

IDC Future of Work

Future of Work Scorecard

Empowering Enterprises to Achieve Business Outcomes



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Future of Work Scorecard

Organizations are struggling to implement the right balance of on-site and flexible work practices, understand what are the best practices to maintain company culture and how automation can make employees more productive.

This scorecard compares what differentiates leading enterprises from their peers, including areas such as where and how to invest in hardware/software technologies and services, leading to increased operational efficiency, improved employee productivity and cost savings.



The annual IDC's *Global Future of Work (FoW) Survey* provides the results and analysis from more than 1,107 senior leaders



The average Scorecard rating in the Future of Work survey is 46/100



Only 11% of worldwide enterprises are at the "Leading" stage

How to Leverage the Future of Work Scorecard in Your Organization

The Future of Work Scorecard identifies the capabilities (processes, organizational structures, and enabling technologies) that empower enterprises to achieve their top business goals.

1

Understand Future Enterprise capabilities and their correlation to business outcomes

2

Compare performance relative to peers and competitors

3

Identify areas for optimization + investment

4

Align and justify investment in new technology initiatives based on improving business outcomes

5

Establish relevancy with C-Suite decision makers

6

Maximize the benefits of your digital-first strategy

The 3 Key Elements Enabling the Future of Work for Every Organization



Culture

- ✓ Talent Acquisition
- ✓ Talent Development
- ✓ Workforce Management
- ✓ Payroll Management
- ✓ Health and Wellness
- ✓ Rewards and Recognition
- ✓ Employee Experience
- ✓ Employee Performance Management



Space

- ✓ Smart Building Software
- ✓ Workplace Security
- ✓ Conferencing, Content Sharing & Collaboration Applications
- ✓ Knowledge Sharing, Communication and Digital Workspaces
- ✓ Client Endpoint Management
- ✓ IT Service Management (ITSM) Software
- ✓ Intelligent Digital Workspaces



Augmentation

- ✓ AR/VR Software
- ✓ AI Software Platforms
- ✓ Robotics and Drones
- ✓ Analytics and Artificial Intelligence
- ✓ Intelligent Process Automation
- ✓ Secure Enablement
- ✓ Generative AI

How to Interpret the Future of Work Scorecard Levels

Normalized scoring based on Future of Work capability questions correlated with business outcomes

65+

Leading:

Critical business successes consistently tied to Future of Work investments

45–64

Enhancing:

Mix of solid capabilities and areas to improve outcomes

25–44

Developing:

Making progress but has significant capability gaps

0–24

Nascent:

Missing out on business opportunities and lagging industry norms in many areas



Scorecard levels are based on correlation of business outcomes with Future of Work technologies, operating models and governance capabilities

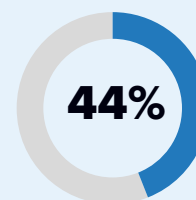
- ✓ Critical business successes are consistently tied to work strategies and policies for flexible work culture.
- ✓ Investments in place/space modernization and implementation are increasingly linked to positive business results.
- ✓ Technology changes including automation as part of a company's digital transformation strategy provides business value.

Business Outcomes Measured

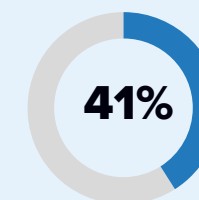
Top business outcomes that leading organizations are trying to achieve from their current and future work transformation initiatives in 2023 are:

- ✓ Increased sustainability (36%)
- ✓ Improved customer satisfaction (30%)
- ✓ Faster time to market (30%)
- ✓ Faster innovation (26%)
- ✓ Improved business resilience (26%)

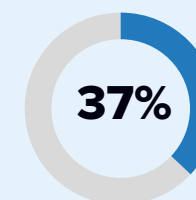
On average, **48%** organizations highlighted said they are **'significantly'** prepared to meet the current and future work transformation requirements and **20%** mentioned they are **'extremely'** prepared to support their business requirements.



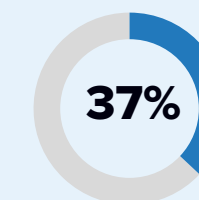
Use **'Customer Satisfaction'** to assess performance related to work transformation initiatives



Use **'Task-based metrics'** (task completion, throughput, time)







Use **'Quality Scores'** to assess employee performance related to work transformation initiatives

