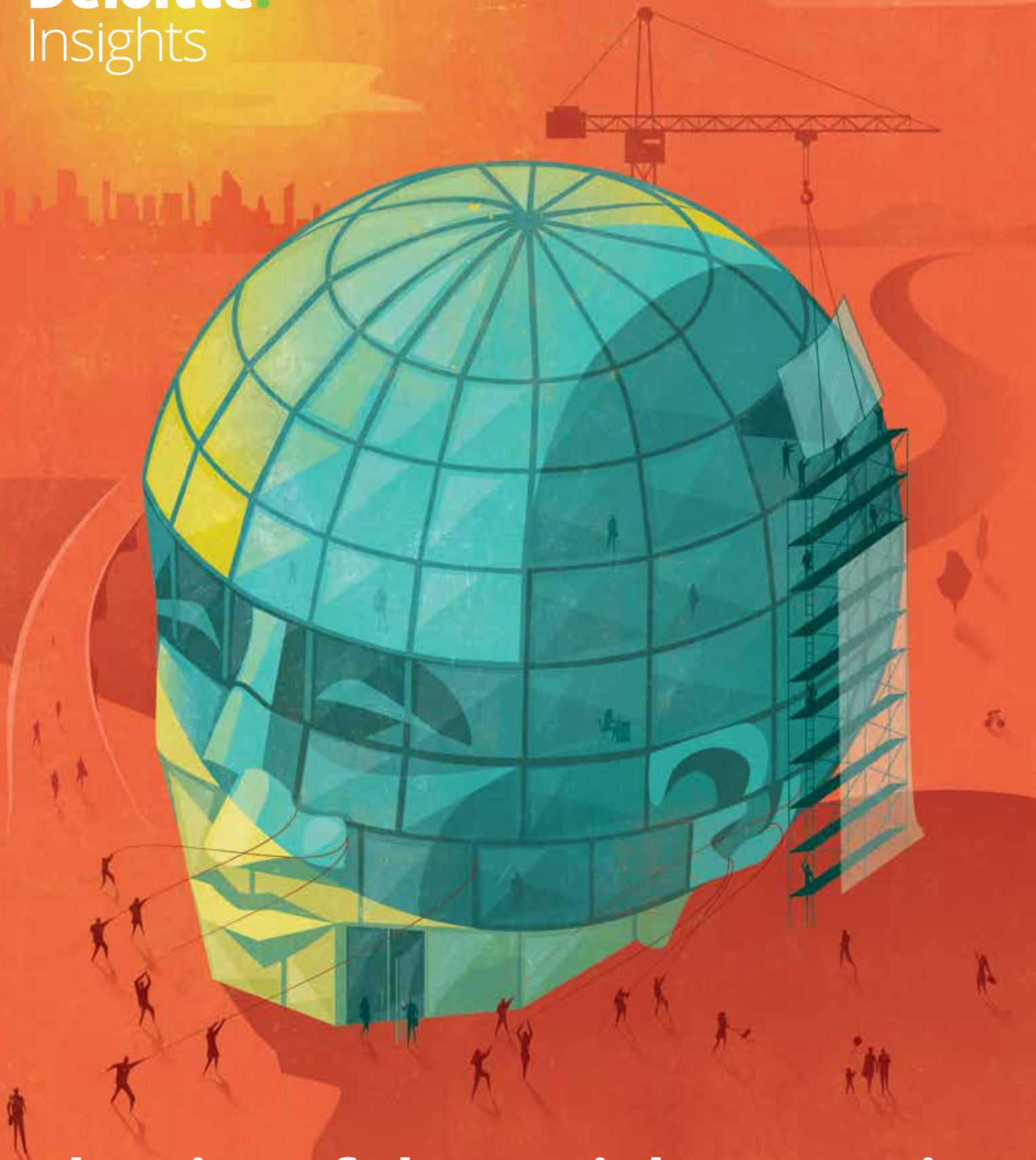


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The rise of the social enterprise

2018 Deloitte Global Human Capital Trends



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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.



