New way of work
Redefined by AI

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Two paradigm shifts

Flexible work

AI

Microsoft Work
Trend Index 2023

http://aka.ms/wti

31,000 people | **31** countries | Microsoft 365 and LinkedIn trends

Three findings

Digital debt is costing us innovation

There's a new AI-employee alliance

Every employee needs AI aptitude

Digital debt is costing us innovation

64% of employees **don't have enough time & energy** to do their job

89% of Thai employees **don't have enough time & energy** to do their job

They are **more likely to struggle** with innovation/ strategic thinking
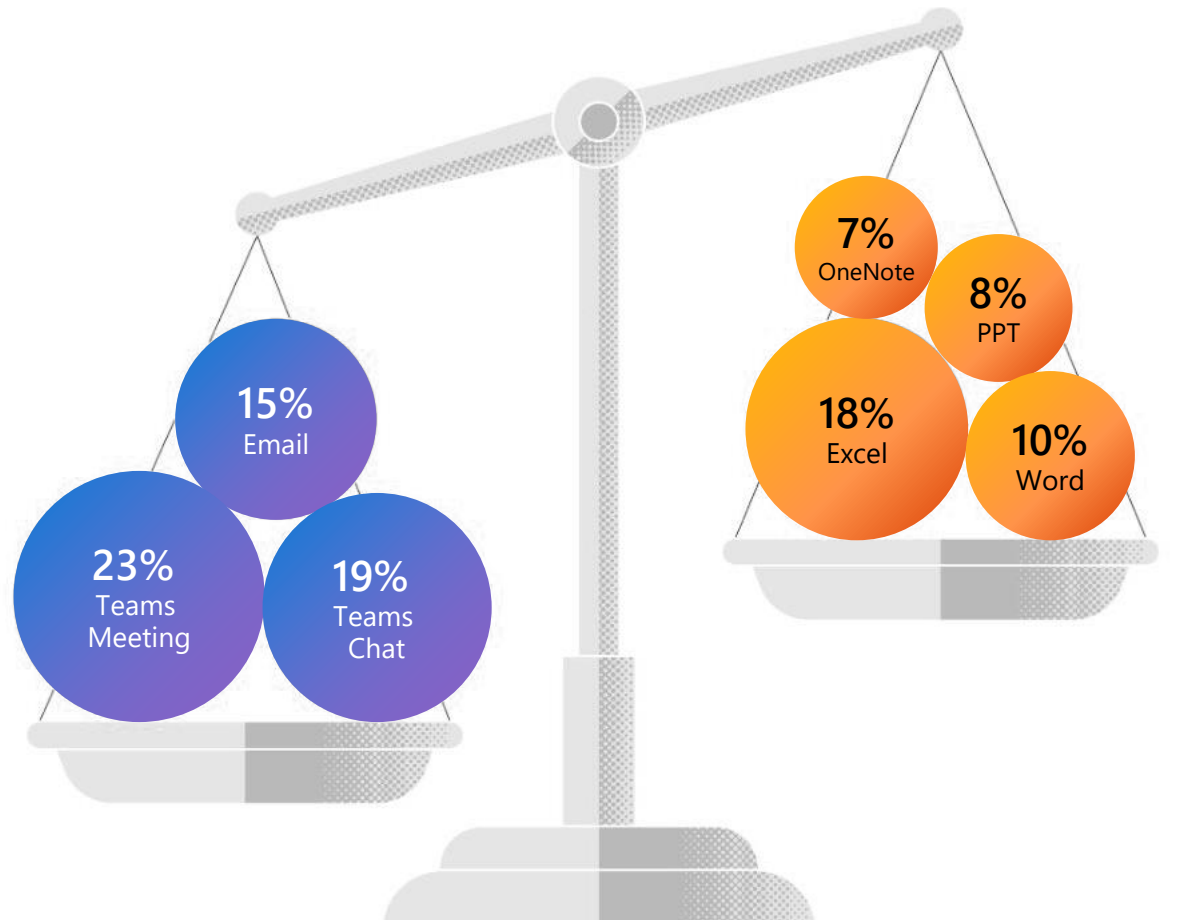
60% of leaders say **lack of innovation** is a concern

