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2015 Global Human Capital Trends

Leading in the new world of work

April 2015



Global Human Capital Trends 2015

One of the
largest-ever longitudinal
global talent studies

3,300+
Business and
HR leaders

Including **39**
Namibian leaders
Business and HR
leaders

Unless otherwise cited, all data referenced in this presentation is from the Global Human Capital Trends 2015 survey.



Leading in the **NEW WORLD** of WORK Focused on four areas

Leading

Reinventing



Engaging

Reimagining

Global Human Capital Trends 2015



CULTURE AND ENGAGEMENT
The naked organization



LEADERSHIP
Why a perennial issue?



LEARNING AND DEVELOPMENT
Into the spotlight



REINVENTING HR
An extreme makeover



WORKFORCE ON DEMAND
Are you ready?



PERFORMANCE MANAGEMENT
The secret ingredient



HR AND PEOPLE ANALYTICS
Stuck in neutral



SIMPLIFICATION OF WORK
The coming revolution

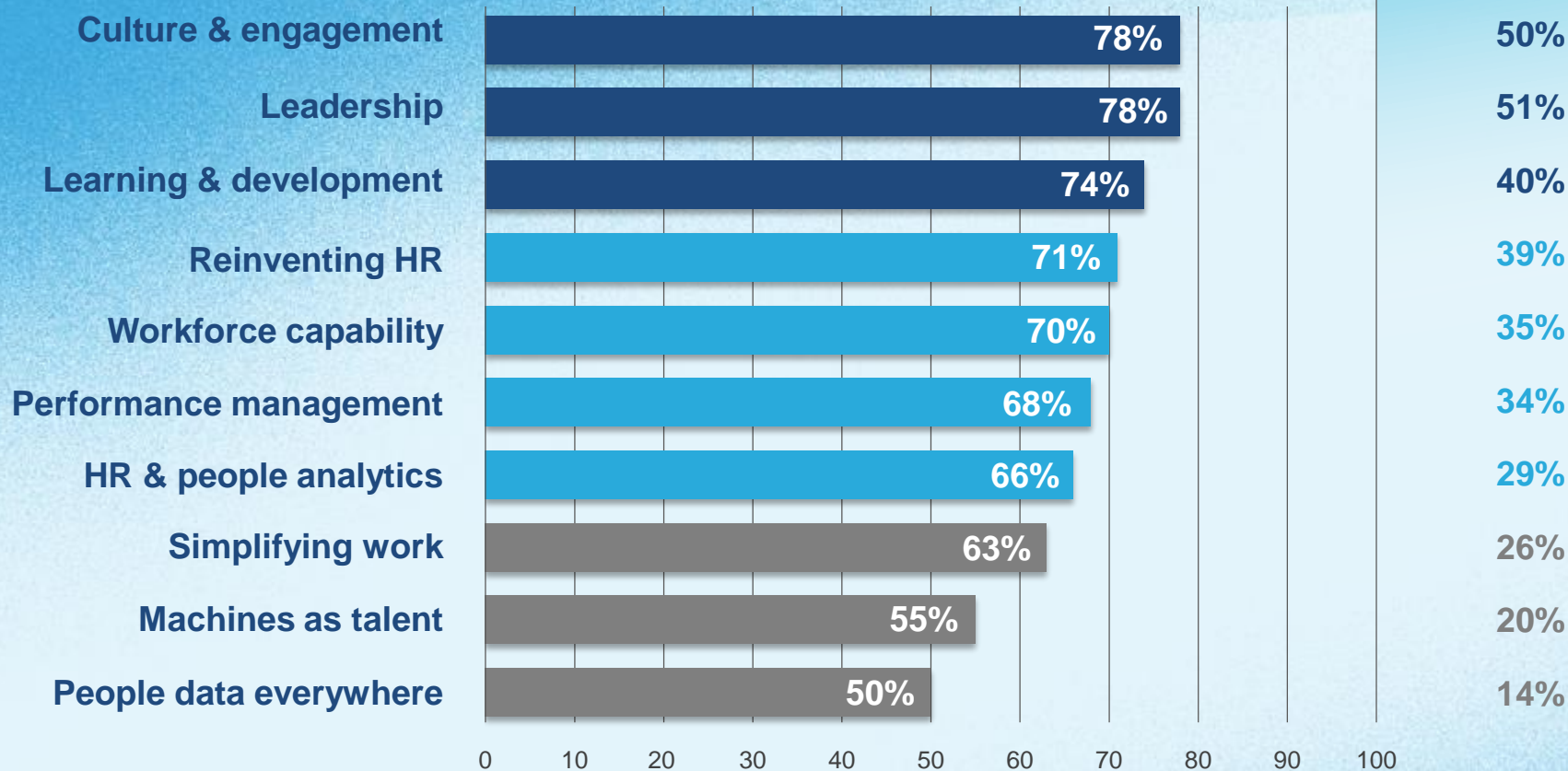


MACHINES AS TALENT
Collaboration, not competition



PEOPLE DATA EVERYWHERE
Bringing the outside in

10 Global human capital trends for 2015



6 Namibian human capital trends for 2015

**% VERY
IMPORTANT**



Based on the importance index, Namibia's focus areas are:

- **Leading**
- **Engaging**

While Reinventing and Reimagining are lesser priorities at this time.

WORKFORCE ON DEMAND

Are you ready?

#1 Namibian issue

Need to apply
**engagement
strategies**
to all workers at
different levels &
generations

71%
have an
understanding
of the current
skills and
capability
gaps & future
