

New fundamentals for a boundaryless world

Deloitte 2023 Global Human Capital Trends



The boundaries that were once assumed to be the natural order of things are falling away, as disruption and discontinuity challenge traditional models and assumptions about work. Organizations and workers must traverse this new landscape together, calling on a new set of fundamentals to navigate the boundaryless world.

In a boundaryless world, work isn't defined by jobs, the workplace isn't a specific place, and many workers aren't traditional employees. Those who partner with workers and experiment with what's possible will create sustainable work models and elevated outcomes—making work better for humans and humans better at work.™

Framing the challenge: Think like a researcher

Organizations and workers must activate their curiosity, looking at each decision as an experiment that will expedite impact and generate new insights. Three of our 2023 Global Human Capital Trends require organizations to think like a researcher.



Navigating the end of jobs: *Skills replace jobs as the focal point for matching workers with work*



Powering human impact with technology: *Technology contributes to making work better for humans and making humans better at work™*



Activating the future of workplace: *The workplace evolves to be an input to the work itself*

Charting a new path: Co-create the relationship

Organizations and workers will need to learn to navigate this new world together, co-creating new rules, new boundaries, and a new relationship. That means ownership models and value must shift. Three of our 2023 Global Human Capital Trends require organizations to co-create relationships.



Negotiating worker data: *Organizations and workers vie for control of worker data when they should focus on mutual benefits*



Harnessing worker agency: *Organizations drive value and strengthen their relationship with workers by embracing rising worker influence*



Unlocking the workforce ecosystem: *Removing traditional employment distinctions unlocks access to a true workforce ecosystem—and with it, critical skills and worker potential*

Designing for human impact: Prioritize human outcomes

Organizations must create impact not only to their business, their workers, or their shareholders, but to broader society as well. Over half of organizations surveyed this year aspire to create greater connections with the society they work in. Three of our 2023 Global Human Capital Trends require organizations to prioritize human outcomes.



Taking bold action for equitable outcomes: *Removing traditional employment distinctions unlocks access to a true workforce ecosystem—and with it, critical skills and worker potential*



Advancing the human element of sustainability: *Human sustainability rises to the fore of organizations' sustainability strategies*



Elevating the focus on human risk: *Opening the aperture and changing the lens on risks to focus on the human element*



Leading in a boundaryless world

A new brand of leadership will be required that focuses on where you show up and how you show up, and the mindset you adopt to drive work forward. More specifically, you will need to use experimentation to inform better solutions, foster learning, and accelerate value, cultivate deep and intimate relationships with the workers across your broader ecosystem through co-creation, widen the aperture of your decision making to understand its full impacts with the human agenda in mind.