The symphonic C-suite

Teams leading teams

As the business environment becomes more competitive and digital disruption continues, organizations have become more team-centric, networked, and agile. While these approaches are taking hold in sales, operations, and other functional areas, a big problem remains: The C-suite must change as well. Rather than behave as independent C-level functional experts, the C-suite itself must now operate as a team. We call this trend the “symphonic C-suite,” and our respondents viewed it as the most pressing human capital issue facing organizations today.

In the last two years of our global research, the most important human capital trend identified by our survey respondents has been the need to break down functional hierarchies and build a more networked, team-based organization. This year, this trend has reached the C-suite. Senior leaders now realize that they must move beyond their functional roles and operate as a team. In this new construct, C-suite executives combine business unit and functional ownership with cross-functional teaming to run the organization as an agile network.

The urgency around this issue is clearly reflected in our survey results. Fifty-one percent of the respondents we surveyed this year rated “C-suite collaboration” as very important—making it the most important issue in our 2018 survey—and 85 percent said that it was important or very important. Additionally, we found that respondents at organizations with the highest level of CxO cross-collaboration were the most likely to anticipate growth of 10 percent or more. Stunningly, however, 73 percent of respon-

dents told us that their C-suite leaders *rarely, if ever*, work together on projects or strategic initiatives.

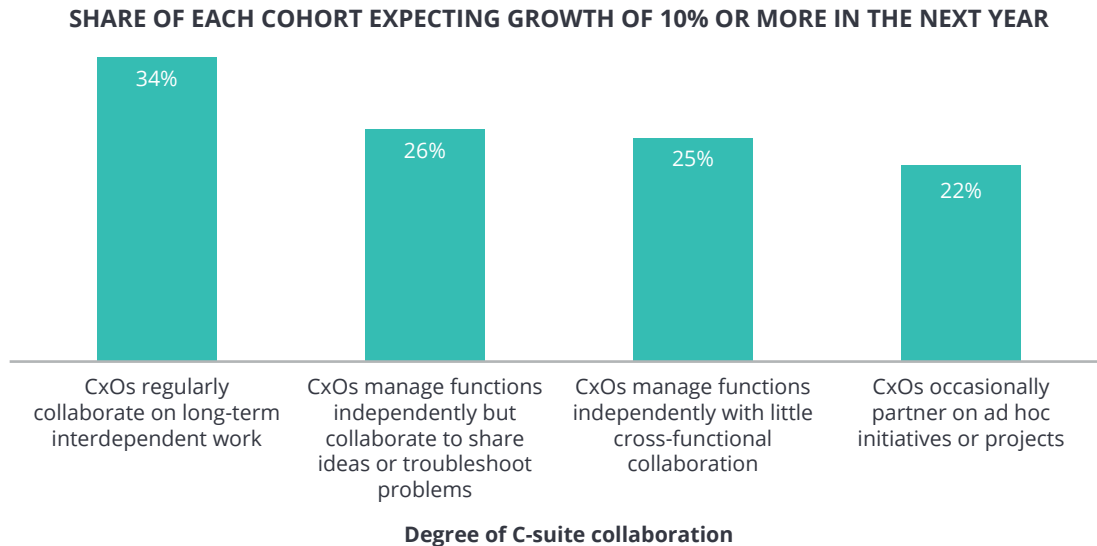
The message is clear: Senior leaders must get out of their silos and work with each other more. To navigate today’s constantly changing business environment and address cross-disciplinary challenges, a company’s top leaders must act as one.

We call this new, collaborative, team-based senior executive model “the symphonic C-suite.” Like a great symphony orchestra, a symphonic C-suite brings together multiple elements: the musical score, or the strategy; the different types of instrumental musicians, or the business functions; the first chairs, or the functional leaders; and the conductor, or the CEO. In this model, C-suite members not only lead their own area of responsibility, but also collaborate with other functional leaders, work on teams that affect the enterprise’s strategic direction, and influence and inspire networks of teams throughout the organization. In short, the goal is a symphony of specialized experts playing in harmony—

.....
C-SUITE COLLABORATION CORRELATES WITH HIGHER GROWTH EXPECTATIONS

Respondents from organizations where C-suite executives regularly collaborate on long-term interdependent work were the most likely to anticipate growth of 10 percent or more.

