



## **Global Human Capital Trends 2016**

The new organization: Different by design

China Data

# Global Human Capital Trends 2016

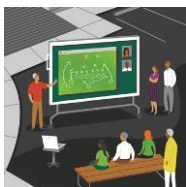
The new organization: Different by design

Deloitte  
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Press



# This year's 10 trends

This fourth annual survey of 7,000 HR and business leaders globally ranks 10 key trends and companies' readiness to them.



## Organizational structure: The rise of team

Business are reinventing themselves to operate as networks of teams to keep pace with the challenge of a fluid, unpredictable world.



## Leadership awakened: Generations, teams, science

How ready will these future business leaders be to take charge in a increasingly complex global market?



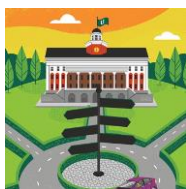
## Culture: Shape culture, drive strategy

The impact of culture on business is hard to overstate: 82% of respondents believe that culture is a potential competitive advantage.



## Engagement: Always on

Employee engagement and retention today means understanding and empowered workforce's desire for flexibility, creativity and purpose.



## Learning: Employees take charge

Corporate learning departments are changing from education providers to content curators and experience facilitators.



## Design thinking: crafting the employee experience

Design thinking is helping to improve productivity by designing solutions that are at once compelling, enjoyable, and simple.



## HR: Growing momentum toward a new mandate

As companies change the way they are organized, they must embrace the changing role of HR as well.



## People analytics: Gaining speed

Organizations are aggressively building people analytics team, buying analytics offerings, and developing analytics solutions.



## Digital HR: Revolution, not evolution

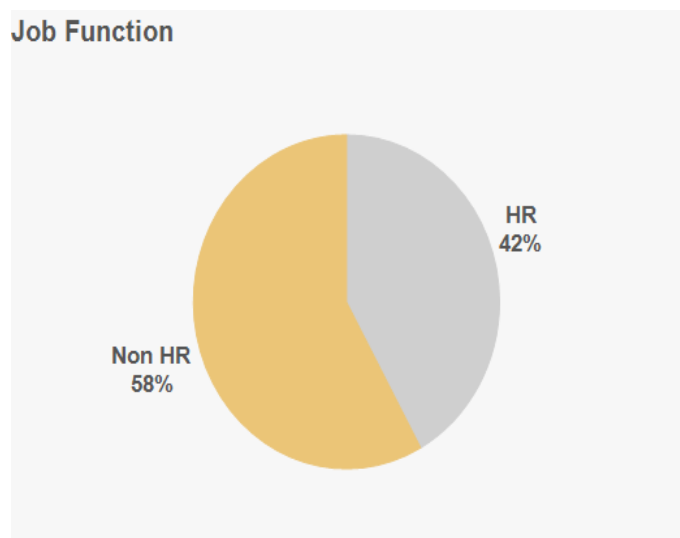
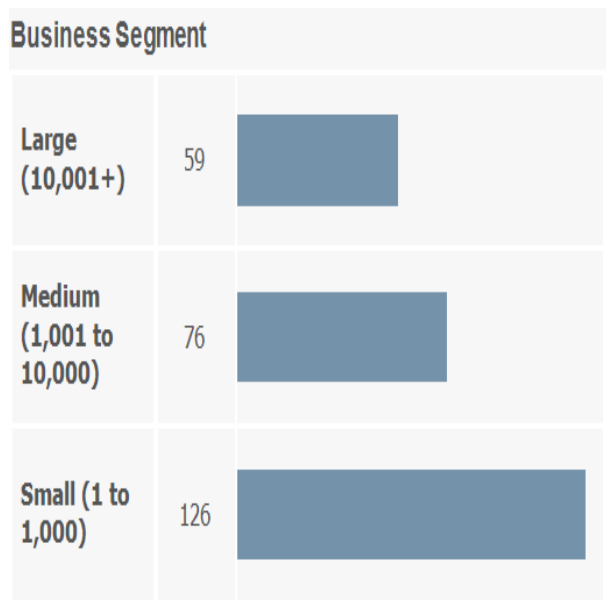
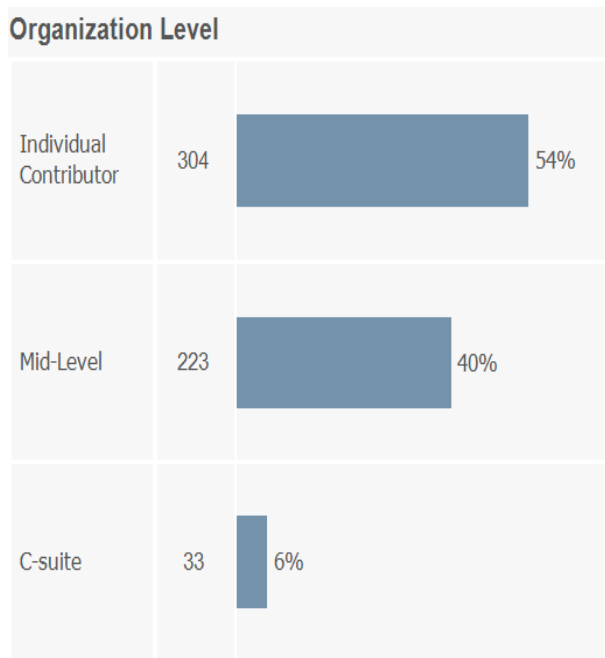
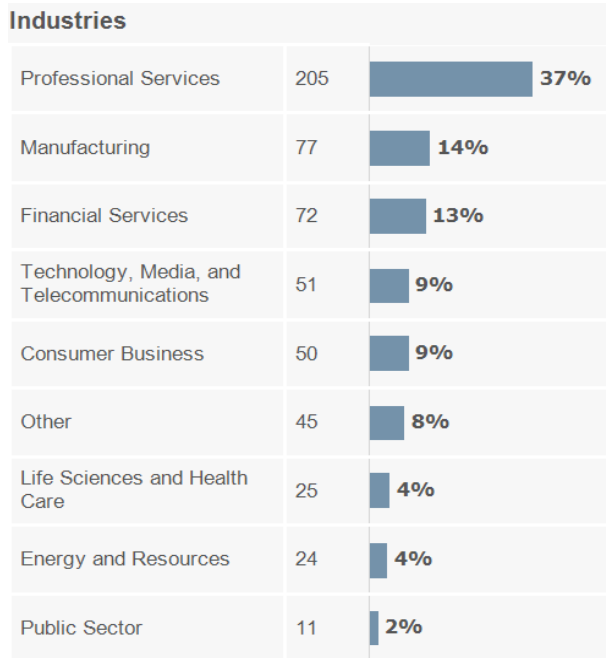
Mobile and other technologies could allow HR leaders to revolutionize the employee experience.



