Build An Anywhere Work Strategy To Drive Business Success

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Executive Summary

Though most may hesitate to find any silver lining in the COVID-19 pandemic that gripped much of the world throughout 2020, there are nevertheless some useful business lessons to learn. As large portions of workforces had to move to remote structures practically overnight, companies were compelled to reexamine not just the existing infrastructures to support this shift, but also their long-term strategies for the future of flexible work.

LogMeIn commissioned Forrester Consulting to evaluate the current state and future of remote work. To explore this topic, Forrester conducted two online surveys with decision-makers at global organizations with between 10 and 2,500 employees: one survey with 582 remote-work decision-makers and one with 427 non-HR employees. We found that while there is still much work to be done in creating effective remote-work programs, there is an incredible opportunity for organizations to create competitive differentiators with flexible work.

KEY FINDINGS

› **The pandemic rapidly accelerated the trend toward remote work.** While many employees will return to their previous in-office work settings post-pandemic, a rapid movement toward flexible work has begun, and it is not going away after the pandemic. Our survey found that a whopping 26% of the workforce plans to shift from pure in-office work to a remote or hybrid work style within the next two years. Nearly three-quarters of workers said that the pandemic made them want to work more remotely in the future, and 62% of employees said they are happier when working remotely.

› **There is a disconnect in trust between HR and employees.** While 56% of employees said they are more productive when working remotely and 61% said they can get more done in an 8-hour workday, only 5% of remote-work decision-makers said they think remote workers are more productive, and 70% said in-office workers are more trustworthy. There is a significant gap in trust.

› **Anywhere work programs are difficult; organizations should make sure they are strong in the key areas of remote work.** Effective anywhere work programs take real work and investment from organizations. They are not something that happens overnight. Organizations should focus on Forrester's four pillars of remote work: structure, culture, technology, and compliance.[1]

› **Remote work is essential to business success.** Organizations that succeed in remote work see massive benefits to employees and the business. Workers at organizations with strong flexible work programs are more productive and engaged, they produce better work, and they are more likely to stay at their company. More effective employees bring benefits to the bottom line: Companies with mature remote-work programs see improvements to their revenue, customer experience (CX), and productivity along with a reduction in costs.

Nearly three-quarters of workers said the pandemic made them want to work more remotely in the future.

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Remote Work Is At A Crossroads

The COVID-19 pandemic sent many employees around the world into full-time remote work. Yet the trend toward remote work well-predates the pandemic, and it will remain long after. This presents major opportunities for companies to embrace the change and put in the effort to successfully manage the transition to remote work. In surveying 582 remote-work decision-makers and 427 employees, we found that:
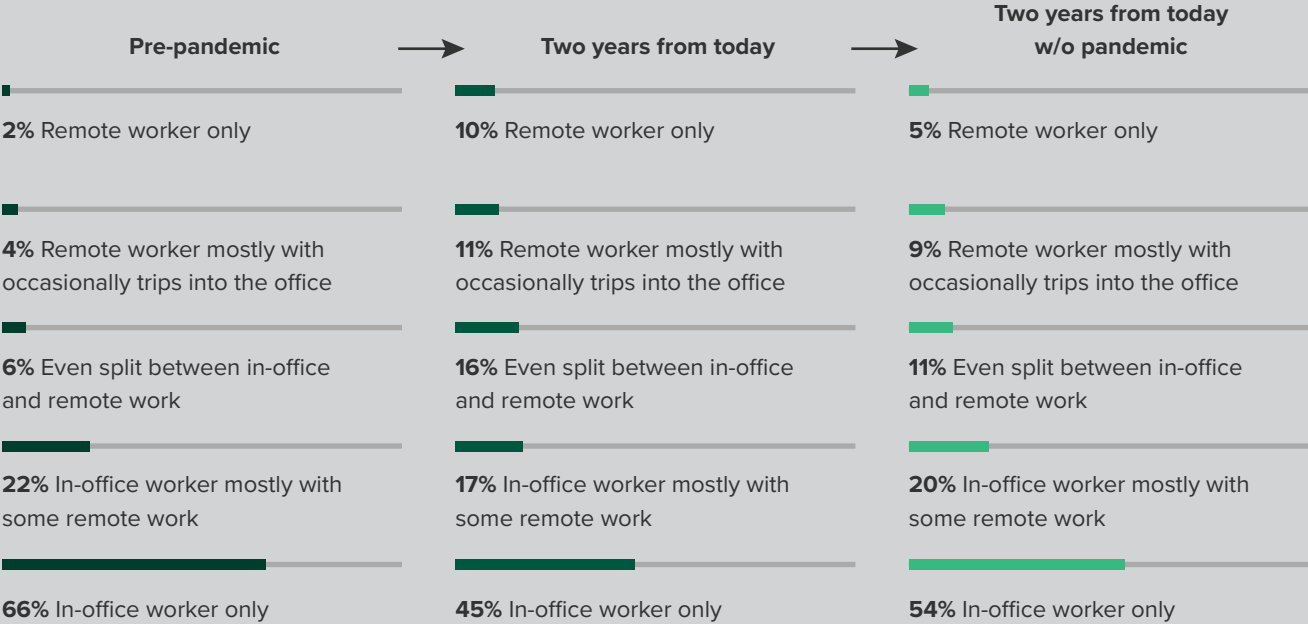
> › **Remote and hybrid work are here to stay.** The COVID-19 pandemic clearly created a sudden and massive shift to a remote workforce. While there will certainly be many workers who return to an in-office workstyle when the pandemic is over, there will also likely be permanent shifts in how people continue to work. In reality, the pandemic has simply accelerated a shift toward remote work that was already underway; the number of workers in our survey working mostly or exclusively in-office is shrinking from 88% of workers pre-pandemic to an anticipated 62% two years from now. However, only 74% said they expect to be working in-office two years from now — even if the pandemic hadn't happened (see Figure 1).

83% of employees said they are more likely to stay at their company if they are allowed to work flexibly in the future.

Figure 1

Employee survey

"How do you think you'll be working two years from today? How do you think you'd be working two years from today if not for the pandemic?"

Pre-pandemic	Two years from today	Two years from today w/o pandemic
2% Remote worker only	**10%** Remote worker only	**5%** Remote worker only
4% Remote worker mostly with occasionally trips into the office	**11%** Remote worker mostly with occasionally trips into the office	**9%** Remote worker mostly with occasionally trips into the office
6% Even split between in-office and remote work	**16%** Even split between in-office and remote work	**11%** Even split between in-office and remote work
22% In-office worker mostly with some remote work	**17%** In-office worker mostly with some remote work	**20%** In-office worker mostly with some remote work
66% In-office worker only	**45%** In-office worker only	**54%** In-office worker only

Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
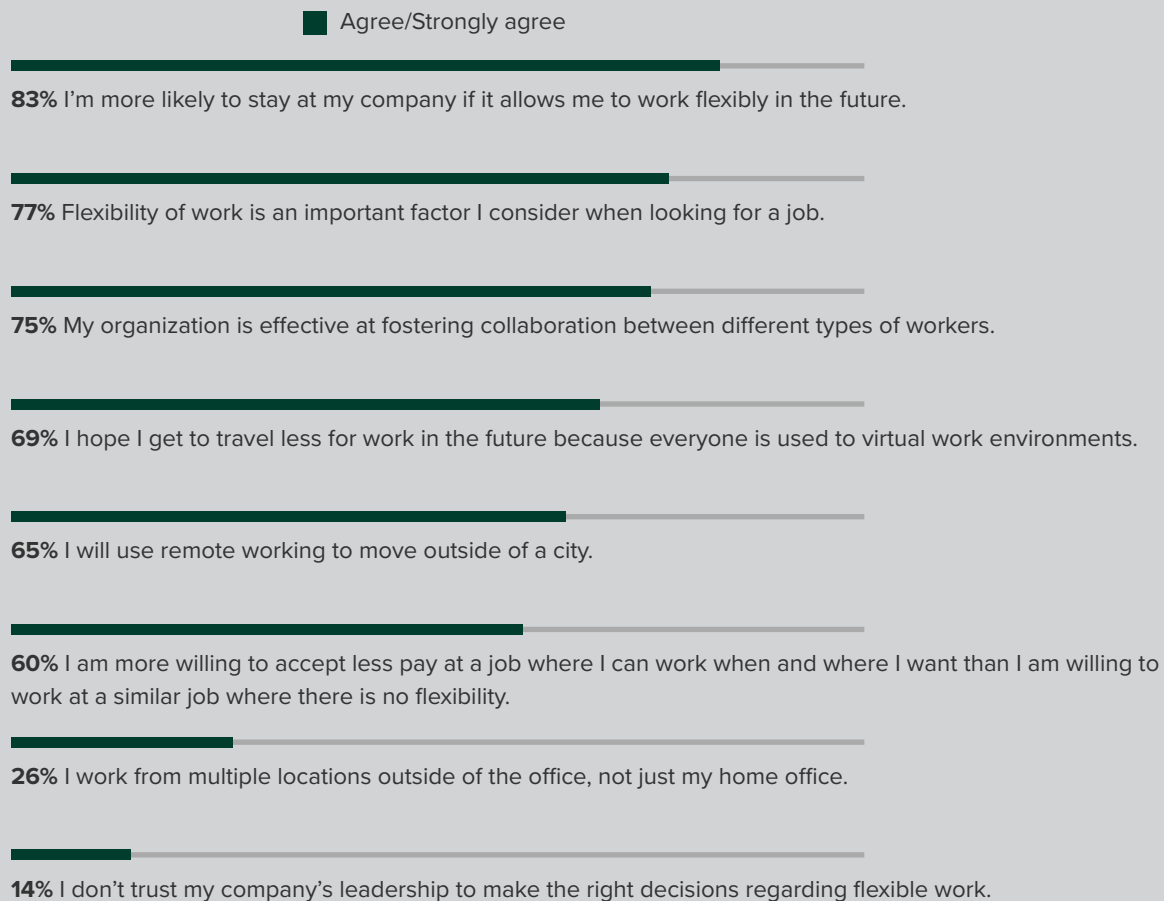Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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› **Flexible work can drive talent acquisition, diversity, and retention.**
The pandemic moved workers out of the office, and it's unlikely things
will ever go back to the way they were before. Nearly three-quarters
of surveyed employees said the pandemic made them want to work
remotely more often in the future. Less than half of the workers (48%)
said their ideal work arrangement would be mostly or exclusively
in-office work. This is unsurprising, as 62% of employees said they
are happier when working remotely. If employers want to attract and
retain the best and most diverse talent, it is key to offer flexible work
programs. Eighty-three percent of employees said they are more likely
to stay at their company if they are allowed to work flexibly in the
future, and 77% said flexibility is an important factor they consider when
looking for a job (see Figure 2).

Figure 2

Employee survey

"To what extent do you agree with the following statements about remote work at your organization?"

■ Agree/Strongly agree

83% I'm more likely to stay at my company if it allows me to work flexibly in the future.

77% Flexibility of work is an important factor I consider when looking for a job.

75% My organization is effective at fostering collaboration between different types of workers.

69% I hope I get to travel less for work in the future because everyone is used to virtual work environments.

65% I will use remote working to move outside of a city.

60% I am more willing to accept less pay at a job where I can work when and where I want than I am willing to
work at a similar job where there is no flexibility.

26% I work from multiple locations outside of the office, not just my home office.

14% I don't trust my company's leadership to make the right decisions regarding flexible work.

Base: 417 non-HR employees who have worked remotely at some point at companies with between 10 and 2,500 employees
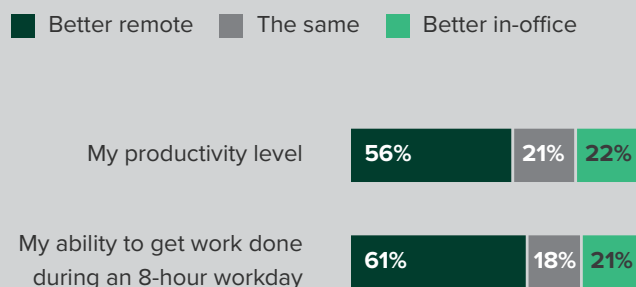Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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› **Antiquated perceptions cause a disconnect.** Although employees are fairly clear regarding their interest in flexible work going forward, organizations still have some hesitancy. There is a perception that remote workers are less productive and less trustworthy. While 56% of employees said they are more productive when working remotely and just 22% said they are more productive in-office, only 5% of remote-work decision-makers said they believe remote workers are more productive than their in-office counterparts, and 70% said in-office workers are more trustworthy (see Figure 3).

› **Organizations need to double down on an anywhere work strategy.** Employees in our survey were fairly enthusiastic about how their organizations handled the move to remote work during the pandemic. Seventy-four percent said they are satisfied with the transition, and 70% said they are satisfied with their organization's handling of remote work overall. Those who had never actually worked remotely before the pandemic are considerably more optimistic about their organization's ability to facilitate things like a home-technology environment or collaboration between remote workers. This indicates that this enthusiasm may have a shelf life as employees settle in to more permanent flexible-work arrangements.

While many employees may allow for a bit of a grace period to adjust to a new way of working, it's important to recognize that decision-makers should start preparing for a less forgiving remote workforce in the future, and they should immediately create policies that will set up their organizations for success in the new normal.

Figure 3

Employee survey

"In each of the following areas, compare how you work or worked as a remote worker vs. as an in-office worker."

■ Better remote ■ The same ■ Better in-office

	Better remote	The same	Better in-office
My productivity level	56%	21%	22%
My ability to get work done during an 8-hour workday	61%	18%	21%

Base: 414 non-HR employees at companies with 10-2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Decision-maker survey

"In each of the following categories, how would you compare the levels of in-office vs. remote workers at your organization?"
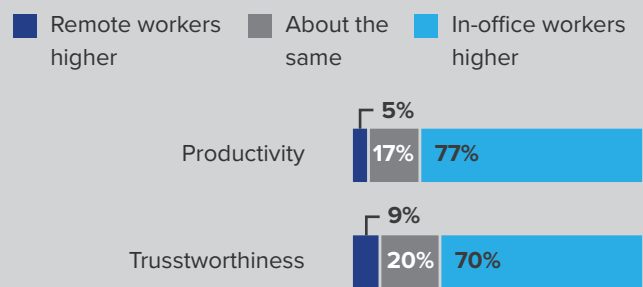
■ Remote workers higher ■ About the same ■ In-office workers higher

	Remote workers higher	About the same	In-office workers higher
Productivity	5%	17%	77%
Trusstworthiness	9%	20%	70%

Base: 303 HR remote-work decision-makers at companies with 10-2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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The Journey Has Just Begun: Follow Four Imperatives To Anywhere Work Success

As remote work becomes a pillar of many organizations' structures and cultures, indicators of successful remote work programs arise. However, the adoption and transition of these programs is not always easy. There are still considerable challenges for organizations to overcome when it comes to remote work. We examined where these areas of improvement lie within each of Forrester's four pillars of remote work: structure, culture, technology, and compliance.[2]
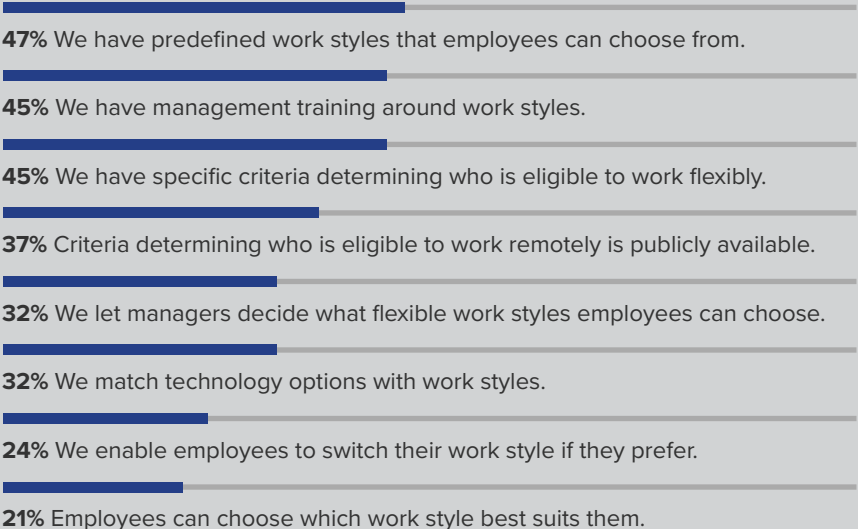
To examine remote-work success and areas of need, Forrester created a remote-work satisfaction score to examine what drives employee satisfaction (see Appendix C).

STRUCTURE AND STRATEGY LAY THE GROUNDWORK FOR A SUCCESSFUL ANYWHERE WORK PROGRAM

While many organizations have done an admirable job supporting their workforces remotely during the pandemic, companies must put the right structures and strategies in place to succeed in the new normal. Half of the surveyed decision-makers said their organizations have formalized flexible-work programs in place. However, when asked about their organization's adoption of what Forrester defines as the tenets of a flexible work program, decision-makers cited that their organizations have implemented some of the initiatives, but almost none (less than 1%) said their organization meets all of the specifications. Initiatives like predefined work styles that employees can choose from, management training around work styles, and specific criteria determining who is eligible to work flexibly all have less than 50% adoption rates (see Figure 4).

