

Inside 2022 ▾

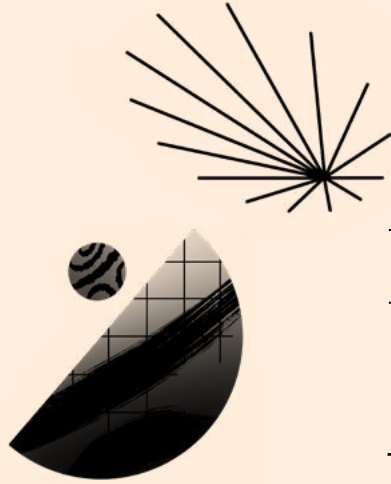
Analyzing the trends



that will define the
year ahead

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Introduction

The question of whether we could separate work and life defined 2020. Last year, we asked ourselves if we'll continue to focus on what matters. As we look ahead to next year, we may finally see clarity from years past: Rather than work and life operating separately, a better future will integrate both company and employee wants, needs, habits, offerings, practices, and tools.

Rather than work
and life operating
separately, a
better future will
integrate both
company and
employee wants,
needs, habits,
offerings, practices,
and tools.

In our annual report, we zoom out from design and product trends and dive into how wider holistic themes are affecting four teams at a modern organization: design, product management, human resources, and marketing. In order to get an accurate read of the topics affecting us most, **we surveyed 1,483 team members working in more than 12 different job roles, across 20+ industries.** We also consulted experts and scoured InVision's content library to find the most read, discussed, and shared ideas, too. Here's what you can expect in the year ahead.

Out with adapting
to workplaces—



in with workplaces
that adapt

After two years of an all-remote workplace, many organizations are dealing with a fluid workforce.

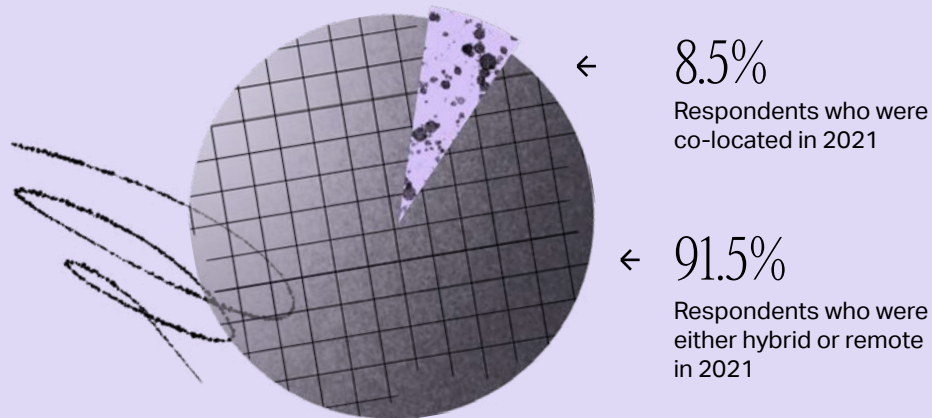
As the pandemic becomes endemic, and with more workers wanting the flexibility to work in a way that suits them best, organizations will spend 2022 building digital and in-person workspaces that fulfill the needs of both employer and employee.

According to our 2022 reader survey, nearly 90% of respondents were either hybrid or fully remote during 2021.

In the past, most organizations supported an environment in which everyone arrived by a certain time, worked for a set number of hours, filed in and out of conference rooms for meetings, and went home. But as the pandemic turned that way of working on its head: No longer did employees work from the same location, or even on the same schedule.



Many workers even took advantage of their company's new remote structure and left their HQs cities in search of more space and affordable living.



“There really seems to be a shift away from looking at employees as a resource and, instead, focusing on how employers can interact with them to make sure they’re happy, healthy, and engaged.”

GAVIN WATSON,
INDUSTRY LEAD, MARKETING
MONDAY.COM

While many companies try to bring their workforces back into the office, their employees don’t want to give up their new found freedom: According to a [Gallup poll](#), 91% of workers in the U.S. hope to work remotely after the pandemic. Another Harris Poll [conducted](#) on behalf of Yoh shows that 40% of employed Americans will only consider hybrid or remote job offers.

