



Global Human Capital Trends 2016

The new organization: Different by design

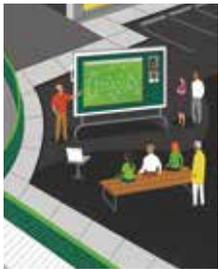
Southeast Asia edition - Malaysia



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Now in its fourth year, Deloitte's 2016 Global Human Capital Trends report is one of the largest longitudinal studies of talent, leadership, and HR challenges and readiness around the world. This Southeast Asia edition is a subset, reporting on the responses of 213 business and HR leaders in Southeast Asia, including Singapore, Malaysia, Indonesia and Thailand.

The 2016 Global Human Capital Trends research identified 10 important trends (in order of importance):



Organizational design: The rise of teams

Fast-moving global markets and digital disruption have forced companies to innovate rapidly. As companies strive to become more agile and customer-focused, organizations are shifting their structures from traditional, functional models toward interconnected, flexible teams.



Design thinking: Crafting the employee experience

To relieve the overwhelmed employee and develop HR applications that can help manage complexity, HR must adopt design thinking. This puts the employee experience at the center and moves HR's focus beyond building programs and processes to a new goal of designing a productive and meaningful employee experience.



Leadership awakened: Generations, teams, science

Organizations need to refocus on leadership as a whole to build versatile leaders earlier in their careers, form leadership teams that mix different generations and varieties of leaders, and develop leaders deeper in the organization.



HR capabilities: Growing momentum towards a new mandate

HR is under increasing pressure from business leaders to drive innovative talent solutions, improve alignment with business imperatives, and turn data into actionable insights. The good news is that HR leaders are adapting more quickly now to changing business demands and stronger skills requirements.



Shape culture: Drive strategy

Knowing that leadership behavior and reward systems directly impact organizational performance, customer service, employee engagement, and retention, leading companies are using data and behavioral information to manage and influence their culture.



People analytics: Gaining speed

HR organizations are taking a major leap forward in analytic capabilities in terms of hiring people analytics staff, cleaning up their data, and developing models that help transform their businesses.



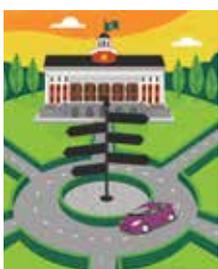
Engagement: Always on

Building a compelling and meaningful work environment is a complex process. At the same time, the world of employee engagement and feedback is exploding. Annual engagement surveys are being replaced by "employee listening" tools such as pulse surveys, anonymous social tools, and regular feedback check-ins by managers.



Digital HR: Revolution, not evolution

The digital world is changing how we live, how we work, and how business is organized and conducted. HR has the opportunity to revolutionise the entire employee experience by transforming HR processes, systems, and the HR organization via new digital platforms, apps, and ways of delivering HR services.



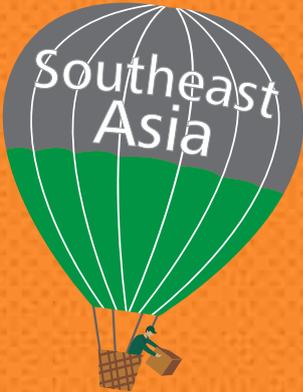
Learning: Employees take charge

There is intensifying pressure on companies to develop new ways to put employees in charge of the learning experience and foster a culture of learning throughout the organization, shifting beyond internal programs aimed at developing people to innovative platforms that enable people to develop themselves.



The gig economy: Distraction or disruption?

From the increasing use of contingent freelance workers to the growing role of robotics and smart machines, the corporate workforce is changing radically and rapidly. The gig economy poses significant questions and opportunities for organizations and their workforce talent strategies.



SUGGESTIONS

Foreword



The theme of Deloitte’s fourth annual Human Capital Trends report – “The new organization: Different by design” – reflects a major finding: After many years of struggling to drive employee engagement and retention, improve leadership, and build a meaningful culture, executives are now seeing the need to redesign the organization itself, with 92% of survey participants rating this as a critical priority.

Executives and business leaders in Southeast Asia face similar challenges. The Southeast Asia region comprises of different markets in different phases of maturity. Labor costs, governance and legislation, work practices, culture, and language differ markedly by country within this region.

The heterogeneous nature of the region means organizations will need to continue adapting human capital strategies to the unique characteristics in each country for success across Southeast Asia. There is no one-size-fits-all solution.

With this in mind, we have put together this regional report as a local supplement to the Deloitte Global Human Capital Trends 2016 report. Our regional supplement focuses on the most critical trends that emerged within Southeast Asia, infused with unique local flavor – observations and recommendations - specific to the region and to Malaysia.

We hope you will find both the global report and this Southeast Asia edition insightful and look forward to discussing these trends further as you prepare to take on the human capital challenges pertinent to your organization.

Yours sincerely,

Nicky Wakefield

Executive Director and Leader,
Southeast Asia Human Capital Consulting

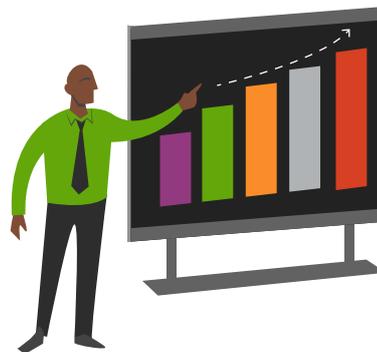
The Southeast Asia landscape

Southeast Asia is one of the fastest growing regions in the world today. When asked about the rate of business growth compared to the previous year, one out of five respondents indicated that they anticipate the rate of business growth to be more than 10% compared to the previous year. However, an overwhelming nine in 10 reported that growth was similar to or more than the previous year. In the context of the slowing global economic environment, this growth region represents significant business opportunities.

Organizations in Southeast Asia find themselves racing to adapt their organizations to respond to the regional growth in these markets. HR organizations are under increasing pressure from business leaders to drive innovative talent solutions, improve the employee experience through design thinking and digital solutions for better engagement and empowerment, improve HR capabilities to better alignment with business imperatives, and turn data into actionable insights.

In light of this context, an encouraging nine out of 10 respondents indicated they will continue to make similar or more investments in HR, with two in 10 planning a significant increase to take their organization's HR capabilities to the next level.

These statistics provide growing evidence that businesses are becoming increasingly aware of the impact human capital investment has on business growth and how an increased focus on growing HR capabilities contributes to winning in the marketplace.