## The gig economy: Distraction or disruption?

Networks of people who work without any formal employment agreement are reshaping the talent management equation.

# Demographics — China

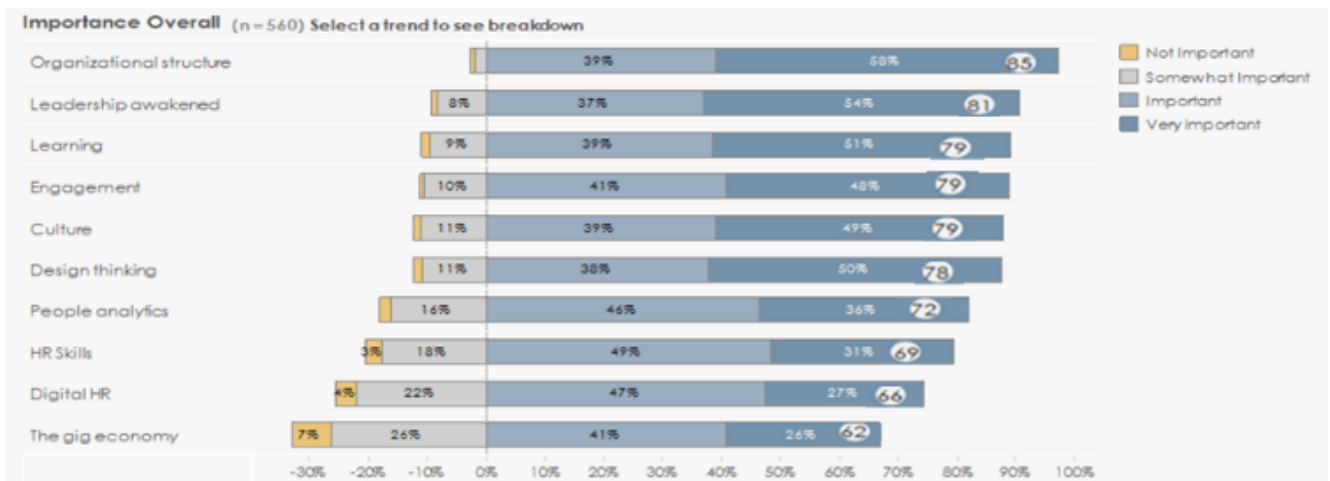


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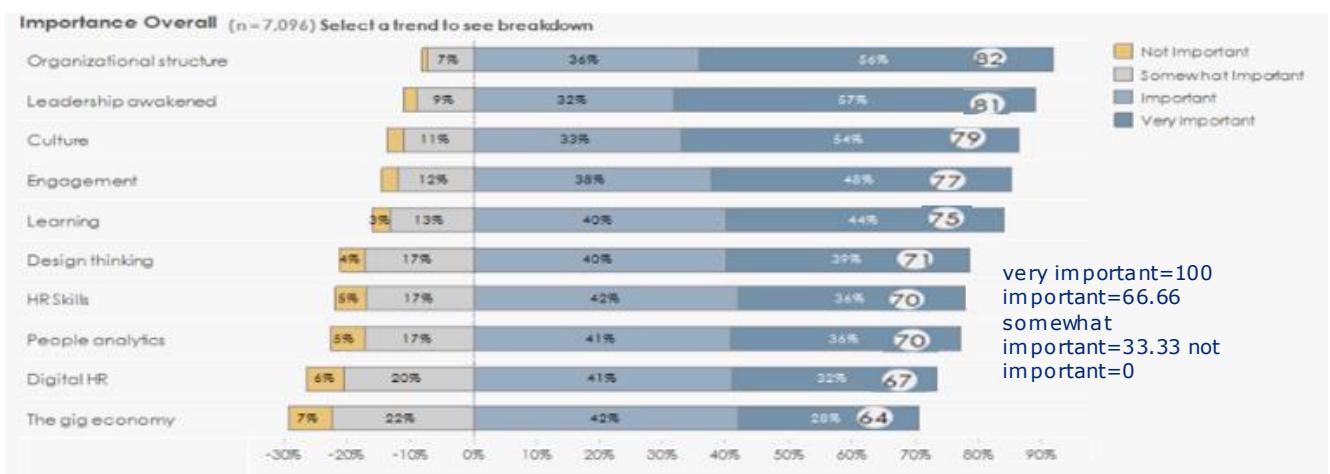
# The comparison between Chinese and global results in relative importance

- The top three trends for China, are *Organizational structure*, *Leadership awakened*, and *Learning*. Global top three trends are *Organizational structure*, *Leadership awakened*, and *Culture*.
- *Organizational structure* becomes the No.1 priority in China and around the world.
- According to our weighted average analysis of quantified data, the grade point averages among all Chinese results are 14% higher than those of Global.

