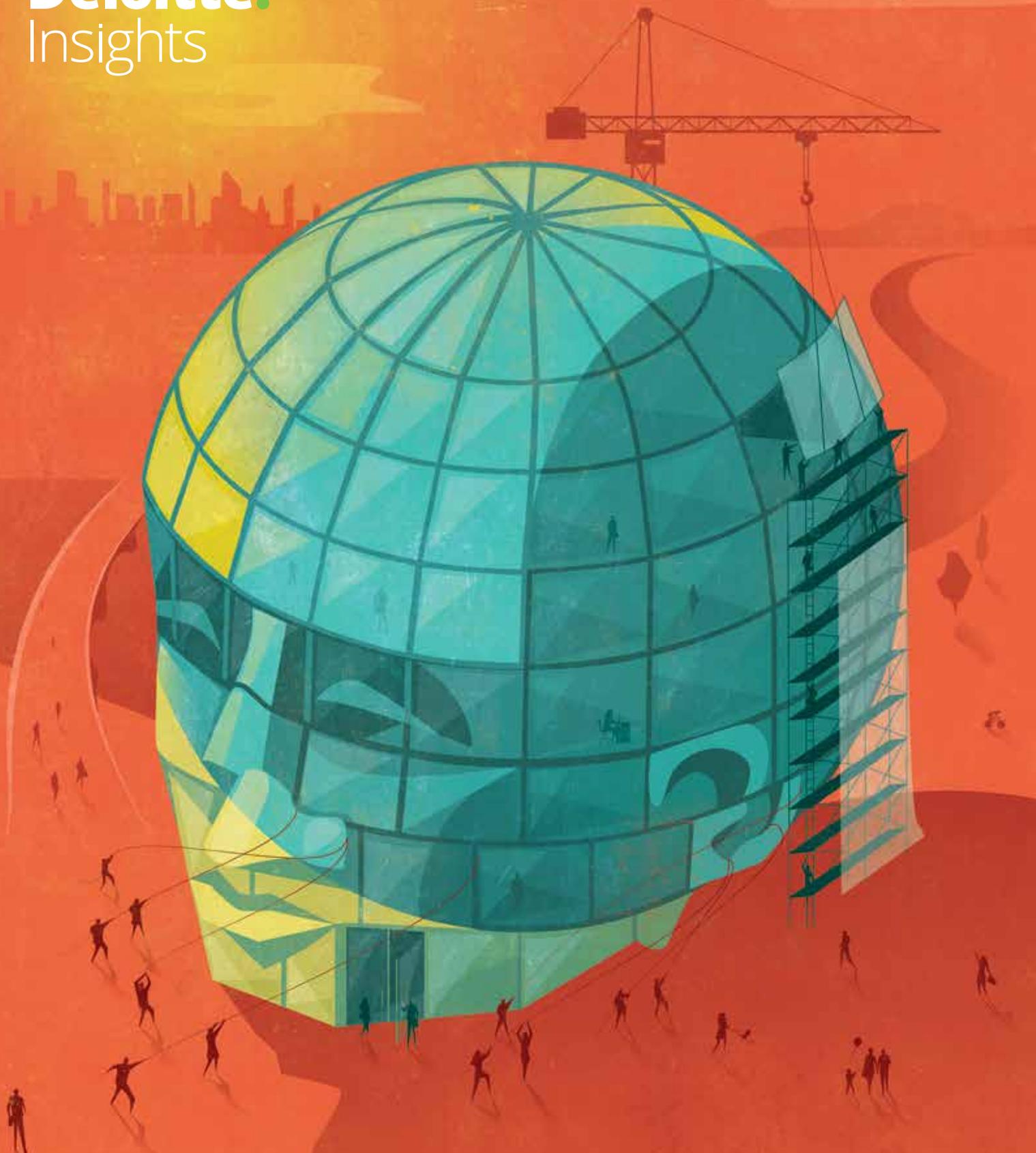**Deloitte.**
Insights

The rise of the social enterprise

2018 Deloitte Global Human Capital Trends

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COVER AND CHAPTER ILLUSTRATIONS BY TRACI DABERKO

This year's 10 trends

The 2018 Deloitte Global Human Capital Trends report, drawing on a survey of more than 11,000 HR and business leaders globally,describes the emergence of the social enterprise as a response to heightened societal expectations and rapid technological change—and the human capital implications for organizations to address today.

THE SYMPHONIC C-SUITE: TEAMS LEADING TEAMS

Senior leaders can't afford to work in silos in today's complex, dynamic environment. The goal is to act as a symphony of experts playing in harmony—instead of a cacophony of experts who sound great alone, but not together.

THE WORKFORCE ECOSYSTEM: MANAGING BEYOND THE ENTERPRISE

The composition of the workforce is changing dramatically. As alternative work arrangements become more common, how can organizations appeal to, engage with, and drive value through workers of all different types?