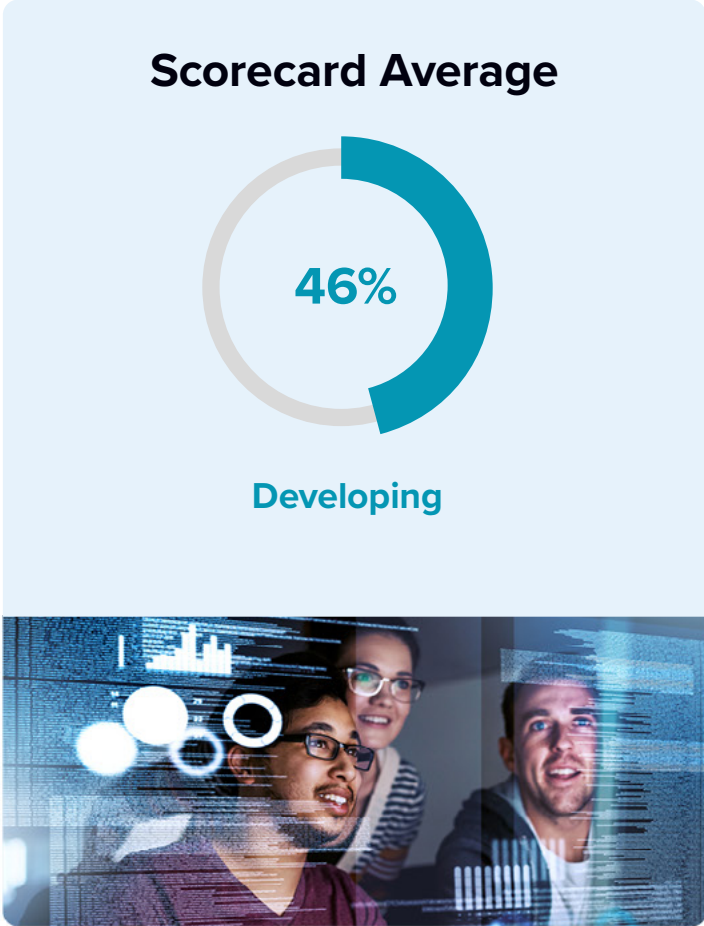
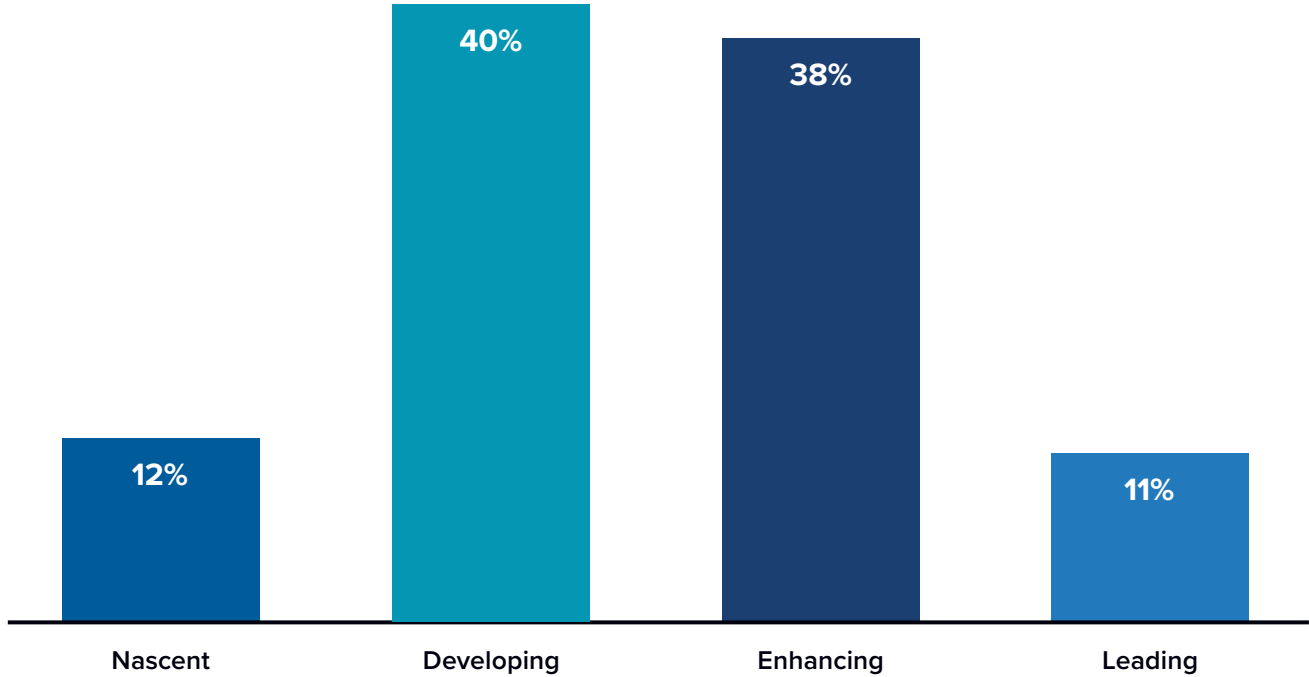


