



Top 10

People Management Trends of 2022

eBook

Simple steps to help people leaders thrive in the new normal by getting ahead of the curve





Table of Contents

Executive Summary	3
Hybrid is here to stay	4
Collaboration by design	5
Culture as a product	6
Reskilling and internal mobility	7
Unbundling of HR Tech	8
Priotitizing People Analytics and Technology	9
Purpose and wellbeing as the heart of experience	10
People managers as superskilled coaches	11
Diversity to DEI&B for a truly inclusive culture	12
HR will witness its own Great Resignation	13
Wrapping Up	14
Contact Us	15

Executive Summary

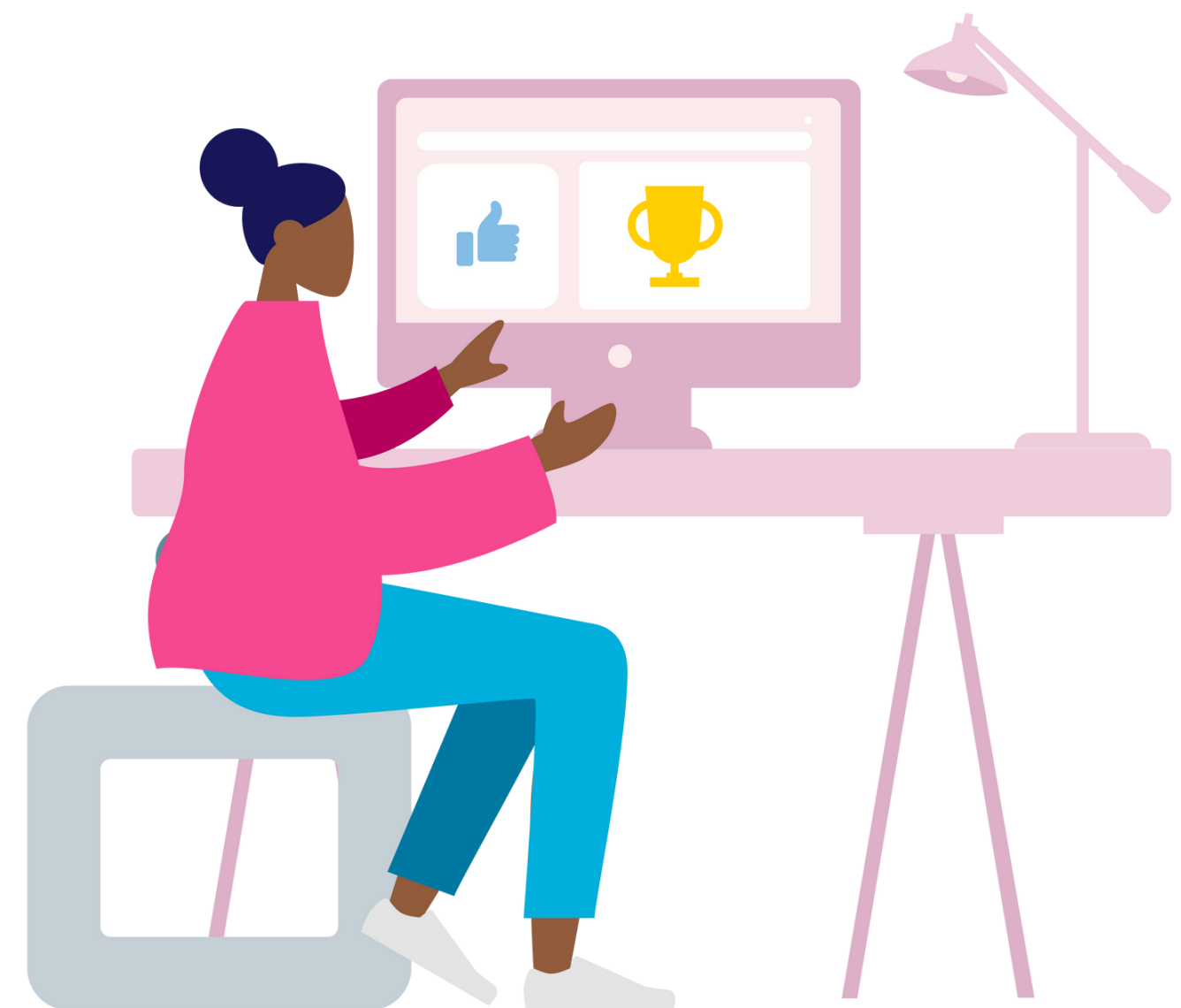
Things are changing, quick

The ever-changing work environment of 2021 has left leaders wondering what to prioritize as they navigate uncertain business conditions and adapt to evolving employee needs. With this high rate of change, safeguarding the employee experience has been difficult. This disruption has prompted leaders to focus on what matters most to actively engage and retain their top talent.

