The social enterprise in a world disrupted: Leading the shift from survive to thrive

2021 Global Human Capital Trends
I look forward to connecting with you

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This past year proved that, when faced with an unprecedented crisis, organizations and workers are capable of tremendous resilience under pressure.

They can adapt.  
They can pivot.  
**They can survive.**
In a world of perpetual disruption, surviving is not enough

**Surviving**

A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organization will revert to “business as usual” once the crisis is over.

It’s about doing what’s necessary to succeed today.

**Thriving**

A thrive mindset recognizes that disruption is continuous rather than episodic and embraces disruption as a catalyst to drive the organization forward.

It’s about doing what’s possible, not just to succeed today, but also to dominate tomorrow.
<table>
<thead>
<tr>
<th>Category</th>
<th>Prior to COVID-19</th>
<th>Moving Forward</th>
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<tr>
<td>No preparedness strategies</td>
<td>4</td>
<td>28</td>
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<tr>
<td>Focus on likely, incremental events</td>
<td>32</td>
<td>43</td>
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<tr>
<td>Focus on multiple scenarios</td>
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<td>47</td>
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<tr>
<td>Focus on unlikely, high impact events</td>
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Key Finding – Views of preparedness are shifting from a focus on the familiar to planning for the unknown.
Key Finding – Executives say their organization’s ability to navigate future disruptions will rely on distinctly human capabilities

**TOP PRIORITY**
The ability of their people to adapt, reskill, and assume new roles

Only 17% are very ready

**SECOND PRIORITY**
Their ability to organize and manage work in a way that facilitates rapid decision-making

Only 25% are very ready
Key Finding – Executives believe work reimagination will be critical to future success

- Prior to COVID-19
  - Not transforming work: 7
  - Optimizing work: 32
  - Redesigning work: 32
  - Reimagining work: 29

- Moving Forward
  - Not transforming work: 3
  - Optimizing work: 10
  - Redesigning work: 27
  - Reimagining work: 61
COVID-19 has reminded us of the dual imperatives of worker well-being and work transformation, but executives are still missing the importance of connecting the two. Organizations that integrate well-being into the design of work at the individual, team, and organizational levels will build a sustainable future where workers can feel and perform at their best.
Empowering workers with agency and choice creates more value than overly prescriptive approaches. Organizations that afford workers the agency and choice to explore passion areas will be able to more quickly and effectively activate workers around emerging business priorities than organizations that take a prescriptive approach to filling skills needs.
We’re entering a world in which it’s becoming paramount that organizations shift from using workforce insights to improve old patterns of work to using it to set new directions.

Last Year’s Trend

Organizations should begin to ask fundamentally new questions that can inform bold decisions around critical human capital risks and opportunities.

Our 2021 Hypothesis
A memo to HR: Accelerating the shift to re-architecting work

**Last Year’s Trend**

HR should look to broaden its focus from employees to the organization and to the entirety of work and the workforce. And HR should increase its sphere of influence beyond the traditional lines of the function to the enterprise and to the business ecosystem as a whole.

**Our 2021 Hypothesis**

COVID-19 has earned many HR teams the right to be bolder in orchestrating work throughout the enterprise. To seize this opportunity, HR needs to reorient its mission and mindset to shaping future success by taking the lead in re-architecting work and reimagining the workforce and workplace accordingly.