



## **Reinventing organizations to create value: Insights from Deloitte's 2019 Human Capital Trends Report**

The Dbriefs Global Mobility, Talent & Rewards series

Anand Shankar / Poorva Prakash

17 September 2019

# Agenda

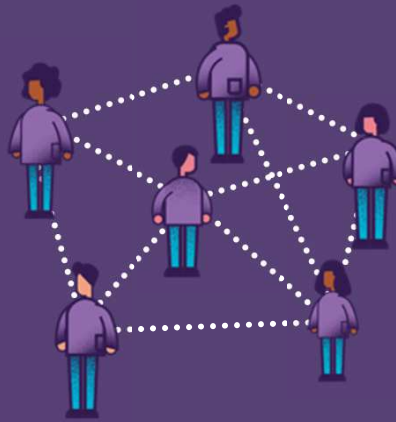
- Preview of 2019 HC trends content
- Future of workforce
- Future of organization
- Future of mobility
- Future of HR
- Questions and answers

# The evolution of the human capital trends report



**9 years ago**

HR- only focus



**5 years ago**

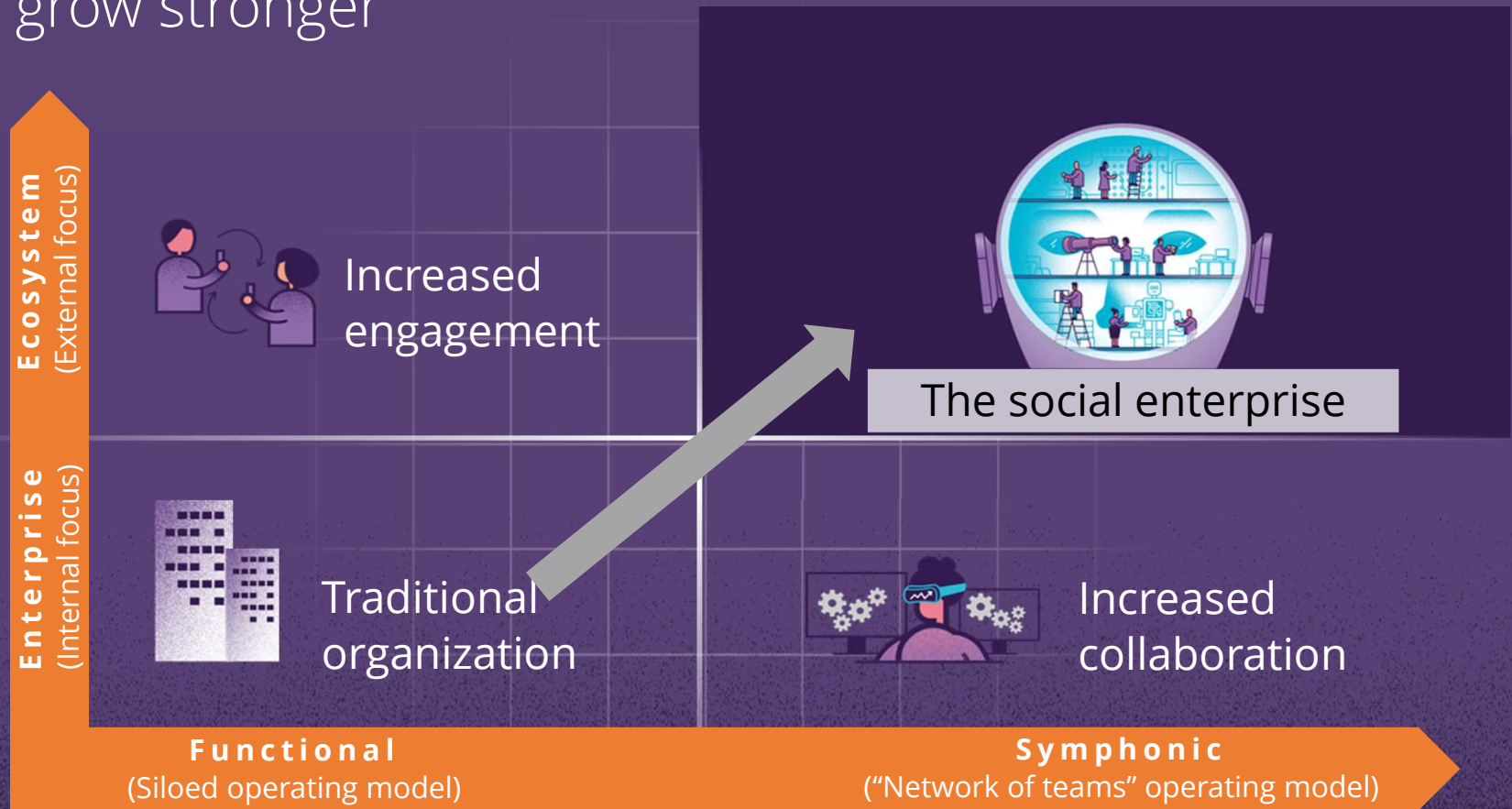
Organizational  
focus



**1 year ago**

The social  
enterprise

# Macro forces that gave rise to the social enterprise continue to grow stronger



# Leading the social enterprise: reinvent with a human focus

## 3 categories



The future of the workforce

...is **diverse**, not just from a race, ethnicity, gender standpoint, but from how work is defined

...is **hungry** for opportunities to play bigger and more expansive roles at work

...is **complex** to manage and lead



The future of the organization

...is **experience-focused** and centered on putting meaning back into work

...is **team-oriented** vs. being structured around the traditional hierarchy

...is **personalized** to the way in which individuals want to be recognized and rewarded



The future of HR

...**accesses capabilities**, not just people

...**embeds learning** into every aspect of a workers' day-to-day life

...**promotes mobility** as a primary means of development and engagement

...**leverages technology** to drive continuous reinvention of core processes

So, what should organizations do to create value?

# Reinvent with a human focus



## How

Reinvention means foundational change that uses technology at the core



## Why

It all comes back to people – we need to bring the human element back to work



## Where

We must focus on the workforce, the organization and HR

# What organizations are doing?



Indian Oil creating meaning and not just purpose to work

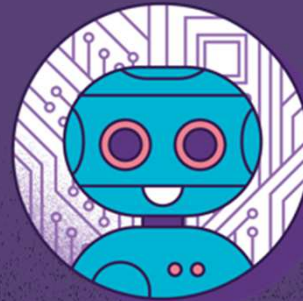


**2 million+** deaths



**7000+** smokeless villages

# Future of the workforce





# The alternative workforce: It's now mainstream ... in the WEST... Asia exploring

For example: by 2020, the number of self-employed workers in the United States is projected to triple to