Leaders lacked transparency and communication about organisational changes. *In April 2020 and again in January 2021, 78 percent of employees said they understand why their organization makes changes. However, by July of 2021, this figure dropped to 70 percent. Suggesting that there may be an employee-organisation misalignment as employees may be left in the dark when changes are made.*

Next there was a decline from 87% in August 2020 to 82% in Q2 of 2021 when it came to agreeing if the organisation had a culture of supporting the health and well-being of employees. The sentiment of employee **recognition also took a hit from 81% to 72%** when employees were asked if they knew they'd be recognized for contributing to the organisation's success.

Thus, via this ebook we want to help leaders understand the challenges employees are facing, and how to go ahead of the problem going forward in 2022.



Hybrid is here to stay

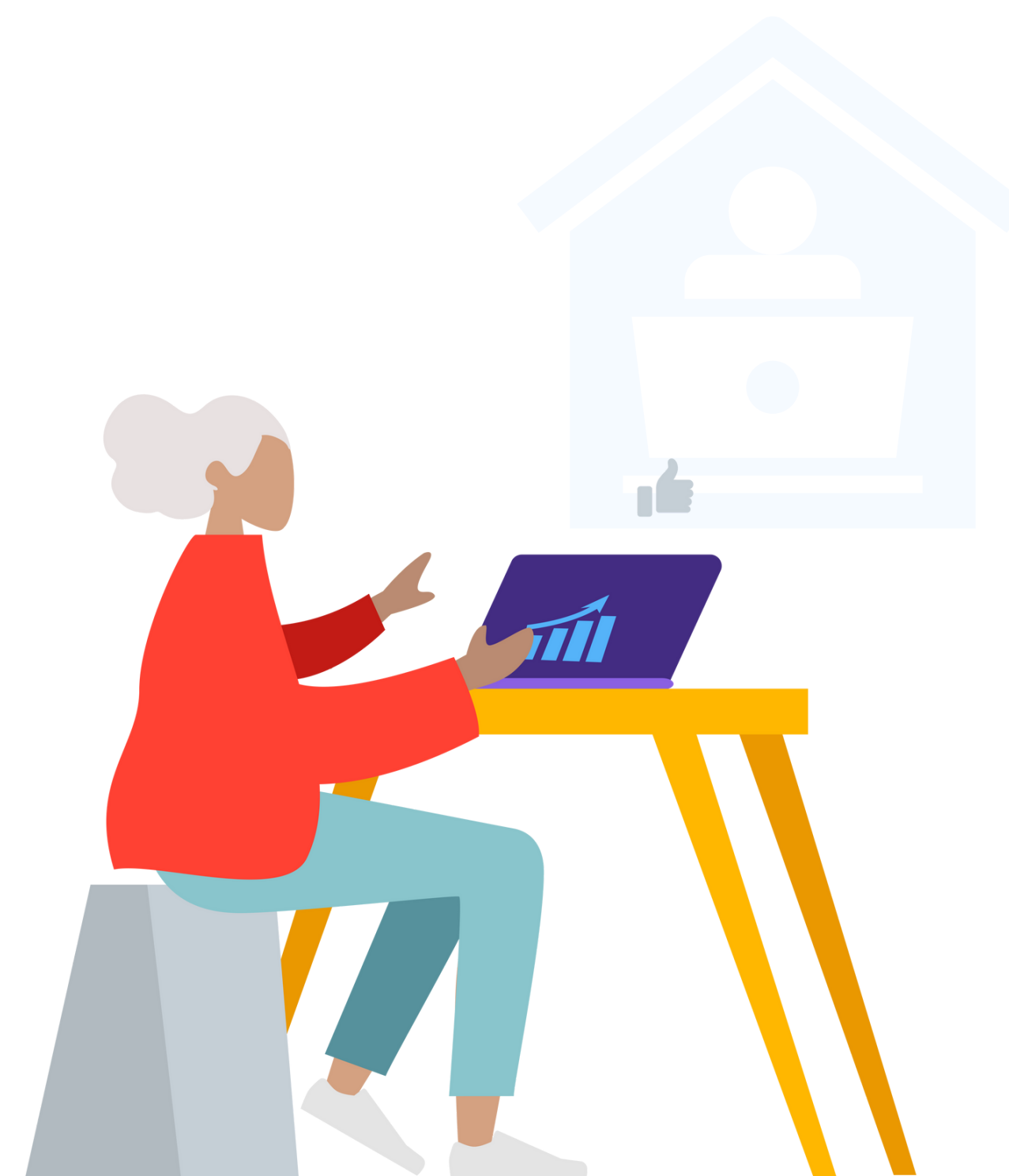
It is significant for an HR individual to understand the need for hybrid work models. Many companies have developed remote teams during a pandemic to perform functions. A very few companies are asking these teams to return to offices. The majority of the companies agreed that working from home or remote working culture has profoundly improved organisational costs and maximise productivity levels.