NEW REWARDS: PERSONALIZED, AGILE, AND HOLISTIC

Why have rewards remained stuck in the past, when almost every other aspect of HR has undergone transformative change? Leading companies are now undertaking the hard work of creating personalized rewards programs based on understanding each individual's needs.

FROM CAREERS TO EXPERIENCES: NEW PATHWAYS

Rather than an orderly, sequential progression from job to job, 21st-century careers can be viewed as a series of developmental experiences, each offering the opportunity to acquire new skills, perspectives, and judgment.

THE LONGEVITY DIVIDEND: WORK IN AN ERA OF 100-YEAR LIVES

People are living longer, and organizations are shifting their attitudes toward older workers as a result. Organizations that can turn advancing worker age into an asset could gain a competitive advantage.

CITIZENSHIP AND SOCIAL IMPACT: SOCIETY HOLDS THE MIRROR

Stakeholders today are taking an intense look at organizations' impact on society, and their expectations for good corporate citizenship are rising. In an effort to meet these expectations, leading organizations are making citizenship a core part of their strategy and identity.
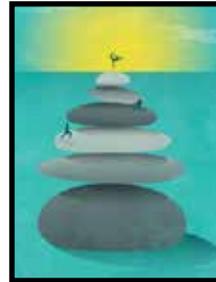
WELL-BEING: A STRATEGY AND A RESPONSIBILITY

Many employers are putting in place innovative programs for financial wellness, mental health, healthy diet and exercise, mindfulness, sleep, stress management, and more. The aim? To both increase worker productivity and meet new social expectations.

AI, ROBOTICS, AND AUTOMATION: PUT HUMANS IN THE LOOP

As AI and other advanced technologies permeate the workplace, skills such as critical thinking, creativity, and problem-solving gain in importance. Leading companies are recognizing that these technologies are most effective when they complement humans, not replace them.

THE HYPER-CONNECTED WORKPLACE: WILL PRODUCTIVITY REIGN?

Workplaces are being flooded with new and exciting communications tools, each promising to improve productivity. But management must still make important decisions about which tools to use and how to use them—including, perhaps, the decision not to use certain tools at all.

PEOPLE DATA: HOW FAR IS TOO FAR?

The use of workforce data to analyze, predict, and help improve performance has exploded over the last few years. But as organizations start to use people data in earnest, new risks as well as opportunities are taking shape.

People data

How far is too far?

The domain of people analytics is growing rapidly, offering new opportunities to better hire, manage, retain, and optimize the workforce. As organizations collect more personal and business data about their employees, however, they raise growing risks and ethical questions about data security, transparency, and the need to ask permission. Organizations now need robust security safeguards, transparency measures, and clear communication around their people data efforts—or they could trigger employee privacy concerns and backlash over data abuse.

THE use of workforce data to analyze, predict, and improve performance has exploded in practice and importance over the last few years, with more growth on the horizon. In our 2018 *Global Human Capital Trends* survey, 84 percent of respondents viewed people analytics as important or very important, making it the second-highest-ranked trend in terms of importance.

What explains this surge? We see three converging forces driving people analytics:

- A growing emphasis on critical workforce issues such as productivity and employee engagement, as well as on social issues such as diversity and gender pay equity, is raising CEO-level questions about the best way to lead and manage people.
- Big HR investments in people analytics are yielding many new sources of data. Our research shows that more than 70 percent of respondents are in the midst of major projects to analyze and integrate data into their decision-making.

- Organizations are growing more anxious about their ability to protect employee data—and for good reason. This year, only 10 percent of our respondents felt that their companies were "very ready" to deal with this challenge.

The growing power of people data

The people data revolution, predicted for years, has finally arrived. Sixty-nine percent of organizations are building integrated systems to analyze worker-related data, and 17 percent already have real-time dashboards to crunch the avalanche of numbers in new and useful ways.[1] Among companies at level 3 and 4 in Bersin's people analytics maturity model,[2] 90 percent have accurate, timely data, and 95 percent have data security policies in place. These leading companies are monitoring people data from

many sources, including social media (17 percent), surveys (76 percent), and integrated data from HR and financial systems (87 percent).[3] Creative organizations are mining this rich variety of sources to create a comprehensive "employee listening architecture," providing new insights about the entire employee experience as well as data on job progression, career mobility, and performance.