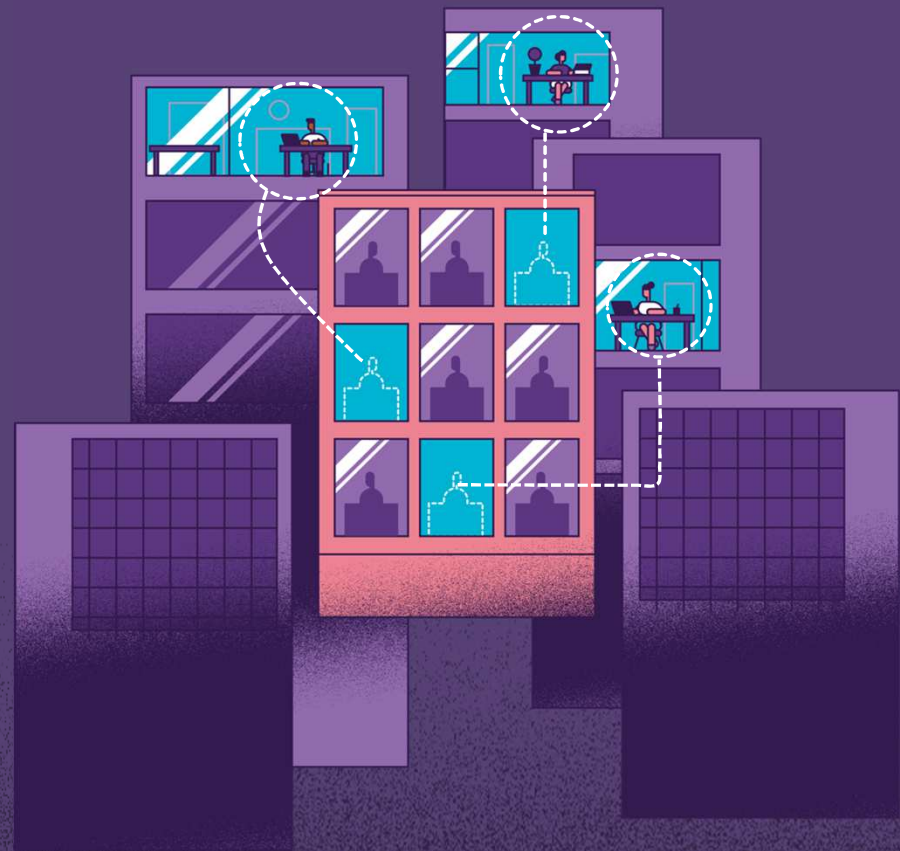
**42**  
Million  
people

**41% of our survey respondents considered this issue important or very important**

**But, only**

**8%**

of respondents had established processes to manage and develop alternative workforce sources



# UrbanClap deploying the alternative workforce



Appliance repair



Business and taxes



Beauty and spa

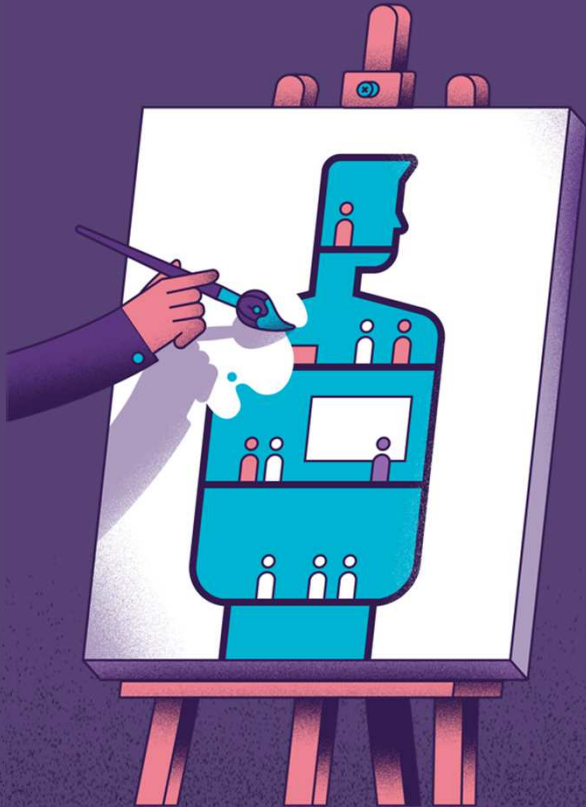


Home cleaning and repairs



Wedding and events

# From jobs to superjobs



80%

of respondents indicated that they expect the use of cognitive and AI to increase or increase significantly **over the next 3 years**

but, only

13%

believed automation will eliminate a significant number of positions.

and only

26%

are ready or very ready to address technology in the workplace

**Instead of displacing human workers, organizations are finding that humans and bots are working side by side**

# What are superjobs?



## The architect

### **What they will do?**

The HR architect plans, designs and builds the right context in which the workplace can be successful.

### **Who are they?**

Someone who has the ability to design personalized experiences for the employees as per the persona and interactive content that encourage continuous learning.



## The digital expert

### **What they will do?**

The HR digital expert utilizes technology to streamline its HR processes, compete for talents, reduce costs and manage the workforce more effectively.

### **Who are they?**

Programmers who can adjust algorithms and know how to leverage on technology to recruit, manage and grow people.



## The coach

### **What they will do?**

The HR coach keeps employees happy, healthy and focused.

### **Who are they?**

Someone who has the ability to listen, understand and to have empathy towards his or her colleagues and co-workers.



## The data-strategist

### **What they will do?**

The Data Strategist collects and analyzes data to make sensible business decisions based on the given information.

### **Who are they?**

Someone who understands the business side of the company yet knows the language of technology and analytics well enough to conclude a sound judgement.

Focus on experience

Focus on technology

Focus on employee well-being

Focus on data

# Leadership for the 21st century: the intersection of the traditional and the new

80%

**Of respondents** thought that 21st-century leadership has **unique and new requirements** that are important or very important to the organization's success