Additionally, as remote work offered more opportunities to work asynchronously, employees felt the need to adjust their schedules. **Nearly 70% of InVision survey respondents said they adjusted how they worked to accommodate work schedules and/or flexible time off.** For many, however, rather than feel a new freedom in working, this method unlocked an always on-mentality.



“[It] feels like you have to be available 24 hours a day,” says one survey respondent. “With staggered hours for clients and employees, it is difficult to disconnect from work.”

“Companies are figuring out what they need to do culturally to make remote work happier for folks as opposed to more stressful.

DAVE MALOUF
DIRECTOR, DESIGN OPS
TELADOC HEALTHCARE

Rather than employees adapting to their employer's will, 2022 brings a wave of companies having to “glad-apt,” or implement changes to make their employees happier, not only in location or hours, but in salaries and work-life balance, too.

With all this in mind, expect to see more companies innovating more adaptable workplaces that balance the needs of employees and employers. For example, a newly-conceptualized 95,000 square-foot Manhattan tech space not only features a three-floor-spanning media wall for Zoom sessions, but also open plan areas that let the worker decide where and how to work, whether alone or collaborating with colleagues. For those who have committed to permanent remote work, the focus will be not on physical locations, but practices. For example, Shopify has further invested in tools to help hire remotely, and even “routinely hiring executive coaches to work with their employees in an effort to boost retention, engagement, and productivity.”

What this *means* for ➔

77% of PM's feel
their attention
being pulled in too
many directions.
and 80% agree
according efforts
across teams and
orgs consumes too
much energy.



Product Managers ↓

Designers

HR

Marketers

After nearly two years of adapting to increased communication needs, expect product managers (PMs) to adopt a “less is more” mentality as they create new hybrid best practices that allow everyone to stay equally focused and efficient in flexible work routines.

Product Managers are great connectors, receiving feedback from many disparate, siloed groups and articulating it to others in the form of roadmaps and milestones. By nature, the job requires a lot of meetings. The switch to hybrid and/or remote work, however, means even more as there are less “shoulder tap” collaboration moments, not to mention increased prepared stakeholder communication. According to an OpinionX survey, 77% of PMs feel “their attention being pulled in too many directions,” and 80% agree “coordinating efforts across teams and organizations consumes so much time and energy.”

Rather than spend another year bridging communication gaps across teams and departments by hand, you'll work to systematize your team's work.

What this *means* for ➔

Designers cited “receiving feedback” as one of their top three concerns while working remotely.



Product Managers

Designers ↓

HR

Marketers

While designers gained some quiet time working from home, those gains have come at the cost of feedback. 2022, however, will bring more opportunities for designers to improve their portfolio the way they'd like to, without having to sacrifice personal free time.

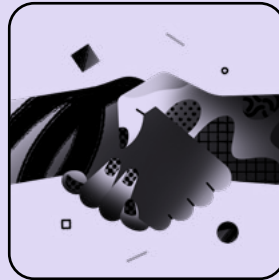
In a survey by Nielsen Norman Group, designers cited “receiving feedback” as one of their top three concerns while working remotely. Respondents listed “unsatisfactory tools for gathering feedback, delayed feedback, too much formality in the process of gathering feedback, and lower confidence due to working in isolation” as their top reasons for being unable to get the feedback they need.

Thankfully, online whiteboarding tools such as Freehand allow designers to tell the story of their designs in a single place — mood board, run quick and dirty research sessions, and hold design reviews to get useful feedback and improve your craft without disrupting other workflows.

What this *means* for ➔

“Companies often hire for hard, technical skills, but it’s really those soft skills and qualities that are connected to an individual’s passions for their growth/development within an organization”

DENNIS FIELD
RECRUITING: AN ONLINE
WHITEBOARDING HANDBOOK



Product Managers

Designers

HR ↓

Marketers

HR employees have been in a bind: As they try to mitigate attrition, their work retaining talent and engaging employees is more pivotal than ever. However, the formalized venues put in place to collect feedback and spot problems still don't work as well as the quick and organic feedback from in-office run-ins.

In 2022, expect HR professionals to spend time designing and refining inclusive spaces that not only facilitate human connection among their colleagues, but also make it easier for them to spot unengaged employees.

