

Chapter 1 : Latest insights | Deloitte Shared Services Conference

Social capital has become just as important as human, financial and physical capital. That's why in the social enterprise, good citizenship is a CEO-level strategy. Explore what the more than 11, respondents to Deloitte's Global Human Capital Trends survey had to say about key human capital.

Follow us DeloitteTalent Stay connected. Deloitte writes that the 21st century workforce is here, and it demands an integrated human capital approach to rewrite rules, shift mind-sets, and adapt behaviors to lead organizations into the future. Weathering constant change means constantly realigning to accommodate these shifts in light of organizational goals. While providing employees the ability to create their own development paths and drive their progress is alluring, it can only be the start. The sports world comes with plenty of issues that can avalanche into poor retention, such as consistently changing corporate structure and regulation, lack of recognition from the outside world for those in middle management positions, and competition from other teams who are willing to go the extra mile to keep their employees engaged. Ultimately, organizations are beginning to understand the factors that sway their employees and are shifting away from traditional progression models, but they still have a long way to go—only 20 percent of surveyed organizations believe they develop people through experiential learning, and just 18 percent feel that they are giving employees the ability to actively develop themselves and chart new pathways for their careers. Organizational performance

The business world and the sports world share a common value—winning is everything. Winning brings fans, fans bring revenue, revenue brings a healthy bottom line, and year-to-year profit helps the business realize success over time. Beginning with the commercialization of athletics, the sports industry has faced a daunting market challenge: To the public, personnel management is invaluable to teams across all leagues, and having the right coaches and players in the locker room will make or break the team; however, effective personnel management goes much deeper than the locker room, and the front office must constantly refocus its lens on workforce and performance management processes to sustain motivation across the organization. Sports organizations can separate themselves from the pack by proactively engaging performance management questions that haunt employees daily: How is performance managed and measured? How can I climb the corporate ladder? What is expected of me? How am I performing against my potential? For nearly all sports organizations, this will mean a continued investment in new capabilities and extended operational capacity in the areas that will need to shift with market behavior. Cultural change To drive business results, sports industry leaders are being pushed to transform and leverage their culture on the field and in the front office due to growing societal pressures and complex market drivers. The sports industry is facing a variety of challenges, and just as there is no perfect formula for winning a championship, there is no cookie-cutter solution to overcoming these challenges. But with the right strategy and game plan, sports organizations can create a winning culture on and off the field, enabling them to overcome the obstacles they regularly face. Nevertheless, sports organizations are composed of many team members that never see the field or the court, but rather work behind the scenes and in the front office. To create a winning culture on and off the field, sports industry leaders need to look at the broader picture. To drive their business forward, organization executives need to create a compelling culture to attract and retain employees and keep them motivated. Billy Beane, former General Manager of the Athletics , used statistical analysis to assemble his team despite a tight budget and ultimately managed to reach the playoffs. By hiring an inspired and creative-thinking workforce that is willing to push the envelope, organizations can find a variety of ways to innovate their business strategy and continue to grow. Employing individuals who have a pulse on cutting-edge technology and a desire to make their organization better through innovation is a practice that can contribute to larger organizational success. If organizations want to thrive or even survive in the ever-changing landscape of the sports industry, they must employ people who are passionate about improving the status quo. By also creating effective and clear communication channels where employees can share potentially game-changing ideas with leadership, the sky is the limit. Tying it all together—What do you do about it? The sports industry has long been successful by delivering an exceptional product and providing a unique experience to all involved.

Whether the challenge your organization is facing is talent retention, organizational performance, cultural change, or building an inspired workforce, it is time to step up and face your rivals. The 21st-century workforce is here, and it demands an integrated human capital approach to rewrite rules, shift mind-sets, and adapt behaviors to lead sports organizations into the future. Nothing has Changed, The Employee App,

Chapter 2 : Deloitte Global Human Capital Trends Unveiled – Capital H Blog

The Deloitte Global Human Capital Trends report showcases a profound shift facing business leaders worldwide: The rapid rise of what we call the social enterprise. This shift reflects the growing importance of social capital in shaping an organization's purpose, guiding its relationships with stakeholders, and influencing its ultimate success or failure.