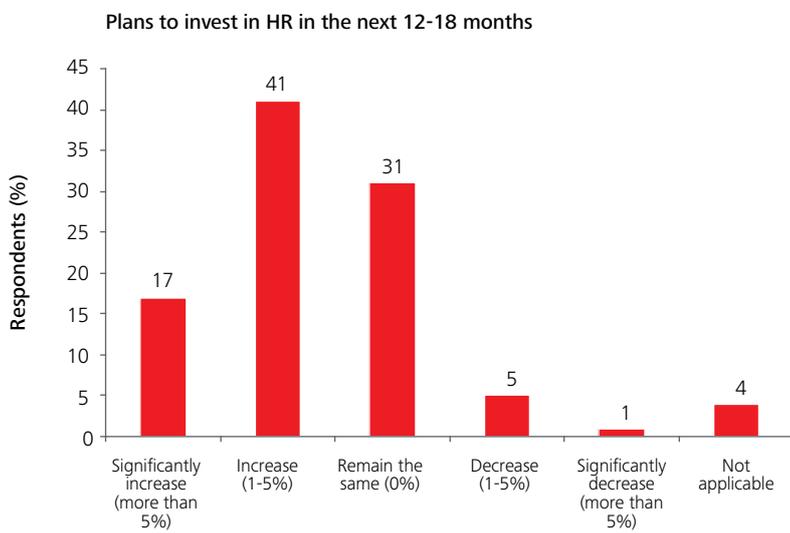
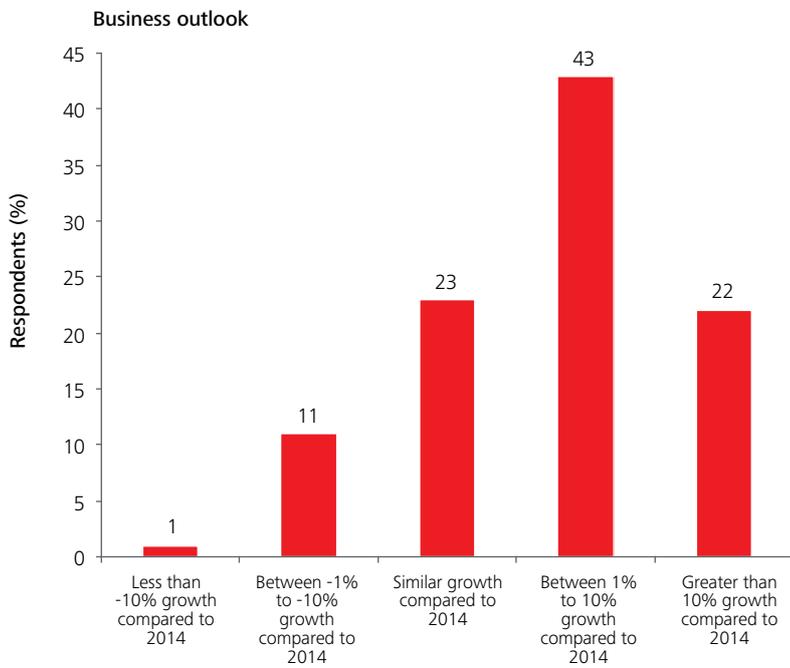


9 out of 10 will continue to make similar or more investments in HR

2 out of 10 plan to significantly increase investments to take HR capabilities to the next level



Figure 1: Overview of Southeast Asia



What are the most important issues for Southeast Asia?

The top five concerns for businesses in Southeast Asia are in line with global trends, but vary in order of importance.

The top five trends for Southeast Asia in order of importance are:

- Leadership awakened
- Engagement
- Organizational design
- Learning
- Culture

Figure 2a shows the top human capital trends in Southeast Asia ranked in order of importance. Figure 2b shows a comparison of Southeast Asia and global trends.

Interesting to note is that business and HR leaders both globally and in Southeast Asia rated the importance of all trends higher this year, more than they had the previous year (where comparable data was available). This is an indication of the growing acknowledgement of the direct link between strong HR capabilities in an organization and strong business performance. Table 1 shows this data.