What this *means* for ➔



Product Managers

Designers

HR

Marketers ↓

“When we’re running campaigns across different teams and time zones, it’s so critical to have the right tech stack to communicate both synchronously and asynchronously.”

NICK LIOUDIS
DIRECTOR OF CONTENT MARKETING
INVSION

Nearly half of sales and marketing professionals say communication is the biggest obstacle to aligning sales and marketing, followed by broken and flawed processes. In the coming year, expect marketers to use technology to their advantage to prevent communication breakdowns and encourage all team members to express their opinions and feedback. Alignment means faster growth, which is why marketers will prioritize effective communication to improve their ability to produce consistent brand messaging across various touchpoints and breakdown information silos across their organization.

Trend 2 of 4 ▾

Out with
making do—



in with
breaking through

After shouldering the burdens that came from integrating work and life, employees will continue to pressure their employers to adjust culture, policies, and processes. If not, *employees will leave for greener pastures.*

In the “*Great Resignation*” people transitioning jobs increased by 54% year over year globally, according to LinkedIn, with Gen Z increasing by 80%.

For many years, work has been synonymous with never-ending challenges — long work hours, increased health risks, inadequate benefits, less recognition, and fewer opportunities. As the pandemic-related conditions added work-from-home challenges like childcare and a reimagining of our workspaces, many employees decided they’d no longer make do with employers who don’t keep their best interests in mind. In August 2021 alone, 4.3 million Americans quit their jobs across industries.

Those employees who stayed have largely shouldered the burden: A Society of Human Resource Management

“I think there is a particular kind of magic when you have the right mix of a team and diversity of lived experience and perspectives to really make an amazing product or service, but also do good work and feel good doing it.”

NELLY WOLLENBERG
SENIOR DESIGN OPS
PROGRAM MANAGER
UBER

survey found that 52% of those who stayed at their jobs reported taking on more work. Now, as Karla Miller writes in *The Washington Post*, employers need to show how they make their tenured employees feel safe, appreciated, and respected.



Thankfully for organizations, employees largely find this work rewarding — they just want to do it on their own terms. **58% of InVision survey respondents said they felt their work in 2021 required a new component of resilience and adaptability in the face of uncertainty that they didn't have in previous years.**



gon•tre•pren•eur

Someone who leaves a familiar job to explore new and more fulfilling paths.

And for those companies who don't meet employee demands, 2022 will bring more "gone-trepreneurs". And those who stay will continue to advocate for work-life balance, mental health and wellbeing, flexible workplaces, and more purposeful, meaningful work.

What this *means* for ➔

Product managers
will refocus on
enabling their
teams to do
innovative work in
2022.



Product Managers ↓

Designers

HR

Marketers

After going through a year of delays in shipping products due to team members' attrition, product managers will refocus on enabling their teams to do innovative work in 2022. One way they'll do this is creating roadmaps in more flexible tools that provide a centralized, accessible space for new collaborators to easily hop in, get up to speed on the project, and share their feedback without any hiccups. By adopting [digital collaboration platforms](#), they can create accurate and adaptable visual product roadmaps and alleviate pressure on understaffed teams.

What this *means* for ➔

Designers
will creatively
accommodate both
the art and science
of design in a way
that hasn't been
possible in recent
history.



Product Managers

Designers ↓

HR

Marketers

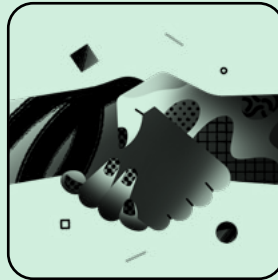
As some design team members left for new jobs, their colleagues spent last year making do — picking up half-complete work and taking time to train their replacements. Project deadlines were delayed, feedback loops left open, and user research completed haphazardly. Every day, designers looked for opportunities to reconnect with their craft — but there simply wasn't enough time.

Until now: 2022 brings a formal return to creativity as design teams iterate on their workflows. From remote exercises like icebreakers to put the human back in human-centered design, to creating a space where design work can be shared whenever the mood strikes (and feedback shared whenever a colleague has a spare moment), designers will creatively accommodate both the art and science of design in a way that hasn't been possible in recent history.