Figure 4

Decision-maker survey

"Which of the following are true of your organization's flexible work program?"

47% We have predefined work styles that employees can choose from.

45% We have management training around work styles.

45% We have specific criteria determining who is eligible to work flexibly.

37% Criteria determining who is eligible to work remotely is publicly available.

32% We let managers decide what flexible work styles employees can choose.

32% We match technology options with work styles.

24% We enable employees to switch their work style if they prefer.

21% Employees can choose which work style best suits them.

Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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Organizations that are committed to creating a flexible work program must do so thoughtfully and strategically. There are many considerations to be made when both developing and implementing new policies that affect employees on a daily basis. To succeed at developing flexible work policies that will set up organizations for success, organizations need to implement key initiatives, including:

› **Formalizing remote-work documentation.** Having documentation about who can work from where and why is crucial to creating trust around flexible work, yet only 38% of surveyed employees said their organization has documentation, and only 18% have read it. This leads to only one-third of employees feeling they have a full understanding of how their organization determines who is allowed to work remotely. Unsurprisingly, employees who have read the documentation around their organization's flexible-work policies are 44% more likely to understand them fully, and those employees are twice as likely to have high remote-work satisfaction.

› **Implementing initiatives to engage employees.** It may sound simple, but being proactive at creating programs to keep employees happy is a crucial component of a flexible work structure. Even during the pandemic, the rate of employers initiating things like encouraging flexible work hours (52%), creating time to socialize with colleagues (44%), and implementing mental-health support programs/resources (37%) are relatively low, and they are directly correlated to employee satisfaction. Mental-health support is a particular area of need; only 44% of surveyed employees said their organization is effective at supporting mental-health needs when working remotely. However, our data found that employees at organizations that have implemented mental-health support programs are more satisfied with their work, they have more energy at their job, and they are more likely to remain at their current organization for a long time. While many of the mental-health needs may have been related to isolation and stress tied to the pandemic, it's important to keep in mind that empathy is needed when dealing with a dispersed and diverse workforce — even when a return to the office is possible. Overall, high remote-work satisfaction employees are far more likely to be at organizations that have gone the extra mile to keep employees happy during this very difficult time (see Figure 5). And these programs are not just for the pandemic; initiatives specifically designed to improve employee morale are critical for sustainable future success.

› **Defining remote-work policies with the right criteria.** The criteria for determining work style are as important as any structural component of a flexible work program. Forrester's four pillars of remote work defines the key considerations to be the employee's role, the employee's preference, the employee's performance, and the employee's personality. While these criteria certainly play a role in many organizations, fewer than 1% of surveyed decision-makers said these are their organizations' top four considerations. Too often, things like cost, tenure, and the employee's value to the business are still highly considered in these decisions (see Figure 6).

Only one-third of employees feel they have a full understanding of how their organization determines who is allowed to work remotely.

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Figure 5

Employee survey

"Which of the following does/did your organization do to make sure employees are/were happy during the pandemic?"

■ High-satisfaction employees   ■ Low-satisfaction employees

	High-satisfaction	Low-satisfaction
Encouraged employees to take days off	58%	40%
Proactively solicited feedback about what employees needed	54%	35%
Implemented mental health support programs/resources	53%	22%
Encouraged flexible work hours (i.e., not strictly working from 9 a.m. to 5 p.m.)	52%	42%
Created times to socialize with colleagues	51%	36%
Added extra vacation days	40%	23%
Emphasized reducing meetings	39%	29%

Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Figure 6

Decision-maker survey

"Which of the following do you consider most heavily when deciding which employees are right for which working style (i.e., in-office vs. remote vs. hybrid)?"
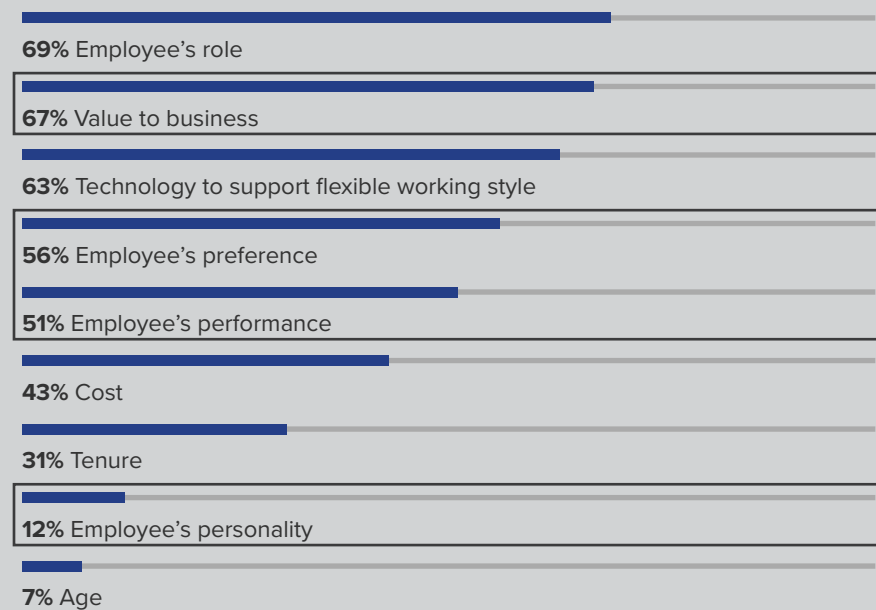
69% Employee's role

67% Value to business

63% Technology to support flexible working style

56% Employee's preference

51% Employee's performance

43% Cost

31% Tenure

12% Employee's personality

7% Age

Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Note: Top 4 ranked shown.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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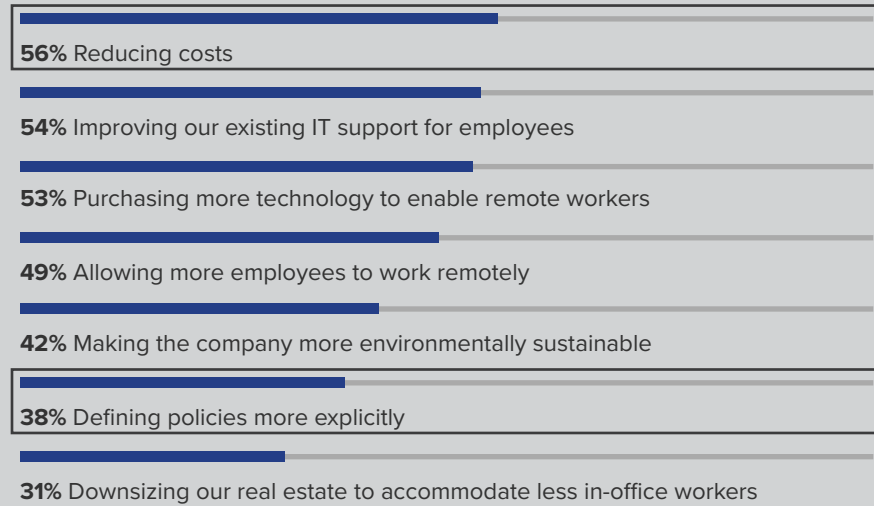**CULTURE: AN IMPERATIVE TO FLEXIBLE WORK SUCCESS**

Even with all of the correct tools in place, remote work can't succeed without the right organizational culture. The way that companies think about flexible work initiatives and how employees work remotely is foundational to success. Forrester found:

› **There are issues around trust.** As discussed earlier in this study, there is a significant disconnect in trust between employees and employers when it comes to remote work — especially when it comes to productivity when working remotely. Organizations need to break through this outdated way of thinking and instead inject a foundation of trust. To start, organizations should focus on working with managers to effectively cope with the mix of in-house and remote workers, overcome the stigma about remote workers, hire the right people, and offer specialized training about managing remote workers.[3]

› **Organizations that prioritize employee engagement and happiness over cost set the foundation for a good culture.** Surveyed remote-work decision-makers said their top priority for flexible work during the next year is reducing costs (see Figure 7). But many decision-makers still think of flexible work as a cost-cutting measure in response to a shaky economic climate. For example, businesses often use remote work to justify real-estate cuts, to lower salaries for employees who are moving to less expensive parts of the country, or to hire new employees from areas with lower salary requirements. However, this is an extremely shortsighted decision. Thinking of remote work as just a cost-cutting measure is ignoring the significant competitive differentiator that organizations can derive from having effective flexible-work plans. Additionally, employees notice cost-cutting. Those with high remote-work satisfaction are considerably less likely to think their employers prioritize reducing costs when defining flexible-work policies, and they are far more likely to think their employers prioritize employee happiness (see Figure 8).

