

The Deloitte logo is positioned in the top left corner. It consists of the word "Deloitte" in a bold, white, sans-serif font, followed by a small green dot. The background of the entire slide is a long-exposure photograph of a city at night, with light trails from stars and city lights creating a dynamic, swirling pattern in the sky.

**Deloitte.**

# Global Human Capital Trends 2014

Engaging the 21st century workforce

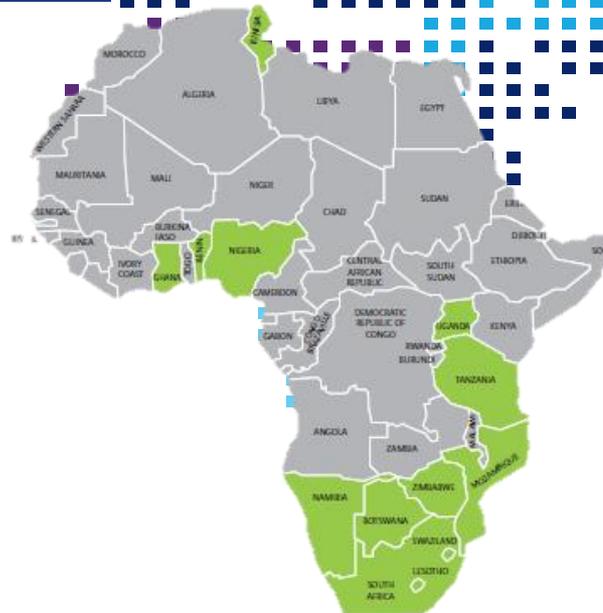
# Global research

This year's report represents a data-backed global perspective

**Data-backed. Global Report.** We surveyed **2,500 business and HR executives in 90 countries** to measure the urgency of and readiness for addressing the trends.

**Africa.**  
348 respondents across 15 African countries.  
Africa Country Report

**Global perspective.**  
We identified this year's trends based on input from our **Human Capital leaders across 14 countries.**



**South Africa.**  
266 respondents across all industries.  
South Africa Country Report

## Key findings

Today's workforce demands a whole new set of leadership, talent, recruiting, and engagement strategies. HR organizations are struggling to keep up.

**Leadership** continues to be the biggest challenge companies face around the world

**“The 21st Century Workforce”** is different – and **engagement and retention** are now top issues on the minds of CEOs and CHROs

**HR is falling** behind in structure, skills, analytics, technology, and the development of world-class recruiting and L&D

**Technology, analytics, and the “overwhelmed employee”** are acute focus areas for HR

**Skills gaps**, rapid obsolescence of skills, the need for next-generation learning, and talent mobility will differentiate companies

*Note: The key findings are based on the outcomes of the Global HC trends report.*

# The global human capital trends 2014

Overall focus area:

## Lead and develop

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Leaders at all levels: Close the gap between hype and readiness

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Corporate learning redefined: Prepare for a revolution

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Performance management is broken: Replace “rank and yank” with coaching and development

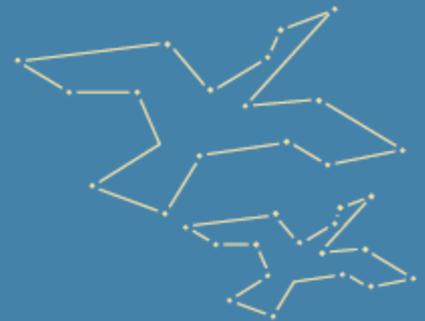
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The quest for workforce capability: Create a global skills supply chain

