you respond to the chat? When did you sign off last night?

As burdensome as this is, the alternative may feel even more daunting. Leaning into Work3 means completely reimagining leadership. Leaders are used to leading from the front and making sure everyone falls in line behind them. That's not an inherently bad thing; it's just not the way forward.

## What leadership looks like in Work3

In Work3, leaders aren't looking over people's shoulders to make sure they're doing the right thing. They're not tamping down risk. Quite the opposite. In Work3, leaders hire great people and support them. They don't micromanage. They're not caught up with inputs like hours worked. They create an environment of psychological safety where people are not only safe to take risks, but are actively encouraged to do so.

In Work3, leaders understand that inspiration doesn't follow a clock. A leader's job is to give people the tools and flexibility to capture that inspiration when it strikes, and run with it.

Leaders still have to deliver on stakeholder expectations in Work3, but here, your employees are your #1 stakeholder. Happy employees = happy customers = healthy bottom line = happy investors and board members.

In Work3, leaders track and reward outcomes and don't judge whether someone achieved those outcomes at noon in a cubicle or at midnight on a beach.

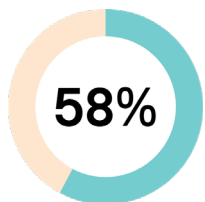
Leaders already know how to focus on outcomes. According to the survey, more than half (53 percent) of leaders are themselves measured on outcomes. That's in stark contrast to the only 26 percent of employees who are measured on outcomes.

Why do we care more about the process than the results?

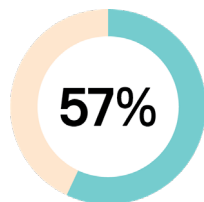
As simple and logical as outcomes-focused leadership seems, it's harder in practice to make the leap. And it's a big leap.

As of the survey, nearly six in ten (58 percent) C-suite executives thought the company had already changed the leadership style to reflect the realities of the current work landscape. Employees begged to differ. Almost the same number (57 percent) of employees said that leadership had not yet changed their management style. And a significant number (28 percent) report being actively micromanaged.

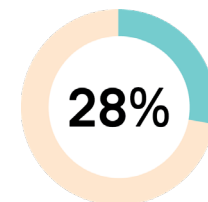
What's at stake if leaders aren't able to embrace the change? Plenty.



of C-suite executives think the company has changed its management style



of employees say leadership has not changed their management style



of employees are being micromanaged



# What's next

## Employee preference is clear

The survey reveals that around three-fourths (74 percent) of employees do not want to work a standard 9-5 day. A Work 1.0-style response to that statistic might be that people are unmotivated or disengaged. A Work3-style response to that statistic is:

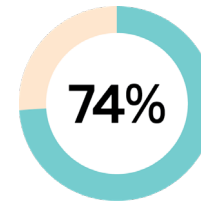
People want to work when they can feel energized, creative, and focused. Why shouldn't we let them?

Employees are clear that they want the freedom and flexibility to choose where, when, and how they work. Again, adapting to this preference is not "giving up." It's creating a new world of work where artificial restrictions are lifted and people are empowered to do their very best work.

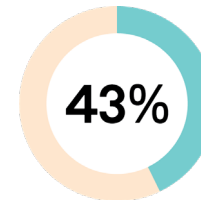
And if leaders don't adapt? The survey indicates that employees will consider leaving their jobs—an alarming 43 percent of them.

Perhaps even more notable, 44 percent of respondents would consider changing their careers if they don't find a place that suits them. That alone is indicative of a profound preference for freedom and flexibility at work.

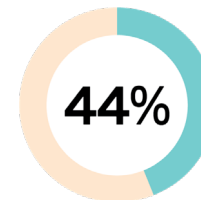
Employees aren't the only ones craving freedom. Their leaders are, too. That's reasonable, since enforcing draconian standards isn't much more fun than being on the receiving end of them. Indeed, a third of leaders indicated that they'd forgo a pay raise in exchange for more freedom and flexibility at work.



of employees don't want to work a standard 9-5 day



of employees would consider leaving their job if leaders don't adapt



of employees would consider changing careers





## Where we go from here

The tension between what employees want and what leaders feel obligated to deliver is at a breaking point. So far, solutions like more vacation days haven't moved the needle. Why? Because they're not getting at the real problem, which again, is that work isn't working.

More vacation days and other perks simply attempt to achieve a tepid compromise where both parties sacrifice something, and no one is authentically happy. And where is the line? Under the current structure, will leaders have to keep throwing perks and vacation days at employees in hopes that they'll stay? That's expensive and disruptive and it still doesn't secure genuine employee happiness, loyalty, and engagement—let alone productivity.