Figure 7

Decision-maker survey

"What are your organization's top priorities for flexible work for the next year?"

56% Reducing costs

54% Improving our existing IT support for employees

53% Purchasing more technology to enable remote workers

49% Allowing more employees to work remotely

42% Making the company more environmentally sustainable

38% Defining policies more explicitly

31% Downsizing our real estate to accommodate less in-office workers

Base: 582 HR and IT remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Figure 8

Employee survey

"Which of the following do you believe your organization considers most when defining/creating flexible work policies?"

■ High-satisfaction employees   ■ Low-satisfaction employees

Maintaining IT security and compliance
- **42%**
- **38%**

Preserving innovation
- **25%**
- **28%**

Environmental sustainability
- **26%**
- **26%**

Ensuring seamless collaboration
- **32%**
- **30%**

Maximizing revenue
- **33%**
- **33%**

Ensuring employee safety and mental health
- **34%**
- **38%**

Ensuring employee productivity
- **41%**
- **43%**

Ensuring employee happiness
- **41%**
- **23%**

Reducing cost
- **26%**
- **42%**
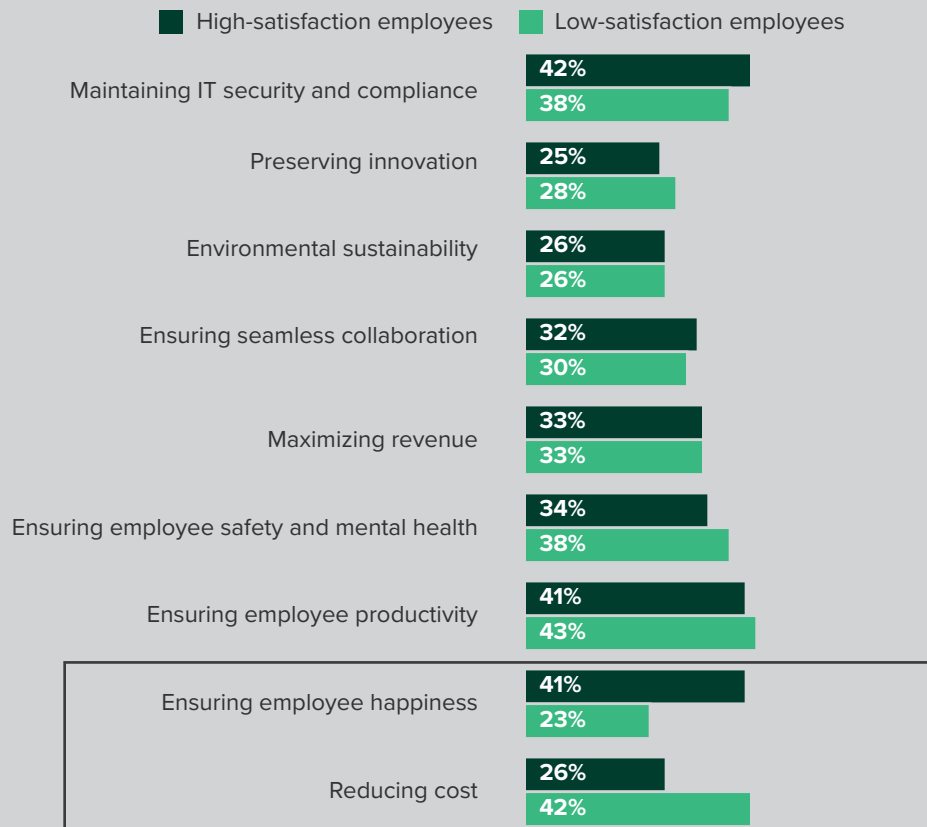
Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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TECHNOLOGY: THE LIFELINE OF ANYWHERE WORK PROGRAMS

As is the case with many parts of the business, flexible work can only be as successful as the technology supporting it allows. When analyzing technology challenges around remote work, Forrester found:
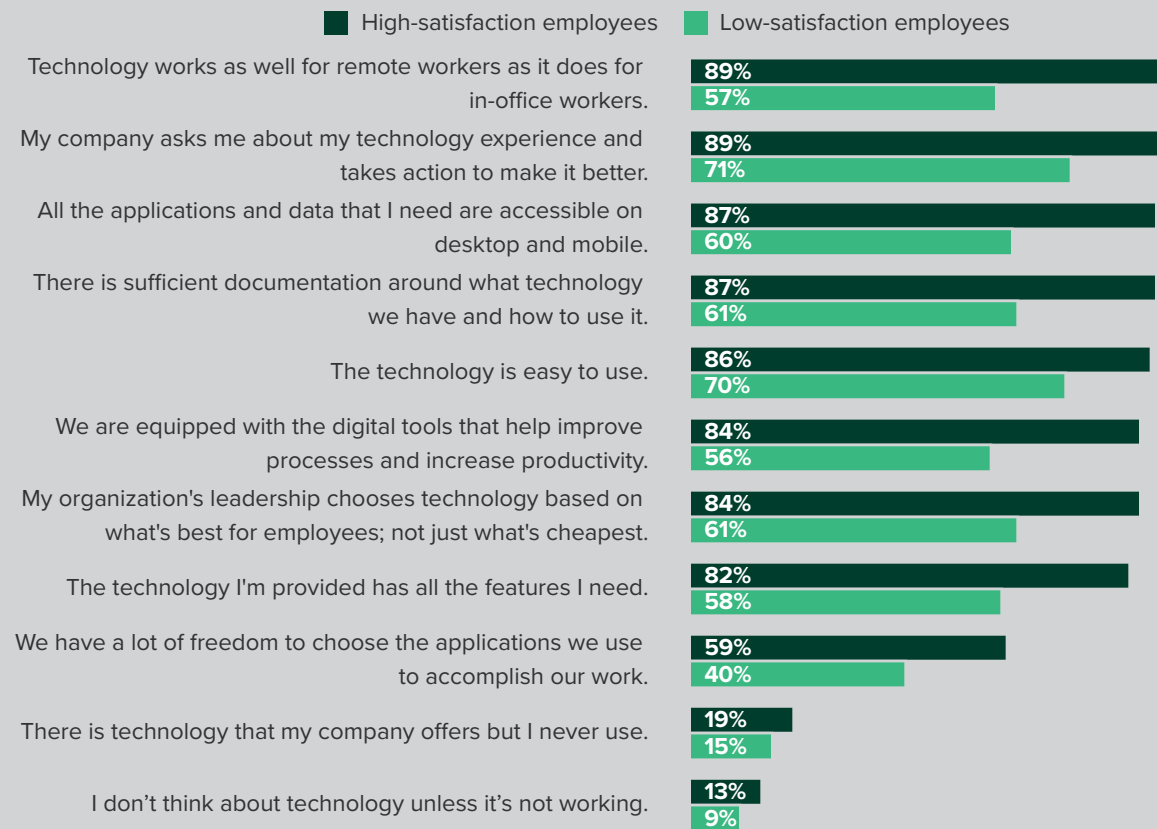
› **Technology is key in driving anywhere work satisfaction.** When it comes to flexible work, technology is as important as anything to drive employee satisfaction. High-satisfaction employees are far more likely to be at organizations that are doing the right things when it comes to technology. This includes asking employees about their technology experiences and taking actions to make them better, providing sufficient documentation, and providing tech that is easy to use and works as well for remote workers as it does for in-office workers (see Figure 9). However, many organizations are falling short of these goals. When asked about their current technology suites, only 49% of respondents said their organization is currently seeing key benefits. However, when asked what key benefits they would expect to see from a strong and flexible work-technology suite, 80% of IT remote-work decision-makers said they expect a significant or transformational improvement in employee satisfaction.

