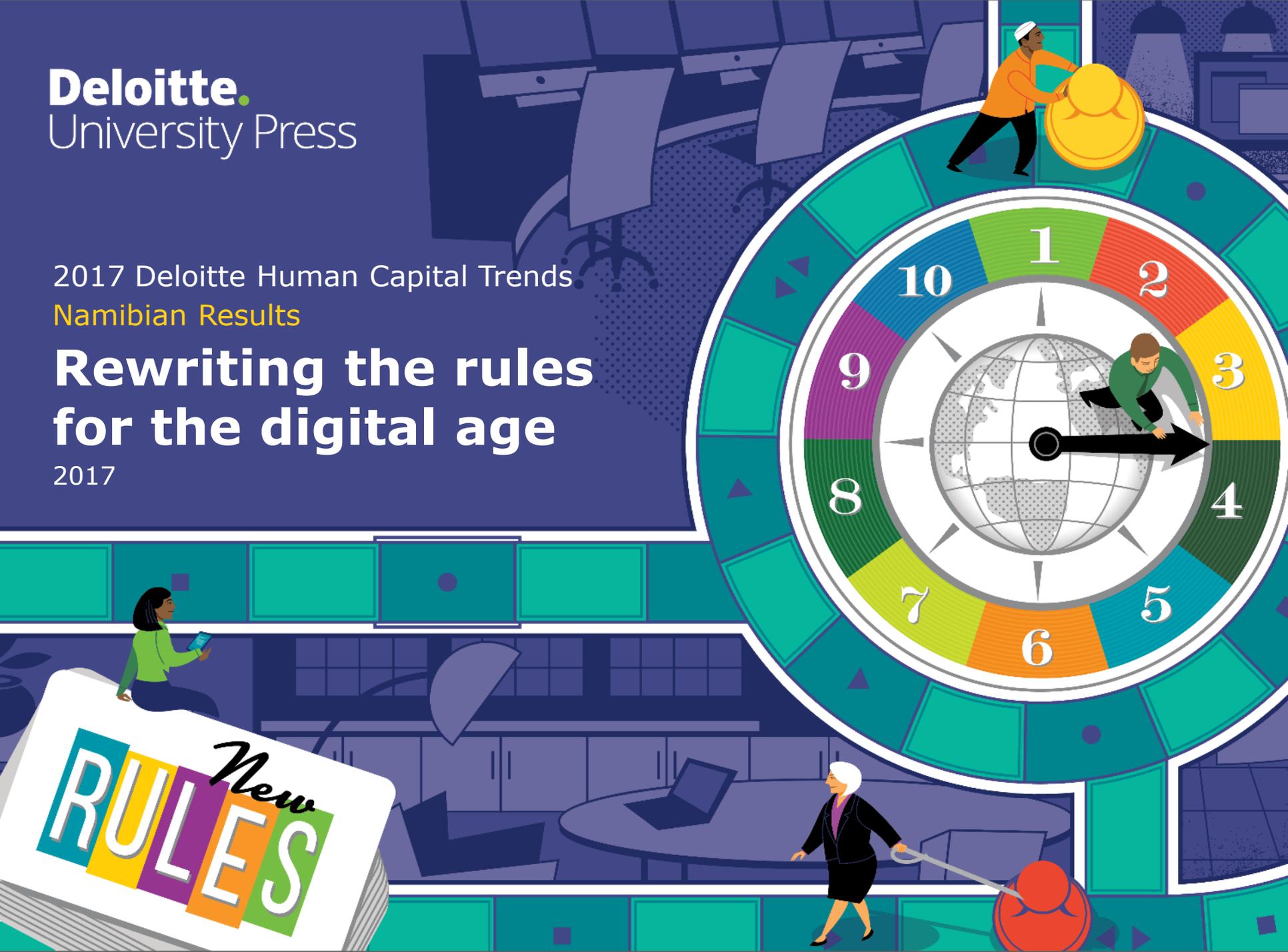


Deloitte.
University Press

2017 Deloitte Human Capital Trends
Namibian Results

Rewriting the rules for the digital age

2017



Research overview

New rules
reflect the shifts in mind-set,
behavior and actions required
to **lead, organise, motivate,**
manage, and **engage** the
21st-century workforce