The workers who work from home tend to increase productivity in their knowledge level by 35-77%. **In the past two years, companies found that giving flexibility to employees to work from preferred locations has elevated their performance levels.** Based on the survey, nearly half of employees would quit the job if they have not allowed flexible work options.

The hybrid work model is replacing the traditional working culture where each company develops a different version of it. In this model, some companies offer employees to select a location to perform tasks. For example, Microsoft has allowed employees to work from home permanently if they wish to. It is allowing WFH for less than half of the working week. Facebook has also announced its plan to set remote work culture.

Adopting a hybrid work model is a must at your organisation. Out of several benefits, one of the advantages of the hybrid model is to access the global talent pool. **Accessing the talent pool contributes to delivering the needs of different customer segments in the marketplace.** It is crucial to increase diversity that helps boost idea generation within the organisation to make continuous innovation.

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Collaboration by design

Collaboration and communications are the two most integral components to manage hybrid teams effectively. Without this, it is impossible to attain expected organisational outcomes. The companies focus on **using technologies that help avoid communication gaps between the hybrid team members**. These technologies integrate performances and gain desired results. People managers are aiming to develop ways that help improve collaboration and communication within hybrid teams.

In the traditional working model, the employees can easily communicate with others whereas in a hybrid setting, the employees are contacting less with one another. **Therefore, designing collaboration in hybrid teams becomes essential to reduce the gap.**

Based on a survey by Nemertes Research, **45% of respondents are looking to invest more in improving team collaborations for managing hybrid teams**. Ford has created a virtual environment to enhance flexibility, productivity, and agility to satisfy the employee. It has developed virtual spaces to collaborate with the organisational community.

People leaders can improve collaboration in hybrid work settings as well. IT firms are continuously developing various tools and software technologies to increase and retain a level of collaboration within teams. These tools are robust in conducting group chats, video conferences, and meetings to provide real-time experiences. These tools make the work more exciting and fulfilling for employees.