Advanced analytics can now track and analyze a dizzying amount of employee data, including data harvested from voice communications, personal interactions, and video interviews. Even the sentiment of employee emails can now be measured and monitored.[4] Several vendors now offer organizational network analysis (ONA) software that interprets email traffic to monitor employees' stress levels and help spot fraud, abuse, and poor management. Other ONA tools can analyze employee feedback and performance to identify management challenges, send coaching tips to different leaders, and identify key knowledge management resources, subject-matter experts, and organizational influencers based on their interactions and relationships—not necessarily their titles and roles.[5]

Heightened rewards, heightened risks

Analytics tools offer tremendous opportunities. But in the face of the obvious benefits, many executives may be slow—or perhaps reluctant—to recognize the significant potential risks. Organizations are approaching a tipping point around the use of
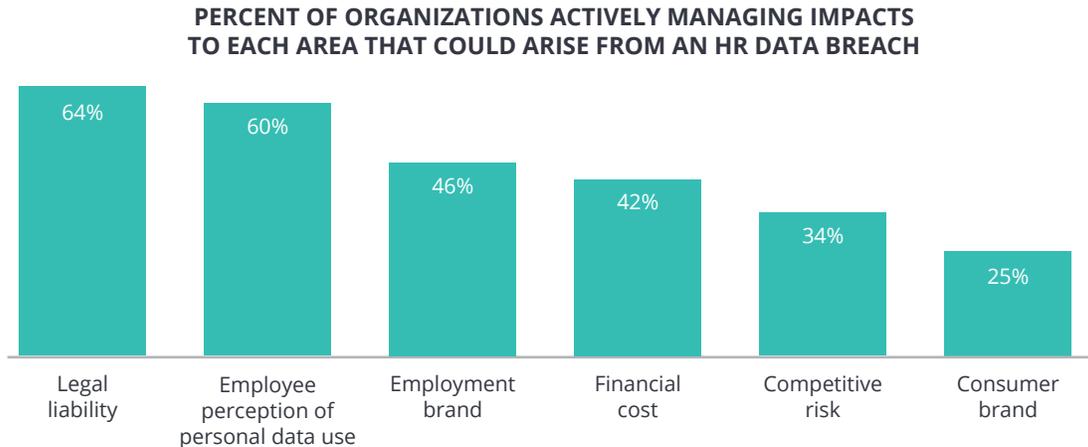
people data, and those that tilt too far could suffer severe employee, customer, and public backlash.

Indeed, some organizations are now considering the mere existence of data to be a risk. This is the premise behind requirements in the European Union (EU) and elsewhere that one must delete a data element immediately when it is no longer relevant to the processing need, or else face a variety of consequences due to the risk that retaining it presents. Europe's new General Data Protection Regulation (GDPR), slated to come into effect in spring 2018, expands upon this concept by defining high-risk data as that which is "likely to result in a high risk for the rights and freedoms of individuals," and that, therefore, requires greater protection.[6] Private sector actions should keep pace with forward-looking efforts that are designed to strengthen data privacy regulations. Companies that break the new GDPR rules will face penalties as high as €20 million, creating strong incentives for organizations to take data protection seriously.[7]

What risks are most pressing? Our 2018 survey yields some important insights. This year, 64 percent of respondents reported that they are actively managing legal liability related to their organizations' people data. Six out of ten said that they were concerned about employee perceptions of how their data is being used. However, only a quarter reported that their organizations were managing the impact of these risks on their consumer brand.

Organizations are approaching a tipping point around the use of people data, and those that tilt too far could suffer severe employee, customer, and public backlash.

PEOPLE DATA'S RISKS TO CONSUMER BRAND: A POTENTIAL BLIND SPOT?

When it comes to using people data, organizations are actively managing risks around employee perceptions and legal liability, but only a quarter are managing the potential impact on their consumer brand.

Figure 1. Management of HR data risk levers

PERCENT OF ORGANIZATIONS ACTIVELY MANAGING IMPACTS TO EACH AREA THAT COULD ARISE FROM AN HR DATA BREACH

Legal liability	Employee perception of personal data use	Employment brand	Financial cost	Competitive risk	Consumer brand
64%	60%	46%	42%	34%	25%

n = 11,069
Source: Deloitte *Global Human Capital Trends* survey, 2018.

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Fears over employee privacy appear justified. Beyond the sheer quantity of data some organizations have amassed, the mere existence and possession of sensitive data creates risk, regardless of volume. One employer, for instance, installed body heat detectors at desks to track how many hours people spent in the office. Employees reacted with outrage, swamping managers with complaints and leaking unflattering stories to the media.

Many employees fear that sensitive data may be vulnerable to high-profile cyberattacks—again with good reason. While 75 percent of companies understand the need for data security, only 22 percent have excellent safeguards to protect employee data.[8] Research also shows that the 30 percent of companies that do not consider people data worth the exposure to data risk have no strong data governance structures at all.[9]

Emerging concerns about AI, algorithms, and machine-driven decisions

Data security is a long-standing risk, but there are new risks as well. Some experts worry that algorithms and machine-based decisions could actually perpetuate bias due to flaws in the underlying data or the algorithm itself. Understanding the potential for this type of risk is critical to preventing a new source of bias from seeping into an organization's hiring or promotion processes.