yet, only  
30%

were effectively developing leaders to meet evolving challenges

In addition, only

18%

believe they have an open and transparent model

and

37%

were worried about their ability to create trust

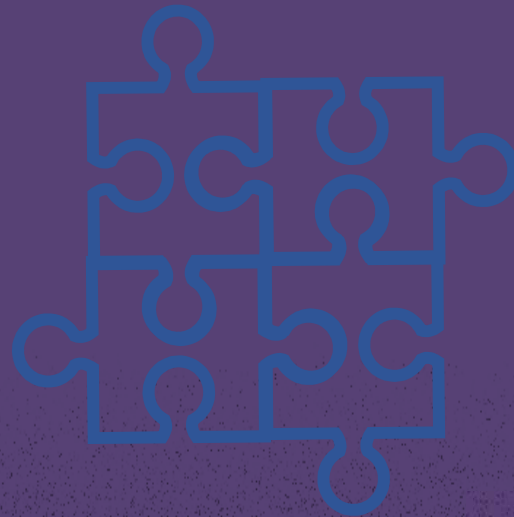
21st-century leaders are required to obtain **traditional business goals** within an ever-shifting **digital landscape** by focusing on “4 potentials”

**Change potential**

Disrupt and make bold moves

**Intellectual potential**

Pivot on future trends



**People potential**

Engage and maximize impact

**Motivational potential**

Fail fast and bounce back



# Future of the organization



# From employee experience to human experience: putting meaning back into work

84%

of respondents rated the need to improve “the employee experience” as important or very important and **28% rated it urgent**

yet

53%

are effective or very effective in creating meaningful work

and

51%

believe their workers are not satisfied with their job design





# Organizational performance: it's a team sport

**31%** of respondents said that "most" or "almost all" work was done in teams

and **53%**

of those with cross-functional teams had seen significant improvement in performance

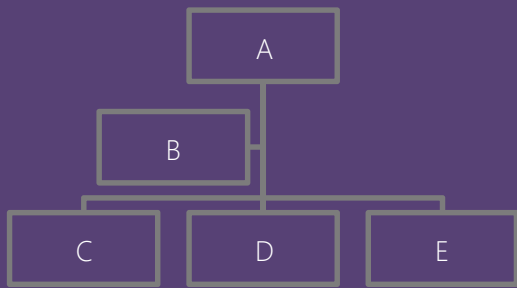
yet only

**6%**

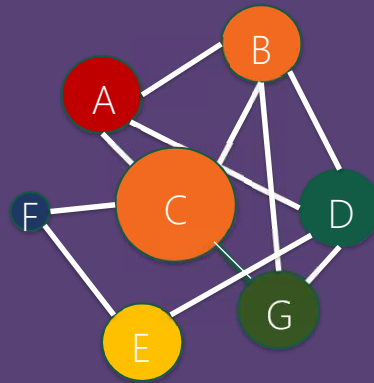
of respondents rated themselves as very effective at managing cross-functional teams



# Shift from hierarchies to teams is well underway to achieve organizational performance



How things were



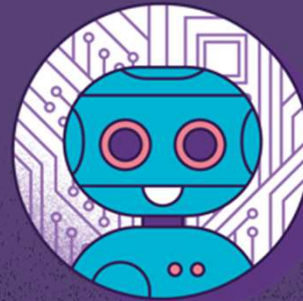
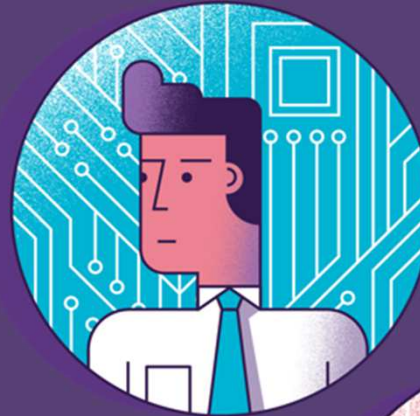
How things "are"