The real solution, of course, is much bigger than this. The real solution is Work3, where happiness, loyalty, engagement, and productivity are the result of the right people being in the right roles where they're given the opportunity to shine. That means leaders cultivating the culture and providing the tools necessary for people to do their best work, take risks, innovate, and break boundaries. Work3 relies on data and outcomes to measure success, and celebrates individuality and autonomy along the way.

## The threat lies in inertia

Work3 is here, whether leaders are ready or not. According to the survey, employees are more than ready for it. Work3 doesn't have to be viewed as a threat to leaders. In fact, it shouldn't be viewed as a threat to leaders. The biggest threat to leaders right now—and to their companies—is inertia. Staying the course will be increasingly dangerous as other companies and leaders make the shift to Work3.

For leaders, Work3 is an invitation to lean into being a visionary, surrounding yourself with people who do great work. It's an invitation to take off the pressure of constant monitoring and keeping people in line. It's an invitation to discover how you work best. Maybe it's even on a beach at midnight. It's up to you.



# Appendix

**Question:** Do you believe that remote and/or hybrid work is here to stay?

		Global	US	UK	Germany	Italy	Netherlands	Australia
Yes, remote and hybrid work is the way of the future and is here to stay.	<b>Non Mgr</b>	73.75%	77.00%	79.73%	72.28%	60.22%	67.96%	75.00%
	<b>Mgr</b>	75.80%	75.74%	82.17%	76.24%	72.64%	72.83%	75.00%
No, business leaders will require employees to be in the office full-time within the next year	<b>Non Mgr</b>	9.77%	7.04%	6.76%	12.87%	18.28%	13.59%	8.75%
	<b>Mgr</b>	9.36%	9.36%	6.98%	7.92%	11.32%	10.87%	9.17%
No, business leaders will require employees to be in the office full-time in the next 2-3 years	<b>Non Mgr</b>	4.20%	3.99%	6.76%	4.95%	3.23%	2.91%	5.00%
	<b>Mgr</b>	5.48%	5.03%	6.20%	6.93%	6.60%	1.09%	7.50%
No, business leaders will require employees to be in the office full-time in the next 4-5 years	<b>Non Mgr</b>	2.39%	1.64%	1.35%	0.99%	3.23%	6.80%	2.50%
	<b>Mgr</b>	2.47%	2.77%	2.33%	2.97%	1.89%	3.26%	0.83%
Remote and hybrid work is an experiment, it will depend on how well the company does	<b>Non Mgr</b>	9.89%	10.33%	5.41%	8.91%	15.05%	8.74%	8.75%
	<b>Mgr</b>	6.89%	7.11%	2.33%	5.94%	7.55%	11.96%	7.50%



**Question:** Does your company give you the flexibility and freedom to choose where you work (e.g., remote, hybrid, or in the office)?

		Global	US	UK	Germany	Italy	Netherlands	Australia
Yes, I can work remote from anywhere	<b>Non Mgr</b>	40.36%	40.98%	35.13%	38.23%	34.41%	53.4%	35.00%
	<b>Mgr</b>	62.79%	66.00%	73.39%	63.19%	62.99%	45.00%	58.43%
No, I have to be in the office 1-2 days a week, the other days I can work remote	<b>Non Mgr</b>	16.35%	11.34%	27.03%	17.65%	16.13%	24.27%	21.25%
	<b>Mgr</b>	13.59%	10.79%	17.72%	19.44%	8.63%	33.20%	9.17%
No, I have to be in the office 3-4 days a week, the other day(s) I can work remote	<b>Non Mgr</b>	9.24%	7.64%	6.76%	14.71%	16.13%	5.83%	10.00%
	<b>Mgr</b>	8.17%	6.26%	1.92%	12.50%	12.42%	17.64%	7.74%
No, I have to be in the office 5 days a week	<b>Non Mgr</b>	28.18%	34.95%	24.32%	22.55%	25.81%	9.71%	28.75%
	<b>Mgr</b>	12.56%	14.07%	4.56%	4.86%	13.68%	2.91%	19.06%
No, my schedule varies by week, but I have to be in the office specific days	<b>Non Mgr</b>	5.86%	5.09%	6.76%	6.86%	7.53%	6.80%	5.00%
	<b>Mgr</b>	2.89%	2.90%	2.42%	0.00%	2.28%	1.25%	5.60%