Figure 1. Influence of C-suite leadership style on company growth



n= 11,070

Source: Deloitte *Global Human Capital Trends* survey, 2018.

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Explore the data further in the [Global Human Capital Trends app](#).
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instead of a cacophony of experts who sound great alone, but not together.


A turning point in C-suite evolution

This wasn't always the way C-suites behaved. In the 1800s and early 1900s, the CEO stood alone at the top, making most of the important decisions and delegating responsibility to functional managers in the business. This model was later extended to create a series of "specialist heroes," each with a "C" in his or her title: chief financial officers, chief information officers, chief human resources officers . . . the list goes on and on. Each was given responsibility to "own" his or her domain, operating under a "divide and conquer" model.¹

With this increased specialization, however, a new dynamic emerged: The individual CxOs did not, as a rule, work closely together. This made sense in a relatively static, predictable business environment where most problems had readily identifiable root causes, were limited in scope, and required deep functional expertise to solve.

But the current business environment is a far cry from what it was in the 1980s, which saw a huge increase in the number and type of functional C-suite roles.² Frequent marketplace disruptions, a global economy, and the accelerating rate of technological change mean that the problems companies now face are more difficult, more complex, and more multi-dimensional than ever. More and more problems are of the "wicked" variety—problems with multiple roots and drivers that cannot be effectively solved by one party working alone.

The message is clear: Senior leaders must get out of their silos and work with each other more. To navigate today's constantly changing business environment and address cross-disciplinary challenges, a company's top leaders must act as one.



In a dynamic environment demanding both cross-disciplinary collaboration *and* deep functional expertise, operating as a symphonic C-suite makes a great deal of sense, allowing leadership teams to tackle issues that no single function can satisfactorily address. For instance, today's digitally savvy, well-informed consumer is demanding that businesses deliver not only good products, but a great end-to-end customer experience—from the time he or she becomes aware of a product through the end of the product's life cycle. Rising to this challenge demands that organizations work across functions to understand and fulfill customer needs at every touch point.

As another example, consider a company's need for agility in navigating rapidly shifting markets, technologies, competitors, and customer expectations. If an executive team does not operate as an integrated decision-making unit, they risk moving too slowly to align the organization with the demands of its time and place. HP's decision to split its businesses, for example, was made in an integrated fashion among its C-suite—which allowed the company to rapidly respond to shifting market-place needs.³

An integrated approach can work for long-term planning as well. At Cummins Power Systems, a leader in energy and power systems, the C-suite works tightly together to build a 15-year plan for its products, services, and business model. The HR,

IT, and other support teams then use this plan to build their own 15-year plans. This process has helped Cummins maintain its market leadership and renowned employment brand for many decades.⁴

In a sense, the symphonic C-suite's evolution can be seen as a logical extension of the movement to networks of teams that has been occurring for some time at lower organizational levels and across the broader economic and social landscape. Functional units are organizing around teams, initiatives, and agile projects; businesses are building ecosystems and networks; even public institutions are forming new coalitions. And in these efforts, what has become clear is that cross-functional teams can often get work done more quickly and effectively than a siloed, top-down approach. Why should C-suites be immune to this effect?

What could a symphonic C-suite look like?