Figure 9

Employee survey

"How strongly do you agree with the following statements regarding your organization's technology to support remote work?"
(Showing "Agree" and "Strongly agree")

■ High-satisfaction employees   ■ Low-satisfaction employees

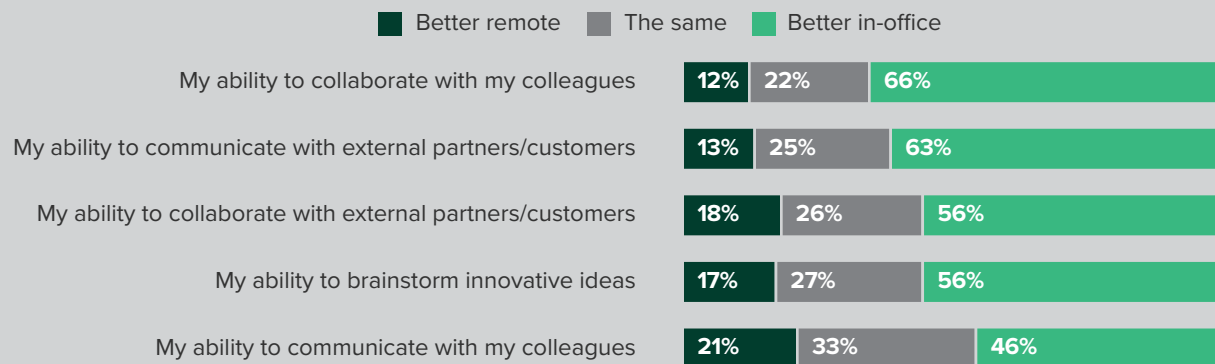|	High-satisfaction	Low-satisfaction
Technology works as well for remote workers as it does for in-office workers.	89%	57%
My company asks me about my technology experience and takes action to make it better.	89%	71%
All the applications and data that I need are accessible on desktop and mobile.	87%	60%
There is sufficient documentation around what technology we have and how to use it.	87%	61%
The technology is easy to use.	86%	70%
We are equipped with the digital tools that help improve processes and increase productivity.	84%	56%
My organization's leadership chooses technology based on what's best for employees; not just what's cheapest.	84%	61%
The technology I'm provided has all the features I need.	82%	58%
We have a lot of freedom to choose the applications we use to accomplish our work.	59%	40%
There is technology that my company offers but I never use.	19%	15%
I don't think about technology unless it's not working.	13%	9%

Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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› **Communication and collaboration tools are imperative to engagement.** Communication and collaboration tools are particularly important to driving employee satisfaction. Satisfaction with team messaging and voice over internet protocol (VoIP) are the most highly correlated with remote-work satisfaction. However, this an area that is very much in need of improvement. The vast majority of surveyed employees rated their ability to communicate and collaborate with colleagues, partners, and customers to be higher when working in-office than when working remotely (see Figure 10). Issues around communication can lead to challenges with building relationships and strong bonds between remote and in-office workers. Three quarters of surveyed decision-makers agree with this.

› **Organizations rushed to purchase technologies, but they need to consider the long-term consequences.** Many technology issues that organizations are seeing today may stem from the way the organizations purchased them. Overall, decision-makers said 51% of the remote-work tools their organizations use today were purchased in response to the pandemic. The organizations faced a sudden and unprecedented number of remote workers to support, and decision-makers needed to adapt extremely quickly. However, many of these technology decisions may not have been the best long-term choices, and they may cause problems down the road. In addition to the motivation for technology decision-making, the way these decisions are split between HR and IT is often flawed. Eighty-two percent of surveyed decision-makers said the ideal way to make purchase decisions is with fairly even input from IT and HR. However, only 51% said their organization actually makes decisions that way today.

Figure 10

Employee survey

"In each of the following areas, compare how you work or worked as a remote worker vs. as an in-office worker."

■ Better remote ■ The same ■ Better in-office

Area	Better remote	The same	Better in-office
My ability to collaborate with my colleagues	12%	22%	66%
My ability to communicate with external partners/customers	13%	25%	63%
My ability to collaborate with external partners/customers	18%	26%	56%
My ability to brainstorm innovative ideas	17%	27%	56%
My ability to communicate with my colleagues	21%	33%	46%

Base: 414 non-HR employees at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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COMPLIANCE: PERSONAL PRIVACY IS PARAMOUNT FOR ANYWHERE WORKERS

While not the sexiest of topics, strong compliance is essential to effective flexible work. For nearly 40% of decision-makers, compliance is a top-three consideration when creating a flexible-work strategy. Without the ability to enact strong compliance policies, organizations risk losing the trust of their employees and their customers. This is a definite area of improvement for many organizations, as there seems to be a significant gap in trust when it comes to compliance. Eighty-one percent of decision-makers said their organizations are effective at ensuring personal privacy among remote and in-office workers, yet only 58% of surveyed employees are satisfied with their employers in this area (see Figure 11). IT decision-makers seem to see this gap as well. While 76% believe a strong remote-work technology suite would improve compliance, only 58% believe their suite does that today.

## Unlocking The Full Potential Of Anywhere Work

Remote work can be a real competitive differentiator when organizations do it right. Although creating effective flexible-work programs can certainly be challenging, the rewards are just as high. They include:

› **Rewards to the employees.** Employees who are happy with their organization's remote-work policies tend to be far happier with their work and their employers in general. Forrester found that employees in the high remote-work satisfaction group, compared to those in the low remote-work satisfaction group are more likely to feel good about their company (89% vs. 52%), feel that their job inspires them (90% vs. 57%), be satisfied with their work overall (95% vs. 65%), and remain at their company for a long time (89% vs. 52%) (see Figure 12).

Figure 11

"How satisfied are you with/how effective is your organization's support of remote/flexible work in each of the following areas related to compliance?"

■ HR decision-makers

■ Employees

81%

58%

Ensuring personal privacy among remote and in-office workers
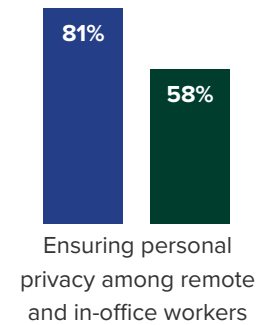
Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Base: 582 HR and IT remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Figure 12

Employee survey

"To what extent do you agree with each of the following statements regarding your typical workday?"
(Showing "Agree" and "Strongly agree")

■ High-satisfaction employees   ■ Low-satisfaction employees

I feel that the work I do has meaning and purpose.
95%
54%

I am satisfied with my work.
95%
65%

My job inspires me.
90%
57%

I would like to remain at my current organization for a long time.
89%
52%

I feel good about working for my company.
89%
52%

I have lots of energy at my job.
87%
46%

Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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> › **Rewards to the business.** Employee satisfaction of remote work does not just affect employees; it also has a substantial impact on the business. High satisfaction with remote work has a significant impact on an employee's quality of work, productivity, retention, ability to provide good customer experience, and more (see Figure 13). This leads to substantial benefits to the business. However, while the potential benefits are huge, most organizations still have plenty of room to grow. The benefits that remote-work decision-makers would expect from a strong remote-work program are far higher than what they're seeing today (see Figure 14).

Figure 13

Employee survey

"To what extent has your organization's remote/flexible work policies impacted the following?"
(Showing "Moderate positive impact" and "Significant positive impact")

■ High-satisfaction employees   ■ Low-satisfaction employees

My ability to provide a good customer experience
93%
45%

The quality of my work
92%
63%

How productive I am
86%
57%

How proud I am to work for my current employer
78%
49%

How likely I am to stay at this company
65%
39%

How engaged I am
58%
39%

How likely I am to recommend people for open positions
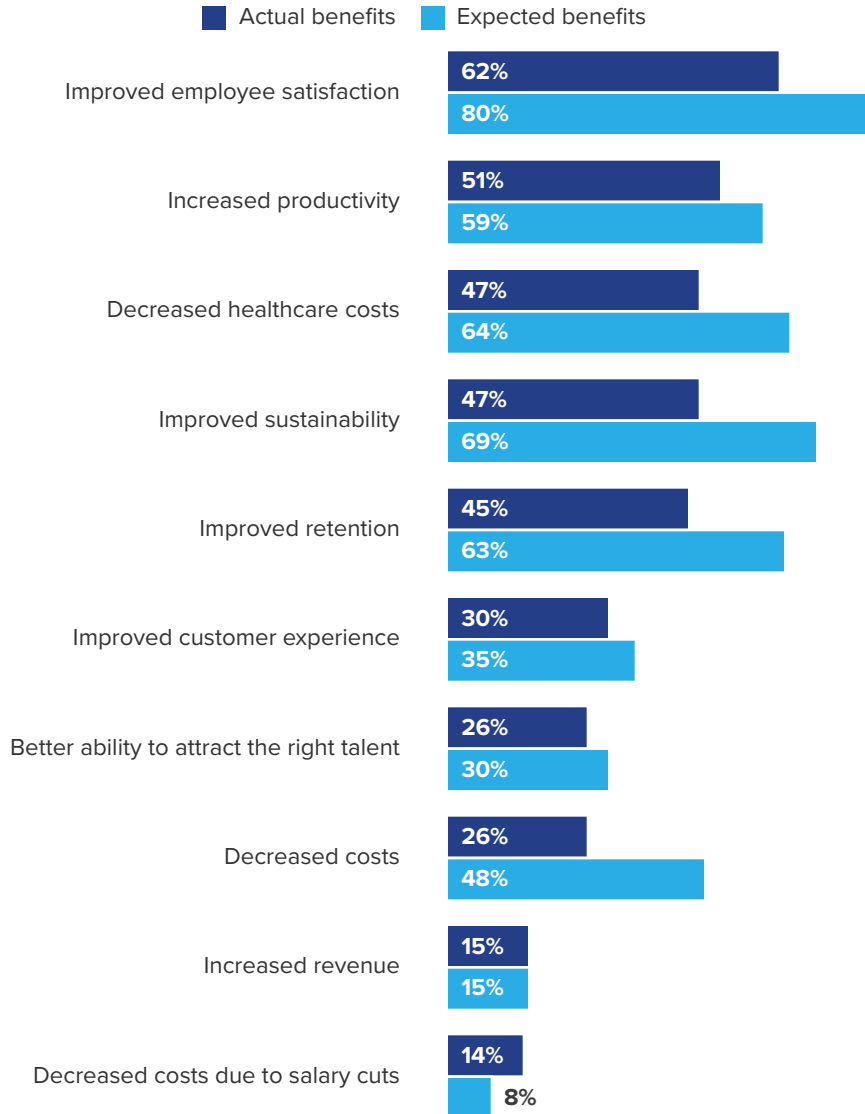**50%**
32%

Base: 417 non-HR employees who have worked remotely at some point at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Figure 14

Decision-maker survey

"To what extent has your organization experienced the following benefits from your remote/flexible work strategy?"