Use **'Skill levels' (badging, course completion)** to measure employee performance

Achieving Business Outcomes from Future of Work Capabilities

| Improvement in Business Outcomes  | | | | |
|--|--|---|---|---|
| Capability Area | Nascent | Developing | Enhancing | Leading |
|  Culture | Workplace strategies, investments & policies for culture are static. Lack of support for flexible work culture results in “traditional” work models. | Some departments or business units are experimenting with culture as part of flexible work models tied to FoW investments but with limited corporate support. | Executive leadership is focused on ensuring an enduring corporate culture while instituting flexible ways of working. | Company culture is continuously refined as flexible ways of work evolve to meet the needs. Management incentivizes innovative approaches to work. |
|  Space | Minimal new workplace technologies have been deployed for space management and optimization. | Individual managers are deploying limited workplace technology solutions as needed to meet the business requirements. | The organization has adopted technologies to ensure employee well-being, improve space utilization, and create a better experience for all. | Organization’s facilities are being revamped and repurposed. There is ongoing space optimization as well as a system for review. |
|  Augmentation | There is little or no automation due to a risk-adverse culture. No funding is allocated to support innovative work models. | Short-term funding for pilot programs has been initiated across multiple functional areas as a standalone project with no long-term commitment. | There is annual organization-wide budgeting for projects, as part of the broader company-wide digital transformation strategy. | Technology changes including automation are a standard budget line item, dedicated to continuous improvement. |

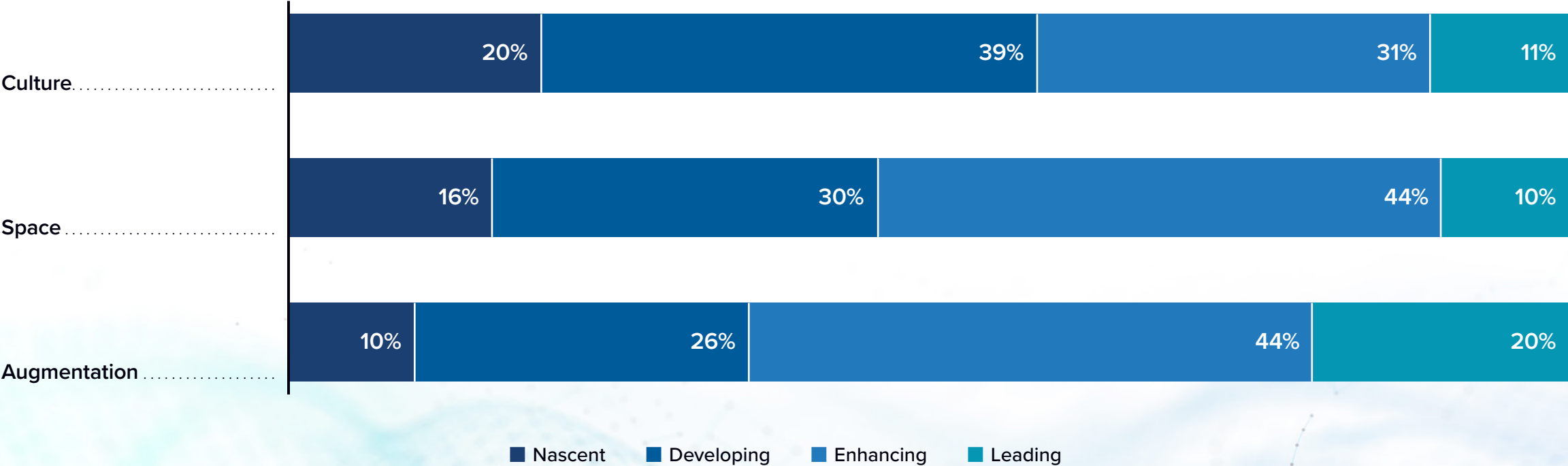
Future of Work Scorecard: Progressing from a Nascent to a Leading Organization



n = 1,107; Source: Future of Work 2023, IDC, May 2023

Future of Work Capabilities: How Does Your Organization Compare?