Figure 2a: Top human capital trends in Southeast Asia in order of importance

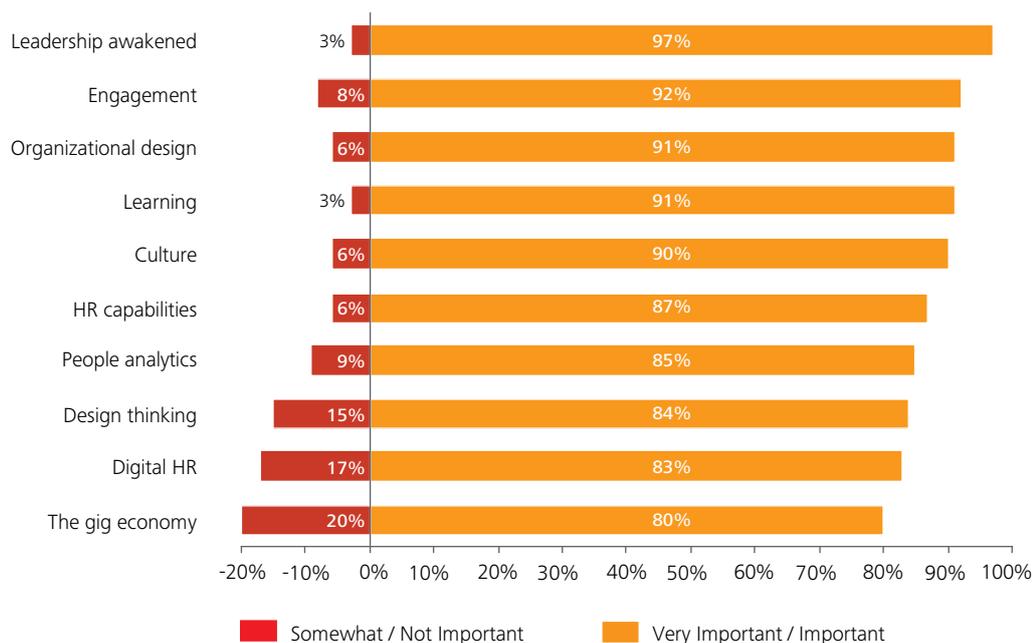


Figure 2b: A comparison of Southeast Asia and global human capital trends

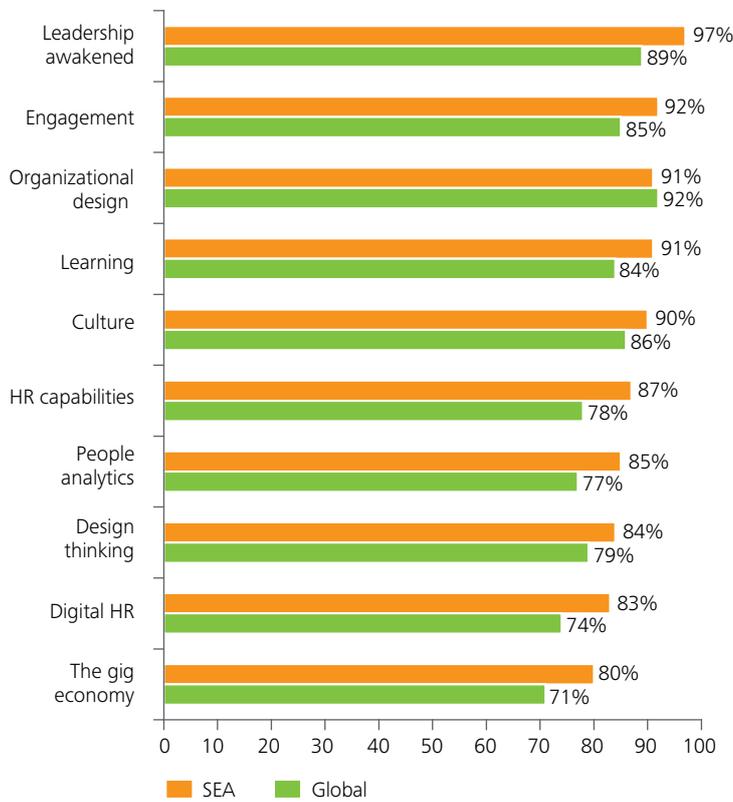


Table 1- Human capital trends level of importance 2015 and 2016 comparisons

Human capital trends	2016		2015	
	SEA (%)	Global (%)	SEA (%)	Global (%)
Leadership awakened	97	89	82	78
Engagement	92	85	79	78
Organizational design	91	92	-	-
Learning	91	84	77	74
Culture	90	86	79	78
People analytics	85	77	71	66
HR capabilities	87	78	75	71
Design thinking	84	79	-	-
Digital HR	83	74	-	-
The gig economy	80	71	-	-

Note: Organizational design, Digital HR, Design thinking and The gig economy are new trends for 2016

- Leadership remains a top priority for business leaders and C-suites worldwide as organizations look to build leaders of different generations and varieties. In Southeast Asia, Leadership ranks first in order of importance, compared with second globally.
- Engagement is a new standalone trend for 2016, having been a subset of Culture in 2015, and comes in second in ranking for Southeast Asia. Last year, Culture and Engagement as a combined trend was ranked third.
- Learning increases in importance with a higher ranking compared to last year, as business leaders become increasingly aware of the need to empower employees to take ownership of their development through innovative platforms.
- Organizational design is an exciting new addition to the 2016 trends and has become a hot topic, topping the rankings globally and moving into the top five for Southeast Asia. The need to adapt to rapidly changing market conditions and staying relevant to local customers has brought this issue to the fore.
- Culture remains in the top five in Southeast Asia, ranking fifth in the table standings. CEOs and HR leaders now recognize that it drives people's behavior, innovation and customer service, and continue to view culture as a major contributor to business success.

Capability gap: Organizations are not adapting fast enough?



While survey respondents are able to articulate the importance of these trends, what is concerning is their ability to address them. The perceived readiness of their organization, according to business and HR leaders, to address these trends is worryingly inadequate.

Figure 3a illustrates the perceived readiness levels to manage the top human capital issues. As we can see, for each trend, at least one out of every two respondents indicate their organizations are not ready. This is especially acute in the areas of HR capabilities, People analytics and Digital HR.

Figure 3b shows a “capability gap” comparison between 2016 and last year. A “capability gap” is defined as the difference between the importance of a trend and the perceived readiness of the organization to deal with it – a measure of how prepared organizations are to respond to the most urgent human capital issues.

Based on the results, it appears that in spite of their importance, the top five trends (excluding Organizational design) show an increasing capability gap compared to 2015. HR capabilities experienced the largest spike in capability gap from 2015 - 20% higher, increasing in importance as an issue yet decreasing in readiness to deal with it. This is likely to be driving the increase in HR spending this year as indicated by six out of 10 respondents.

These results indicate an urgent need for HR to bridge the increasing capability gaps in Southeast Asia in 2016.

Figure 3a: Southeast Asia's readiness to address the top trends

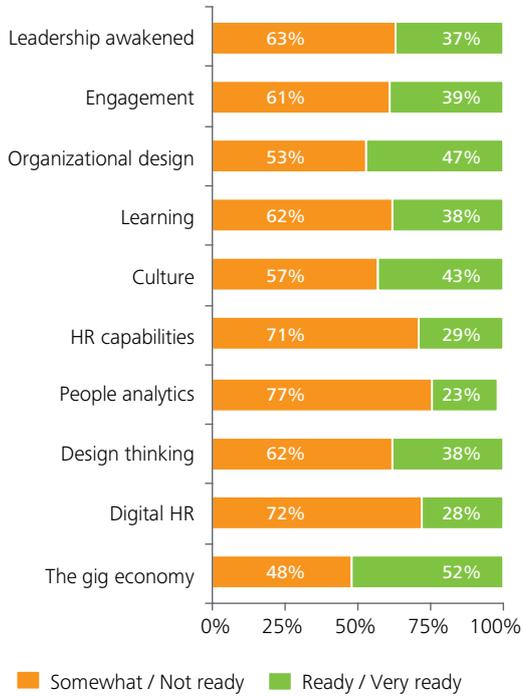
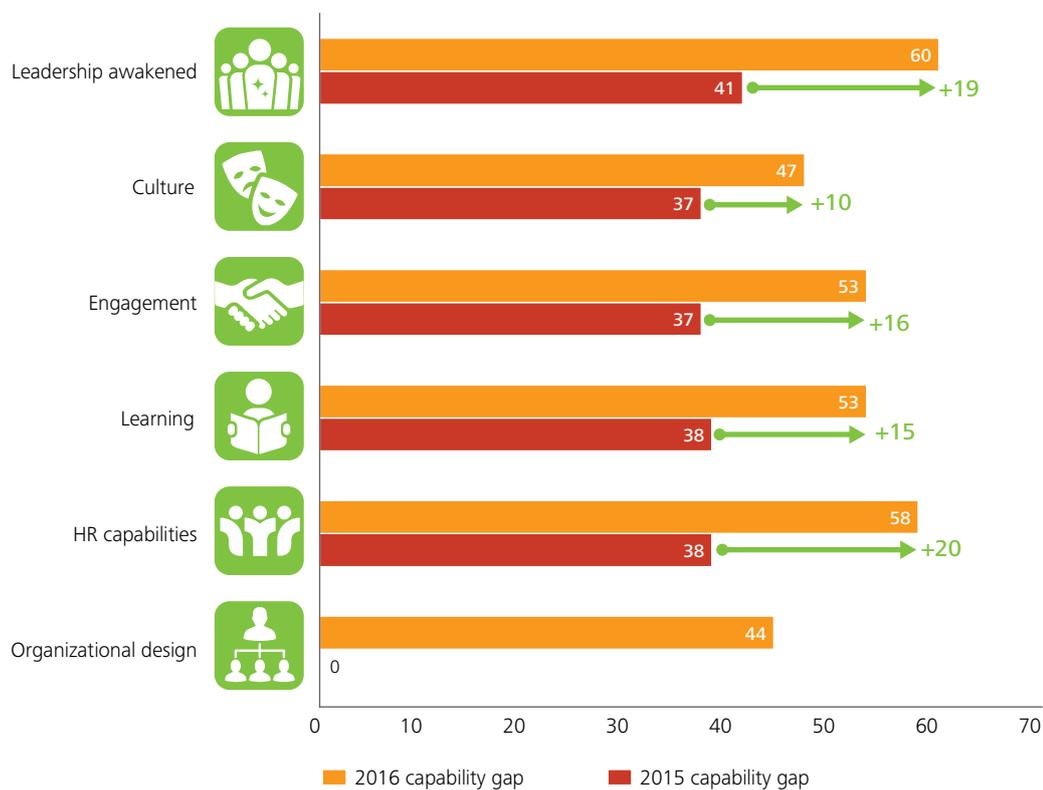


Figure 3b: Southeast Asia's capability gap comparison (2016 versus 2015)



Note: Organizational design is a new trend for 2016

The top five trends in Southeast Asia: Bringing into focus

Leadership awakened

Leadership remains a top priority for business leaders and C-suites worldwide as organizations look to build leaders faster and deeper into the organization. In Southeast Asia, Leadership ranks first in order of importance, compared with second globally.