Actual benefits   Expected benefits

Improved employee satisfaction
- 62%
- 80%

Increased productivity
- 51%
- 59%

Decreased healthcare costs
- 47%
- 64%

Improved sustainability
- 47%
- 69%

Improved retention
- 45%
- 63%

Improved customer experience
- 30%
- 35%

Better ability to attract the right talent
- 26%
- 30%

Decreased costs
- 26%
- 48%

Increased revenue
- 15%
- 15%

Decreased costs due to salary cuts
- 14%
- 8%

Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

ANYWHERE WORK MATURITY DRIVES BUSINESS OUTCOMES

What does it take for organizations to succeed in their flexible work
initiatives? To examine this, Forrester compared organizations we
consider to be high-maturity organizations with those we consider to
be low-maturity organizations in regard to remote work. High-maturity
organizations are defined as those that are currently effective in their
technology, compliance, and culture, and are also set up for future
success with strong remote-work structures. Low-maturity organizations
are those that currently have low effectiveness and weak future policies
(see Appendix C). Forrester found that high-maturity firms:

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> › **Allocate the necessary resources.** Remote-work success is challenging, and it takes real time and investment to do it well. When it comes to particularly challenging areas like communication and collaboration, many organizations look to cut corners on initiatives that can have the highest impact. For example, 73% of surveyed decision-makers said hiring staff dedicated to enabling and improving communication and collaboration is an effective initiative, and 71% said using analytics to examine collaboration patterns is effective. However, only 19% of their organizations have actually implemented these initiatives, likely because they require additional resources and investments. But these investments pay off in the long run. High-maturity firms are 6.75 times as likely to hire staff dedicated to communication and collaboration as low-maturity firms, and they are 3.5 times more likely to use analytics to examine collaboration patterns. They are also more likely to invest in areas like purchasing new communication and collaboration technology (see Figure 15).

Figure 15

Decision-maker survey

"Which of the following actions has your organization taken to improve communication and collaboration in a remote/flexible work environment?"

High maturity   Low maturity

	High maturity	Low maturity
Allow remote workers to use their own devices	80%	48%
Purchase new collaboration technology	73%	35%
Set formal expectations around collaboration	63%	35%
Embrace asynchronous types of communication	57%	17%
Encourage employees to take breaks	53%	15%
Purchase new communication technology	45%	10%
Increase/allocate a stipend for employees to buy tools	38%	37%
Use analytics to examine collaboration patterns	35%	10%
Hire staff dedicated to enabling/improving communication and collaboration	27%	4%

Base: 582 HR and IT remote-work decision-makers at companies with between 10 and 2,500 employees
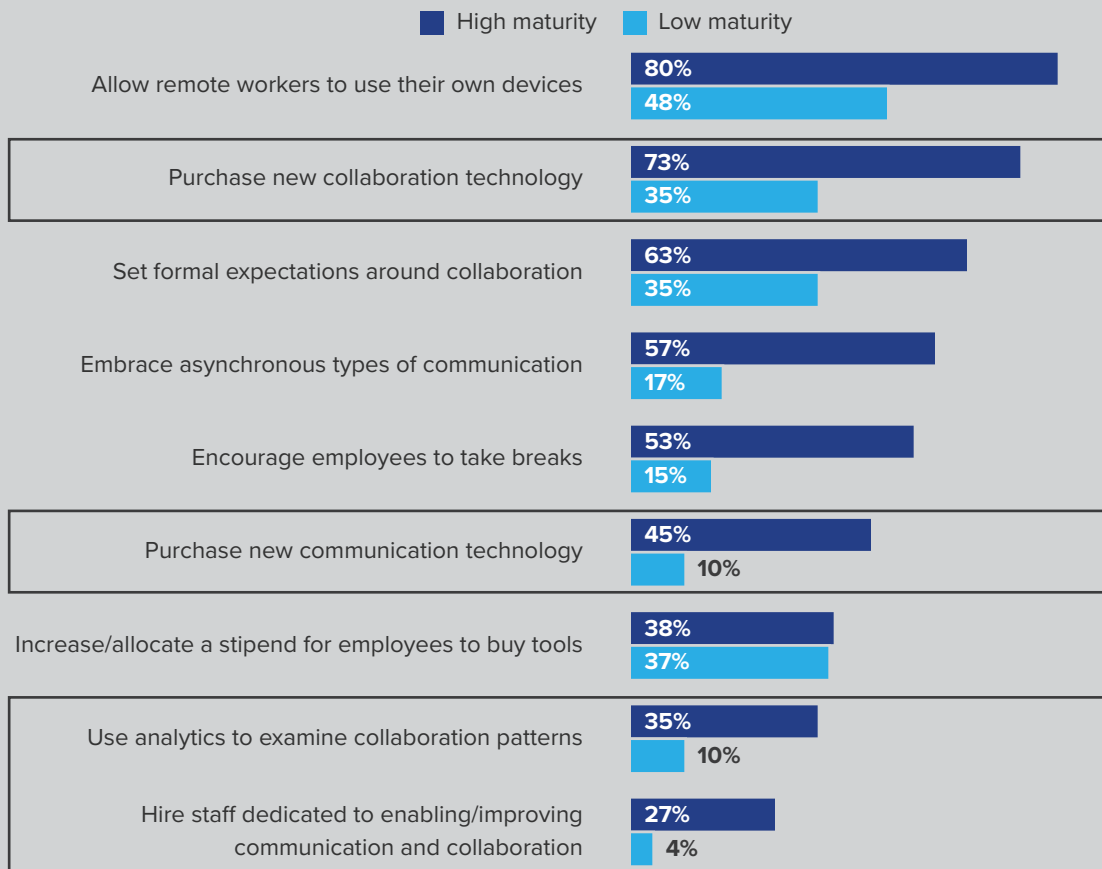Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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› **Place employee experience at the heart of their anywhere work strategies.** The strong cultures and structures that high-maturity firms exhibit stem from having a better fundamental approach to flexible work. Representatives from low-maturity firms have indicated that their top priority when it comes to flexible work in the next year is to reduce costs. But for high-maturity firms, cost reduction is the second-lowest priority (see Figure 16). About half are still interested in lowering costs, but they are more focused on things like improving IT support and allowing more employees to work remotely.

Figure 16

Decision-maker survey

"What are your organization's top priorities for flexible work for the next year?"