Not every problem, of course, requires every C-suite officer to get involved. The experience of companies such as General Electric suggests the importance of the “G3” team of the CEO, CHRO, and CFO,⁵ while other experts emphasize the “golden triangle” of the CFO, CMO, and CIO.⁶ Some professional services leaders highlight the value of

In the next few years, we expect that the need for ever-greater cross-functional collaboration will drive continued evolution in the C-suite, as well as in the leadership development pipelines that feed it.



the “leadership dyad”—a close team of two senior executives focused on resolving conflict.⁷ Alliances between the CMO and other functional leaders can determine marketing success for a digital business.⁸

Here are some specific ways that a symphonic C-suite might configure and reconfigure itself to address different types of challenges:

- **Digital business models.** The transition to digital business models is at the top of the strategic agenda for many businesses today. A high-performing digital business aims to deliver its products and services to customers as an integrated experience. To achieve this, the chief marketing officer (CMO) and chief information officer (CIO) can work together so that front, middle, and back-office systems converge to provide a seamless customer experience. For instance, used-car retailer CarMax’s CMO and CIO worked together to design a digital experience that would allow customers to choose vehicles using interactive online tools, as well as offer them a more satisfying experience overall.⁹
- **The future of work.** Redesigning work and workforces to integrate robotics and artificial intelligence technologies, as well as to capitalize on new employment models such as gig workers and crowds, is a complex and growing opportunity

across industries and functions. CIOs and CFOs can work with each other and with business leaders, supply chain executives, and the CHRO to pilot and implement automation solutions and redesign work around new platforms in a way that creates meaningful jobs, careers, and development opportunities for people.

- **Brand protection.** In a connected and transparent world, both customers and employees—some of whom may be one and the same—are inextricably linked to corporate brand. CMOs and CHROs, along with the chief risk officer, could collaborate to manage an organization’s total internal and external brand.
- **Innovation.** Chief innovation officers and chief research officers can play a critical role in driving innovation across other functions as well as across the business. When one team innovates, those innovations can affect work in other teams, allowing all teams to learn together.

Cultivating the symphonic C-suite

The transition of C-suites to full “symphonic” mode still appears to be in its infancy. Fifty-four percent of the respondents in our 2018 *Global Human Capital Trends* survey told us that their companies are not ready, or only somewhat ready, for the level of executive-team collaboration they believe is now required.

Where can C-suites start? A first step is for the CEO to review priorities for each C-suite leader and determine how each can have an impact more broadly across the organization. Next, cross-disciplinary

projects should be prioritized so that CxOs can form specific alliances and align their efforts to drive success. Last, executive teams need to put those cross-disciplinary projects on the agenda, not only for themselves, but for the organization as a whole to increase the visibility of their collaboration to the rest of the workforce as a model to follow.

In executing this shift, teamwork, influence, and expertise gain in value. No longer can C-suite executives succeed only through authority—they must create followership among their peers. The need for CxOs who can do this means assessing potential leaders in new ways.

Achieving C-suite collaboration also requires performance management systems and career paths

that facilitate teaming and give leaders cross-functional experience. For example, L’Oréal Group has reimaged its performance management systems to emphasize the importance of teamwork, adopting a new credo: “The team is the new hero.”¹⁰ Our own survey shows that CxOs with experience in a greater number of functions prior to reaching their current level are more likely to indicate that their organization’s C-suite regularly collaborates.

In the next few years, we expect that the need for ever-greater cross-functional collaboration will drive continued evolution in the C-suite, as well as in the leadership development pipelines that feed it.

THE BOTTOM LINE

The movement toward the symphonic C-suite is proving to be one of the most powerful and urgent trends for organizations worldwide. CxOs at leading companies understand that working, collaborating, and interacting as a team is now essential—and they are reorganizing around this model. We expect this trend to accelerate as organizations begin to recognize that the symphonic C-suite—teams leading teams—is the most effective way to tackle the complex issues businesses face today.

Table 1. What role does the C-suite play in acting as a team? How can individuals adjust?

All C-suite executives	Incorporate collaboration and teamwork into daily routines, prioritizing interaction, information-sharing, and real-time decision-making across functions. Introduce incentives for your own direct reports to drive integrated thinking and cross-functional collaboration.
CHRO	Update leadership profiles to build a pipeline of future-ready executives and shift the organization’s culture to encourage greater collaboration across business units, functions, and geographies. Consider expanding the use of “networks of teams” in areas in need of innovation or disruption.
Individuals	As a leader or manager, think through ways you can spend time working in teams across functions, silos, and organizational boundaries. Encourage greater cross-functional collaboration among executive leaders.