What this *means* for ➔

“We open up brainstorming to our entire team. Some of the people that normally wouldn’t speak up in person often come up with the ideas we use moving forward.”

HOPE WEATHERFORD,
HOW A REMOTE-ONLY TEAM
RECRUITS AND SUPPORTS THE
EMPLOYEE LIFECYCLE



Product Managers

Designers

HR ↓

Marketers

As HR professionals spent 2021 listening to their colleagues’ experience with challenging power dynamics and nonsensical systems, it’s likely they advocated for more avenues for employee feedback to be leveraged. Thankfully, 2022 will bring with it a step towards company-wide adoption of collaboration governances.

With documented and evangelized processes plus an inclusive tool stack, HR teams can help lead teams away from unnecessary politics and miscommunication, attracting new talent as their organization develops a reputation for impactful work.

What this *means* for ➔

“Allowing people
to talk and say
how they feel is
the only way that
people are going to
feel included in the
organization”

GAVIN WATSON,
INDUSTRY LEAD, MARKETING
MONDAY.COM



Product Managers

Designers

HR

Marketers ↓

Marketing is a team sport — the nature of multi-channel program creation means it takes a collaborative village to take a campaign from ideation to execution. Great ideas can come from anywhere, which is why constructing effective, inclusive brainstorming at the start and thoughtful retrospectives at the end, will help organizations bring back the human element of working better together.

Trend 3 of 4 ▾

Out with
the duct tape—



in with
the Swiss Army Knife

After nearly two years haphazardly adjusting to remote work, the most successful businesses will adopt “universatile” tools in 2022.

85% of respondents said they experimented with new tools or technologies in the workspace, and nearly three-fourths of them said these were in hopes of better communicating with other teams.



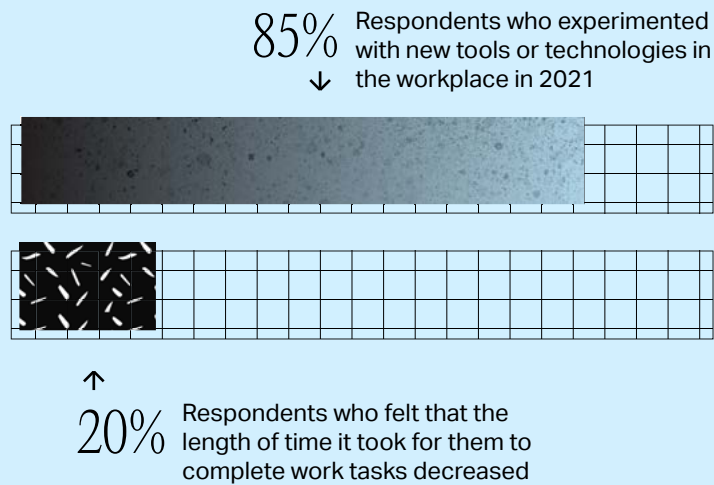
un•i•vers•a•tile tools

Tools that streamline cross-functional work across different work types: synchronous and asynchronous, or remote, hybrid, or co-located

Even before the pandemic, businesses needed better ways to communicate within and across teams. Although teams may have their own single source of truth, it's likely that their information repository differs from their collaborators.



However, **only 20% of respondents felt that the length of time it took for them to complete work tasks decreased — in fact, nearly 30% said it increased.**



“It’s ideal to have one tool that does it all. People have started to consolidate their tools to create a place where that can be used across all teams equally.”

YAN GRINSHTEIN
HEAD OF DESIGN
UNVEIL.SOCIAL/CANWE

This isn’t surprising, as working cross-functionally means employees spend their time gathering data across tools, often in their own makeshift method. [An Asana study](#) found that employees jump back and forth between 10 different apps 25 times per day, interrupting communication and workflows. They also spend nearly 60% of their time on “work about work”—unstrategic tasks needed to advance their projects.

“In marketing, for example, there’s a huge reliance on different teams working on different components to get a campaign delivered or executed,” says Stephanie Perez-Israel, marketing manager at Monday.com. “There’s a reliance on a new type of tools to do that, rather than having the access to follow-up with people in the office or tap them on the shoulder.”