As many as 97% of Southeast Asian executives in this year's survey rated the need to strengthen, reengineer, and improve organizational leadership as a top priority. However, while the leadership challenge is urgent and growing in importance, it is alarming to find an even larger increase in the capability gap of organizations to meet leadership needs. At a Southeast Asia regional level, organizations report to be less ready than the year before to implement a comprehensive solution around leadership that addresses the leadership gap systemically.

One of the reasons organizations feel ill-equipped to deal with leadership development might be that the traditional, pyramid leadership development model is not producing leaders fast enough to cater to the rapid regional growth. Second, the quality, rigor and investment in leadership programs have continued to increase in recent years but continue to be sporadic and uneven across the region. Yet another reason could be limited leadership opportunities for younger employees at companies where senior leaders have a "positional leadership" mindset or hold on to their roles and responsibilities instead of opening opportunities to the next generation of leaders.

Organizations in Southeast Asia need to develop fundamental leadership capabilities among critical individuals and teams—capabilities that include the ability to collaborate across boundaries, lead in ambiguity, conceptualize new solutions, motivate diverse teams, and develop the next generation of diverse and global leaders.

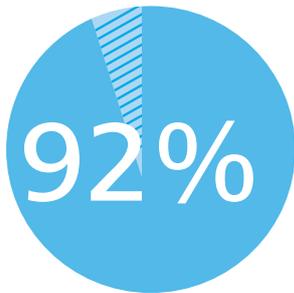
Developing leaders requires an unwavering long term management focus of time and resource even during difficult times. In a "ready made" leader-scarce Southeast Asia market, organizations have to invest in building their own leadership bench. Fortunately, this process is now a well codified one and with the right level of organizational customization, they can accelerate this process.

Organizations need to keep in the mind that they need to build leaders with a future focus, which means leaders having the capabilities relevant to the future, for example, a keen digital understanding and agility. These leaders also need to be front and center of all efforts. Given that the consumers and the workforce is rapidly changing, leadership development efforts need to keep pace.

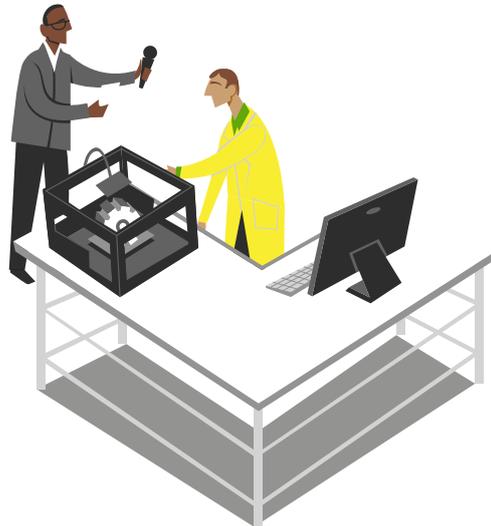


97% feel that leadership
is a top priority





92% feel that employee engagement is critical



Engagement

Engagement is a new standalone trend for 2016 (a subset of Culture in 2015) and comes in second in ranking for Southeast Asia. It describes “how employees feel about the way things are done here”. This trend is a critical issue for business leaders, with a staggering 92% of respondents in Southeast Asia indicating it as important. While engagement is a pertinent issue, respondents report an increasing capability gap in their ability to address engagement challenges.

Within Southeast Asia, traditional engagement practices (such as annual employee engagement measures, non-existent or outdated performance tools & traditional communications channels) are often still prevalent in organizations who employ Millennials and others who are heavy users of modern, innovative technologies and platforms. These include technologies such as social media and other digital platforms as “employee listening tools”. In this “always on” digital world, Southeast Asian organizations have to take immediate action to modernize their practices and address employees’ growing “need for meaning and engagement”. For example, action in basic things like treating all staff with equity and respect, recognizing individuals for going above and beyond work required, and busy line managers taking the time out from their schedule to dialogue with employees on their career development.

Organizational design

As companies strive to become more agile and customer-focused in response to the region's strong economic growth, organizations are shifting their structures from traditional functional models toward interconnected, flexible teams. Organizational design, a new addition to the 2016 trends, ranked top in importance globally (92%). In Southeast Asia, more than nine out of 10 respondents (91%) rate it as a top priority. However, half of the respondents claim that they are not ready to meet the challenge of having a "network of teams" - whereby teams are formed and empowered to work on specific business projects and issues.



91% recognizes
Organizational design
as a top priority

Organizational design is a new
addition in this year's trends



Many of the organizations based in this region are currently undergoing or plan to undergo some level of business transformation, but surprisingly still operate in silos or in a functional structure. As traditional work shifts to becoming more project and/or team based, Southeast Asian organizations need to think about how to create and empower cross-domain teams enabled by information and communications to achieve specific goals around product, market, customer or project needs.

Learning

Today's employees have a more 'consumer-like' demand - wanting self-directed, dynamic, continuous learning opportunities through innovation platforms that tailor to their individual needs and schedules.

Although business leaders are increasingly aware that their organizations' learning systems must adapt, global findings show that nearly every business leader, CEO and CHRO included, report that their companies are not developing skills fast enough to support the rapid growth of the organization¹. This is also reflected in the Southeast Asia findings - where a vast majority (91%) of respondents state that learning is important but feel that their organizations are inadequately prepared to deal with this issue.

An important driver is the fast-paced growth environment in Southeast Asia that requires employees to develop key capabilities at speed to keep pace with the changing needs of the markets. The use of outdated platforms and static learning approaches as well as the slow uptake in integrating external platforms as part of their employee learning also continue to hinder the timely development of these required capabilities in many Southeast Asia-based organizations. Southeast Asia-based corporate learning and development organizations will need to very quickly adapt to the evolving learning needs of the employees. Corporate training departments must become "learning experience architects and curators", building a compelling and dynamic experience for employees and helping employees "learn how to learn".