Source: Deloitte analysis.

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ACKNOWLEDGEMENTS

The creation of Deloitte's 2018 *Global Human Capital Trends* report was a team effort involving many practitioners from around the globe. The report leverages not only the results of our survey of more than 11,000 business and HR leaders, but also the insights from our many Human Capital partners from their interactions with business and HR leaders throughout the year.

We would not have been able to produce this report without the energy of our dedicated team:

Julia Epstein and **Julie May**, who helped to lead this program from the US and Global, and their team of **Daniel Baicker**, **Tracy Martin**, and **Joycelyn Finley**, who coordinated and executed all of the program initiatives and worked tirelessly with our global team.

Amy Farner, who led a flawless data design and analysis effort that generated our largest response in history. Her guidance and coaching was unwavering and we are forever grateful. **Shivank Gupta** and **Mukta Goyal** for their efforts on the survey and analytics, together with their colleagues: **Udita Arora**, **Ushasi Bandyopadhyay**, **Archana Bhat**, **Saylee Bhorkar**, **Ananshi Chugh**, **Srishti Dayal**, **Ankita Jain**, **Rachit Jain**, **Bhumija Jain**, **Shruti Kalaiselvan**, **Ashish Kainth**, **Yasmine Kakkar**, **Sania Motwani**, **Sahana Nabaneeta**, **Anjali Naik**, **Divya Patnaik**, **Sangeet Sabharwal**, **Vrinda Sarkar**, **Sonia Sharma**, **Goral Shroff**, **Taneet Singh Ranhotra**, and **Manan Vij**.

Christy Hodgson, who drove the marketing strategy and app branding and helped to bring together how the *Human Capital Trends* story was told. Her strategic mind and flawless coordination allowed us to increase the power of the story and the company videos. **Melissa Doyle** and **Steve Dutton** for their leadership in public relations.

Andrew Pollen and the Deloitte Digital team who partnered with us to lead the design and development of the new HC Trends web app. **Nidal Haddad** for his executive sponsorship from Deloitte Digital.

The Deloitte Insights team that supported the report's publication, including **Junko Kaji**, who provided editorial guidance; **Sonya Vasilieff**, our Deloitte Insights art director; **Sarah Jersild**, who created the Deloitte Insights introductory video; **Alok Pepakayala**, who assisted the app development team; and **Amy Bergstrom** and **Alex Kaweck**, who led Deloitte Insights' deployment efforts.

Sue Ostaszewski, **Karen Miklic**, **Laura Elias**, and **Marykate Reese**, who created the marketing assets, and **Shannon Pincus**, **Caroline Regan Williams**, **Ayushi Agarwal**, **Christina Anderson**, **Maggie Godleski**, **Caroline Levy**, and **Devina Vimadalal**, who drove the development of the company videos in the app. **Deepthi Agarwal**, **Angela Ayton**, **Bob Hughes**, **Lucy Matthews**, **Reuben Paul**, and **Gloria Viedma Navarro**, who worked on the client-facing materials for this year's report.

Mia Farnham, **Alejandra Arrue**, and **Dany Rifkin** for their support in conducting research to support the trends.

Jennifer Fisher, **Michelle Machalani**, and **Susanna Samet** for providing their expertise in diversity and inclusion and in public policy.

Jeffrey Winn and **Elaine Loo** for providing their expertise in cyber.

Vivek Katyal for providing his expertise and input on the people data chapter.

Stacey Philpot, **Jeff Rosenthal**, and **Pushp Deep Gupta** for their expertise and input on the C-suite chapter.

Walt Sokoll, **Chetan Jain**, and **Leendert van der Bijl** for their expertise in the HCM technology space.

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