The rapid rise of what we call the social enterprise. In , we are witnessing seismic changes in the workforce, the workplace, and the technologies used in the world of work. Organizations are no longer assessed based only on traditional metrics such as financial performance, or even the quality of their products or services. Rather, organizations today are increasingly judged on the basis of their relationships with their workers, their customers, and their communities, as well as their impact on society at large—transforming them from business enterprises into social enterprises. In many ways, social capital is achieving a newfound status next to financial and physical capital in value. Building these relationships challenges business leaders to listen closely to constituents, act transparently with information, break down silos to enhance collaboration, and build trust, credibility, and consistency through their actions. This is not a matter of altruism: What is a social enterprise? A social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network. It is an organization that shoulders its responsibility to be a good citizen both inside and outside the organization , serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization. Organizations on the leading edge of both of these changes embody our concept of the social enterprise: We believe that it is driven by social, economic, and political changes that have grown since the global financial crisis. People today have less trust in their political and social institutions than they have in years; many expect business leaders to fill the gap. This point was made this year by BlackRock chief executive Laurence Fink. First, the power of the individual is growing, with millennials at the forefront. Second, businesses are being expected to fill a widening leadership vacuum in society. Across the globe, people trust business more than government. Citizens are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal and fair. This expectation is placing immense pressure on companies, but it is also creating opportunities. Organizations that engage with people and demonstrate that they are worthy of trust are burnishing their reputation, winning allies, and influencing or supplanting traditional public policy mechanisms. Third, technological change is having unforeseen impacts on society even as it creates massive opportunities to achieve sustainable, inclusive growth. Advances in artificial intelligence AI and new communications technologies are fundamentally changing how work gets done, who does it, and how it influences society. People increasingly realize that rapid technological change, while holding out the promise of valuable opportunities, also creates unforeseen impacts that can undermine social cohesion. Many stakeholders are alarmed, and they expect businesses to channel this force for the broader good. The good news is that technological advances can open up new opportunities for businesses to have a positive impact on society. Reflecting this view, 87 percent of C-level executives say that Industry 4. The increasingly hyper-connected nature of the workplace means that interactions between and among workers and the outside world can be a tremendous source for analysis if managed appropriately. Leaders need to take a proactive approach to managing this wealth of information and leveraging it to keep an eye on the trends both inside and outside of the workplace. It means treating all workers—on- and off-balance-sheet—in a fair, transparent, and unbiased way. By doing this, an organization invests both in its own workforce and in the workforce ecosystem as a whole, which benefits both the organization and society at large. Finally, a social enterprise seeks to actively manage its position in the social ecosystem by engaging with stakeholders and strategically determining and pursuing the kind of relationship it wants to maintain with each. This cannot be done in a siloed way. Hence, this year we have provided a set of actions that C-suite leaders can take related to each trend. Each area of focus requires strong collaboration amongst leaders both across the organization and outside of it. Importance and respondent readiness Respondents generally agree that, while each of the following trends is important, most