Source: 2023 Work Trend Index

The weight of work
% share of time spent in Microsoft 365

Digital debt is costing us innovation

57%
Communication

15% Email
23% Teams Meeting
19% Teams Chat

43%
Creation

7% OneNote
8% PPT
18% Excel
10% Word

A New AI-Employee Alliance

49%

of people say they're worried AI will replace their jobs

70%

would delegate as much work as possible to AI to lessen their workloads

66%
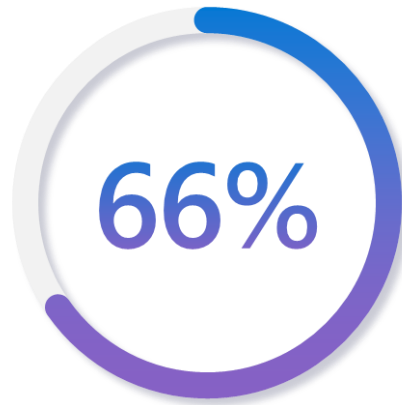
of Thai people say they're worried AI will replace their jobs

86%

would delegate as much work as possible to AI to lessen their workloads

Skills required for the AI era
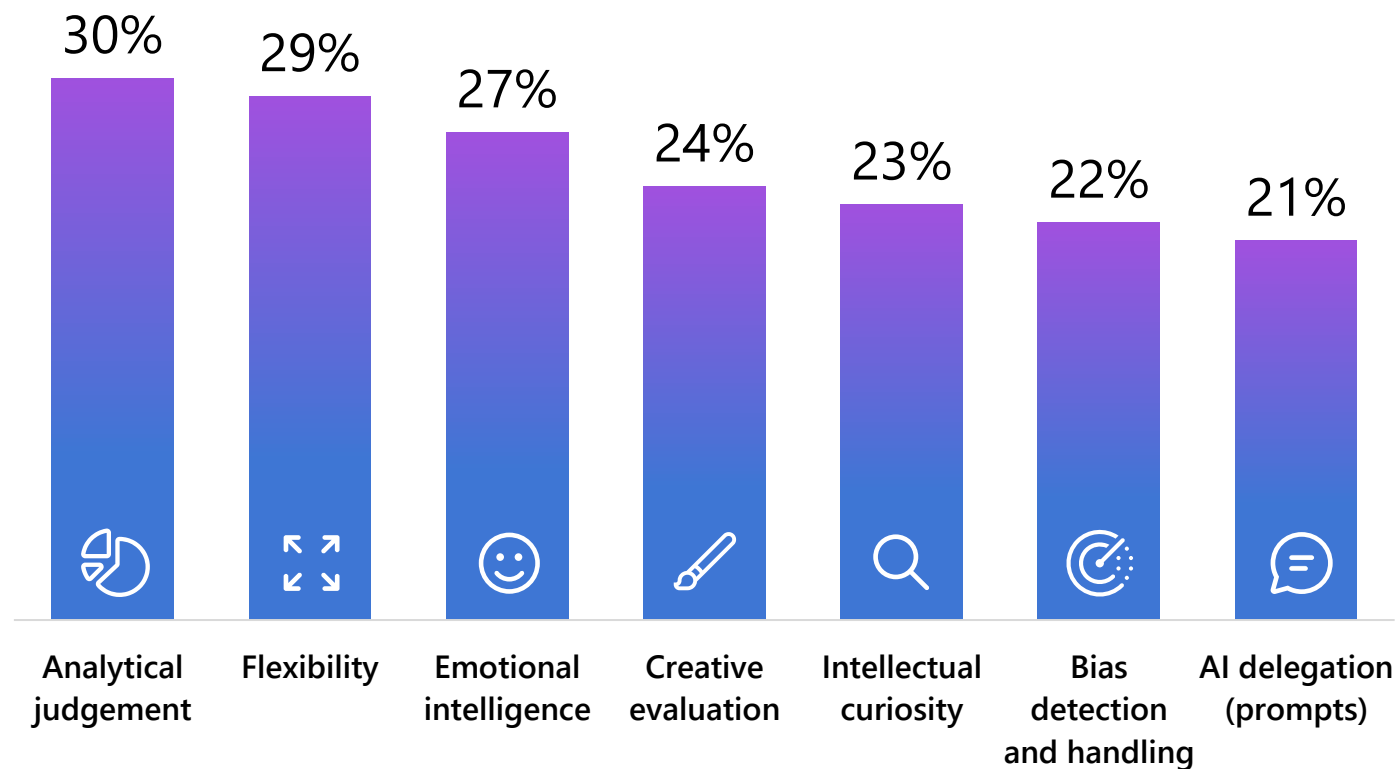
Every employee needs AI aptitude

