



American slice of the workforce study - A delicate balancing act

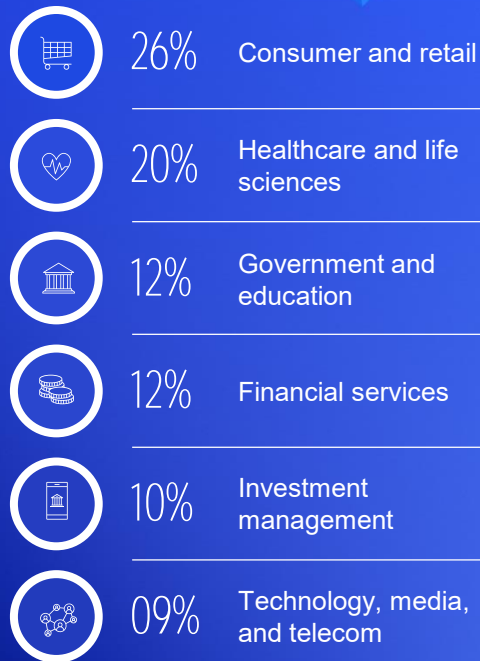


December 2023

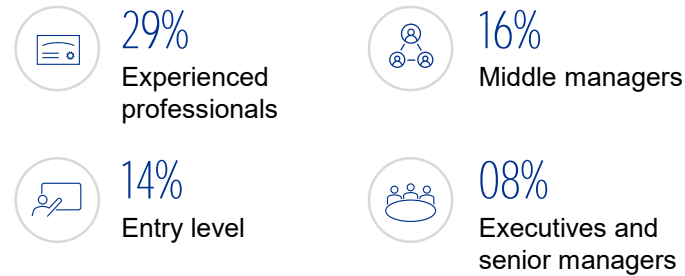
A connected workforce: Summary of the American Worker Survey

We surveyed more than **1,800 US-based employees** representing different industries.

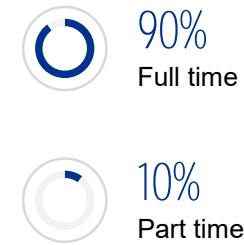
Top six industries



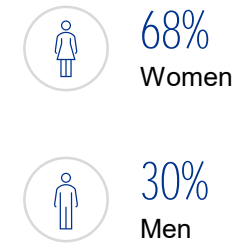
Top company roles



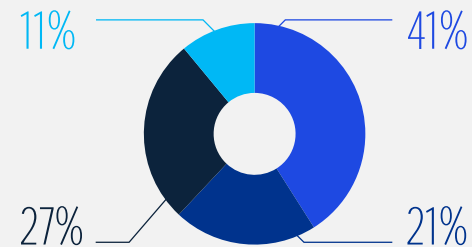
Employment status



Survey demographics*

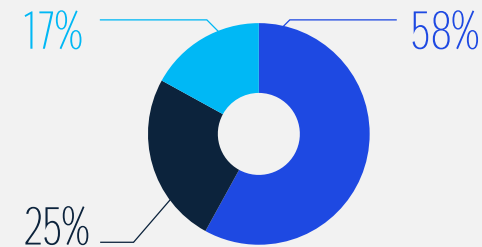


Generational breakdown



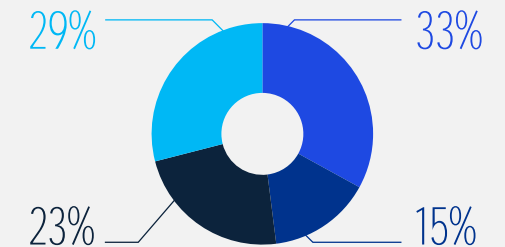
■ Millennials (18–26) ■ Gen Z (27–42)
■ Gen X (43–58) ■ Boomers (59–68)

Work location



■ Work from office ■ Fully or mostly remote
■ Mix of remote and physical location

Number of employees



■ 100,000 or more ■ 50,000–99,999
■ 10,000–49,999 ■ 5,000–9,999

*Other genders have been excluded due to small count (6 participants) and values may not add to 100% due to rounding.