Instead of the traditional content-centric "push" approach, the new learning system should be reconfigured to enable employees to "pull" their own desired content from a variety of internal and external content sources such as articles, video tutorials, MOOCs, podcasts, webinars, online eBooks, external course offerings and recommended search engines. These need to be accessible via mobile, social and web-based platforms, as employees want ease-of-use and accessibility to the learning content at any time.

In addition to a new platform delivering on-demand learning content, there has been an increased interest amongst Southeast Asia-based organizations to explore Learning Academies and interactive lab-style approaches for focused and accelerated development. Functional leaders are starting to work with HR and external partners to develop targeted immersive programs to build up current and future capabilities, as evidenced by corporate undertakings in designing and implementing in-house Finance, HR and Digital Academies. Lab-style learning delivery has also piqued the interest of organizations, as it offers a more dynamic learning experience for the learner by broadening the participant's thinking through exposure to best practices and interactive dialogue with subject matter experts. Learning is further reinforced through action-oriented follow-through assignments and follow-up mentoring / coaching sessions with internal and external subject matter experts.

¹The Conference Board, "The Conference Board, CEO Challenge 2016,"<https://www.conferenceboard.org/publications/publicationdetail.cfm?publicationid=6071>.

Culture

Culture describes the way organizations operate or "the way things work around here". It includes the values, beliefs, behaviors and reward systems that influence people's behavior on a day-to-day basis.

This trend continues to be an important one in Southeast Asia (90%). However, we see an increase from last year in the perceived capability gap reported by Southeast Asia respondents.

The rapid external economic growth in the region combined with the pervasive internal organizational change through various business transformations might be driving the fall in perceived readiness by Southeast Asian respondents in dealing with cultural challenges. Organizations need to proactively define, consciously cultivate and manage their culture to turn it into a competitive advantage in the marketplace. Internally, as we move to a structure of "networks of teams," culture will also serve to bind people together and help people communicate and collaborate.

As organizations try to understand and improve their culture, HR's role is to improve the ability to curate and shape culture actively. Deloitte's latest research on culture reflects the fact that cultural vision must be translated into specific behaviors across levels and functions and then integrated into talent and business processes to drive business outcomes.





Moving forward

Our Southeast Asia report tells us that leadership is still viewed as the most important human capital challenge for regional business leaders today. The traditional, hierarchical Asian mindset is slowly changing but may still be inhibiting leadership effectiveness in organizations. In order to develop a stronger pipeline of future ready leaders, senior leaders need to be committed to the ongoing investment and development of talent.

These leaders will also need to use innovative, digital platforms to engage their employees to ensure that they regularly stay connected and seen as providing “a listening ear”. These platforms should also be applied to learning and development as employees increasingly demand self-directed, dynamic, continuous learning opportunities that tailor to their individual needs and schedules.

Organizations will also need to continue to proactively define, consciously cultivate and manage their culture. Combined with exciting learning opportunities and effective engagement, Southeast Asian organizations can create a compelling value proposition for existing as well as potential employees.

Finally, organizations in this fast growing region find themselves playing catch-up in adapting their organizations to respond to growth. Organizational design has become a significant consideration this year as companies continually try to transform themselves into becoming more agile and customer-focused. The importance of being able to work effectively in teams has never been greater as Hollywood production-style project teams become a common feature in current organizations.

The most forward looking companies will continue to invest in human capital to build HR capabilities that will help them to win in this challenging regional marketplace. HR and business leaders must provide structured and scientific approaches to improving leadership effectiveness, use innovative platforms to engage employees as well as develop them, attract new talent with an employee-centric culture and constantly ensure that their organization structures can deliver business results in the fast-paced growth environment. There remains many opportunities for significant improvement.



Spotlight on Malaysia

Malaysia's top five trends are the same as those of Southeast Asia. However, there is a difference in the order of importance with Culture, Learning and Organizational design coming in third, fourth and fifth for Malaysia respectively:

1. Leadership awakened
2. Engagement
3. Culture
4. Learning
5. Organizational design

Figure 4a: Top human capital trends in Malaysia

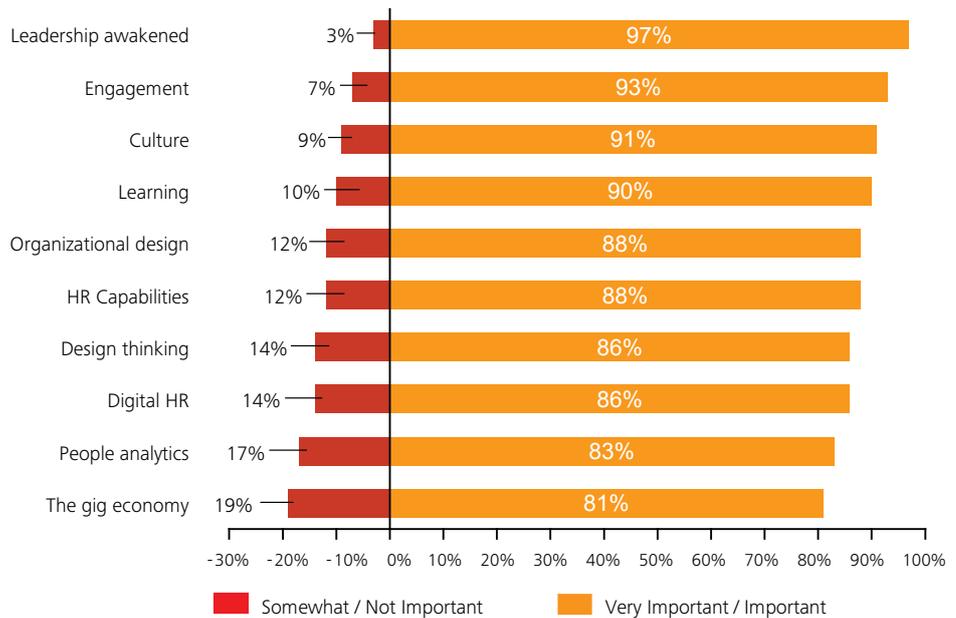


Figure 4b: A comparison of Malaysia, Southeast Asia and global human capital trends

