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## **Global Human Capital Trends 2015 Leading in the new world of work**

**Today's HR challenges require a new playbook—one that helps make HR more agile, forward thinking, and bolder in its solutions.**

**Baku, 10 April 2015** - According to Deloitte's 2015 Global Human Capital Trends survey, employee engagement and culture issues exploded onto the scene, rising to become the no. 1 challenge companies face around the world.

Culture drives many outcomes in organizations, perhaps most prominently, employee engagement and retention. That can spell bad news for many companies. More than half of respondents say their organizations have either a poor program or no program to measure and improve engagement. Explore the missing links in the culture-engagement connection and potential ways to close the gaps.

Global organizations today navigate a “new world of work”—one that requires a dramatic change in strategies for leadership, talent, and human resources. More than 3,300 organizations from 106 countries contributed to Deloitte's Global Human Capital Trends 2015 survey, assessing the importance of specific talent challenges and their readiness to meet them.

This report explores 10 major trends that emerged from our research, which reflects four major themes for 2015: leading, engaging, reinventing, and reimagining. We present the capability gaps associated with each of these trends and offer practical insights to help you address these challenges in your organization. We also outline six key findings and invite you to interact with the Human Capital Trends Dashboard to explore the trends by geography, industry, and company size.

### **Leadership. Why a perennial issue?**

Deloitte's Global Human Capital Trends 2015 report indicates a continuing lack of progress in addressing what has become a perennial organizational challenge: leadership. In today's competitive business environment and rapidly evolving world of work, organizations should continuously develop a robust portfolio of leaders who are ready to engage employees, push forward growth strategies, drive innovation, and work directly with customers. Companies that fail to invest continuously in the leaders of tomorrow may find themselves falling behind their competitors.

### **Learning and development. Into the spotlight**

Learning has become a business-critical priority for increasing skills, improving the leadership pipeline, and enhancing employee engagement and retention—one of the biggest challenges cited by respondents in Deloitte's Global Human Capital Trends 2015 survey.

Faced with gaps in talent and skills, many companies that compete globally for scarce, critical talent are starting to invest more heavily in learning and development to build the skills they need. They're adopting new technologies, consolidating offerings, carefully balancing centralization and distribution, and reimagining what the learning experience can and should be. As the corporate learning market undergoes a digital transformation, it's time to assess your current learning environment and implement a new vision to help build a corporate learning experience that affects every employee in a significant way.

### **Workforce on demand. Are you ready?**

Nearly half (49%) of respondents in Deloitte's Global Human Capital Trends 2015 survey say their need for contingent workers will keep growing over the next three to five years. Managing this complex workforce effectively and with greater sophistication requires new, integrated relationships across HR and procurement, as well as with business leaders.

### **Performance management. The secret ingredient**

Today's organizations should closely examine their performance processes and push toward simplification and strengths-based assessment and coaching. The days of traditional appraisals and forced ranking are coming to an end; performance management is now a tool for greater employee engagement.

### **Simplification of work**

Technology, globalization, and compliance needs continuously add complexity to work. Left unaddressed, this can lead to an organizational environment that damages employee engagement, lowers quality, and reduces innovation and customer service. At the same time, technology and design thinking are converging in a way that can offer significant opportunities to get ahead of the curve. Business and HR leaders should put "simplification" on the agenda for 2015 and focus on individual, organizational, and work-specific programs that reduce complexity and help people focus on what really matters.

### **Machines as talent. Collaboration, not competition**

Cognitive computing technologies are now able to perform many tasks once considered solely the domain of humans. Speech recognition, visual perception, sensor technology, and artificial intelligence are all converging to produce machines that talk, see, read, listen, and even learn by watching videos. What does this mean for the workplace?

Business and HR leaders should look beyond the alarmist hype of predictions that employees are doomed to be replaced by thinking machines and advanced robotics. HR's role should be to focus on the opportunities cognitive technologies offer through collaboration between people and machines to help make companies more efficient, productive, and profitable, and jobs more meaningful and engaging. Both business leaders and HR professionals should seize this opportunity to think creatively in helping their organizations take full advantage of emerging cognitive technologies.

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