## China



## Global

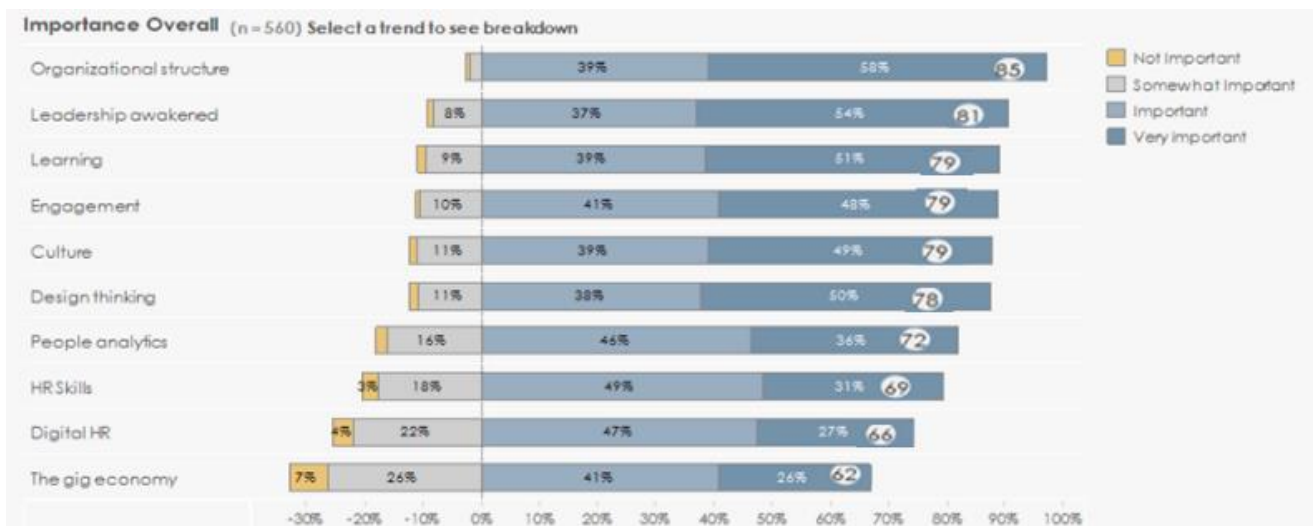


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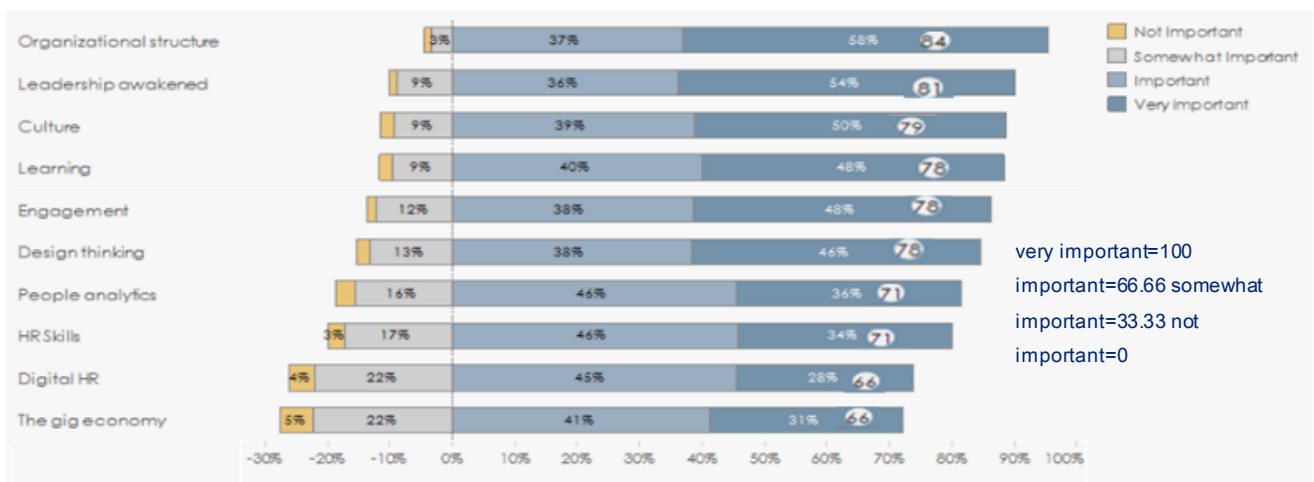
# The comparison between Chinese and Asian results in relative importance

- *Organizational structure* and *Leadership awakened* are two most important issues in both China and Asia. The third important issue in China and Asia are *Learning* and *Culture* respectively.
- We carry on the similar approach as before to analyze the average point of every item in China Asia checklist. Asia obtains almost same average point among each items as that of Cand hina.

