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# How to Work Out What Your Employees Really Want

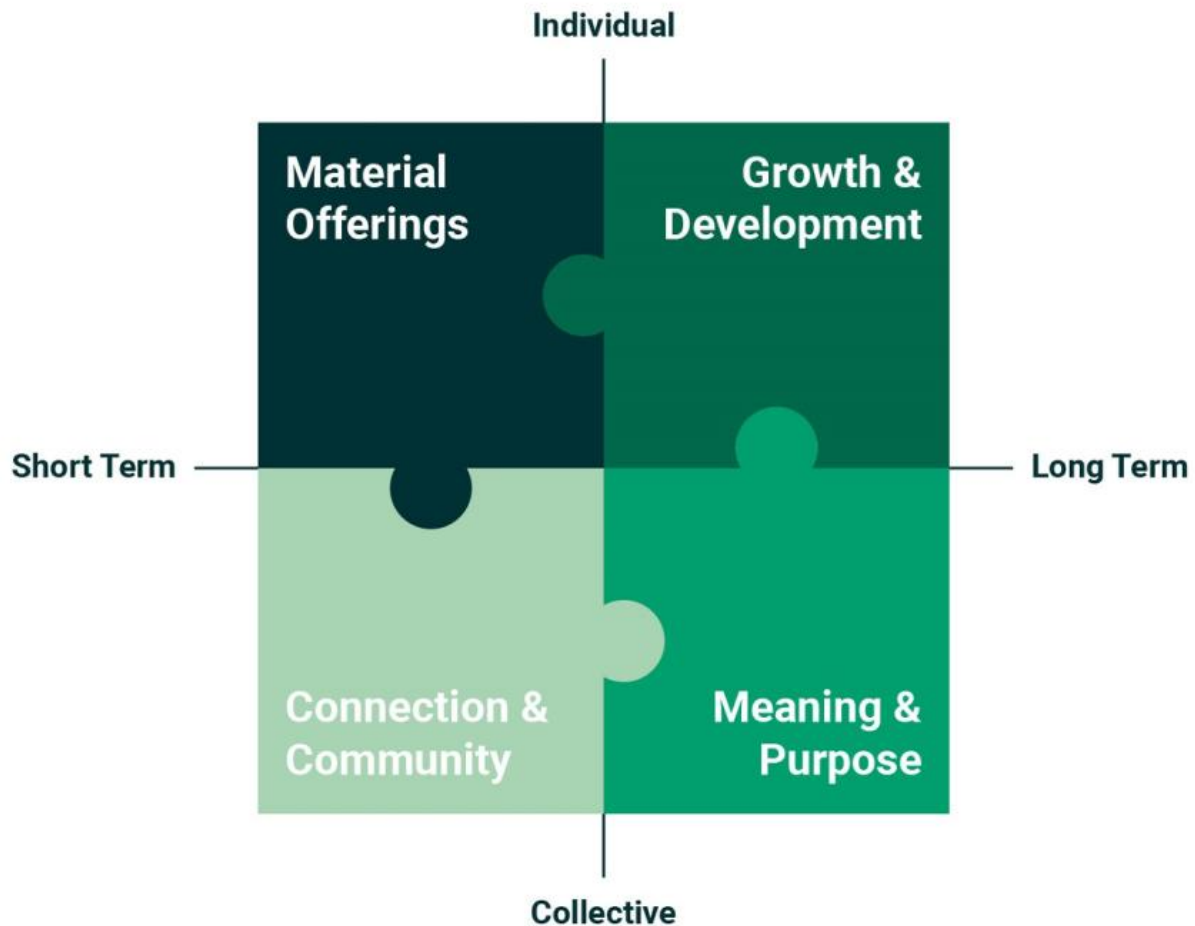


By INSEAD Knowledge with Mark Mortensen

## **A holistic approach to understanding employees' needs.**

From the challenges of hybrid working to the quiet quitting trend, the Covid-19 pandemic has had a seismic impact on the workplace, leaving many companies struggling to understand how best to understand and meet employees' needs and motivations. In this INSEAD Knowledge podcast, Associate Professor of Organisational Behaviour Mark Mortensen proposes a more holistic approach to understanding employees' needs, while offering practical solutions to ensure that they remain fully invested in their organisation and its goals.

**[Listen to "How to work out what your employees really want" on Spreaker.](#)**



## Related reading

This conversation is based on research Mark co-authored with Professor Amy C. Edmondson that was first published in the January 2023 HBR Magazine article [Rethink Your Employee Value Proposition](#).

You can read more about Mark's views on the future of work in this [article](#), which is based on his [INSEAD Lifelong Learning](#) conversation with fellow INSEAD professor Henrik Bresman. He argues that firms need to focus on building an inclusive environment and a culture of trust to overcome the challenges of remote or hybrid work.

Listeners may also be interested in reading Mark's award-winning research, co-authored with Connie Hadley, that explores the increasing challenge of [workplace loneliness](#), and his [article](#), co-authored with Heidi Gardner, on how leaders can show greater compassion within the workplace and why it doesn't have to have a negative impact on performance.

Listeners can access the free survey tool discussed in the podcast here: [Integratedevp.org](https://integratedevp.org).

#### Find article at

<https://knowledge.insead.edu/career/how-work-out-what-your-employees-really-want>

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#### About the author(s)

**INSEAD Knowledge** is the expert opinion and management insights portal of INSEAD, The Business School for the World.

**Mark Mortensen** is an Associate Professor of Organisational Behaviour at INSEAD. For more than 20 years he has helped leaders understand and adapt to how work is changing -- currently with a focus on remote and hybrid work and the changing employee value proposition. At INSEAD he directs numerous company-specific executive education programmes, including [Emerging Leaders in a Digital Age](#), and teaches the OB core in the MBA and EMBA.

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#### About the research

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