organizations are not yet ready to meet expectations. Explore the data further in the Global Human Capital Trends app. The symphonic C-suite Trend 1. This approach enables the C-suite to understand the many impacts that external forces have on and within the organizationâ€”not just on single functionsâ€”and plot coordinated, agile responses. The symphonic C-suite is the next stage in the ongoing evolution of leadership models. This new model is necessary to help leaders to understand, manage, and respond to the complex social capital issues that organizations face, enabling them to tap opportunities, manage risks, and build relationships with internal and external stakeholders. The pace and complexity of the changes involved, and the high stakes of success or failure, elevate these as C-level issues, which cannot be delegated or approached in silos. Only a symphonic C-suite team is sufficient for the scale and speed of the following nine trends. In our chapter on the symphonic C-suite, we call out specific actions executives can take to drive greater collaboration. The power of the individual As the power of the individual grows, organizations are revamping their approaches to workforce management, rewards systems, and career models to better listen and respond. In particular, as workers and networks outside the organization grow in importance, companies are striving to build effective ongoing relationships with every segment of the workforce ecosystem. Managing beyond the enterprise Business leaders and chief human resources officers CHROs recognize the need to actively and strategically manage relationships with workforce segments beyond the enterprise, which increasingly affect how an organization delivers services and interacts with customers. When asked to forecast the makeup of their workforce in , 37 percent of survey respondents expected a rise in contractors, 33 percent foresaw an increase in freelancers, and 28 percent expected growth in gig workers. Organizations are finding ways to align their culture and management practices with these external talent segmentsâ€”engaging the workforce ecosystem for mutual benefit. Personalized, agile, and holistic Leveraging their power as individuals, employees are asking for more personalized, agile, and holistic rewards, including a focus on fair and open pay. Early experiments are exploring how to develop a holistic variety of rewards and match them to individual preferences, across diverse talent segments and on a continuous basis. From careers to experiences: New pathways In a 21st-century career, the individual and his or her experiences take center stage. Instead of a steady progression along a job-based pathway, leading organizations are shifting toward a model that empowers individuals to acquire valuable experiences, explore new roles, and continually reinvent themselves. However, 59 percent of our survey respondents rate their organizations as not effective or only somewhat effective at empowering people to manage their own careers. Improvement in this area is essential to attract critical talent, especially as technology shifts the skills landscape. Those in this vanguard are finding rich opportunities to build social capital and become a leading voice on key societal issues. Work in an era of year lives Forward-looking organizations see extended longevity and population aging as an opportunity. This longevity dividend enables companies to both address a pressing societal issue and tap into a proven, committed, and diverse set of workers. However, doing this requires innovative practices and policies to support extended careers, as well as collaboration between business leaders and workers, to tackle shared challenges such as age bias and pension shortfalls. Citizenship and social impact: Engagement with other stakeholders on topics such as diversity, gender pay equity, income inequality, immigration, and climate change can lift financial performance and brand value, while failure to engage can destroy reputation and alienate key audiences. Many organizations are still catching up: A strategy and a responsibility As the line between work and life blurs further, employees are demanding that organizations expand their benefits offerings to include a wide range of programs for physical, mental, financial, and spiritual health. In response, employers are investing in well-being programs as both a societal responsibility and a talent strategy. Leveraging technology for sustainable growth Organizations are looking to capitalize on the benefits of a surge of new AI-based software, robotics, workplace connectivity tools, and people data applications, while also mitigating potential downsides and unforeseen effects. These tools and investments can help to redesign work architecture, lift productivity, and enhance people efforts, but organizations must also pay attention to and respect their impacts on the workforce as a whole. AI, robotics, and automation: Put humans in the loop The influx of AI, robotics, and automation into the workplace has dramatically accelerated in the last year, transforming in-demand roles and skills inside and outside organizations. Survey respondents predict

tremendous future demand for skills such as complex problem-solving 63 percent , cognitive abilities 55 percent , and social skills 52 percent. To be able to maximize the potential value of these technologies today and minimize the potential adverse impacts on the workforce tomorrow, organizations must put humans in the loop—reconstructing work, retraining people, and rearranging the organization. New communications tools are rapidly entering the workplace. But as these tools migrate from personal life to the workplace, organizations must apply their expertise in team management, goal-setting, and employee development to ensure that they actually improve organizational, team, and individual performance and promote the necessary collaboration to truly become a social enterprise. Like the outside world, organizations are becoming hyper-connected; can they also become hyper-productive? How far is too far? The rapid increase in data availability and the advent of powerful people analytics tools have generated rich opportunities for HR and organizations—but they are now also generating a variety of potential risks. While more than half of our survey respondents are actively managing the risk of employee perceptions of personal data use, and a similar proportion is managing the risk of legal liability, only a quarter are managing the impact on their consumer brand. Organizations face a tipping point: Develop a set of well-defined policies, security safeguards, transparency measures, and ongoing communication around the use of people data, or risk employee, customer, and societal backlash. A call to action The Global Human Capital Trends report sounds a wake-up call for organizations. The rise of the social enterprise requires a determined focus on building social capital by engaging with diverse stakeholders, accounting for external trends, creating a sense of mission and purpose throughout the organization, and devising strategies that manage new societal expectations. In this new era, human capital is inextricably tied to social capital. This reality demands a fundamental pivot in how organizations do business today—and how they prepare for the human capital challenges of the future. Trend importance by region, industry, and organization size Appendix B: She is based in London. He is based in Oakland, CA. He is based in Delhi. He is based in New York City. She is based in New York City. Acknowledgements Cover image by: Traci Daberko Endnotes Deloitte, The business case for inclusive growth: Arriving now , Deloitte University Press, February 28,