## China



## Asia

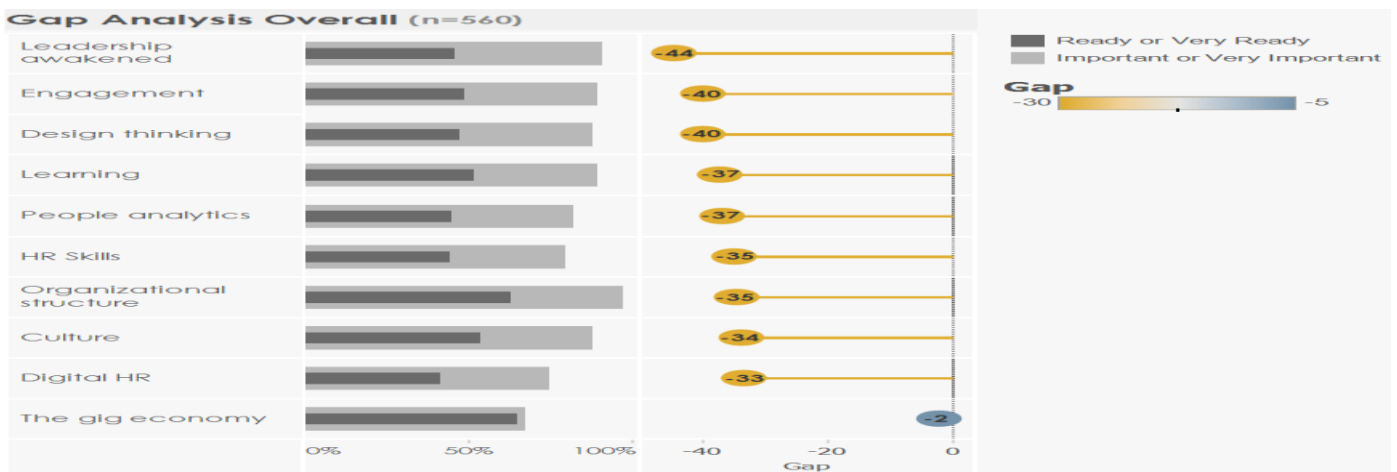


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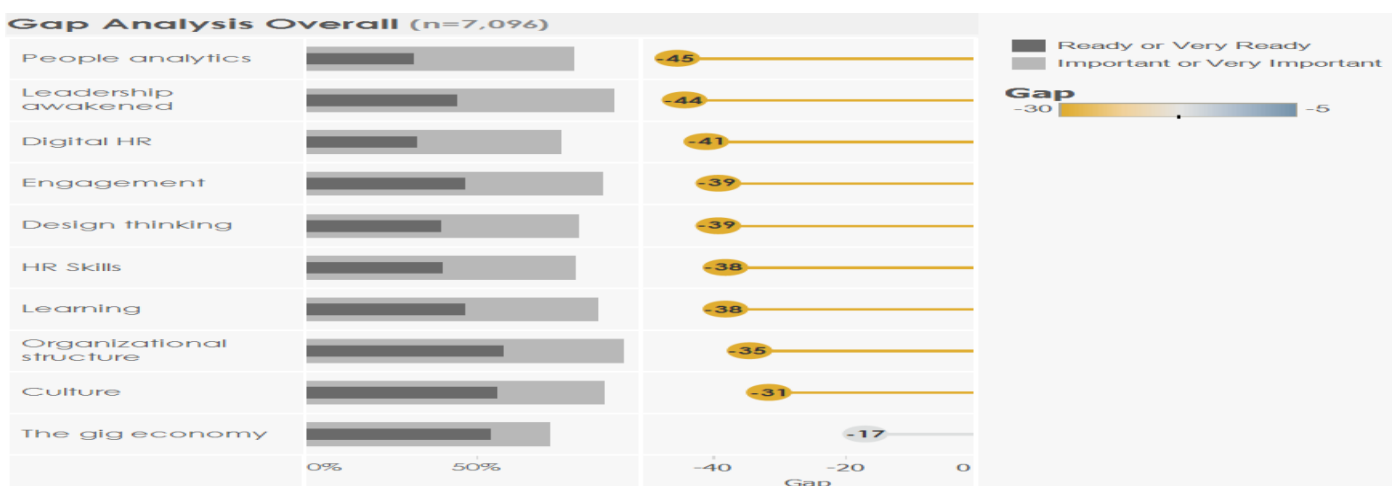
# The comparison between Chinese and Global results in capability gap

- It is clear China's capability gap of almost every item is merely slightly lower than global one. The result implies that most Chinese companies have gradually realized the importance of these issues.
- The biggest gaps in China and the World exist in *Leadership awakened* and *People analytics* respectively. Both China and the World have relatively bigger gaps in *Leadership awakened*, *People analytics*, and *Engagement* than other items.