82%

of leaders say employees will need new skills to prepare for AI

90%

of Thai leaders say employees will need new skills to prepare for AI

30% Analytical judgement

29% Flexibility

27% Emotional intelligence

24% Creative evaluation

23% Intellectual curiosity

22% Bias detection and handling

21% AI delegation (prompts)

The new performance equation

$$\left(\text{Engagement} \times \text{Productivity} \right)^{\text{AI}} = \text{Performance}$$

Engagement
Energized, empowered, invested

Productivity
Getting stuff done

Performance
Achieving sustainable business outcomes

How do you become a
high-performance organization?

Assess

Capture direct and indirect signals to identify opportunities

Take Action

Take data-driven actions that improve engagement and performance

Measure Impact

Measure impact to desired business outcomes and continuously improve

Transform HR's role in organizational success

- Immediate data analysis fueled by next-generation AI

- Actionable insights in days vs. weeks

- Scalable guidance to empower managers

- Measurable results benchmarked across the organization

- Boost employee wellbeing and productivity through hyper-personalized resources

Data

How is "business as usual" changing?
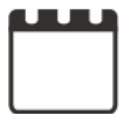
Change in collaboration time

-4%
hours/week

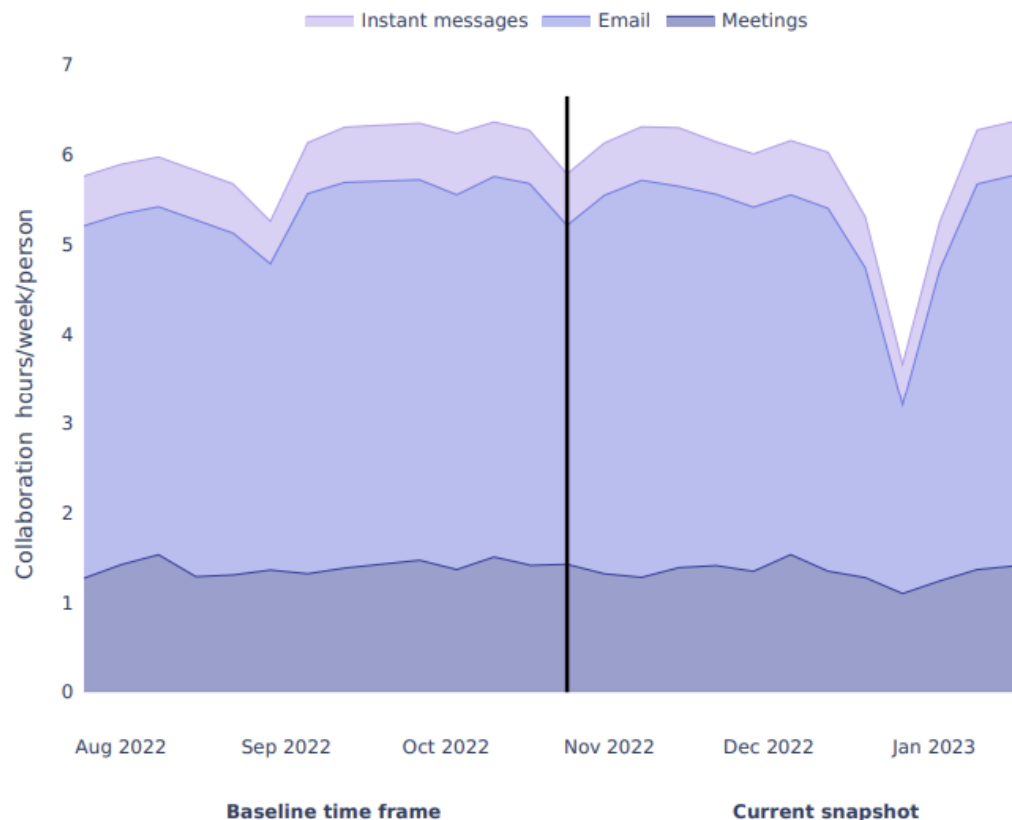**Collaboration time**

8.2 hours/week
Current snapshot

8.5 hours/week
Baseline time frame

Collaboration time is the average total time employees spend each week on meeting, email, and instant message activity.

Collaboration hours by mode of communication

Legend: Instant messages · Email · Meetings

Y-axis: Collaboration hours/week/person (0 to 7)

X-axis: Aug 2022, Sep 2022, Oct 2022, Nov 2022, Dec 2022, Jan 2023

Baseline time frame | Current snapshot

Total collaboration time change from baseline time frame to current snapshot

+0.7%
Instant message time

-4%
Meeting time

-3%
Email time

Why it matters

Activity levels within your company may change significantly in response to the business disruption introduced by social distancing requirements, perhaps permanently. Collaboration patterns provide visibility into the size of the impact, how it is trending over time, and the path back to a "new normal."

What you can do about it