**Question:** If you already chose or you could choose your work hours, what would your preference be?

		Global	US	UK	Germany	Italy	Netherlands	Australia
I would work the number of hours needed to complete my projects	<b>Non Mgr</b>	40.74%	43.39%	31.08%	34.31%	43.01%	41.75%	40.00%
	<b>Mgr</b>	54.36%	55.97%	62.31%	59.22%	52.34%	46.74%	40.50%
Standard hours within the standard timeframe (e.g., 9 a.m. to 5 p.m.)	<b>Non Mgr</b>	25.51%	28.07	16.22%	25.49%	29.03%	19.42%	23.75%
	<b>Mgr</b>	27.23%	28.33%	19.23%	22.33%	37.38%	20.65%	30.58%
Work standard hours (8 hours) throughout the day at my discretion	<b>Non Mgr</b>	33.75%	28.54%	52.70%	40.20%	27.96%	38.83%	36.25%
	<b>Mgr</b>	18.41%	15.70%	18.46%	18.45%	10.28%	32.61%	28.93%

**Question:** Does your company give you the flexibility and freedom to choose when to work (e.g., set your own hours)?

		Global	US	UK	Germany	Italy	Netherlands	Australia
Yes, I'm measured on outcomes vs the number of hours I work each day	<b>Non Mgr</b>	26.07%	26.45%	18.92%	31.37%	23.66%	32.04%	20.00%
	<b>Mgr</b>	46.86%	51.88%	47.69%	41.75%	37.38%	38.04%	41.32%
No, I have to work standard hours (e.g., 9 a.m. to 5 p.m.)	<b>Non Mgr</b>	46.95%	51.74%	48.65%	32.35%	50.54%	33.01%	51.25%
	<b>Mgr</b>	33.60%	33.11%	29.23%	31.07%	53.27%	25.00%	31.40%
No, I have to work standard hours (8 hours) throughout the day at my discretion	<b>Non Mgr</b>	26.98%	21.81%	32.43%	36.27%	25.81%	34.95%	28.75%
	<b>Mgr</b>	19.55%	15.02%	23.08%	27.18%	9.35%	36.96%	27.27%

**Question:** Has the leadership team (executives and managers) at your company changed the way they manage remote and hybrid employees (e.g., the leadership team has created a cohesive vision, outlined expectations, and given you the freedom & flexibility to do your work)?

		Global	US	UK	Germany	Italy	Netherlands	Australia
Yes, they have	<b>Non Mgr</b>	43.31%	41.82%	48.65%	47.52%	26.88%	62.14%	36.25%
	<b>Mgr</b>	54.10%	54.67%	52.71%	57.84%	52.34%	59.78%	48.33%
	<b>C-Level</b>	57.61%	61.63%	66.75%	83.33%	41.18%	75.00%	45.00%
In theory yes – they are talking about it but in practice I haven't seen any changes	<b>Non Mgr</b>	28.46%	23.36%	28.38%	32.67%	45.16%	24.27%	36.25%
	<b>Mgr</b>	29.69%	28.20%	33.33%	25.49%	32.71%	25.00%	35.83%
	<b>C-Level</b>	25.54%	23.26%	16.67%	16.67%	35.29%	16.67%	30.00%
No, they are still micromanaging the way I work and operating from the old playbook	<b>Non Mgr</b>	28.23%	34.81%	22.97%	19.80%	27.96%	13.59%	27.50%
	<b>Mgr</b>	16.21%	17.13%	13.95%	16.67%	14.95%	15.22%	15.83%
	<b>C-Level</b>	16.85%	15.12%	16.67%	0.00%	23.53%	8.33%	25.00%



How important is it that your employer gives you the freedom and flexibility to choose where (remote, hybrid or office), when (flexible hours), and how (leadership style) you work?

**Question:** I would leave my current job or would not consider a new job that does not allow me to choose where, when, and how I work.

		Global	US	UK	Germany	Italy	Netherlands	Australia
Strongly Disagree	<b>Non Mgr</b>	10.43%	11.21%	10.81%	13.86%	10.75%	7.77%	5.00%
	<b>Mgr</b>	11.19%	14.01%	4.65%	16.67%	5.61%	5.43%	9.17%
Disagree	<b>Non Mgr</b>	14.74%	14.49%	14.86%	18.81%	8.60%	14.56%	18.75%
	<b>Mgr</b>	14.01%	11.59%	15.50%	15.69%	17.76%	17.39%	15.00%
Neutral	<b>Non Mgr</b>	31.86%	32.48%	25.68%	29.70%	37.63%	35.92%	25.00%
	<b>Mgr</b>	25.90	25.26%	24.03%	23.53%	28.97%	34.78%	24.17%
Agree	<b>Non Mgr</b>	29.14%	26.17%	33.78%	28.71%	31.18%	31.07%	35.00%
	<b>Mgr</b>	31.63%	28.03%	35.66%	35.29%	35.51%	29.35%	40.00%
Strongly Agree	<b>Non Mgr</b>	13.83%	15.65%	14.86%	8.91%	11.83%	10.68%	16.25%
	<b>Mgr</b>	17.27%	21.11%	20.16%	8.82%	12.15%	13.04%	11.67%