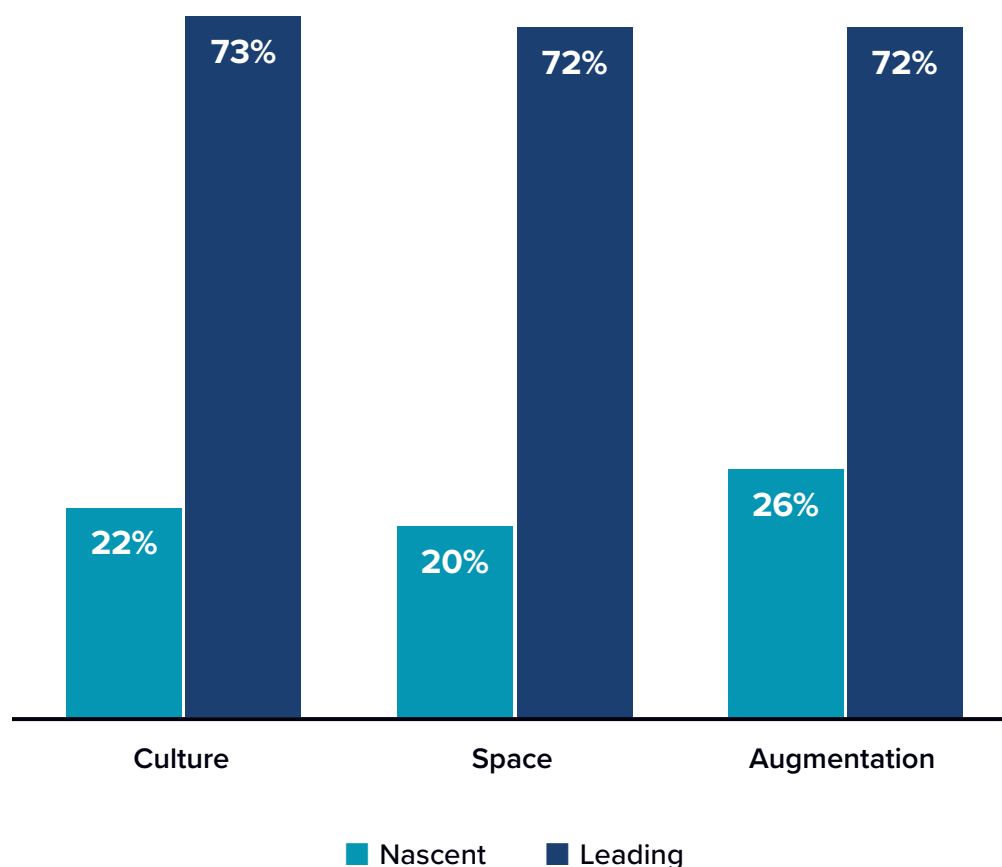
Capability Score Distribution



Note: Values have been rounded to the nearest whole percentage and may not sum up to exact 100%. n = 1,107; Source: *Future of Work 2023*, IDC, May 2023

What Differentiates Leading Enterprises?

Capability Score Distribution



n = 1,107; Source: *Future of Work 2023*, IDC, May 2023

Takeaways

- ✓ The gap between the nascent and leading enterprises signify areas of improvement for enterprises. The largest gap between the nascent and leading enterprises is in the 'space pillar'.
- ✓ At the leading level, organizations who lead the space, culture and augmentation pillar quickly embrace the work transformation and new ways of doing things.
- ✓ KPIs such as customer satisfaction, quality scores, skills-levels and task-based metrics are important to these leading organizations.



Guidance for Tech Buyer



Culture

Empower employees through intelligent, guided, self-service access to resources (data, apps, learning community) improving their experience, innovation and productivity.

Assess organizational readiness to adopt new ways of working: Skills, security, cloud migration, legacy integration, ITSM, etc.

Train staff to collaborate cross-functionally, think critically and communicate effectively.



Space

Assess where your organization is in terms of both **technical and organizational maturity** in a flexible hybrid model.

Redefine the Worker Experience in and beyond the office by promoting a collaborative work environment, no matter the location of your workers.

Facilitate a productive return to work using a combination of governance, physical reconfiguration of workplaces, and technologies to facilitate intelligent space planning.