Reducing the amount of time wasted on low-quality collaboration is a way to create capacity for activities that create business value. Use Viva Learning to understand collaboration overload and how to manage collaboration. Use Viva Connections and Viva Engage to keep employees engaged, connected and informed.

Does your organization have healthy meeting culture?

72%
78% Industry average

Company average

of meetings in your company have indicators of low-quality.

5%
9% Industry average

Company average

of meetings are over one hour long.

50%
44% Industry average

Company average

of meetings are scheduled as recurring.

25%
24% Industry average

Company average

of meetings are large, with over eight attendees.

39%
54% Industry average

Company average

of meetings have attendees that multitask (send at least two emails during the meeting).

Why it matters

To solve a problem or make a decision, it helps to keep the meeting audience small and the duration short. Research shows attendees communicate faster, and come to decisions more quickly.

What you can do about it

Recurring meetings tend to stay on calendars indefinitely through force of habit. Review these meetings periodically and decide if they can be retired. Consider declining meetings that aren't a priority. Use Teams channels as an alternative to meetings. Create clear meeting agendas to stay on task. Schedule shorter meetings. Improve meeting efficiency with the Outlook Insights add-in.

Do employees maintain work-life balance?

30% | **40%**
Company average | Industry average

of people in your company have more than one hour of after-hours work activity per week.

1 hour | **2 hours**
Company average | Industry average

spent working after-hours per employee, per week on average.

17% | **19%**
Company average | Industry average

of after-hours activity is spent in Teams (IMs + calls)

41 hours | **37 hours**
Company average | Industry average

is the average workweek span per employee.

39% | **17%**
Company average | Industry average

of after-hours activity spent in meetings.

3% | **5%**
Company average | Industry average

of your employees are at risk of burnout due to high workweek spans and after-hours work.

52% | **70%**
Company average | Industry average

of after-hours activity is devoted to email.