skill
requirements

Only **23%** of
believe that
they are ready
to act upon this
trend



LEADERSHIP

Why a perennial issue?

5%
see their
succession
programmes
as
“**excellent**”

**69% treat as
short-term
challenge**
instead of
a strategic
initiative

Need to focus on
**developing
leaders at
all levels**

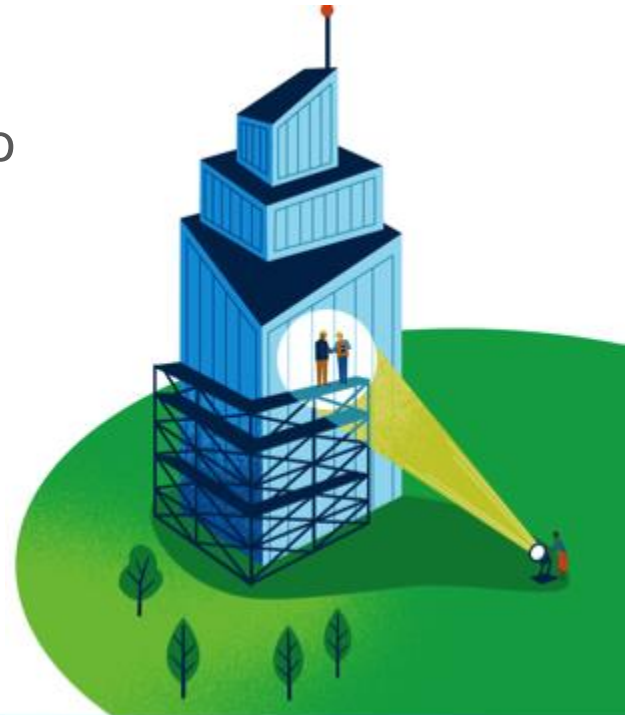


Into the spotlight

8%
see their L&D
programmes
as
“excellent”

**Skill
shortage**
is holding
back strategy
execution

70% Need to
reinvent
the learning
experience



CULTURE AND ENGAGEMENT

The naked organization

72% not effectively driving work life balance

61% say their engagement levels are being adequately monitored

22% Create meaningful work, deep engagement, and job fit



REINVENTING HR

An extreme makeover

HR is being redefined as an **enabler and builder of talent**

37%
rate themselves as ready for this trend.

50% align HR capabilities with business goals



PERFORMANCE MANAGEMENT

The secret ingredient

59%

State their current performance processes are not an effective use of time

Greater emphasis needs to be placed on **driving business values** through the process

Emphasize **coaching and feedback**



5 KEY FINDINGS



1

#1 global talent issue is engagement, retention, and culture

2

Leadership gap remains paramount

3

Learning is continues to be in the spotlight

4

Reinventing HR is critical

5

Increase focus on culture and engagement

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www.deloitte.com/hctrends2015



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