In 2022, expect companies to replace single-use tools with those that can be used across the organization.

What this *means* for ➔

Product Managers
spend 72% of their
time on tactics and
execution rather
than strategy.

2021 OPINION X SURVEY



Product Managers ↓

Designers

HR

Marketers

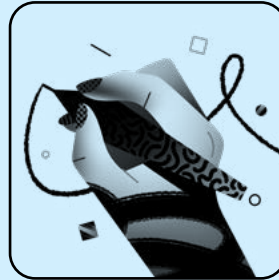
Product Managers agreed that “disjointed organizational knowledge (customer success, marketing, data science) and a need to share knowledge cross-functionally” was one of their top 10 concerns at work. On the one hand, PMs are used to working across many different tools as they tend to adapt to whatever their collaborators are using, but on the other hand, they also feel like they are having to play constant translator and shifting back and forth across so many different tools that it takes away from actual strategic work.



In 2022, rather than act as an information conduit for product teams, PMs will set up processes where their cross-functional partners can centralize their data and streamline their feedback throughout the product delivery lifecycle.

What this *means* for ➔

Design teams
will lean into
gathering and
organizing
what was once,
disparate, cross-
functional
feedback.



Product Managers

Designers ↓

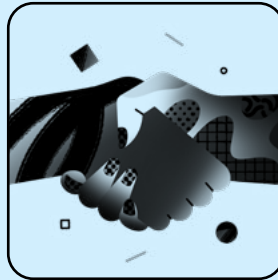
HR

Marketers

For many design teams, stakeholders want visibility, but creating a centralized source of truth for cross-functional collaboration and feedback can be challenging.

In 2022, design teams will lean into gathering and organizing what was once disparate, cross-functional feedback. Recording a [Loom video](#) walkthrough of designs or using a review template will help teams bring seamless communication to their organization.

What this *means* for ➔



Product Managers

Designers

HR ↓

Marketers

“Every team needs
a place to share
ideas and have
conversations
that move work
forward”

HOPE WEATHERFORD
BEHIND THE SCREENS: HOW
A REMOTE-ONLY TEAM
RECRUITS AND SUPPORTS
THE EMPLOYEE LIFECYCLE

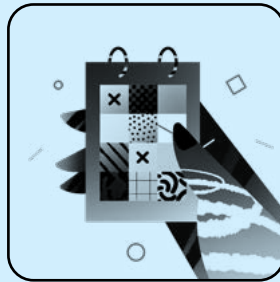
With so many tools and chat apps to stay on top of, HR professionals have dealt with many complaints from unhappy employees who can't find the time or mental bandwidth for enjoyable, focused work.

In 2022, expect to say goodbye to overcomplicated tools and fragmented workflows and hello to simpler, efficient alternatives that make work more enjoyable for everyone. Teams will bring their work into one space, using add-ons and building templates to focus on the work that matters. Not only will colleagues thank HR teams for the improved engagement, but the business will experience enhanced productivity and retention.



What this *means* for ➔

To put it lightly,
marketers status
quo can only be
described as
“tab hell”.



Product Managers

Designers

HR

Marketers ↓

Marketers have become well-acquainted with the nuances of their company's tech stack and processes (second only, maybe to IT). They've spent most of 2021 copying and pasting information and screenshots back and forth among different projects in different softwares to get feedback.

Thankfully, 2022 will bring with it a move towards a single source of truth where all information — whether it's housed in Asana, Jira, Microsoft Teams, Google Docs, or Mode — can be integrated in a single, shared platform no matter what department it comes from.

Out with
the indifference—



in with
making a difference

The events of 2020 and 2021 prompted employees to reevaluate how their work could positively affect larger movements.

In 2022, employees will expect employers to not only take a stand, but orient their internal and external work to make a meaningful impact in the world.

“It’s not good enough to just dot the i’s and cross the t’s, we actually have to make a difference.”

DAVE MALOUF
DIRECTOR, DESIGN OPS
TELADOC HEALTH

Today’s employees don’t want to work for a “buzzness”—a business that only makes a buzz and doesn’t deliver on its promises. Instead, they want employers with a proven track record on important issues like equity and inclusion.