Why it matters

Employee burnout accounts for 20-50% of their company's annual employee turnover. More than 40% of our creative ideas come when we are taking breaks or allowing our minds to wander.

What you can do about it

Research shows employees work after hours when their managers do. Encourage managers to schedule after-hours email for the following day's business hours. Create an organizational norm of scheduling focus time. Enable Viva Insights wellbeing insights. Use Viva Insights to encourage employees to disconnnect.

How well connected are employee networks within your organization?

31% | **13%**
Company average | *Industry average*

of users have a network size of 25 or more.

29 people | **23 people**
Company average | *Industry average*

is the average network size of your employees.

30% | **5%**
Company average | *Industry average*

of employee communication is directed outside of your organization.

14 emails | **49 emails**
Company average | *Industry average*

are sent per employee, per week.

4 domains | **4 domains**
Company average | *Industry average*

is the average number of external domains that people in your company are collaborating with.

60 emails | **115 emails**
Company average | *Industry average*

are received per employee, per week.

Why it matters

Connecting employees across units creates agile innovation by helping the company leverage benefits of scale, cross-pollinate ideas and integrate different perspectives.

What you can do about it

Encourage cross-team collaboration through "brown bag," or knowledge-sharing presentations to help employees network and share ideas. Use Viva Connections and Viva Engage to keep employees engaged, connected and informed.

Viva Insights Employee Experience Report

ⓘ Wellbeing Why this matters

Wellbeing is multidimensional. It means that you feel safe, secure and equitably treated. You are able to best direct your talents, time, and energy to maintain your health and happiness. Workplace behaviors can affect wellbeing, and groups with low wellbeing can take action to improve.
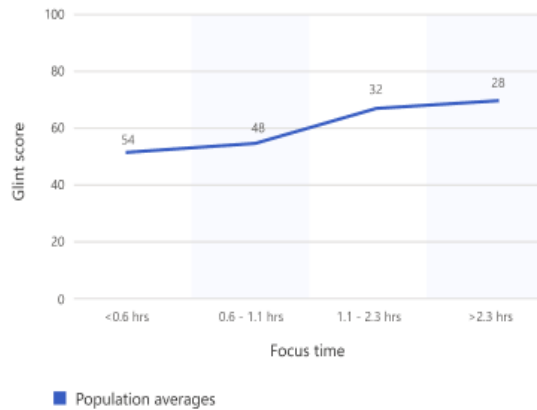
⚙ Settings

11319 total people

Start	End	Category	Metric	Filter by	Filter role
2/1/2022	5/1/2022	Wellbeing ⌄	Focus time ⌄	Organization ⌄	All ⌄

Impact

173 hours
of focus time was kept in selected time period

Average favorability to after hours

- Population averages

Favorability

345 employees
were below favorable focus time in selected time period

Engineering	10	10	80
Product Manag...	35	45	20
Consulting serv...	15	45	40
Marketing	41	29	30
HR		75	25
Consulting serv...	33.3	33.3	33.3
IT	62		38

- Unfavorable □ Neutral ■ Favorable
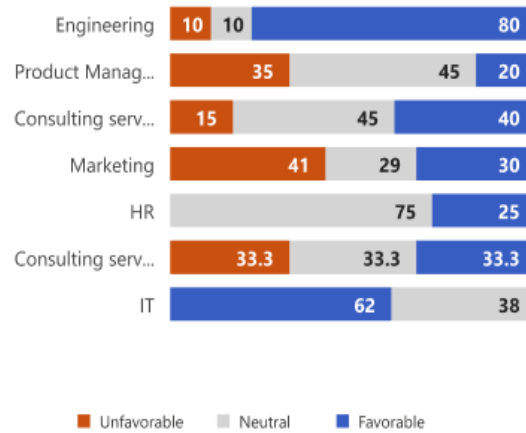
Learn more

Overall survey score

75 of focus time is conflicted with meetings

Impact on focus time

35% more collaborators that kept focus time

Learn more

explore more about the insights being presented in the report.