## China



## Global

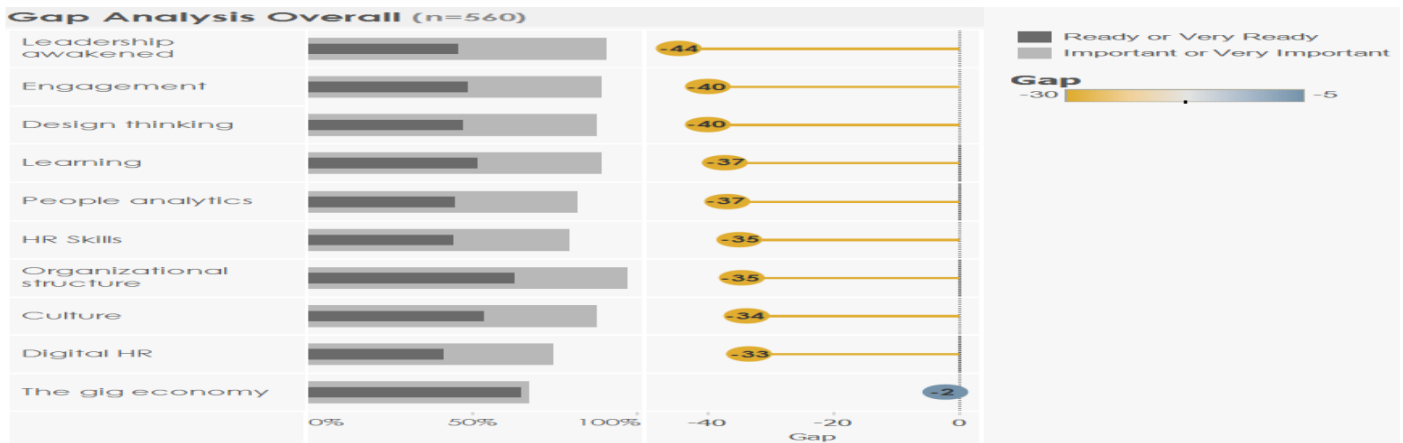


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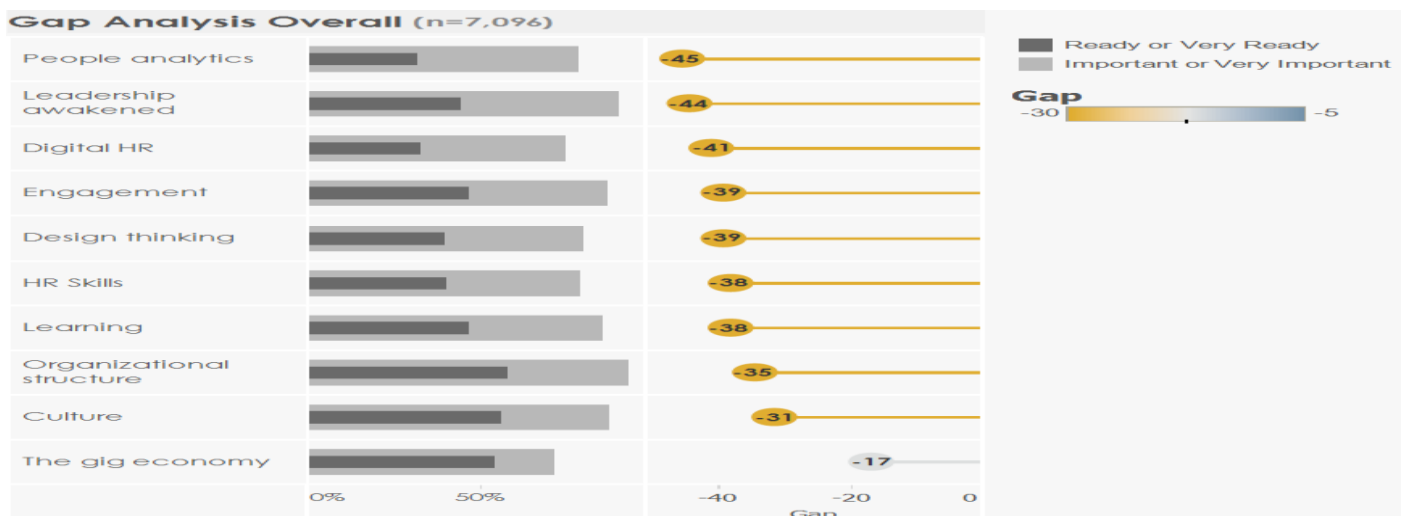
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## China



## Global



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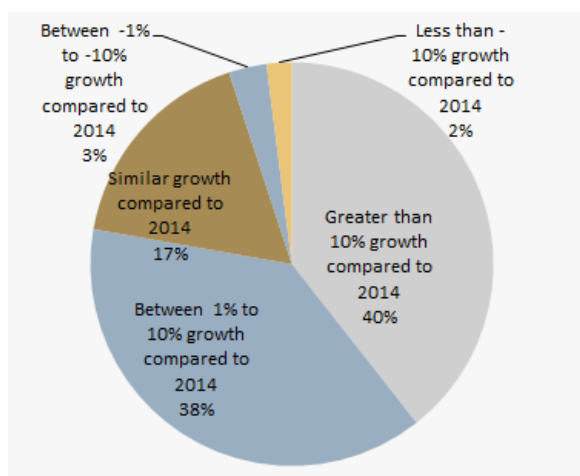


## 2016 Business outlook

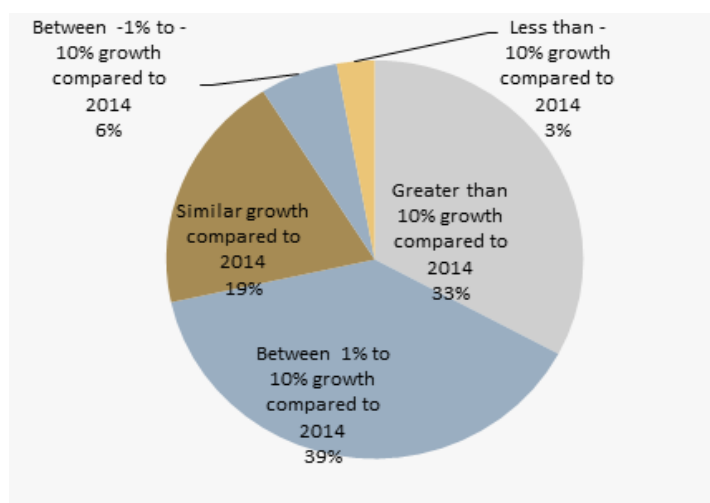
# China has more positive expectation than Asia and the world

- 77% of Chinese respondents are looking for growth in 2016, much higher than 72% in Asia and 70% in the world.
- 39% of Chinese respondents expect more than 10% growth compared to 2014, higher than 33% in Asia and 21% around the world.
- Only 5% of Chinese respondents think there will be negative growth in 2016.