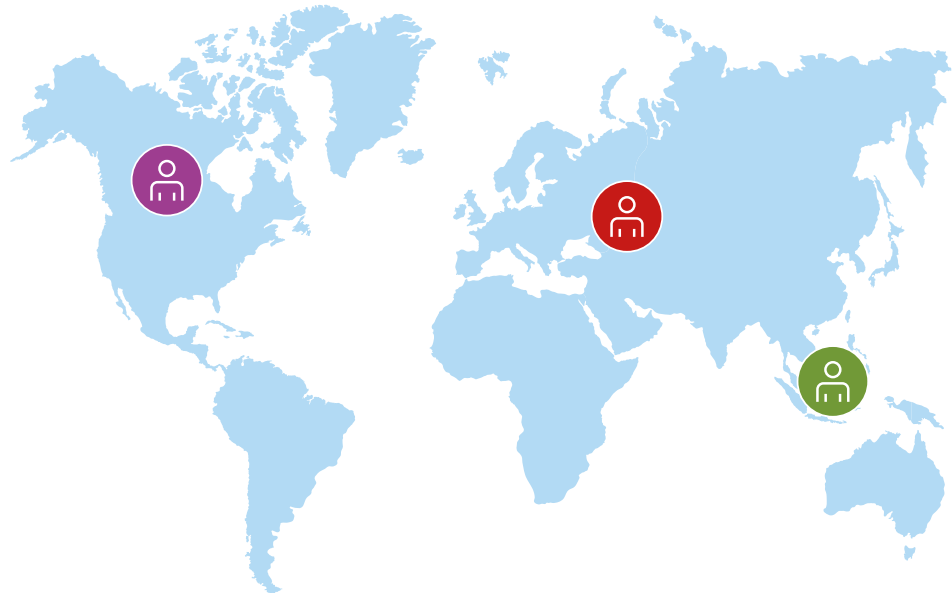
Augmentation

Ensure you have alignment across functions on corporate strategy to effectively drive adoption of greater automation for the future of work.

Secure AI-enabled intelligent, personalized and virtual workspace for an increasingly diverse, distributed and dynamic workforce.

Understand how AI and Generative AI will impact your current and future planning and train staff on responsible practices around Generative AI.

Methodology + Demographics



North America

United States n = 226
Canada n = 31

Europe

Poland n = 61
United Kingdom n = 50
Germany n = 50
France n = 50
Italy n = 50
Spain n = 50
Czech Republic n = 39
Nordic n = 50

Asia Pacific

Asean (MY, ID, SG) n = 110
China (INC TW) n = 100
Japan n = 60
India n = 50
Hong Kong n = 40
Australia n = 30
Korea n = 30
New Zealand n = 30

Total n = 1107; Weighted by country IT Spend

Source: Future of Work 2023, IDC, May 2023

Company size



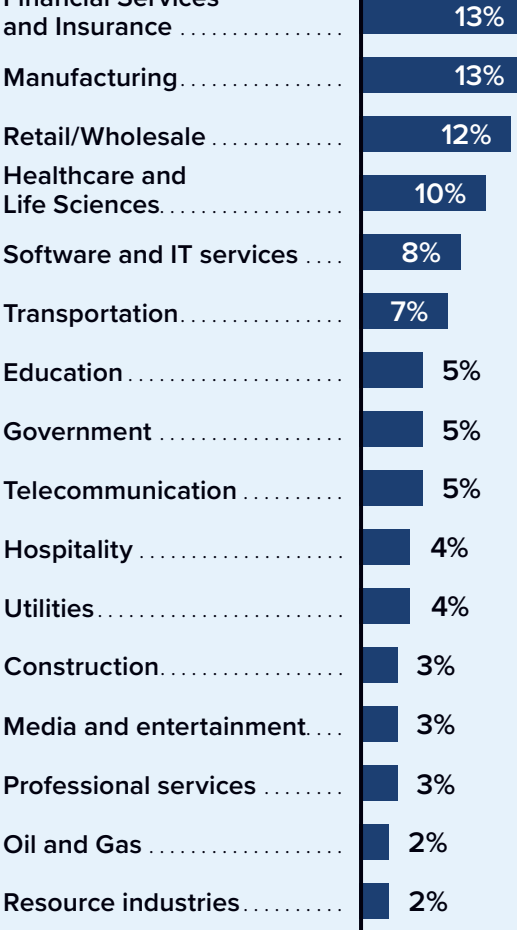
Job title



Key job roles



Industry



About the IDC Analysts



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Amy Loomis is Research Vice President for IDC's worldwide Future of Work market research service. In this role, Amy covers the growing influence of technologies such as artificial intelligence, data analytics, robotics, augmented and virtual reality, and intelligent process automation in changing the nature of work. Her research looks at how these technologies influence workers' skills and behaviors, organizational culture, worker experience, and how the workspace itself is enabling the future enterprise.

[More about Amy Loomis, Ph.D.](#)



Anu Mehta
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Anu Mehta is IDC's Senior Research Analyst for its Worldwide Future of Work practice. She is focused on expanding the research portfolio around frontline workers, industry comparative assessments and hybrid work maturity. She is responsible for supporting the Future of Work published research agenda, custom engagements, as well as regular client outreach.

[More about Anu Mehta](#)

Message from the Sponsor

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