What is favorability | Example of how correlations are done | Explain trend line graph

Behavioral Observations on Engagement ⓘ

View the differences in behaviors on your team between those that are favorable to engagement vs unfavorable. Learn more

Powered by Viva Insights ‹ ›

Manager 1:1 Time ⓘ

Favorable respondents had 1.8 times more Manager 1:1 Time (15 minutes) than unfavorable respondents.

Favorable Responses (65%)

34 minutes

Unfavorable Responses (24%)

19 minutes

View details & actions

Network Size ⓘ

Favorable respondents had 75% more connections (+18 connections) than unfavorable respondents.

Favorable Responses (65%)

42 connections

Unfavorable Responses (24%)

24 connections

View details & actions

Meeting Hours ⓘ

Favorable respondents had 7% less meeting hours (-1.2 meeting hours) than unfavorable respondents.

Favorable Responses (65%)

17.4 hours

Unfavorable Responses (24%)

18.6 hours

View details & actions

All Scores

Compare all scores and favorability

Score ↓	Question	vs Previous	vs Company	Favorability	Comments
87	**Belonging** 🔷 I feel a sense of belonging at Contoso	↓ 1	+12		839 comments
85	**Manager** I would recommend my manager to others	↑ 6	+8		654 comments

Employee work mode

ⓘ Why this matters   Take action

1/1/2022 - 3/26/2022

Does the distribution of employees by work mode meet expectations and is there a disconnect between management and lindividual contributors?

⚙ Settings

How are employees working? ⓘ

Mostly onsite	Hybrid	Mostly remote	Unclassified
7%	13%	65%	10%

Percent of employees by work mode, last week. Customize categories in Settings.

Percent of employees by work mode and by group, last week

Product	18%	25%	54%	
Legal	10%	14%	68%	
Finance	8%	12%	71%	9%
Sales		16%	73%	
HR		10%	79%	
Engineering		10%	88%	

0%   50%   100%

■ Mostly onsite ■ Hybrid ■ Mostly remote ■ Unclassified
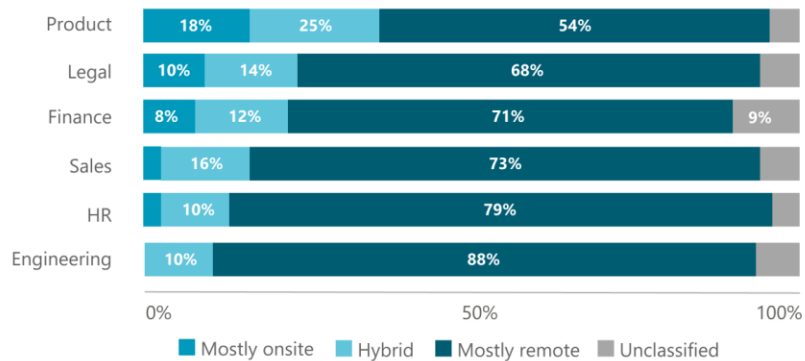
Explore trend

Management vs individual contributors

Managers

Are 1.5 times more likely to work mostly onsite compared to Individual contributors