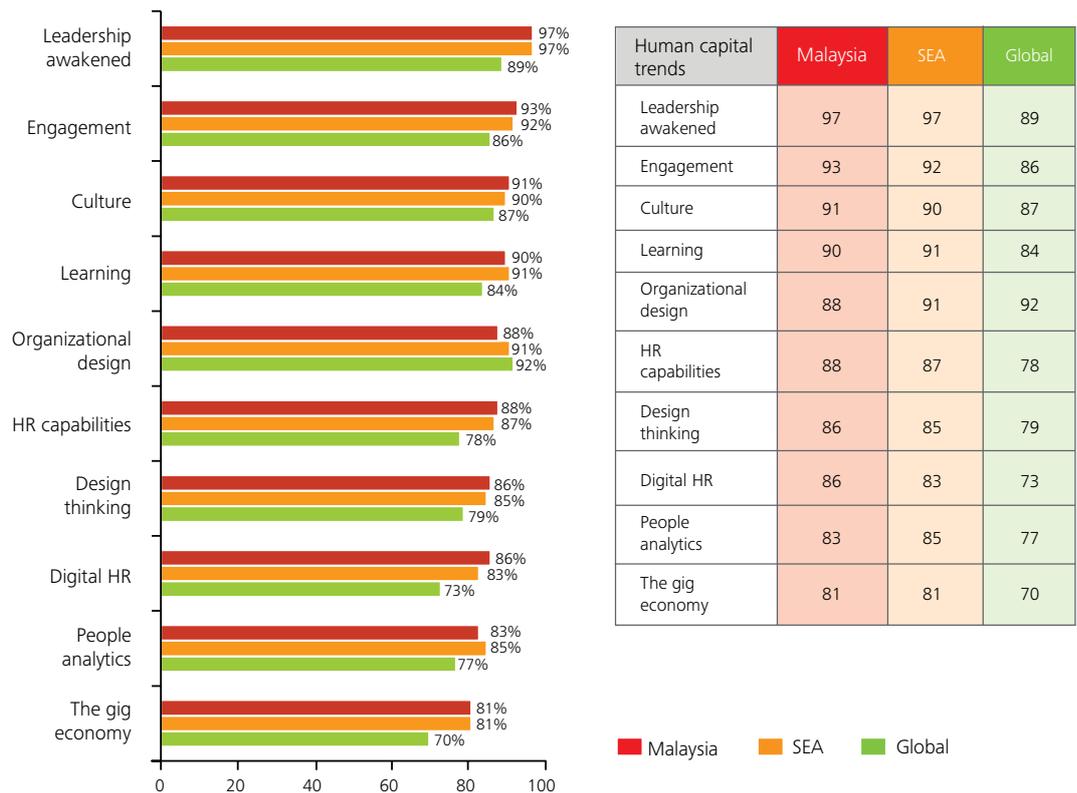
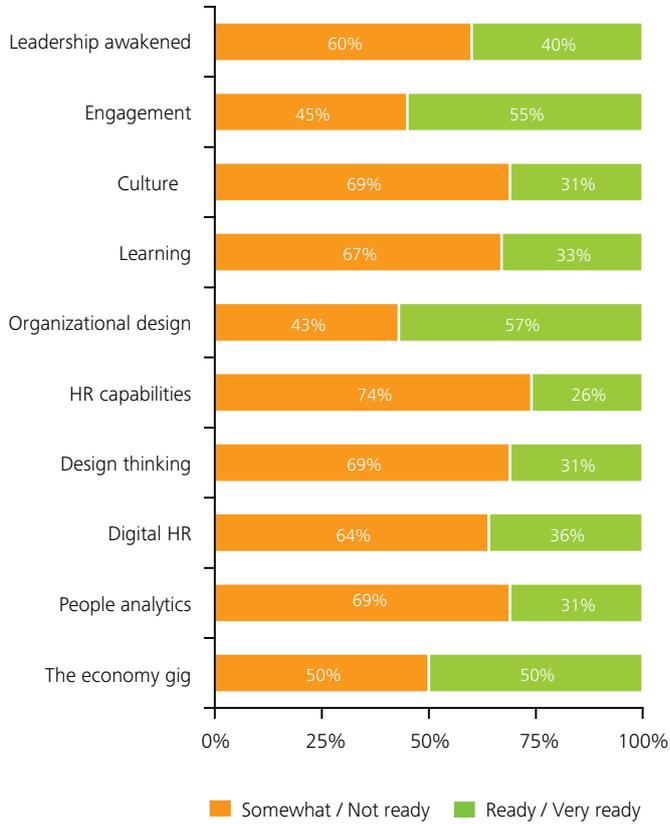
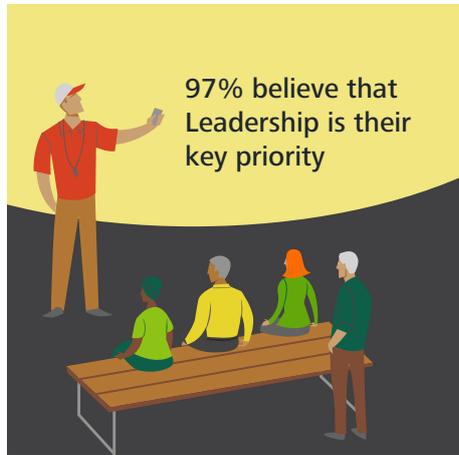


Figure 5: Malaysia's readiness analysis across the top trends



Zooming in on Malaysia's top five trends



Leadership awakened

Leadership has continuously been the top trend that organizations view as most important in Malaysia, Southeast Asia and globally. This year, for Malaysia, 97% of the respondents have indicated that Leadership is their key priority. This is higher than the global result (89%) and is the same as results for Southeast Asia (97%).

However, in spite of the importance, only 40% of the respondents feel ready or very ready to tackle this issue.

The data indicates that organizations in Malaysia acknowledge the importance of having great quality leaders, but are not ready (60% of respondents indicate that they are somewhat or not ready), or may not have the necessary resources to address the leadership gap.

The lack of a strong leadership pipeline for want of talented leaders is a cause for concern in Malaysia. Among the common pain points we hear about leadership in Malaysia today are:

- Lack of inspirational leadership - Traditional leaders are finding it difficult to inspire the best out of their workforce but rather lead with mostly tried and tested methods that may not encourage or motivate the growth, creativity and innovative minds of the younger workforce.
- Acceptance of change in organizations - Leaders in organizations with very tenured employees are often faced with a workforce that are comfortable with current ways of working and may view progressive leadership methods as an obstacle to their career growth rather than a welcome disruption to their overall development. Leaders need to be prepared to tailor their style and champion change to bridge the gap between the Millennials and the more experienced workforce.
- Profitability versus people – Traditional leaders place a lot more focus on business profitability and growth with minimal investment in their people who could ultimately help them achieve the intended results. In recent years however, we have seen a lot more importance placed on people development as leaders begin to realise the returns of well-planned human capital investments.

Despite the challenges, results of the survey indicate that organizations in Malaysia have come to realise the importance of strong leadership and are taking into consideration the importance of understanding and appreciating Gen Y and Millennial employees who are motivated to work in a dynamic organization led by inspirational and visionary leaders.

93% view Engagement as important or very important



Engagement

The demands and expectations of today's diverse, multi-generational and mobile workforce require a more flexible, employee-centric work environment – one that companies in Malaysia are just beginning to take notice of. These current expectations of the newer workforce results in Engagement surfacing as the second most important trend in Malaysia with 93% of the respondents reporting it as important or very important. This is compared to 92% in Southeast Asia and 86% globally. Encouragingly, 55% of the respondents in Malaysia expressed that they are ready, if not already addressing Engagement challenges.

This indicates that Malaysian companies are aware of the rapid development in employee engagement expected over the next year, and have been equipping and preparing themselves for it.