How things work

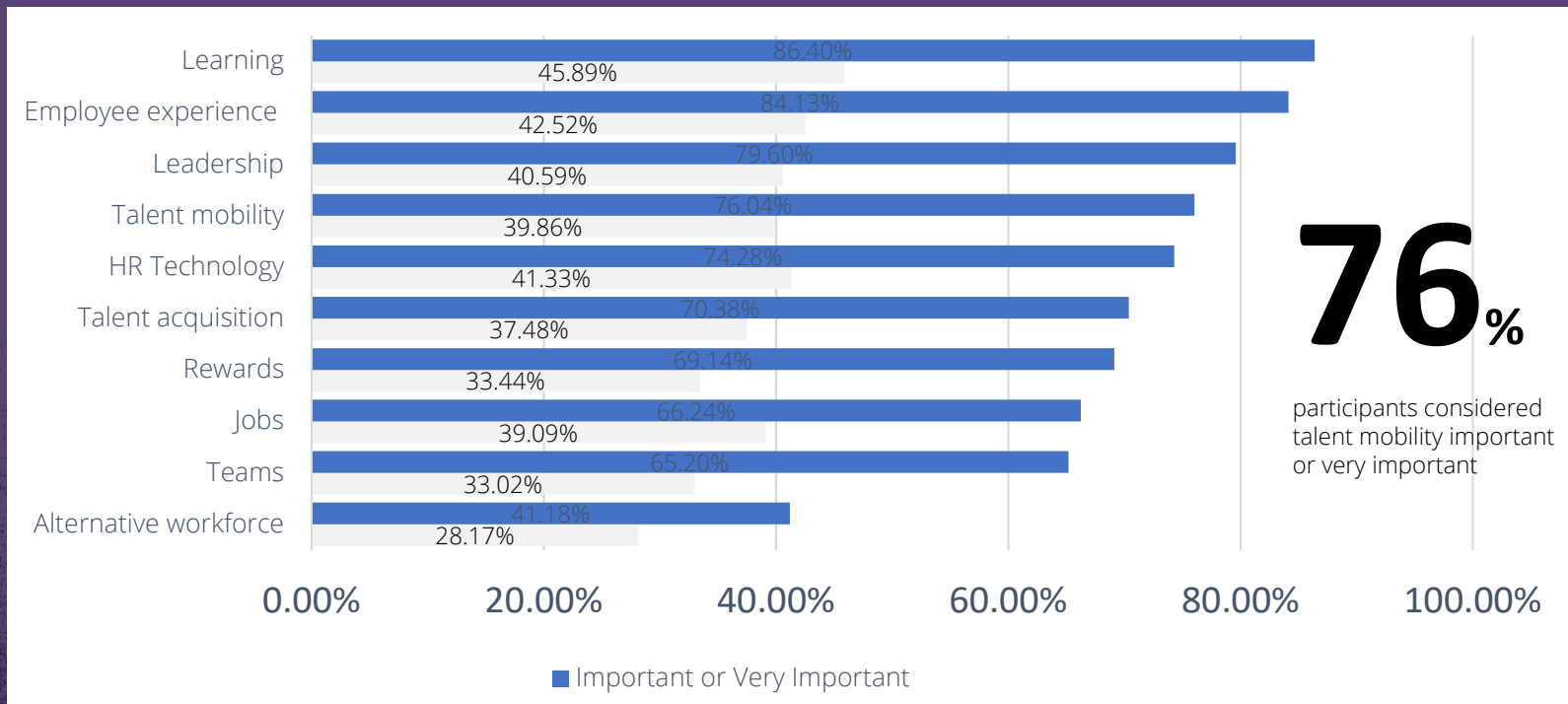


# Future of talent mobility



# Talent mobility ranks 4<sup>th</sup> among this year's trends

- The importance of internal, enterprise-wide talent mobility has become paramount. Organizations need to develop people internally to thrive and mobility needs to be perceived as a natural progression in the individual's career



# Talent mobility

- Winning the war on the home front

46%

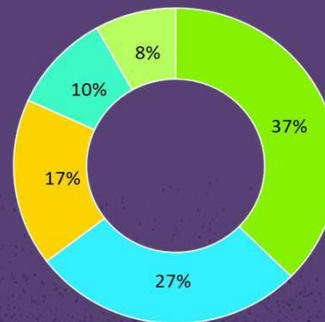
told us their managers resist internal mobility

and

56%

told us it was easier for people to find a new job at an outside organization than within their current organization

## How is internal mobility managed in organizations?



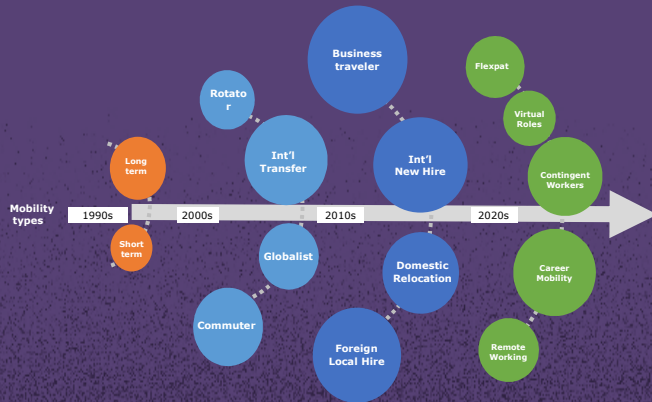
- Combination of HR functions/COEs
- Individual managers/leaders
- Single HR function/COE

