

Meeting human needs at work

20 questions for leaders



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Leaders now must be more dedicated than ever to understanding their people — not just at an employee level, but at a human level.

To better understand how people think and feel about the work they do every day, ADP® sponsored in-depth field research to learn directly from workers themselves. This research unveils four territories that shape worker perspectives: **Time, Risk, Humanity and Relevance.**

We found that people want to work and deeply value working, but are rethinking their relationships with employers and their jobs. This change in perspective means effective conversations about the worker experience must span across more topics than health benefits, salary and time-off policies. It must center around the human experience, workers' identity and how the workplace can mold to that.

The following questions can help you discover whether your organization is equipped to meet the evolving wants and needs of your workers. From there, you can consult with employees, figure out what works best and develop strategies to build a human-centered work experience.



Time

“ Research suggests that a secure job is one that allows workers to earn a living on their own terms, without compromising on essentials like their health, wellbeing or family time, or even personal beliefs and values.”

People at Work 2022: A Global Workforce View

“ **50%** of workers said they would accept a pay cut to guarantee flexibility in how they structure their working hours.”

People at Work 2022: A Global Workforce View



Questions to Consider

- Is time the best measure of value?
- Are there ways to give people more control over when and how they work? Have we asked the people doing the work if there is a better approach?
- Do we reward making a difference or mostly efficiency and productivity?
- What do we do to encourage people to rest and enjoy time outside of work? What can we do?
- When people take time off, can they shut off work?



What matters to us as humans has changed. People are reprioritizing how much time they are willing to devote to work and how much to “everything else.”



Risk

“ **71% of workers** have contemplated a major career move this year, and there’s a sense that they’re questioning what job security means post COVID-19.”

People at Work 2022: A Global Workforce View

“ **Nearly one in four workers** say they are actively trying to change their job and/or move into another industry that they believe is more future proof.”

People at Work 2022: A Global Workforce View

“ Workers overall are reevaluating the importance of job security and business ethics.”

People at Work 2022: A Global Workforce View



Questions to Consider

- Do our actions reflect our promises to employees and their expectations of us?
- What assumptions do we have about loyalty and retention? How are those assumptions reflected in how we do things?
- Do we reward our great makers and doers with jobs in management? Is management the only option for advancement or more money?
- What are we doing to understand the skills that can transfer to different roles so there are more directions employees can go?
- Besides a paycheck, do we understand what employees want and need? Are we offering benefits and opportunities for different life stages and circumstances?



People no longer see having a job as a way to reduce risk and increase security. Instead, they value agency, autonomy and freedom.



Humanity

“ Approximately **76%** (three quarters) of workers would consider looking for a new job if they discovered an unfair gender pay gap or no DE&I (diversity, equity and inclusion) policy at their company.”

People at Work 2022: A Global Workforce View

“ Those who are experiencing discrimination are five times less likely to be strongly connected, and two times more likely to be not connected.”

ADP Research Institute, Measuring the “I” in DE&I, October 2021



Questions to Consider

- Do we evaluate whether we are doing the right thing as a required part of our decision making?
- Do we understand what could possibly go wrong and how that would affect people?
- Have we asked for diverse perspectives to see beyond our own world view and identify issues and questions we might not have considered?
- Are we more concerned about compliance and checking boxes than a culture where people are seen, heard and valued?
- How does power work in our organization? Is it protected or used to benefit others and the work?



People are trying to make sense of their place within larger social structures and examining the structures themselves. This, in turn, invites new interpretations of our existing models of work, jobs, companies, power and leadership.

Relevance

“ This year, the labor market evolution will continue as we move from the great resignation to what we’re calling the great realignment. Employees and companies are forging a new way as they adjust to a changing workplace.”

**Nela Richardson, ADP Chief Economist,
MainStreet Marco Report, March 28, 2022**

“ The digital economy has expanded its reach — These digital platforms are likely to become not just permanent fixtures in the workplace, but also rapidly expanding ones. ... Not all technologies will be geared toward replacing people. They also hold the promise of augmenting rather than simply automating our jobs.”

**Nela Richardson, ADP Chief Economist,
MainStreet Marco Report, May 2, 2022**



Questions to Consider

- What is it like to use the technology we ask people to use at work?
- How often does technology change, and how are the users and work affected?
- Do we trust technology over humans? Why and under what circumstances does that make sense?
- Who has control over how technology impacts work? What aspects of our products and services are handled solely by technology?
- Have we considered how to make a more human-friendly workplace? Or have we been focused on allocating space and resources in the most effective manner?



Technology changes faster than people do. While the goal of most tech companies is to make things easier and better for people, the relentless focus on efficiency and productivity in tech sometimes loses sight of the humans who use it.



Work is being rightsized. We're no longer in a world where work defines workers — it's about how work can align with their existing identity, values and experiences. Begin your journey into designing a more human-centric work experience by having creative leadership discussions focused on meeting workers where they are, and giving them the resources, autonomy and flexibility to lead meaningful and fulfilling professional lives.

For more insights and conversation starters, take a deep dive into ADP's [**Worker Identity Research Collaboration project.**](#)

Intuitive tools to empower a thriving workforce

How can you trust that your workforce management tool supports a human-centric worker experience? By making sure it's built with personalization, insights and innovation at its core. It's never been easier to manage your people with ADP's all-in-one suite for HR, payroll, time, benefits and talent.



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