01

Middle managers to navigate workforce changes

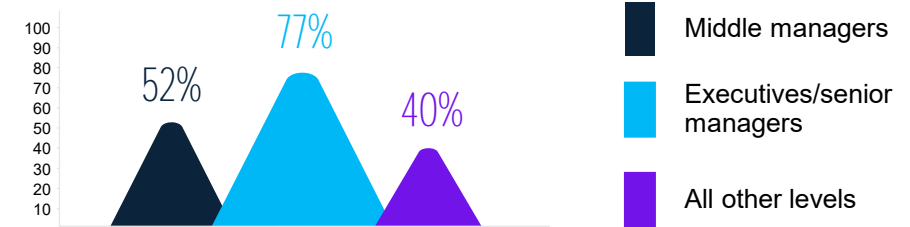
The success of workforce transformation depends on managers turning big ideas into actions on the ground. Middle managers play a vital role by connecting strategic goals, like tech-assisted jobs and flexible work conditions, with the needs and expectations of their teams. Executives, often removed from daily operations, will increasingly rely on these managers to assess team morale, communicate goals, and reinforce effective strategies.

Key actions

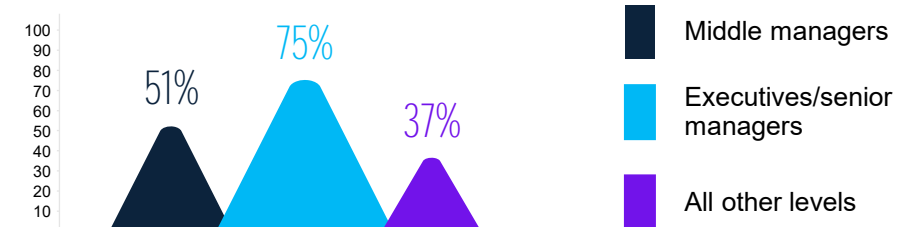
Adopt a dynamic manager-as-coach approach and provide middle managers with leadership support, skills enhancement, and the authority for a successful transition.

Employee perspectives on career prospects and the impact from technology

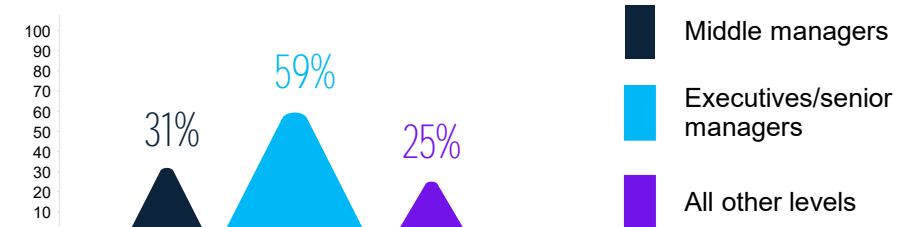
I have adequate access to sponsors and advocates in my organization



I have been offered a wide range of career opportunities



I am worried that my job will become obsolete due to technology



02

Technology as a friend and a foe

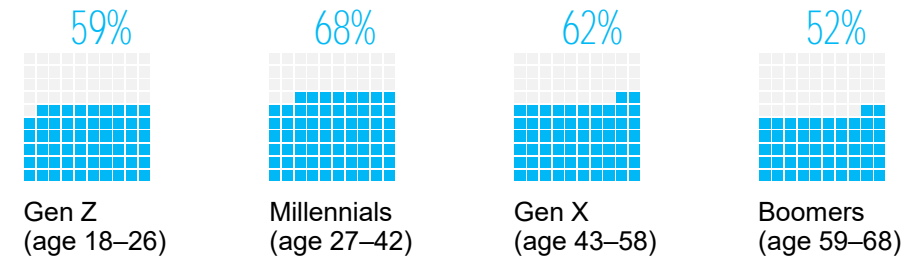
Some individuals actively embrace technology's potential influence on the workplace, while others express apprehension, leading to diverse perceptions. Respondents recognize significant job automation, and while optimism about technology-driven productivity is evident, concerns about increased workloads and work-life balance persist. Notably, baby boomers appear less affected by these transformations, possibly due to their proximity to retirement.

Key actions

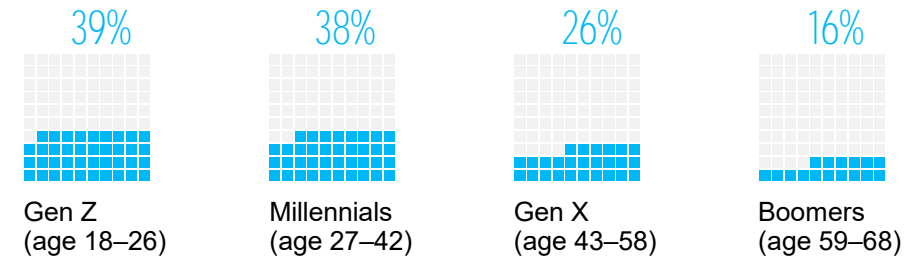
Encourage employee-led initiatives and bottom-up approaches for redefining work and adopting AI, while fostering cross-functional collaboration to create a shared mission and trust in the transformation process. Establish an innovation hub to showcase best practices and successes.