Percent of managers and individual contributors (ICs) by work mode, last week

ICs	7%	13%	65%	15%
Managers	10%	15%	60%	15%

0%   50%   100%

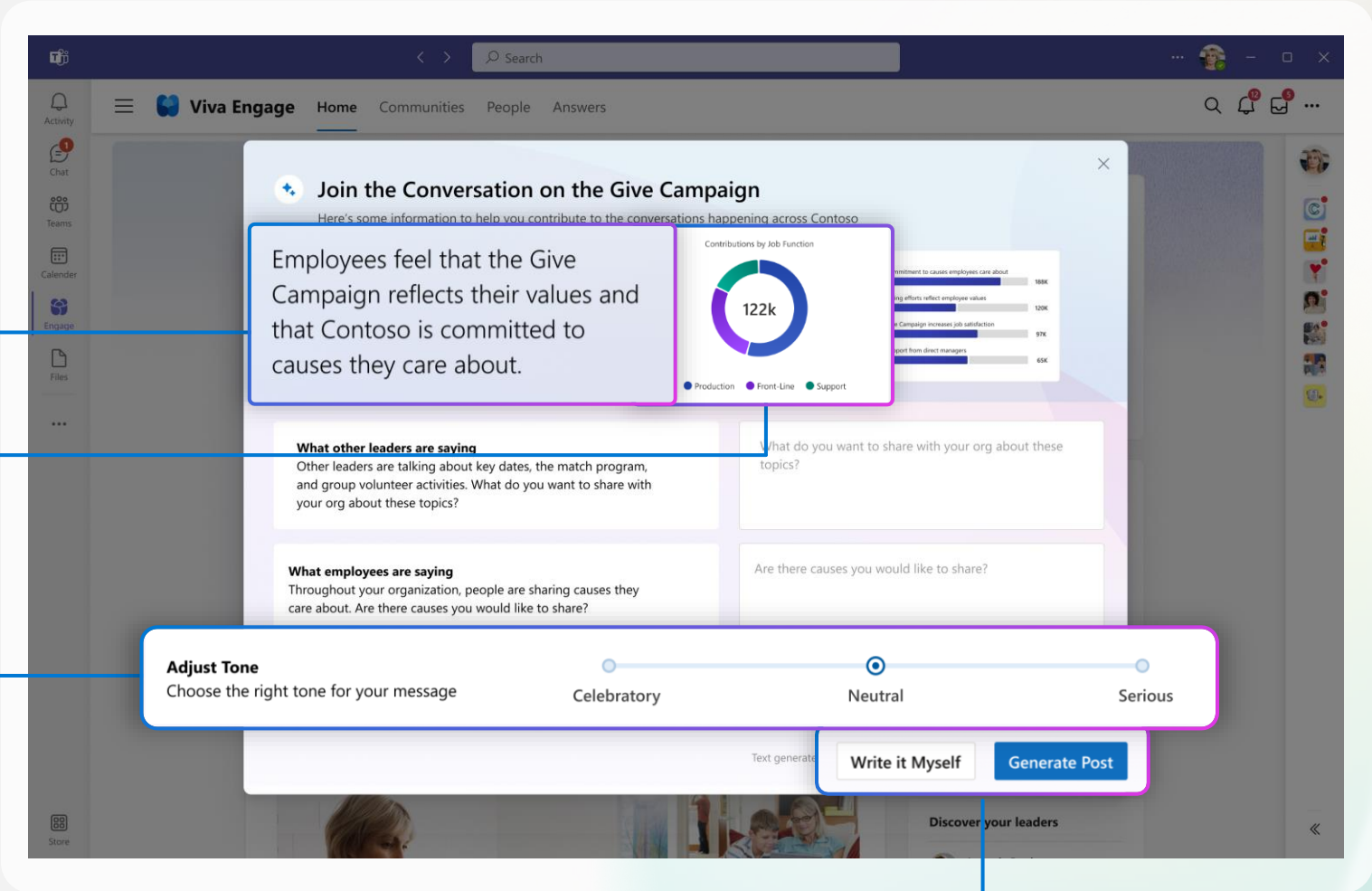■ Mostly onsite ■ Hybrid ■ Mostly remote ■ Unclassified