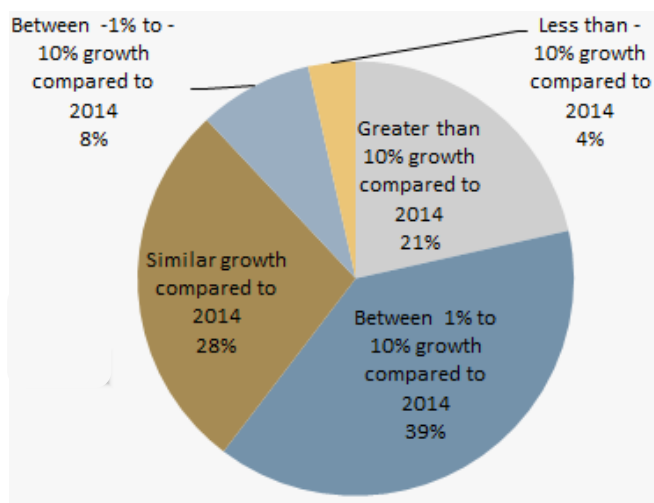
### China



### Asia



### Global



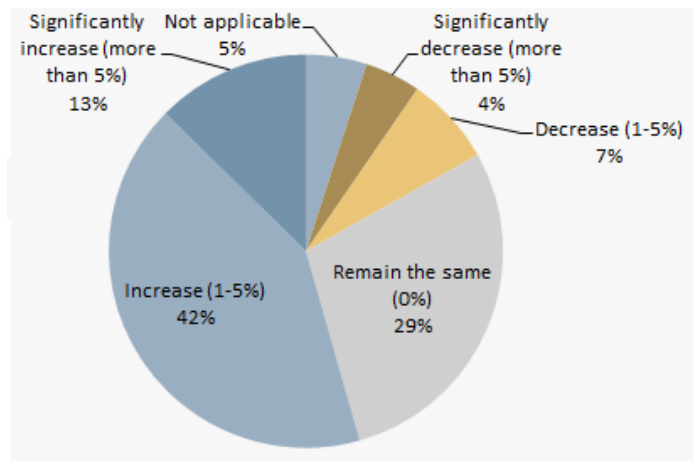
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# HR investment in next 12-18 months

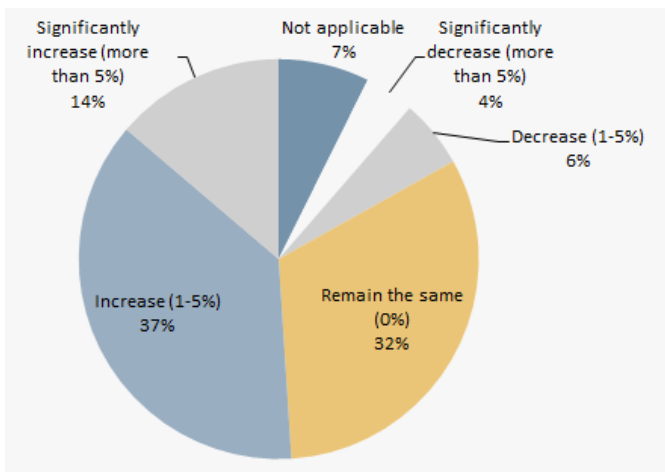
## The percentage of Chinese companies that will increase HR investment is higher than that of Asia and the world.

- 55% of Chinese respondents think they will increase the investment in HR, higher than 51% in Asia and 49% around the world.
- Only 5% of Chinese respondents will significantly decrease the investment in HR (more than 5%).
- Nearly half of global companies will increase HR investment.