Culture as a product



Every company wants to provide an excellent working experience to the employees. It is easy for the HR people to plan and perform activities that develop effective relations among the employees working in office cabins or cubicles. It is one of the top people management trends in 2022 to be focused on by all companies. **Culture is one of the reasons for employees not leaving the employer.** In hybrid trends, the critical challenge is to develop a culture that motivates and encourages employees and gives them the reason to retain in the organisation.

Culture in an organisation encompasses values, attitudes, behaviours, and expectations. Based on this, employees perceive leaders and develop an image of the organisation as a whole. Culture is flexible and plays a vital role in establishing a relationship between employers and employees.

HR leaders are responsible for developing an adequate culture in a workplace environment. **Culture infuses a unified sense among the employees to behave, respond, and perform duties at the workplace.**

Teams' members may be located in multiple regions. Providing unified experiences becomes a challenge. Leaders should set the vision and develop a roadmap on what kind of image they want to create in the mind of the employees. The cultural goals should include collaborating with the environment and conducting formal and informal events to connect with employees. Employee wellness programs, events celebrations, informal meetings, and fun games elevate employee spirit and improve team bonding.



Re-skilling and internal mobility

Organisations focus on external recruiting to hunt new talent for new responsibilities and roles. But due to skill gaps and lower unemployment rates, these companies have realised that new recruitments are not enough for growth. **Re-skilling and internal promotions and transfers are also vital to deploy competencies of the current workforce.** In 2022, the companies will look forward to managing people skills in such a way as to reduce organisational costs in hiring and use knowledge and capabilities in a much better way.

Rapid digital innovations and a highly competitive environment emerge the demands for changing roles and responsibilities. Always looking for new employees, having unique skills may increase organisational costs.

Re-skilling and internal mobility refer to developing and training the employees. It also involves allocating employees the appropriate duties and **preparing them to perform different tasks and roles.** There are several challenges to implementing internal mobility, as mentioned in the below figure. These roadblocks need to be clear by the companies to fuel organisational growth.

HR needs to be active in identifying the employees having the potential of improving skills. A career development plan may help in attracting the employees to elevate competence. Job shadowing and showcasing the benefits of opportunities also boost internal mobility. The increasing referral also contributes to mobility programs internally. Creating a career path for the employees helps to improve motivation to grab opportunities and improve readiness to face new challenges to perform new job roles.

Unbundling of HR Tech

HR professionals have been using technology to manage the databases of the employees earlier. But the continuous improvement in technology has changed the overall human resource management activities.

The latest technology and AI suites are available by the continuous effort of the IT sector. These modern innovations help automate many HR processes, ranging from **managing databases to analysing performance**. These fancy technologies also assist in payroll management and enable employee tracking. Initially, the companies were using software to manage employee-related information. But nowadays, human resource managers perform technology-driven functions to manage organisational employees.

The HR department needs to identify the things required to manage employees. It should further evaluate the technological tools that will prove relevant and effective in fulfilling the organisational needs. They need to perform market research and look at the types of HR software available in the marketplace.

The company should look forward to partnering with the IT organisation that builds and designs a robust HR system based on the identified needs. After choosing relevant and productive software, providing training to the employee is necessary.



Prioritising people analytics & technology

The companies collect information about the employee from now and then. But these companies had limited reach and access to obtain the information. The only source to find talent for significant job roles was referrals.

Employee retention and talent hunt are the primary concerns of the companies. In 2022, HR managers aim to implement a tech-driven HR suite and people analytics to carry out different functions. 80% of organisations feel people analytics is a priority to improve productivity.

People analytics and technology is associated with obtaining information about the employees through an online medium. The aim of gathering data is to meet the objectives of the company. It helps to uncover the skill sets and interests areas of the employees. It helps to provide the right opportunity and use their calibre the right way.

The HR department should develop priorities before selecting the right technology and analytical tools. It should develop consequences metrics to gather facts about employees. These facts help to improve understanding about employees. HR individuals need to develop skills for identifying data gaps and develop the most meaningful metrics to formulate strategic actions.