**Question:** I would change careers to ensure I could determine where, when, and how I work.

		Global	US	UK	Germany	Italy	Netherlands	Australia
Strongly Disagree	Non Mgr	10.88%	12.85%	9.46%	12.87%	9.68%	6.80%	6.25%
	Mgr	10.04%	10.73%	9.30%	16.67%	4.67%	4.35%	10.83%
Disagree	Non Mgr	16.33%	16.82%	18.92%	19.80%	8.60%	12.62%	21.25%
	Mgr	15.68%	12.11%	17.83%	21.57%	14.95%	22.83%	18.33%
Neutral	Non Mgr	28.91%	27.57%	22.97%	33.66%	29.03%	33.01%	30.00%
	Mgr	26.43%	26.30%	25.58%	21.57%	27.10%	30.43%	29.17%
Agree	Non Mgr	32.20%	29.21%	39.19%	20.79%	41.94%	37.86%	36.25%
	Mgr	33.57%	35.12%	29.46%	31.37%	39.25%	29.35%	31.67%
Strongly Agree	Non Mgr	11.68%	13.55%	9.46%	12.87%	10.75%	9.71%	6.25%
	Mgr	14.27%	15.74%	17.83%	8.82%	14.02%	13.04%	10.00%

**Question:** If given the option, I would forgo a pay raise to ensure I could determine where, when, and how I work.

		Global	US	UK	Germany	Italy	Netherlands	Australia
Strongly Disagree	Non Mgr	14.85%	17.29%	13.51%	13.86%	13.98%	10.68%	11.25%
	Mgr	9.07%	10.38%	4.65%	18.63%	4.67%	5.43%	6.67%
Disagree	Non Mgr	23.47%	22.90%	20.27%	25.74%	18.28%	29.13%	25.00%
	Mgr	17.09%	14.53%	19.38%	14.71%	18.69%	27.17%	19.17%
Neutral	Non Mgr	28.68%	26.17%	32.43%	28.71%	29.03%	34.95%	30.00%
	Mgr	27.58%	26.12%	23.26%	27.45%	31.78%	34.78%	29.17%
Agree	Non Mgr	24.49%	22.90%	27.03%	24.75%	31.18%	19.42%	28.75%
	Mgr	32.33%	31.83%	37.98%	32.35%	32.71%	26.09%	34.17%
Strongly Agree	Non Mgr	8.50%	10.75%	6.76%	6.93%	7.53%	5.83%	5.00%
	Mgr	13.92%	17.13%	14.73%	6.86%	12.15%	6.52%	10.83%



**Question:** If given the option, I would forgo vacation days to ensure I could determine where, when, and how I work.

		Global	US	UK	Germany	Italy	Netherlands	Australia
Strongly Disagree	<b>Non Mgr</b>	21.77%	22.90%	17.57%	22.77%	24.73%	16.50%	20.00%
	<b>Mgr</b>	14.01%	13.84%	7.75%	24.51%	12.15%	10.87%	15.83%
Disagree	<b>Non Mgr</b>	29.14%	27.10%	40.54%	35.64%	23.66%	27.18%	31.25%
	<b>Mgr</b>	19.38%	15.74%	27.91%	22.55%	18.69%	30.43%	16.67%
Neutral	<b>Non Mgr</b>	24.60%	24.77%	17.57%	18.81%	24.73%	30.10%	31.25%
	<b>Mgr</b>	25.02%	25.09%	23.26%	17.65%	23.36%	32.61%	28.33%
Agree	<b>Non Mgr</b>	17.69%	16.36%	18.92%	15.84%	23.66%	20.39%	15.00%
	<b>Mgr</b>	30.40%	31.49%	31.01%	29.41%	36.45%	19.57%	30.00%
Strongly Agree	<b>Non Mgr</b>	6.80	8.88%	5.41%	6.93%	3.23%	5.83%	2.50%
	<b>Mgr</b>	11.19%	13.84%	10.08%	5.88%	9.35%	6.52%	9.17%



## About Alludo

Alludo is a global technology company helping people work better and live better. We're the people behind award-winning, globally recognizable brands including Parallels®, Corel®, MindManager®, and WinZip®.

Our professional-caliber graphics, virtualization, and productivity solutions are finely tuned for the digital remote workforce delivering the freedom to work when, where, and how you want.

With a 35+ year legacy of innovation, Alludo empowers all you do, helping more than 2.5 million paying customers to enable, ideate, create, and share on any device, anywhere. To learn more, visit [alludo.com](https://alludo.com).

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