The marriage of people data and algorithm-based artificial intelligence (AI) raises such concerns to a new level. Just as people may never know why a certain advertisement pops up on their Web browser, business leaders are beginning to realize that "data-driven decisions" are not guaranteed to be understandable, accurate, or good.

Even advanced technology companies like Facebook and Twitter have discovered that AI without humans can be "stupid."[10] In response, they are hiring thousands of people to monitor their AI-based social networking and advertising algorithms.[11] HR organizations must be rigorous in monitoring "machine-related" decisions to make sure they are reasonable and unbiased.

Tech leaders are beginning to invest more resources in solving these problems. A consortium of data experts recently formed the Partnership on AI to Benefit People and Society, a group funded by Amazon, Apple,[12] Facebook, Google, IBM, and Microsoft. This group was established specifically to study and formulate leading practices on AI technologies, to advance the public's understanding of AI, and to serve as an open platform for discussion and engagement about AI and its influences on people and society.[13] Ginny Rometti, the CEO of IBM, has also laid out a set of ethical principles for the use of data and AI.[14]

Staying on the right side of the tipping point

Despite the potential risks, the promise of people analytics remains too valuable for organizations to pass up. For example, GE, Visa, IBM, and others are developing a suite of analytics tools that find "nonobvious" job candidates and recommend training.[15] GE's HR analytics team is using data that tracks the "historical movement of employees and relatedness of jobs" to help employees identify potential new opportunities across the company—regardless of business unit or geography.[16] To boost productivity, Hitachi Data Systems uses smart badges to identify behaviors that contribute to employee happiness and performance, leveraging this data to rearrange workspaces and teams.[17]

We predict explosive growth in the coming year for smart products that leverage employee data. The spectrum of risks associated with the collection, storage and use of this data can and should be effectively managed. Strategies such as anonymization and encryption can allow organizations to make effective use of people data while managing the risks associated with storing and processing various kinds of personal information.

Creating a secure organizational context

It is now clear that companies using people data and analytics, as well as vendors that provide these services, need robust policies, security, transparency, and open communication to address the associated risks. These elements should work together to create a secure organizational context for the use of people data—one that reduces the likelihood of leakage, error, and abuse.

One important aspect of managing the risk of people data analytics is to know all of the places where personal data resides. Mapping the flow of personal data to and from systems, especially when those systems are connected to analytics engines, is essential for creating transparency and installing proper protections. The use of discovery, mapping, and classification tools can help organizations classify both structured and unstructured data.

The IT, HR, and legal departments at leading organizations are collaborating to make recommendations about data risks and organizational responses. These companies have clear policies and communications that explain to employees what data is being collected and how it is being used. This helps to engage employees as informed stakeholders who understand and support the benefits of people analytics for their work and their careers.

THE BOTTOM LINE

Organizations need to understand the trade-offs involved in the accelerating collection and use of employee and workforce data. Most have good intentions in collecting and using this data, but these troves of data also raise significant risks. Companies must be vigilant about data quality, data security, and the accuracy of machine-driven decisions. While this is a relatively new challenge for HR, it is rapidly, and rightly, becoming a top priority.

Table 1. What role does the C-suite play in capitalizing on people data? How can individuals adjust?

CHRO	Tighten collaboration between HR, IT, and risk to develop and communicate a useful, secure, and transparent people data strategy. That strategy should both push the envelope in leveraging data to gain greater insight into the workforce, and effectively manage the associated risks to guard against brand damage or legal consequences. If there is not one already in place, consider using a people data contract with workers to establish clear expectations of how data will be used.
CIO	Understand the flow of people data internal and external to the organization, and put the right security and IT controls in place to effectively manage the risk of the data falling into the wrong hands. Given how rapidly cyber risk is evolving, this is an area where ongoing monitoring and constant innovation is key.
Chief operations officer	Proactively review where automation is driving decision-making, and consider ways to put "humans in the loop" to help make sure that the right decisions are being made—especially as they relate to key operational processes.
Chief risk officer	Get and stay involved. You play a critical role in protecting your organization from people data-related risks, from implementing appropriate protections to tracking regulatory changes to identifying potential privacy issues.
Chief marketing officer	Constantly monitor both employee and consumer sentiment about how your organization is handling data. Because of people data's potential negative impact on brand, it's important for you to provide insights on where policies or actions should change to help avoid brand damage.
Individuals	Decide what kinds of data you are comfortable sharing with your employer, considering both potential benefits and privacy concerns. Protect your personal data by monitoring your social media profiles so that your data is being presented the way in which you want it to be.

Source: Deloitte analysis.

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