Purpose and well-being as the heart of experience

Today, employee well-being has expanded beyond physical well-being to focus on building a culture of holistic well-being including physical, emotional, financial, social, career, community, and purpose. At the heart of this is the growing need for flexibility in where, when, and how employees work.

Deloitte's 2021 Global Human Capital Trends Report shared that over the past two years, 44% of Millennials and 49% of Gen Z said they have made choices over the type of work they are prepared to do and the organizations for which they are willing to work based on their personal ethics. And this translates into overall employee engagement.

What this means for HR or organisations is that they need to make work more meaningful for employees. They need to help workers see how their work is contributing to the world or their community at large. They also need to help people see how their work contributes to the organisation mission and vision.

Additionally HR needs to invest in employee wellbeing by either including flexibility or caring for them beyond their contribution to work via providing mental health support, sustainability efforts and community support groups.



People managers as super-skilled coaches

Shifting to hybrid work models also develops difficulties as many employees prefer to work flexibly. The problem is that they feel a lack of knowledge and guidance to perform the work. This year, companies are closely looking to develop coaching skills within superiors to manage people effectively.

Skill development is of utmost significance at all levels of management. **Changing organisational dynamics bring several complexities.** Employees take time to adjust to the new working environment. They seek knowledge, awareness, guidance, and direction to perform duties. Super-skilled coaches work harder to resolve the challenges of employees and develop ways to motivate them to improve performance levels.

To elevate skills, the HR department should design a skill development plan for the managers to become good coaches. Leadership meetings should be regularly held to discuss vivid ideas and identify skill gaps to understand employees. Superiors and managers should listen to the employees and give them work flexibility and proper guidance.



Diversity to DEI&B for a truly inclusive culture

As competition is getting tougher day by day, many companies seek innovative ideas that help them build a distinguished image in the marketplace. Fostering diversity helps the companies to have different people under one roof to share ideas based on different demographics, psychology, and attributes.

Diversity is not enough. Companies need to also focus on equity, inclusiveness and belonging. In 2022, the companies are developing an inclusive culture that fosters DEI&B to manage people more inclusively.

Diversity is vital for business organisations. Organisational employees differ in many ways. Thus, leading diversity requires fair treatment at the workplace to manage diversified employees. Equity refers to treating employees fairly and equally. The company develops a culture that integrates every employee, coming from different backgrounds. Belonging refers to the feeling of being secure at the workplace. **These four components are vital to developing robust culture at workplaces.**

For setting DEI&B culture, HR should not resist acquiring people from different regions. Businesses should bring transparency at the workplace to treat employees fairly. All employees should get an equal opportunity to showcase talent and develop skills. Supporting employees builds a sense of acceptance within employees. Treating them as valuable is essential to managing people at the workplace.