Chapter 3 : Global Human Capital Trends | Deloitte Insights

Deloitte Global Human Capital Trends Unveiled "The rise of the social enterprise" emphasizes the need for realignment among the C-suite to focus on business's evolving role in society Posted on May 9,

Organizations find they are increasingly expected to exercise their ability to do social good, both externally for customers, communities and society, as well as internally for their employees. True social enterprises must take a total stakeholder approach to pressing public issues to maintain reputation and relevancy. Among the many factors contributing to the rise of the social enterprise, we see three powerful macro forces driving the urgency of this change. First, the power of the individual is growing, with millennials at the forefront. According to the Deloitte Millennial Survey , 86 percent of millennials think that business success should be measured in terms of more than just its financial performance. Thirty-four percent have few or poorly funded citizenship programs, and 22 percent are not focused on this at all. Second, businesses are being expected to fill a widening leadership vacuum in society. There is a widespread perception that political systems are growing more and more polarized and less and less effective at meeting social challenges. Citizens are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal or fair. At the same time, it is also creating opportunities. Organizations that engage with people and demonstrate that they are worthy of trust are polishing their reputation, winning allies, and influencing or supplanting traditional public policy mechanisms. Third, technological change is having unforeseen impacts on society even as it creates massive opportunities to achieve sustainable, inclusive growth. Advances in artificial intelligence AI and new communications technologies are fundamentally changing how work gets done, who does it, and how it influences society. Many stakeholders are alarmed, and they expect businesses to channel this force for the broader good. In the past year, organizations have become laser-focused on how automation-induced job shifts will impact individuals. Our trends research shows that more than 4 in 10 companies believe automation will have a major impact on jobs, and 61 percent are now actively redesigning jobs around AI and robotics. Additionally, 72 percent of HR and business leaders rated the topic of AI as important or very important, yet only 31 percent feel ready to navigate changes. At the same time, 42 percent believe AI will be widely deployed in their companies within years. The power of the individual requires a holistic approach to jobs and careers. Against this backdrop, companies and individuals realize the traditional career model is becoming defunct. Forty-seven percent of those surveyed consider building new career models and skills as very important. More than 54 percent have no programs in place to build the skills of the future, and only 18 percent feel they give employees opportunities to develop themselves. To be true to their role as drivers of change in the social enterprise, companies need to work to develop and implement robust solutions to decrease the growing skills gaps. Tackling the issues requires a cohesive, C-suite-led response. Respondents overwhelmingly point to the need for a symphonic C-suite—a team-based, cross-disciplinary approach to tackling complex issues—with 85 percent calling this trend important or very important. Survey results show companies where C-suite executives regularly collaborate are one-third more likely to be growing 10 percent more than companies whose leadership operates in siloes. Explore the report like never before This is just a sampling of the rich insights and data that can be found in the Deloitte Global Human Capital Trends report.

Chapter 4 : Deloitte Human Capital Trends Report for South Africa - Talent Talks Africa

The Deloitte Global Human Capital Trends report showcases a profound shift facing business leaders worldwide: The rapid rise of what we call the social enterprise. This shift reflects the growing importance of social capital in shaping an organization's.