Deloitte's largest and most extensive
human capital survey to date

10 000+

business and HR leaders

140

countries

47
Namibian
Respondents



Unless otherwise noted, all data referenced in this is from 2017 Deloitte Global Human Capital Trends: Rewriting the rules for the digital age – the global report and the Namibian Report

2017 Deloitte Global Human Capital Trends



TREND 1
The organization of the future:
Arriving now

Important Nam Trend
Future Nam Top Trend



TREND 3
Talent acquisition:
Enter the cognitive recruiter

Current Nam Top Trend



TREND 5
Performance management:
Play a winning hand



TREND 7
Digital HR:
Platforms, people,
and work



TREND 9
Diversity and inclusion:
The reality gap



TREND 2
Careers and learning:
Real time, all the time

Current Nam Top Trend



TREND 4
The employee experience:
Culture, engagement, and beyond

Future Nam Top Trend



TREND 6
Leadership disrupted:
Pushing the boundaries

Important Nam Trend



TREND 8
People analytics:
Recalculating the route



TREND 10
The future of work:
The augmented workforce

Top 2017 Namibian trends Current vs. Future



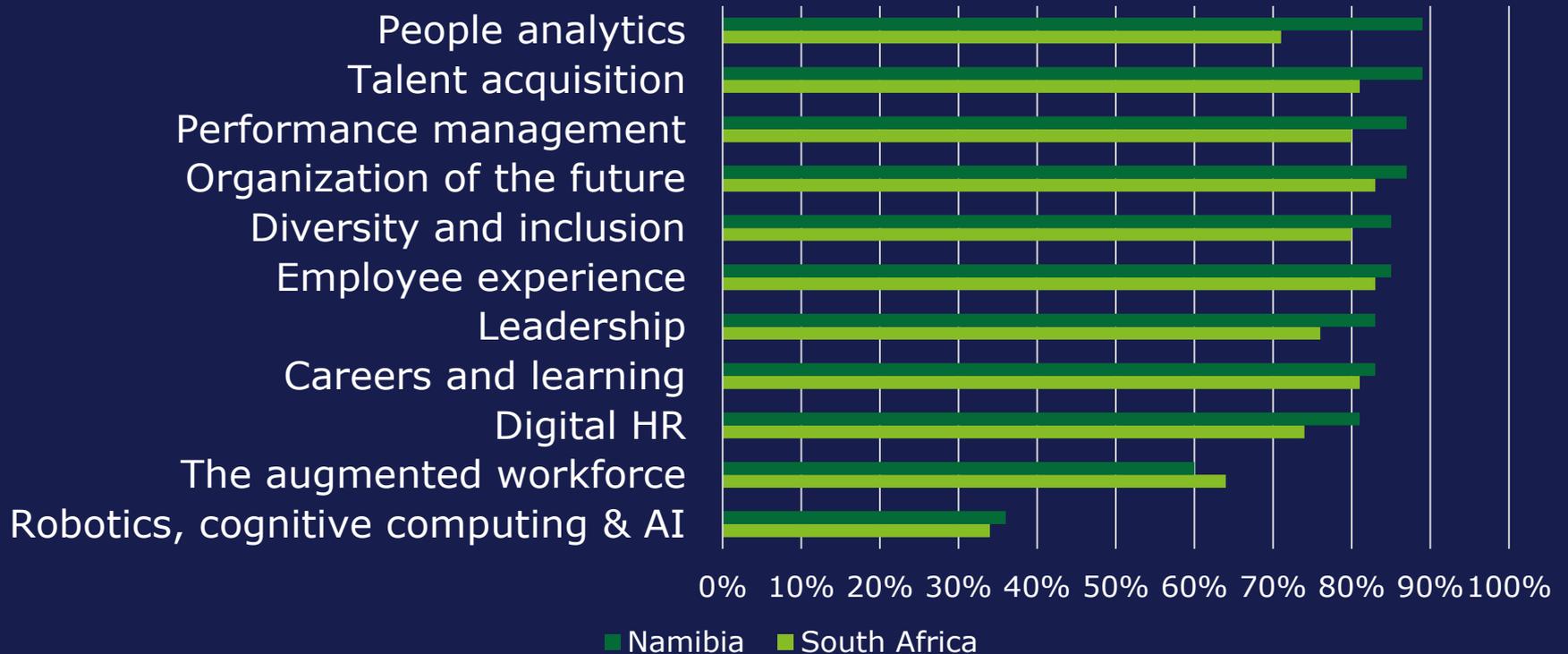
Top Trends



Note: Ratings for "The augmented workforce" and "Robotics, cognitive computing, and AI" both relate to the broader trends on "The future of work" discussed in this report.