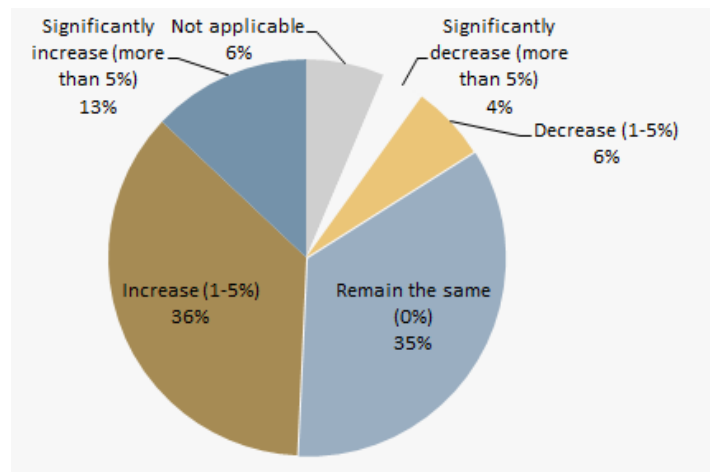
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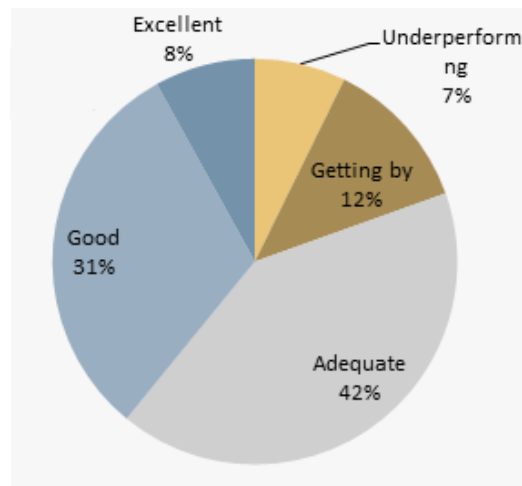
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## HR and talent program report cards

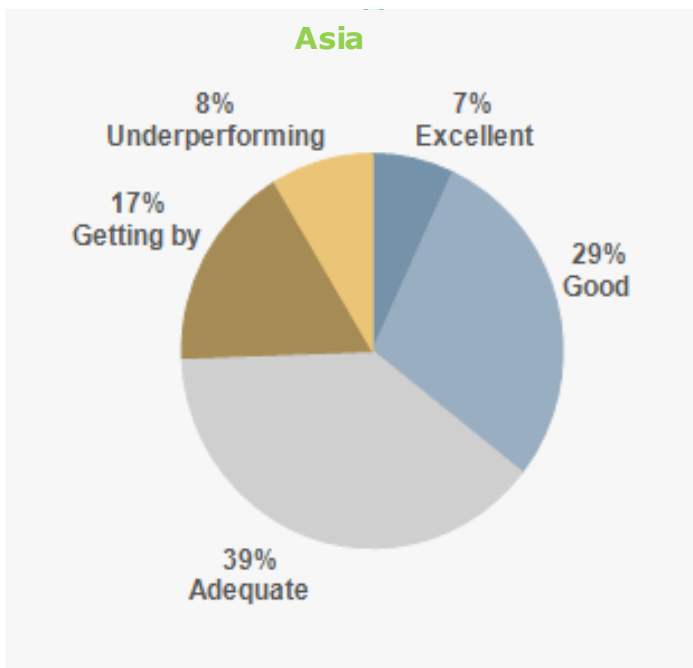
# The situation of China is better than that of Asia and the world

- Only 19% of the Chinese quantified their performance as “Underperforming” or “Getting by”, while 30% of global respondents and 25% Asian respondents scored themselves in these two levels.
- Comparing these data with last-year data, the percentage of respondents, accessing themselves as “Underperforming” or “Getting” by”, has been decreased by 24%.
- 39% of Chinese respondents quantified their performance as “Excellent” or “Good”. The percentage is higher than that of Asia (36%) and the world (38%).

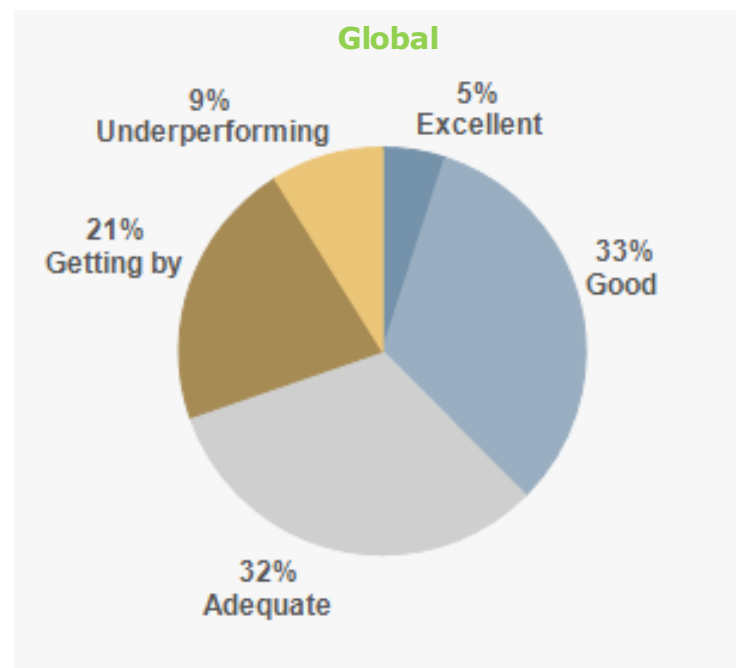
### China



### Asia



### Global



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