How different generations balance the impact of technology on productivity

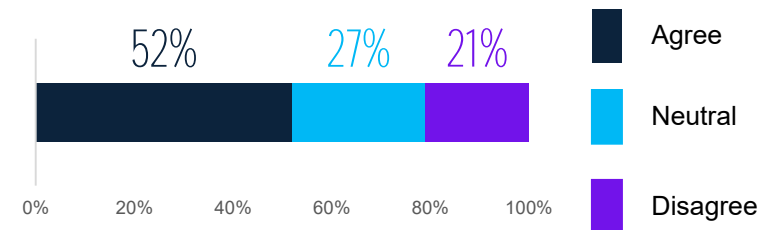
I believe new technologies will further enhance my productivity



I am worried of not meeting the new productivity expectations and standards



Technological advancements will significantly impact my job



03

Work-life balance continues to be important

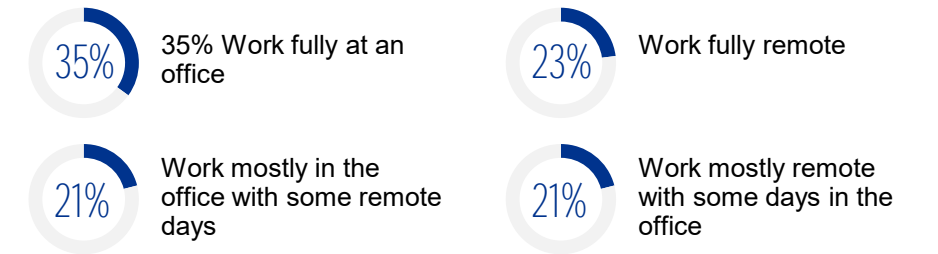
Work-life balance is a top priority for employees, especially due to the COVID-19 pandemic. While technology boosts productivity, there are concerns about it affecting personal time. Companies aim to improve work experience, balance productivity, tackle remote work challenges, and maintain company culture.

Key actions

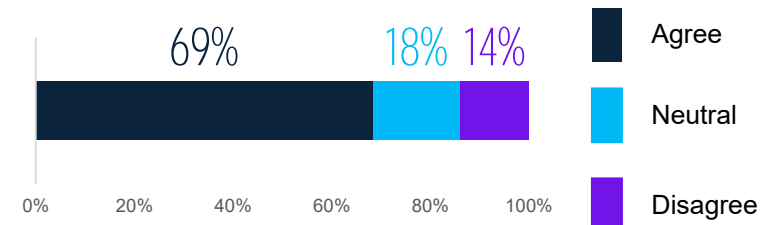
Implement an inclusive approach to hybrid work, invest in technology for better connectivity, and establish team norms to ensure equal opportunities for all. Support employees, especially women, with flexible work schedules and informal mentoring programs.

Navigating future expectations from employees

Most preferred work situation



Reduced work week would improve my work-life balance*



* Values may not add to 100% due to rounding.

61% of executives/senior managers worry about meeting future productivity expectations and standards, which may be a motivation for bringing workers back to the office.

04

Workers feel confident about adapting to change

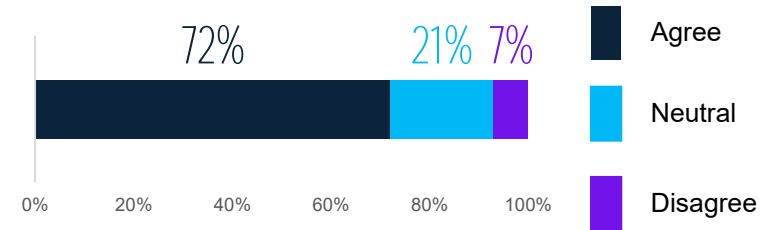
Employees exhibit confidence in adapting to workplace transformations, trusting their skill development capabilities and their employers' support. Amid organizational evolution, workers find fulfillment by engaging with their company's mission, strategy, and purpose.