Recent trends indicate that organizations in Malaysia have started thinking out of the box to engage their employees. Among some of the recent employee engagement trends we have seen that are geared towards enhancing the overall employee experience include:

- Flexible employee perks such as Work-from-Home arrangements and flexible compensation & benefits
- Increase in duration of paid maternity / paternity leave
- Tailored career paths
- Opportunities for work-related travel to gain experience and exposure
- Innovative employee recognition i.e. opportunities to pursue professional courses, paid vacations for the family and other forms of recognition

Given the growing opportunities for self-employment in Malaysia, organizations should consider offering and adopting new ways of working, with a priority on work-life balance and work-life integration, to more effectively engage the current and younger workforce. An engaged workforce is more likely to address employee retention issues and overall productivity within an organization.





Culture

Malaysia has ranked Culture as the third most important issue with 91% of the respondents indicating it to be important or very important. This is compared to 90% in Southeast Asia and 86% globally. 31% of respondents in Malaysia reported being ready or very ready to address the trend.

Organizations are very much aware of how cultural alignment can benefit the business, and are somewhat ready to drive Culture initiatives. In Malaysia, organizations have started to pay more attention to Culture but may not understand its significance as well as impact on talent retention, employee engagement and talent acquisition strategies.

Organizational culture is very much driven by leaders and is affected by every change in leadership or other triggers - such as mergers & acquisitions, changing needs of the workforce, and change in business priorities. It is important for leaders and the HR function to define first the organizational culture and then work towards driving initiatives that embed the organizational values and culture in day-to-day operations.

Malaysia being a multiracial country has its own unique mix of cultural influences and values that is bound to influence an organization's culture. Family-style organizations are common in Malaysia, where employees and co-workers treat each other as members of an extended family. Culture misalignment happens when there is a change in leadership for example, where the new leader may come with a different cultural baggage. In today's dynamic workforce where employees move easily between organizations, it is no wonder that more and more organizations in Malaysia perceive culture alignment and sustainability as very important.

By creating a supportive, flexible and trusting culture that integrates Culture, Engagement and Talent strategies, organizations will be in the front line to attract the best talent, especially from the Gen Y and Millennials talent pool.



Learning

2016 is witnessing a considerable global shift in terms of importance towards Learning, especially through innovative platforms that enable people to proactively develop themselves. In Malaysia, Learning is the fourth most important issue for the respondents, with 90% saying that it is important or very important. This is compared to 91% in Southeast Asia and 84% globally. 33% of the respondents reported being ready or very ready to manage the Learning challenge.

As businesses in Malaysia continue to grow and expand to new markets, they must take a more holistic view of Learning. The most successful organizations no longer see Learning as distinct ad-hoc training programs and modules.

Many companies in Malaysia are beginning to focus on corporate universities as a way to attract, develop and retain talent. The workforce is now made up of predominantly young employees who are looking for companies that will invest in their development. As such, traditional classroom training approaches may no longer be effective as a primary means of people development. Instead, leveraging on learning technologies and introducing experiential learning is becoming more necessary.

It is crucial that people managers in Malaysia are equipped with the right skills to create opportunities for their employees from the moment they are hired to learn and grow, while employees should be taught to seek out opportunities that will help them develop in alignment with their goals and career path. A well-integrated Recruitment, Learning and Talent management strategy will help organizations attract, retain and develop their employees in a holistic way.

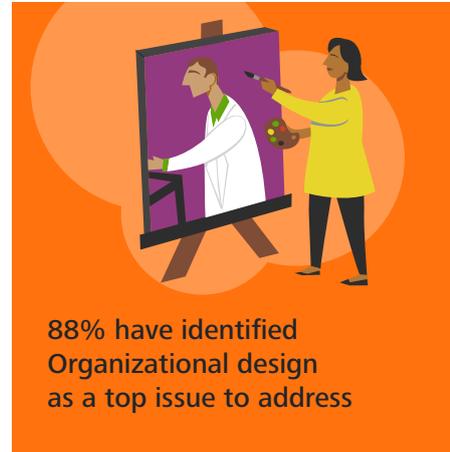
Organizational design

The new organization model – a “network of teams” with a high degree of empowerment, strong communication and rapid information flow – is on the rise in businesses and governments around the world.

In Malaysia, 88% of the respondents say that Organizational design is important or very important to them, making it the fifth most important trend. This result is lower than that of Southeast Asia (91%) and globally (92%).

57% of the Malaysia respondents say that they are ready for it, which shows that organizations are cognizant of its importance and aim to consequently move towards a leaner, more efficient structure, albeit at a moderate pace.

This trend indicates that, in general, organizations are aware of the need for organizational structural changes to accommodate the changing business trends and talent generations. However, organizations operating in Malaysia may not be quite ready to take the leap at this stage. Transformation efforts may be more focused on Leadership and Culture, and this will ultimately define the organization structure of the company.

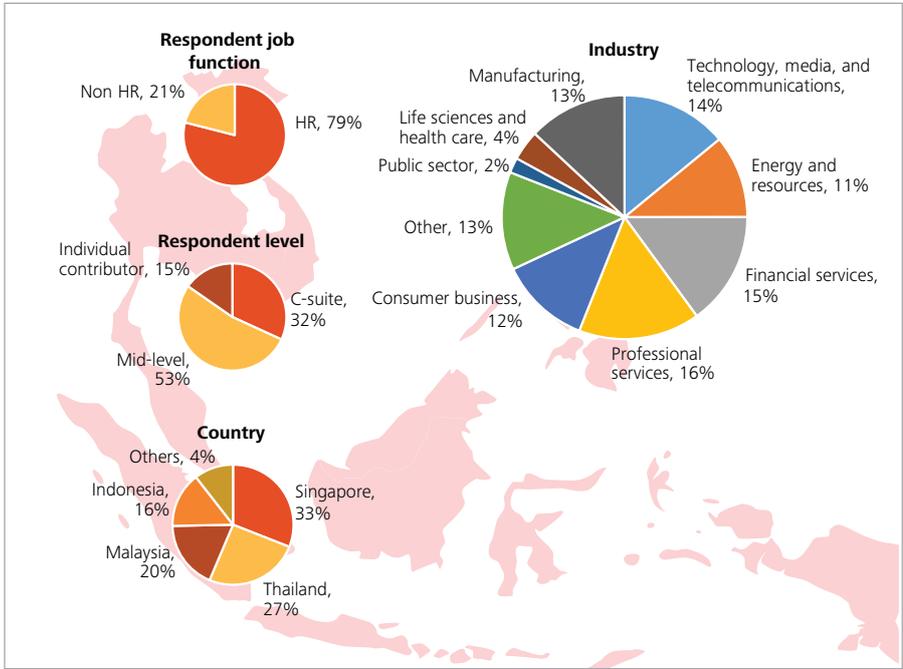


We encourage you to read the full Global report at www.deloitte.com/hctrends to learn more about the leading trends in this fascinating and challenging new world of work. Dive in to the chapters that are of particular concern to your firm or industry and also take time to reflect on the broader, longer term trends that we examine. If they do not concern you now, they will in the future – and your competitors may already be working to address them.