■ High maturity   ■ Low maturity

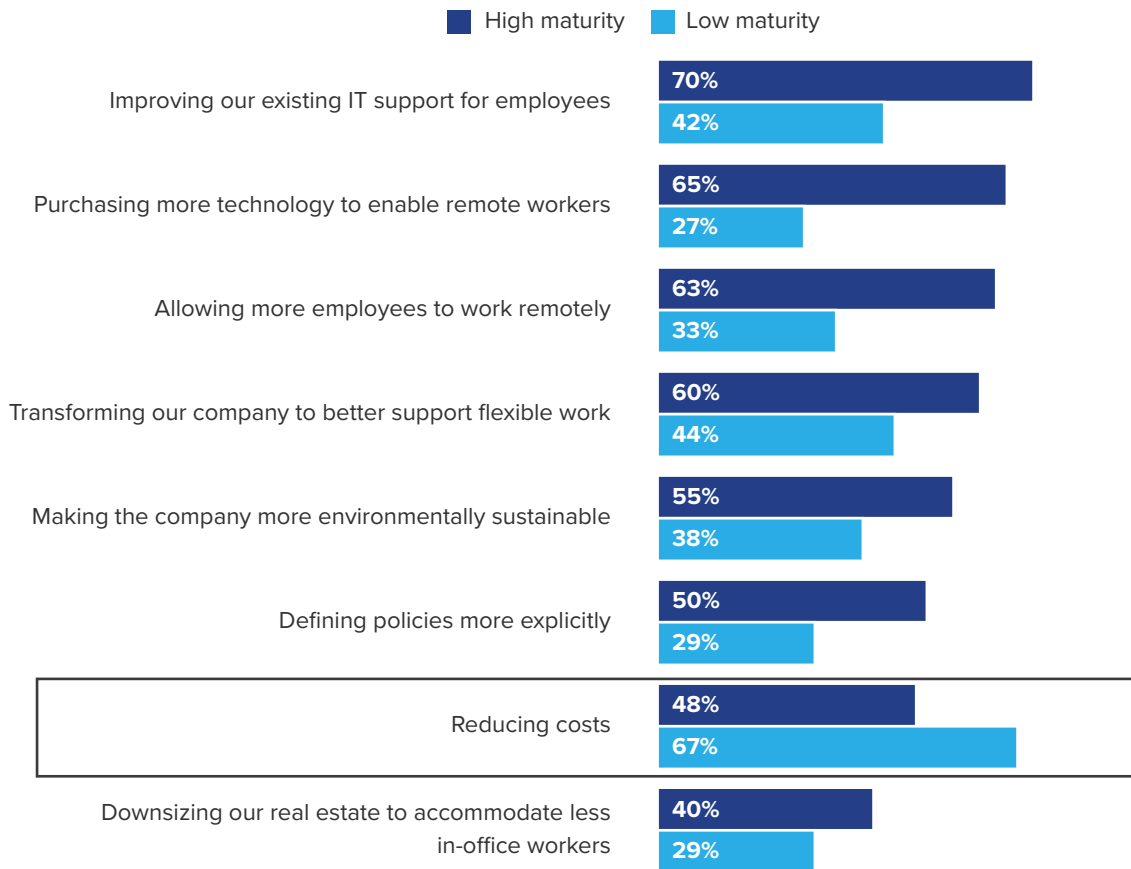|	High maturity	Low maturity
Improving our existing IT support for employees	70%	42%
Purchasing more technology to enable remote workers	65%	27%
Allowing more employees to work remotely	63%	33%
Transforming our company to better support flexible work	60%	44%
Making the company more environmentally sustainable	55%	38%
Defining policies more explicitly	50%	29%
Reducing costs	48%	67%
Downsizing our real estate to accommodate less in-office workers	40%	29%

Base: 582 HR and IT remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020
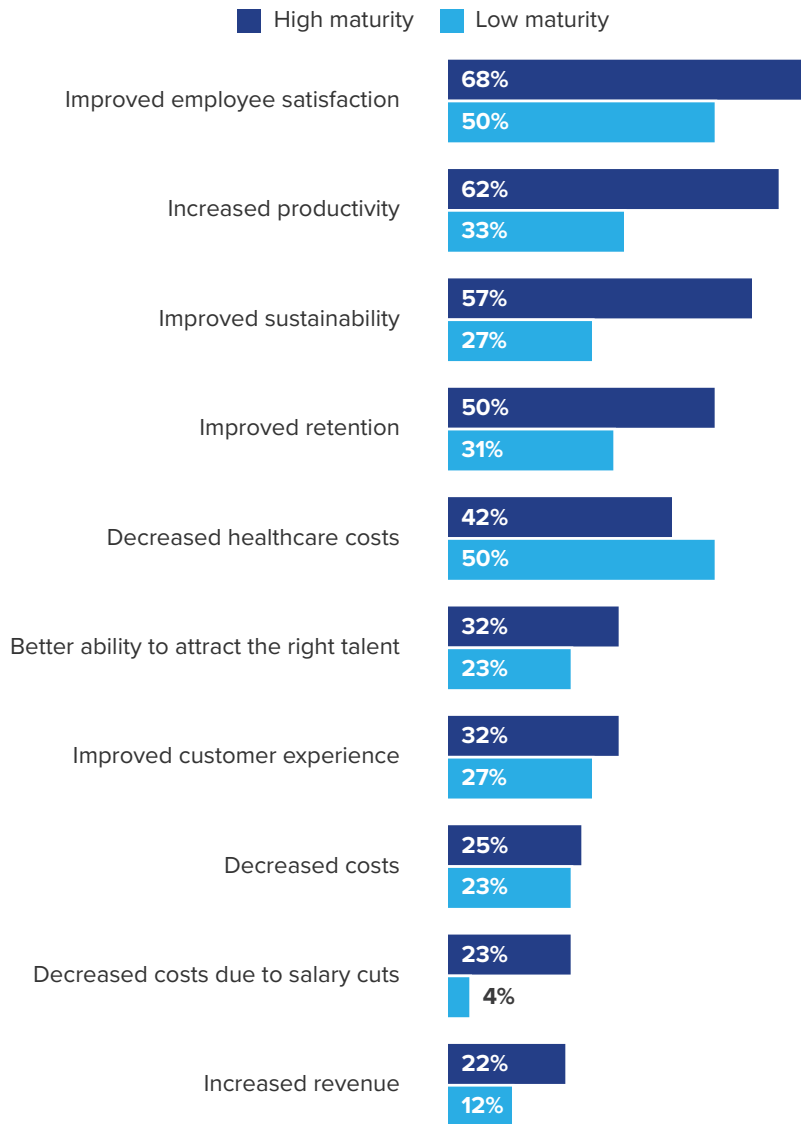
MATURITY PAYS OFF

The priority and effort that high-maturity firms put on flexible work comes with substantial benefits to the business (see Figure 17). High-maturity firms see improvements across numerous metrics. These include:

› **Improved employee engagement.** When organizations provide enough resources to help employees overcome the demands of anywhere working, employees are able to bring their best selves to work every day, and this impacts the organization's bottom line. Forrester's research shows that engaged employees are more productive, more likely to exhibit discretionary effort outside their daily responsibilities, and more likely to stay at their company for a longer period of time.[4]

› **Improved productivity.** Greater anywhere-work maturity not only helps employees stay engaged, but it also helps employees avoid the burnout that is so common in remote workforces. Why? Because high-maturity firms provide the right technology to enable employees to accomplish work quickly. Decision-makers from those firms also do the hard work of helping employees establish working hours and boundaries that otherwise can seep into the evening hours.

› **Increased revenue.** Ultimately, having a better anywhere work experience impacts revenue in two fundamental ways. First, employees are more productive, and they can contribute more to the top line of the organization. Second, engaged employees are more likely to recommend products and services to potential customers, and they're also more likely to deliver superb CX.

› **Reduced costs.** Despite low-maturity firms putting such an emphasis on cost reduction, decision-makers at high-maturity firms are actually more likely to report a reduction in costs. When organizations make decisions based on short-term cost-cutting motivation, they often pay for it in the long run with increased costs (e.g., increased attrition) down the line. High-maturity firms can reduce attrition rates, therefore saving costs in the long term.

Figure 17

Decision-maker survey

"To what extent has your organization experienced the following benefits from your remote/flexible work strategy?"

■ High maturity　■ Low maturity

Benefit	High maturity	Low maturity
Improved employee satisfaction	68%	50%
Increased productivity	62%	33%
Improved sustainability	57%	27%
Improved retention	50%	31%
Decreased healthcare costs	42%	50%
Better ability to attract the right talent	32%	23%
Improved customer experience	32%	27%
Decreased costs	25%	23%
Decreased costs due to salary cuts	23%	4%
Increased revenue	22%	12%

Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Key Recommendations

The world will never go back to the way it was, and remote work is here to stay. Get ahead of the curve and embrace anywhere work to differentiate your company from the competition. If you do so, it'll lead to higher levels of employee productivity, satisfaction, and engagement, and that will deliver higher retention, better CX, and more revenue. But you can't reap the benefits of anywhere work with a so-so commitment to it; you must invest in it head-on to ensure that employees can be successful each and every day at work.

Forrester's in-depth survey of HR and IT decision-makers and employees about remote work yielded several important recommendations, including:

Having a holistic technology experience is paramount. Even the best employee put in a remote-work situation will fail if they don't have the right technology to help them accomplish their work. But they need more than just internet and laptops to be successful; their tech experience must be just as good as it would be in an office — if not better. That means organizations need to invest more in the anywhere-work experience by providing additional cloud-based tools (e.g., high-quality video conferencing software, messaging and soft phones, digital whiteboards, monitors and other peripherals, ergonomic chairs). Firms that invest in these tools are more likely to drive employee engagement and to capitalize on the anywhere-work opportunity.