Previous

Next

AI

Copilot for leaders and organizational communicators

Get predictive prompts based on what employees are talking about

See data on employee responses

Choose the tone of your message
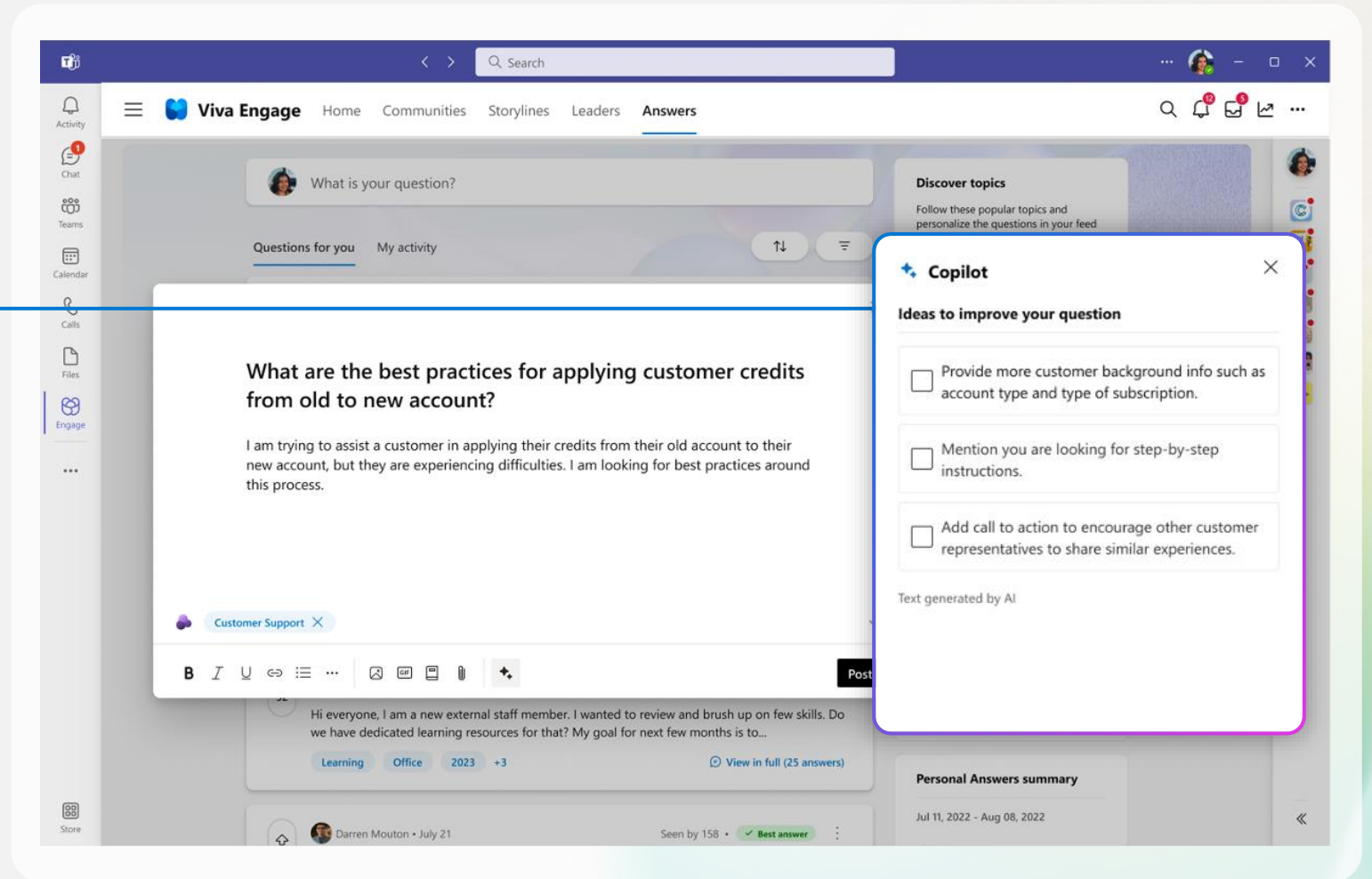
Generate an AI-assisted post and adjust

Copilot for Answers

Prompt for additional details
to strengthen question.

Provide potential answers
before peers answer questions

Create a summary of the best
answer from multiple responses

Copilot in Viva Engage

Generate an AI-assisted post for employees based on relevant documents

Adjust or personalize the post

Choose the tone of your message