53% of InVision survey respondents felt like their company had renewed interest in accessibility and inclusivity throughout the year.

The next year will bring a wave of leaders who make it their mission to not only deliver stellar work, but ensure they are intent on acknowledging the realities of the world they’re operating within. For many, that means going beyond compliance and instead, orienting towards inclusivity, giving people from all backgrounds the opportunity to contribute their ideas and make their voices heard.

What this *means* for ➔

A significant
piece of product
management
success is
understanding
the unique issues
among a diverse
set of customers.



Product Managers ↓

Designers

HR

Marketers

When the makeup of a team does not reflect its audience, that research suddenly becomes a lot more difficult. Therefore, bridging the pain point gap between company and customer will come down to the ability for PMs to interview, analyze, and synthesize diverse user information for internal and external audiences. This requires a high level of alignment, and collaborative technology — where cross-functional teams that are reliant upon product teams to approach go-to-market strategies with user problems and solutions in mind — may have to play a larger role than in years past.

Digital collaboration platforms such as [Freehand](#) gives all meeting participants an equal opportunity to provide valuable input and feedback that will help PMs make better decisions and build better products.

What this *means* for ➞

Designers want a tool that optimizes inclusive design reviews and does not require non-designers to be in the design file, so collaboration is painless and productive for all teams.



Product Managers

Designers ↓

HR

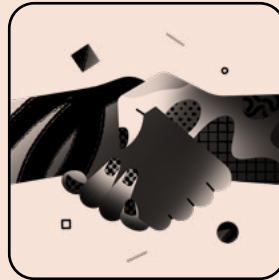
Marketers

Design tools are notoriously challenging for non-designers to work with, yet many cross-functional teams use them to provide feedback on design files, especially if they shifted to remote or hybrid workspaces.

In 2022, expect designers to reassess the tools they use and consider alternatives that foster cross-functional partnerships. Designers will not only rely on the design thinking process for product creation, but also to influence the way they collaborate.

What this *means* for ➔

By involving
workforces to
take ownership
of diversity
initiatives, HR
professionals can
help visualize the
impact beyond
what is being said.



Product Managers

Designers

HR ↓

Marketers

Remote work in 2021 had HR professionals understanding the importance of respecting not only different learning styles and types of communication, but the return on investment that comes from making a space where employees feel safe enough to share their voices and experiences.

With the transition to hybrid setups in 2022, HR professionals can expect to maintain this progress, bringing work into one space to make the work that matters visible. Additionally, by standardizing outreach practices, HR departments can not only save time but create a sense of trust, leveling the playing field for those who may be less vocal and want time to prepare.

What this *means* for ➔

54%
of consumers
want to buy from
companies that
prioritise diversity,
equity, and
inclusion, in their
communities and
workspaces.

ZENDESK
CUSTOMER EXPERIENCE
TRENDS REPORT 2021



Product Managers

Designers

HR

Marketers ↓

In the past two years, marketers have dealt with rapidly shifting and changing consumer behaviors and expectations. In 2022, expect marketers to take a more inclusive approach when connecting with future customers and making good on company values, not only in the marketplace, but in the workforce and society.

One way they can do this is by making campaign results and feedback visible to those not only across marketing departments, but also across the company. By allowing cross-functional peers to comment and iterate on marketing work, marketers can bring about a better, more diverse go-to-market strategy.

Try InVision Freehand

Discover why Freehand, InVision's online collaborative whiteboard, is the versatile tool you need to adapt, include, and make a difference in 2022.

Go to invisionapp.com/freehand to try a digital whiteboard free today.

Additional Resources

[The State of Visual Collaboration 2021](#)

[Hybrid Collaboration: A guide to changes, challenges, and considerations](#)

[The 5x5 Guide to Online Brainstorming](#)

[Design Leadership Forum: Salary Report 2021](#)

[Squads: A film by InVision](#)

[The surprising way Brian Chesky organizes teams at Airbnb \(and why\)](#)

[How Netflix inclusively designs at scale for their 200M subscriber audience](#)

[Connect the Dots: Crush your team onboarding experience](#)

[Picture the Future: How to lead productive hybrid teams](#)

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