Don't ignore the needs of IT pros. Forrester's survey data revealed that IT decision-makers find it more difficult to support remote workers, but that's because they often don't have the right technology in place to ensure employees have a great experience. Consider investing in extra tools such as remote PC access, cloud-based device management, self-service chatbots, and password managers to help IT decision-makers troubleshoot issues and automate the most mundane tasks that prevent them from focusing on improving the employee experience.

Ensure managers have what they need to manage effectively. Anywhere work requires a change to how leaders manage their direct reports. In a world where employees work unseen, the traditional top-down directive style of management no longer suffices. Instead, leaders must act as servant leaders and coaches, aiding to unblock barriers to employee productivity. Having C-level executives work in a hybrid work configuration can help sell idea of anywhere working and build confidence in middle management to develop skills to manage a remote workforce.

Rethink your office space. Thirty-seven percent of respondents in our survey said they are actively reducing office space as a result of a more permanent shift to remote work. The way we utilize the office is going to change in the future. Instead of having dedicated desks, organizations will move to hot-desking scenarios with a rotating workforce that works partially in the office and partially at home. The office will increasingly be used for team-building and collaboration experiences. As you downsize office space, envision the most optimal way to use rooms to facilitate collaboration, learning, and design activities.

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Embrace a Zero Trust strategy to secure your anywhere workforce. Fundamentally, Zero Trust is about protecting data wherever it resides and never trusting a network to provide adequate security. While most organizations are far away from using a true Zero Trust model, it is essential for companies that want to ensure maximum flexibility to work from anywhere. Why? Because when a business securely manages user identities, networks, and devices, decision-makers can ensure the right employees have access to the right resources from the right devices at the right time. Employees can work more efficiently when they can effortlessly access the data and resources they need. By combining employee access without passwords and encrypted credential-sharing with strong authentication, identity solutions can help businesses improve the employee experience and safeguard from cyberthreats even as employees connect and work from anywhere in the world. Having these checks in place will make the difference between having a successful anywhere strategy and having one that brings lawsuits and loss of reputation.

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Appendix A: Methodology

In this study, Forrester conducted an online survey of 582 remote-work decision-makers and 427 non-HR employees in the US, Canada, Ireland, India, Germany, the UK, and Australia to evaluate the state of remote work and its future. Questions provided to the decision-maker participants asked about their organizations' current policies, technologies, opinions about the future, and effectiveness. Questions provided to the employees mirrored many of those for the decision-makers, but they focused on employees' feelings when it comes to remote work. Respondents were offered a small monetary incentive as a thank you for time spent on the survey. The study began in November 2020 and was completed in December 2020.

Appendix B: Demographics/Data

Employee Respondent Demographics

COUNTRY

United States	19%
Canada	17%
Ireland	13%
India	13%
Germany	13%
United Kingdom	12%
Australia	12%

GENDER

61% Male

39% Female

POSITION AT ORGANIZATION

Full-time practitioner (work within a team or as an individual contnributor) **56%**

Project manager (manage ad hoc project teams) **44%**

AGE

18 to 25	26 to 35	36 to 45	46 to 55	56 to 65
14%	34%	33%	17%	2%

INDUSTRY

27%	25%	23%	15%	9%
Technology and/or technology services	Healthcare	Financial services and/or insurance	Business or professional services	Government

"How long have you been at your current organization?"

More than 10 years	7%
6 to 10 years	29%
3 to 5 years	44%
1 to 2 years	20%

CURRENT POSITION/DEPARTMENT

IT	38%
Operations	26%
Finance/accounting	14%
Sales	12%
Marketing/advertising	11%

EMPLOYEES AT FIRM/ORGANIZATION WORLDWIDE

1,001 to 2,500 employees	48%
251 to 1,000 employees	24%
51 to 250 employees	22%
10 to 50 employees	6%

Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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HR/IT Decision-Makers Respondent Demographics

COUNTRY

United States	22%
Canada	14%
United Kingdom	13%
India	13%
Australia	13%
Ireland	12%
Germany	12%

INDUSTRY

29%	27%	22%	17%	5%
Technology and/or technology services	Healthcare	Financial services and/or insurance	Business or professional services	Government

DEPARTMENT

Human resources/training	52%
IT	48%

POSITION AT ORGANIZATION

- C-level executive (e.g., CEO, CMO)
- Vice president (in charge of one/several large departments)
- Director (manage a team of managers and high-level contributors
- Manager (manage a team of functional practitioners)

13%
17%
27%
42%

EMPLOYEES AT FIRM/ORGANIZATION WORLDWIDE

1,001 to 2,500 employees	44%
251 to 1,000 employees	35%
51 to 250 employees	13%
10 to 50 employees	8%

Base: 582 HR and IT remote-work decision-makers at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

INVOLVEMENT IN THE FOLLOWING AREAS

- Not involved
- Somewhat involved
- Very involved

	Not involved	Somewhat involved	Very involved
Remote/flexible work strategy			100%
Experience management	2%	38%	60%
Employee data management	4%	40%	56%
Employee performance	2%	44%	55%
Talent management	2%	43%	55%
Human resources information system (HRIS)	1%	45%	54%
Human resources/HR management	1%	45%	53%
Remote/flexible work technology		48%	52%
Employee relations	7%	41%	52%
Employee learning	4%	45%	51%

Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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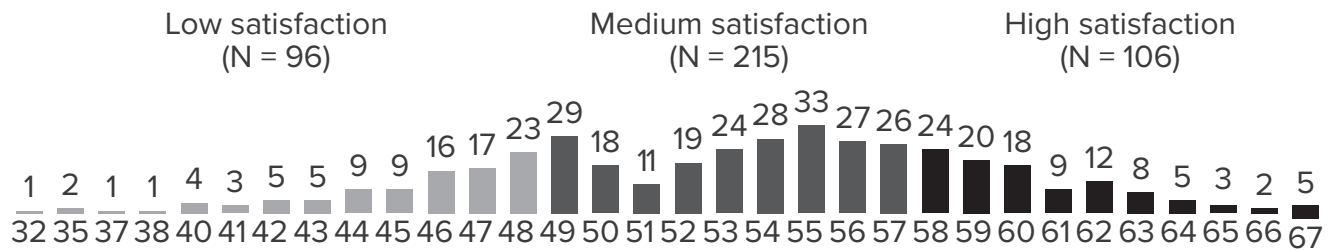# Appendix C: Definitions of Maturity And Employee Remote Work Satisfaction

Defining Employee Satisfaction

Respondents fall into three remote-work satisfaction levels.

		Score	N
High satisfaction	Employees very satisfied with their org's remote work	**58 and above**	**106**
Medium satisfaction	Employees somewhat satisfied with their org's remote work	**49 to 57**	**215**
Low satisfaction	Employees not very satisfied with their org's remote work	**48 and below**	**96**

- Satisfaction responses were high overall, but groups have clear differentiation.

Defining Remote-Work Satisfaction

Low satisfaction (N = 96)　　Medium satisfaction (N = 215)　　High satisfaction (N = 106)

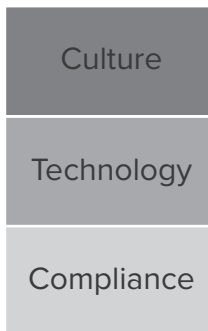| 32	35	37	38	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67
1	2	1	1	4	3	5	5	9	9	16	17	23	29	18	11	19	24	28	33	27	26	24	20	18	9	12	8	5	3	2	5

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020
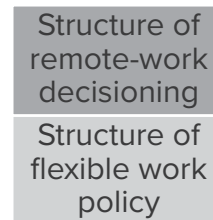
Defining Maturity

Maturity is based on Forrester's **4 pillars of remote work**

Structure	• Role • Personality • Performance • Preference
Culture	• Trust • Empathy • Transparency • Inclusion
Technology	• Communication and collaboration • Remote access • Security • Hardware
Compliance	• Regional differences • Health and safety • Personal privacy • Data mitigation

Effectiveness of remote work **today** in:

Policies that set up organizations for **future** success:

Culture / Technology / Compliance **=** **+** Structure of remote-work decisioning / Structure of flexible work policy

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

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Defining Maturity (Cont.)

	Low effectiveness	Medium effectiveness	High effectiveness
Strong future policies		Medium maturity **(N = 191)**	High maturity **(N = 60)**
Weak future policies	Low maturity **(N = 52)**		

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Appendix D: Endnotes

[1] Source: "The State Of Remote Work, 2020," Forrester Research, Inc., July 6, 2020.

[2] Ibid

[3] Ibid

[4] Source: "Why CX? Why Now?," Forrester Research Inc., October 5, 2016.

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