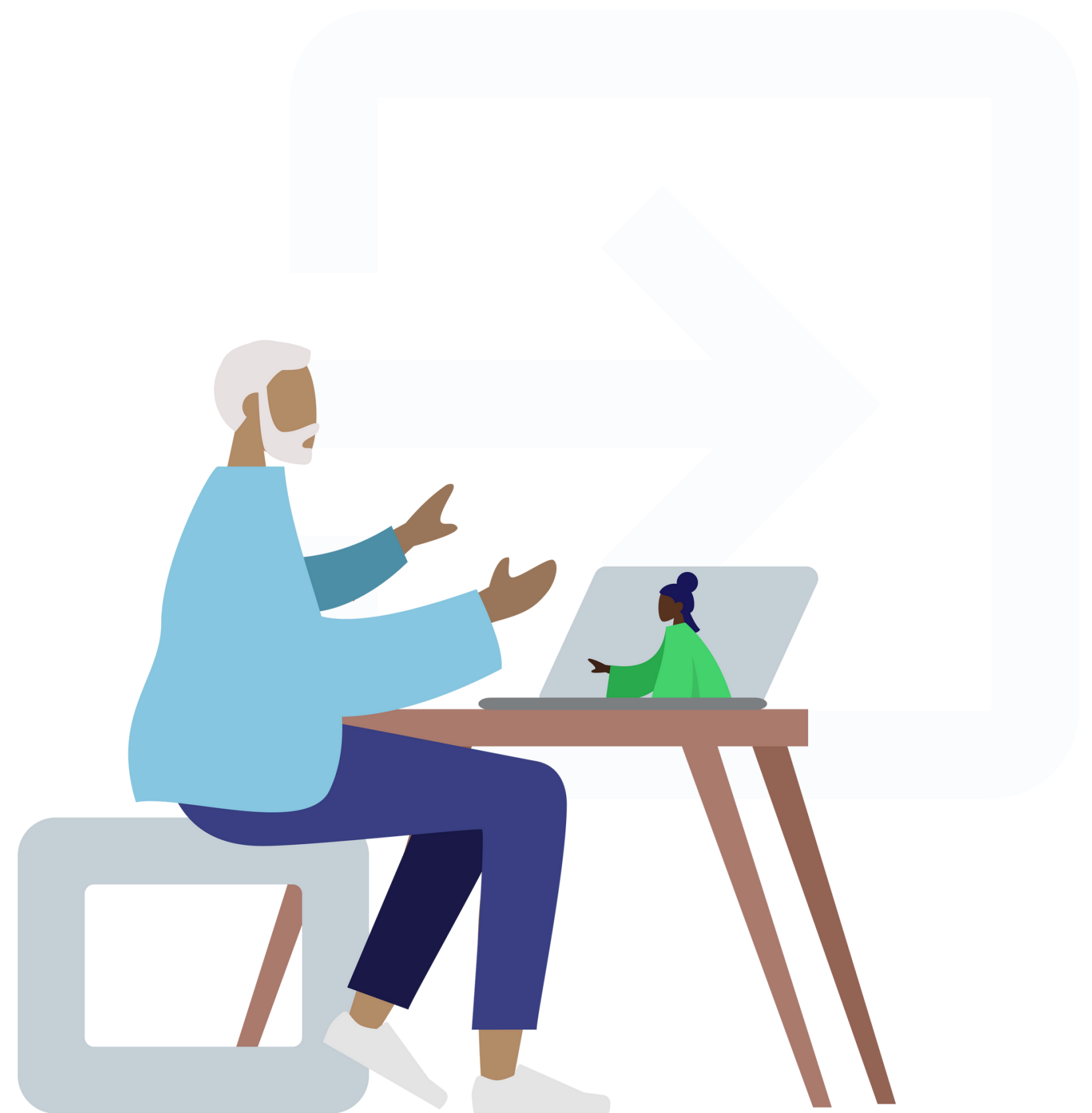


HR will witness its own Great Resignation

Out of several HR trends in 2022, one of the trends that will be visible in many organisations is making strategies on witnessing resignation in HR. The trend is critical as the companies expect HR people to be proactive and problem solvers. The HR role is not limited to a specific person; it is a cohesive function that requires countless people to work cooperatively to manage the employees.

The concept is related to the HR responsibilities that every HR individual must feel while performing duties. Every HR person should perform well, work in peer groups, support each other, and adapt well within the culture. If the HR individual fails to adjust within culture and group, likely, he would not be able to convince other employees of the company.

HR professionals need to understand the workplace expectations, working environment, and nature of the organisation. The people managers should keep improving skills to manage people and work in groups. The continuous learning process keeps HR individuals aware of the modern trends and tools developed for the HR field. Competency development ensures performing favourable activities that will lead to better management of people within an organisation.



Wrapping up

Pandemic has given rise to endangering life situations. The future seems to be grey that will overshadow many traditional business operations with modern transformations.

The companies are on the verge of changing working models, culture, and business functions. Till the new normal, businesses will never get back to the traditional workplace settings.

Managing people has not been the same old school that required observing employees under a roof. The HR managers need to go beyond to manage employees living far from their office workstations.

People management trends will need to be focused upon in 2022 to deal with the ongoing HRM issues occurring within the organisation.



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