Key actions

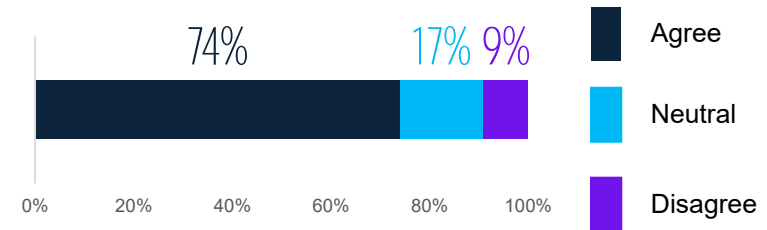
Foster transparency and communication, engaging workers in reimagining their technology-assisted roles, while providing education and resources. Encourage innovation and intellectual curiosity at all levels, nurturing collaboration in the process of transformation.

Fostering a supportive workplace

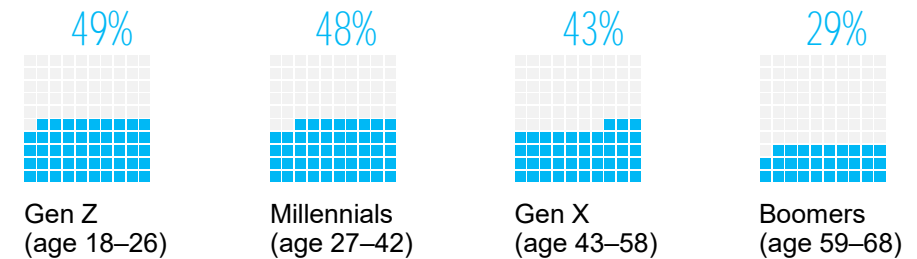
My current job is aligned with my organization's strategy and purpose



Collaborating and teamwork will continue to grow



Creating an environment where people feel comfortable addressing mental health



05

Upskilling will matter

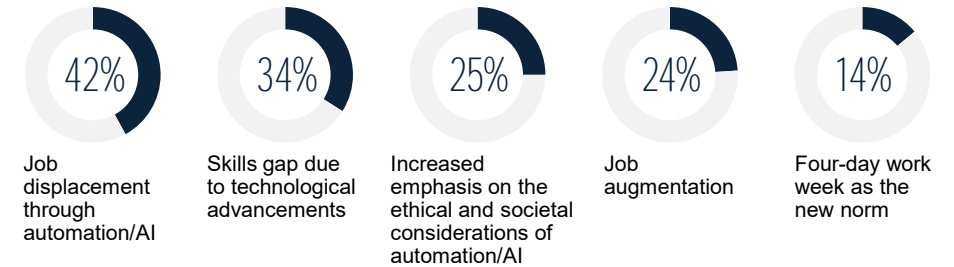
While most workers acknowledge the transformative effect of technology on the workforce, there is some disparity in expectations regarding future job changes and reskilling. Optimism varies across generations and management levels, as uncertainty lingers around the skills needed for success and the type of training required. The right kind of reskilling opportunities will be crucial to address workforce needs in adapting to technology-driven changes.

Key actions

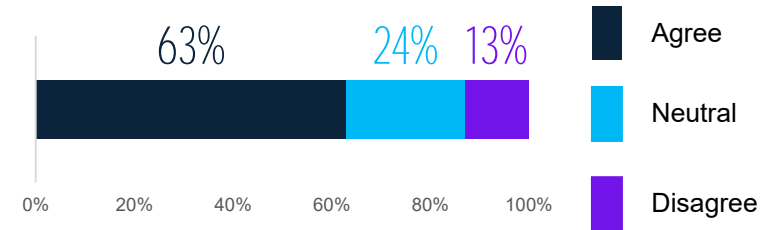
Invest in upskilling to demonstrate commitment to human-tech collaboration, and alleviate workforce anxiety through transparency and trust, ensuring employees see a clear future career path.

Adapting to disruptions by focusing on skill enhancement and development

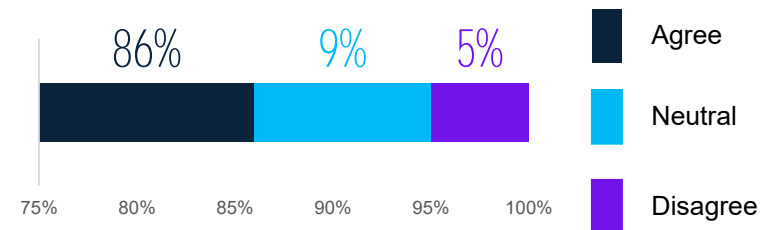
Anticipated disruptions in the future



I have been satisfied by the learning and development opportunities in my organization



I have had the skills to do my job





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