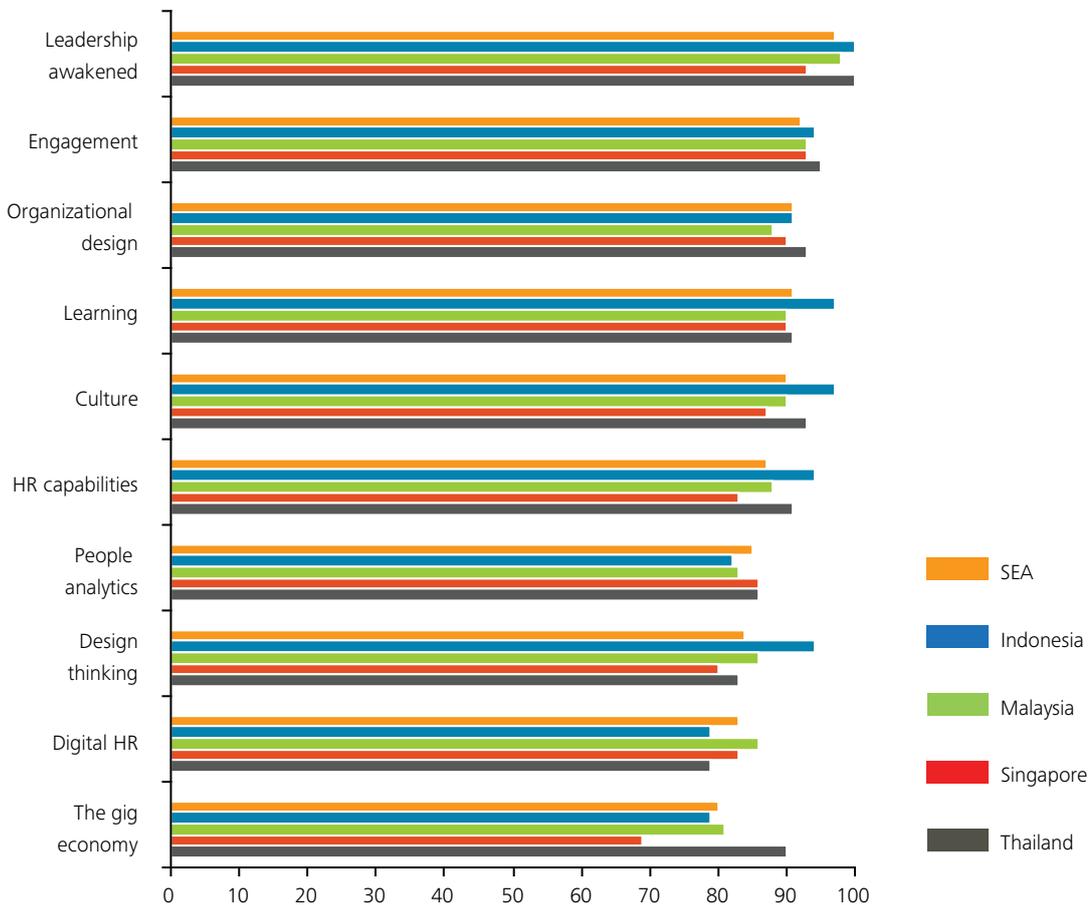


Appendix

Survey demographics—Southeast Asia

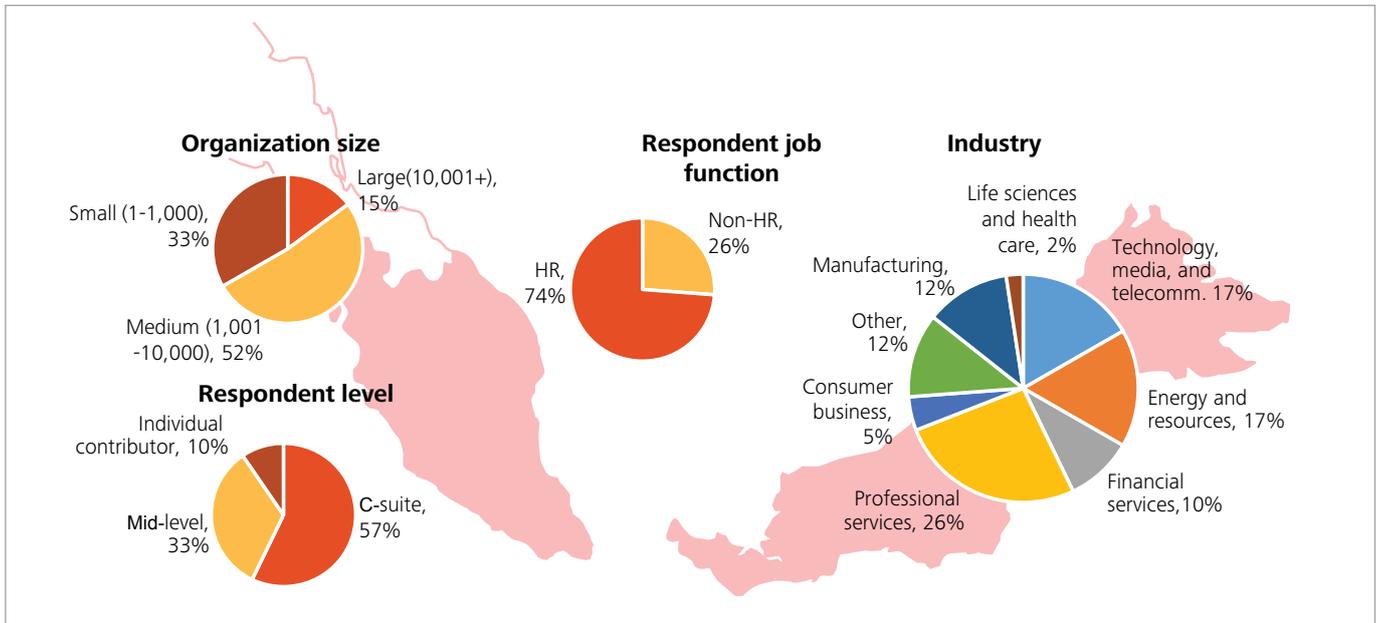


The comparison of importance of human capital trends across Southeast Asia and globally



Human capital trends	SEA	Indonesia	Malaysia	Singapore	Thailand
Leadership awakened	97	100	98	93	100
Engagement	92	94	93	93	95
Organizational design	91	91	88	90	93
Learning	91	97	90	90	91
Culture	90	97	90	87	93
HR capabilities	87	94	88	83	91
People analytics	85	82	83	86	86
Design thinking	84	94	86	80	83
Digital HR	83	79	86	83	79
The gig economy	80	79	81	69	90

Survey demographics – Malaysia



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