By Krasi Shapkarova - August, 23rd The world of work is changing, and as a career coach, I like to stay informed on what the future holds for job seekers and employers. According to the page document, is the year we see the rise of the social enterprise: As the social impact career coach at the Johns Hopkins Carey Business School, I am excited to read about the shift toward social enterprise. Teams Leading Teams For organizations to successfully approach and realize the remaining nine trends, they need a team of senior leaders who perform well independently and also play nice and collaborate with their counterparts across functionalities. In other words, C-Suite executives need to function as a unified team in order to address the types of cross-disciplinary problems organizations encounter. Though the report indicates that most companies are not ready for the transition to the new symphonic C-Suite, it does offer ideas on how that could happen. Talent sourcers may want to familiarize themselves with the needs and expectations of the new workforce so that they attract qualified candidates ready to bring value. Deloitte recommends four strategies to address the challenge of a non-traditional workforce: Personal, Agile, and Holistic The report identifies three areas of misalignment between employee preferences and what organizations offer: Employees more than ever have impact on the different ways in which an employer rewards them, and if businesses want to grow, they need to listen to what the new workforce is asking for. New Pathways The linear career path is a whisper from the past. Technological advancements disrupt the traditional career development process, and to help their employees prepare for a 21st-century career, organizations need to provide necessary training and learning opportunities. The skills required for the jobs of the future are not what people expect to see. Social skills, it seems, are what matters most. Work in an Era of Year Lives People are living longer and organizations need to find ways to engage workers across different generations. Employing older workers could become a competitive advantage but only if organizations are prepared to make it so. Companies may want to focus on providing reskilling opportunities that allow them to retain the older workforce, who in turn could serve as mentors and coaches for newer generations. With trends 2 and 3 in the mix, employers can benefit from retirees looking to engage on a part-time or gig basis, taking into consideration their lifestyle preferences. Addressing the aging workforce is set to be a challenge, however, because as the survey identifies, age bias is quite prevalent. Citizenship and Social Impact: Society Holds the Mirror I may be biased, but this is definitely my favorite trend. The future workforce demands purpose-focused companies with a positive impact on their employees and the communities in which they operate. A Strategy and a Responsibility For years, it has been perfectly acceptable to come across findings that employees in the United States are highly stressed and disengaged. Work was work and people were expected to seek enjoyment and fulfillment outside of it. Treating your employees well is the right thing to do and it also boosts productivity. Though many organizations have started offering wellness programs beyond physical health, including financial wellness, mindfulness, stress management, the report indicates that there is a gap between what employees value student loan support, volunteerism, and opportunities for local citizenship and what employers offer. AI, Robotics, and Automation: AI technologies are used in the hiring process, to conduct video interviews, use algorithms to select appropriate candidates, and evaluate fit. Now that sounds like a workforce of the future! Technical skills are required for only a small portion of the future workforce so candidates who display high-level human skills will appeal to employers. Is your job an endless loop of emails, messages and phone calls? Survey findings indicate an expectation for reduced face-to-face interactions and an increase in a variety of communication platforms. How Far is Too Far? Develop a set of well-defined policies, security safeguards, transparency measures, and ongoing communication around the use of people data, or risk employee, customer, and societal backlash. Concerns about privacy, security, and transparency have made many employees irked and mistrustful.

Chapter 5 : Merging Performance Management and People Analytics – Capital H Blog

Global Human Capital Trends: The rise of the social enterprise A profound shift is facing business leaders worldwide: The rapid rise of the social enterprise, reflecting the growing importance of social capital in shaping an organization's purpose, guiding its relationships with stakeholders, and influencing its ultimate success or failure.

Chapter 6 : , Company and Trends - Human Resources Today

Our global survey of more than 11, business and HR leaders across countries, reveals 10 areas for businesses to focus on to better organise, manage, develop and align people at work.

Chapter 7 : Deloitte’s Global Human Capital Trends | Carey the Torch

Global Human Capital Trends. The rise of the social enterprise. View Introduction. The symphonic C-suite: Teams leading teams Introducing the Deloitte Human.

Chapter 8 : Global Human Capital Trends Survey

Deloitte has just released its Human Capital Trends report based on a survey of more than 11, human resources and business leaders around the world.. The annual study, this year focusing.

Chapter 9 : Deloitte Global Human Capital Trends | Social Enterprise

Dimple Agarwal, of Deloitte MCS Limited, is the global leader of Organization Transformation and Talent for Deloitte's Human Capital practice. She is based in London. She is based in London. Josh Bersin, a principal with Deloitte Consulting LLP, leads Bersin & Associates, now Bersin, Deloitte Consulting LLP.