

Many CEO's are looking seriously at 4 or 4.5 day workweeks. Or should we start calling it the 3 day weekend?!!

## Overview

CEOs today are continuing to manage through the age of compound volatility, the combination of near-term risks and structural changes to the U.S. economy that raise business costs with little margin for error on strategy development and execution.

This year's KPMG U.S. CEO Outlook Pulse Survey analyzed insights from 100 CEOs at large companies in the United States on the key challenges and opportunities in driving business growth with a lens into managing compound volatility.

CEOs are applying a strategic lens to tackle both near-term risks to growth they see such as geopolitics and cyber, and structural changes like new regulations including climate disclosure rules and tax policy, making adjustments to investments, supply chains and operations as needed – with many turning to generative AI (GenAI) to help do so.

They see GenAI as central to overcoming challenges resulting from compound volatility and gaining a competitive advantage and are working to rapidly advance its deployment across their enterprises in a responsible way to deliver productivity gains, re-shape business models and create new revenue streams. The implementation of initiatives to promote the responsible and ethical use of AI such as the use of watermarks/disclosures of AI use, data privacy measures, ethical frameworks and third-party reviews is a focus – and security is top of mind.

Business leaders are investing in GenAI training and capability building to upskill their people. They recognize workforce adoption will ultimately drive success with GenAI.

CEOs also are addressing another structural change – tight labor markets. With demographic shifts only beginning to take hold, the impact of tight labor markets on strategy will increase exponentially in the years to come. CEOs report they are addressing this challenge today by upskilling employees, using GenAI to fill talent gaps and dropping college degree requirements for certain jobs.

The [mental well-being](#) of the workforce and [preventing burnout](#) remain priorities. In the ongoing future of work debate, the [pendulum is swinging back to hybrid work](#) as CEO expectations for a full return to office decline.

When it comes to driving growth, CEOs are still interested in transformative M&A. But the majority say their organizations will wait until later this year or 2025 to seriously pursue new deal making.

In this era of compound volatility, it's clear that many CEOs are anticipating and outpacing the resulting risks by living their values, acting with purpose and pairing long-term investments with a focus on GenAI and the agility it can create for an organization to take advantage of new opportunities and overcome challenges.



Paul Knopp  
KPMG U.S. Chair and CEO

And this:

**Most people would love a four-day workweek. But it doesn't work for everyone**

<https://www.cnn.com/2023/11/07/success/four-day-workweek-survey/index.html>



By [Jeanne Sahadi](#), CNN

3 minute read

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As with hybrid work, the way a four-day workweek is set up can make a difference in whether it has a positive impact on employee well-being.

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**New York**CNN —

If you've always thought you might be happier with a four-day workweek, you're hardly alone.

When asked how six different options would impact their well-being at work, a full 77% of US workers said a four-day, 40-hour workweek would have a positive impact, with 46% saying it would have an "extremely positive" effect and 31% saying it would have a "somewhat positive" effect.

That's according to a survey released Tuesday by Gallup, in partnership with Bentley University. More than 3,200 employed US adults answered the well-being questions, among the nearly 5,500 people who took the broader survey.

In other words, they gave high marks to working the standard [40-hour week](#), just over four days instead of five.

While studies of four-day workweek experiments in the United States and [Europe](#) have found generally positive results in terms of employee productivity and well-being, it's not necessarily a positive for everyone in every situation. As with hybrid work, much will depend both on how your four days are scheduled, where you work and your individual work style.

Last year, Gallup found that among more than 12,000 full-time employees, 84% said they worked five days a week and 8% said they worked four days a week.

Those on the four-day schedule did not report a significantly higher level of well-being than those who worked five days — and they reported higher levels of burnout.

“The reason for this is likely that the four-day workweek might work for some people and some jobs, but could cause issues in other situations,” said Jim Harter, Gallup’s chief scientist for workplace management and wellbeing. “Outside studies support this. Burnout is a work-related syndrome. If people are forced to cram their work into four days when they prefer five — and if they need longer days to do so — it could cause burnout.”

## **How other well-being options ranked**

Another influence, Harter said, might be the type of job you have. Those who always have to work onsite might get a greater benefit from a four-day workweek because it provides an element of flexibility that they don’t have now. “Whereas, in remote-ready jobs, there is some built-in flexibility, which may create less need for a four-day workweek,” he noted.

While the four-day workweek was the top pick overall in the newly released Gallup survey, when it comes to having a positive impact on well-being, two other options were not far behind. Respondents gave the next-highest marks to employers offering a set number of paid mental health days (74%) and limiting the amount of work employees are expected to do beyond the regular workday (73%).

When it comes to after-hours work, more than 60% of respondents said they thought their well-being would improve if employers limit the amount of time employees are expected to spend working on email after hours (66%). And more than 60% also expected a positive impact if they were offered free mental health counseling sessions (65%) and mental health screenings (61%).