Ranking of 2017 trends by importance Namibia and South Africa

Rank by Importance



Note: Ratings for "The augmented workforce" and "Robotics, cognitive computing, and AI" both relate to the broader trends on "The future of work" discussed in this report.

The employee experience: Culture, engagement, and beyond

Organisations are leveraging pulse feedback and self-service tools to design the integrated employee experience

57%

Of Namibian respondents are ready to embrace the employee experience trend



33%

Of Namibian respondents feel their organisations are effective in accomplishing its business goals

41%

Of Namibians indicated their organizations are ready to create employee experiences that helps attract and retain talent



Talent acquisition: Enter the cognitive recruiter



In the open talent economy, technology allows talent to move more freely than before



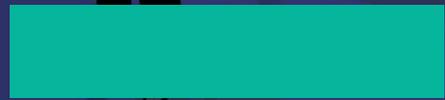
Biggest disruptor in talent acquisition today is experimentation with tech solutions and services



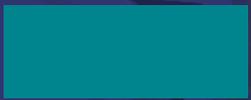
8 out of 10 executives say talent acquisition is important or very important



Namibian companies are currently re-evaluating their talent acquisition strategy & programmes



Respondents have no intention of using robotics, cognitive computing or AI in recruitment or development of such over the next three to five years



Performance management: Play a winning hand

Organisations have radically changed the way they measure, evaluate, and recognize employee performance



75% of Namibians are planning or in the process of developing their performance management system development



The focus has shifted from talking **about** people to talking **with** people in open conversations



Increasing focus on continuous performance improvement and coaching



Only 9% of Namibian respondents feel they have an excellent performance management system in place

Leadership disrupted: Pushing the boundaries

High-performing leaders today need different skills and expertise than in generations past

Globally the leadership gap has become larger; organisational capabilities to address leadership

dropped



45%

Of Namibians feel ready to manage this important trend



A shift to digital leadership programmes is needed



Digital leadership required shifts in how leaders must **think**, how leaders must **act**, and how leaders must **react**

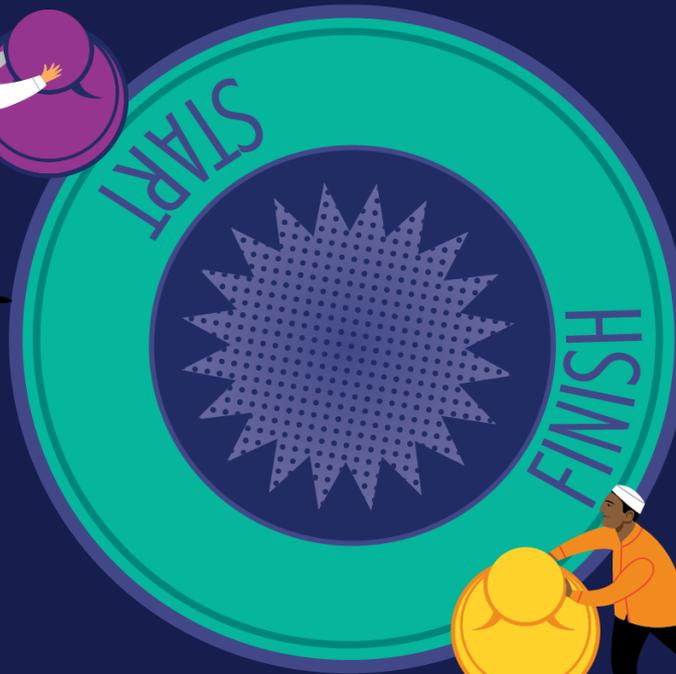


A new game requires new rules



Call to action

for HR and business leaders to understand the significant impact of change and develop new rules for people, work, and organisations



Are you ready for the digital age?

New rules

reflect the shifts in mindset, behavior, and actions required to lead, organise, motivate, access, manage, and engage the 21st-century workforce

Your insights needed: Help chart the future of work

How are you transforming the way you work, navigating the complex digital landscape, and creating a differentiated experience to capture the workforce of the future?

Share your insights on the 2018
Deloitte Global Human Capital
Trends survey today:

deloitte.com/hctrends-survey



Rewrite the rules

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