

ENGAGING THE 21ST-CENTURY WORKFORCE

GLOBAL MULTIGENERATIONAL WORKFORCE

The 21st-century workforce is global, highly connected, technology-savvy, and demanding. Its employees are youthful, ambitious, and filled with passion and purpose. Millennials are a major force—but so are older workers, who remain engaged and valuable contributors.

Global demographic changes are adding complexity to every human capital challenge. A Deloitte survey spanning 90 countries looked at the talent issues that can threaten organizational effectiveness. Businesses need a new approach to managing human capital—and HR needs new skills to deliver it.

COMPANIES AREN'T READY

Across the 12 human capital trends, there is an average 23 percent “capability gap” between the urgency business leaders see in a trend and how ready they are to handle it.

IT ALL STARTS WITH DEVELOPING LEADERS

Among all trends surveyed, leadership was the most urgent. But it also had the largest gap between urgency and readiness. Organizations must close that gap to be ready to lead the new workforce.

FINDING AND KEEPING THE RIGHT PEOPLE IS CRITICAL

A new generation prizes meaning more, money less.

REINVENTING HR

With big data, analytics, and the cloud, it's time to go from talking to delivering.

Of large employers surveyed,



86% of respondents rate leadership as “urgent” or “important”

But only 13% say they do an excellent job at it



38% of organizations surveyed say they do a weak job aligning personal goals with corporate purpose



45% say they're “not ready” in HR analytics



56% say they have no plans to replace current HR technology



THE RISE OF THE OVERWHELMED EMPLOYEE

Fewer than half of business leaders surveyed believe their organizations are doing a good job helping workers address information overload and today's demanding work environment.