- **Global mobility teams are already proven experts at teaming with cross-functional partners to move talent across borders.** With critical skill gaps across industries, now is the time to harness this expertise to create **effective internal mobility programs across roles and business groups**

# The three biggest influences on global mobility

## Global mobility is expanding

Mobility today includes a broader array of employee types and a multitude of locations, with numerous talent traffic lanes. This has driven the need for closer alignment between move types and support levels, as well as more flexible and agile service delivery models that meet the requirements of a changing, diverse population.



## Global mobility is humanizing

Employers are becoming more people-centric in designing and managing their mobility programs. Central to this is providing a personal experience whereby the employee feels that his/her needs are at the center of the equation, rather than a second thought to corporate policy. We believe this trend will continue to be at the forefront in 2019.

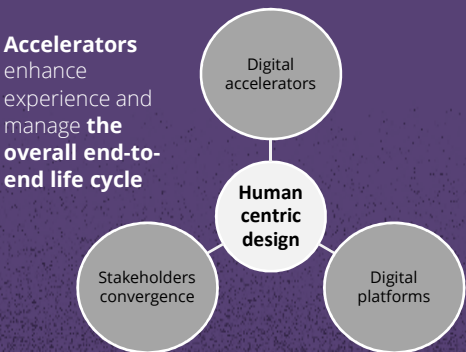
### What does it mean to humanize global mobility?

- Mobility is **more personal** than other aspects of the talent lifecycle
- Putting the needs of **business stakeholders** and **employees** at the center of the experience
- Aligning the program, process, technology, internal partners and suppliers to the **experience**

## Global mobility is digitizing

True pioneers are radically transforming mobility digital architecture and related processes to maximize the value for both organizations and the individual. With employee and employer expectations changing, global mobility needs to be a consumer-grade experience that is **simple, predictive, and personal**.

**Accelerators** enhance experience and manage **the overall end-to-end life cycle**



**Convergence** enables the **elimination of silos** and creates a coordinating **digital ecosystem**

**Platforms solve a specific need** and change the way things are done

So, what should organizations do to create value?

# Reinvent with a human focus

## How

Reinvention means foundational change that uses technology at the core

## Why

It all comes back to people – we need to bring the human element back to work

## Where

We must focus on the workforce, the organization *and* HR

# Now is not the time to tinker at the edges of your organization—it's time to reinvent it

Nothing short of a full-scale reinvention is required. And organizations are feeling the pressure



**86%**

believe they must reinvent their ability to learn



**84%**

said they need to rethink their employee experience to improve productivity



**80%**

believe they need to develop leaders differently

Our 2019 trends report addresses the why, what, and how of total reinvention and prepares organizations to fundamentally change how they interact with their workforce to cultivate meaningful experiences.

Reinvention starts here:  
[trendsapp.deloitte.com](https://trendsapp.deloitte.com)



Deloitte  
Insights

Leading the social enterprise:  
Reinvent with a human focus

2019 Deloitte Global Human Capital Trends





## **Leading the social enterprise: Reinvent with a human focus**

2019 Deloitte Global Human Capital Trends

# Questions and answers

Thanks for joining today's webcast.

You may watch the archive on PC or mobile devices via Apple Podcasts, RSS, YouTube.

Eligible viewers may now download CPE certificates. Click the CPE icon at the bottom of your screen.



Join us 15 October at 2:00 PM HKT  
(GMT+8) as our Transfer Pricing series  
presents:

## **Hong Kong's new transfer pricing regime: Getting on the right track (Part 2)**

For more information, visit  
[www.deloitte.com/ap/dbriefs](http://www.deloitte.com/ap/dbriefs)

# Contact information



**Anand Shankar**  
Human Capital Partner  
Deloitte APAC  
[anandshankar@deloitte.com](mailto:anandshankar@deloitte.com)



**Poorva Prakash**  
Senior Director  
Deloitte APAC  
[poorvaprakash@deloitte.com](mailto:poorvaprakash@deloitte.com)

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.



**About Deloitte**

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

© 2019. For information, contact Deloitte Touche Tohmatsu Limited.