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# Lead and develop





# Leaders at all levels

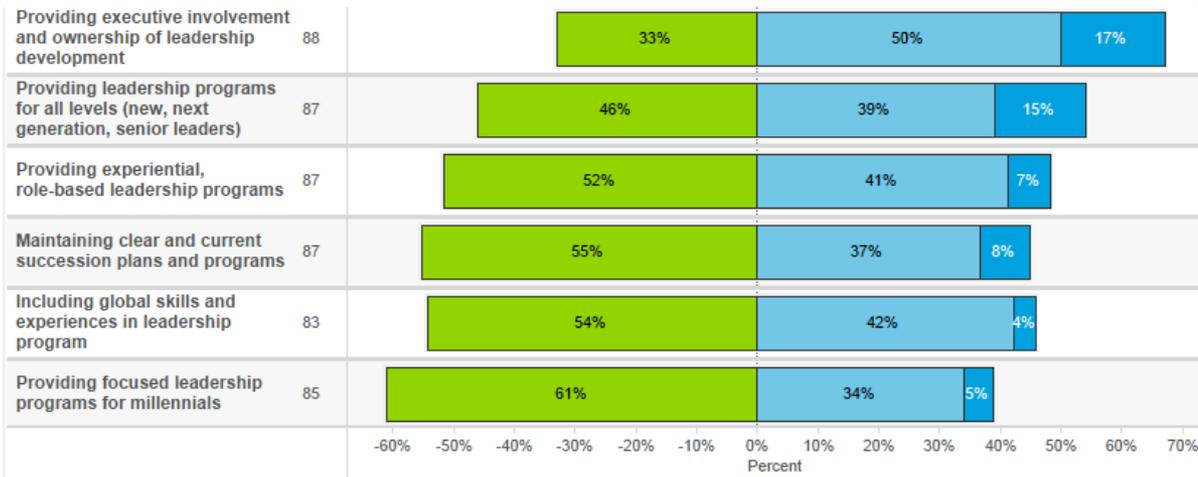
Close the gap between hype and readiness

## Result

- 89% of organisations rate leadership as urgent but 34% are not ready for it
- 63% rated this as the second most important challenge in the next 12-18 months.

- Number 1 talent issue facing organisations around the world
- 21st-century leadership is different with companies facing new leadership challenges

## Current leadership programs falling short



The number next to the label indicates the response count.

Weak Adequate Excellent



# Corporate learning redefined

## Prepare for a revolution

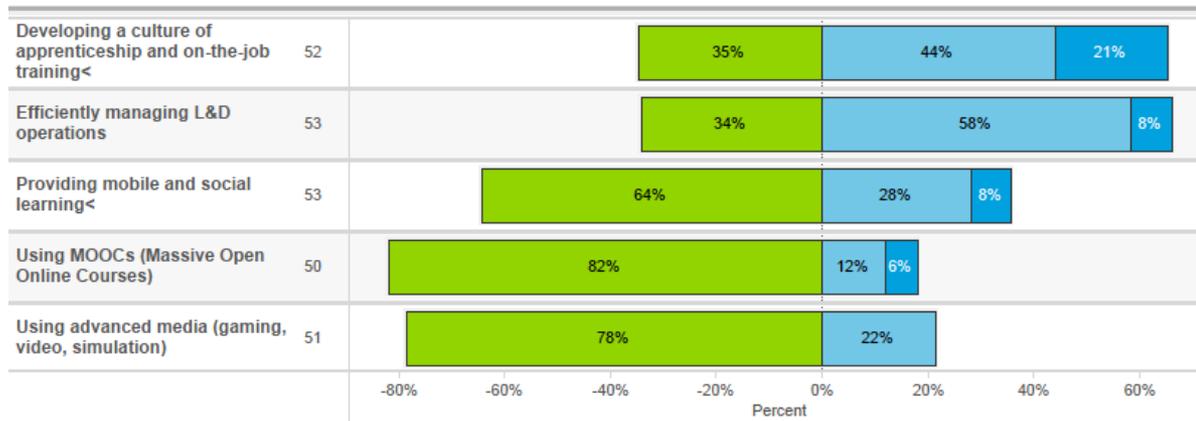
### Result

- 74% rated learning and development as urgent and important but 22% are not ready for this trend
- 50% of respondents rated learning and development as a challenge.



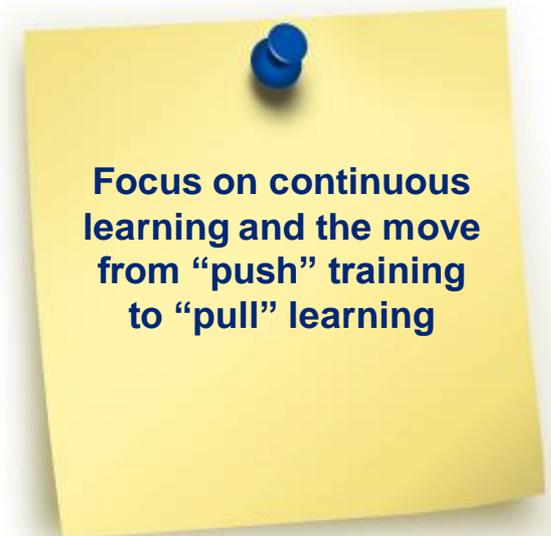
- **Biggest problem today is the uncoordinated structure of learning and development**
- **Corporate training requires content, context, and deep expertise**

### Slow adoption of leading-edge learning tools



The number next to the label indicates the response count.

Weak Adequate Excellent

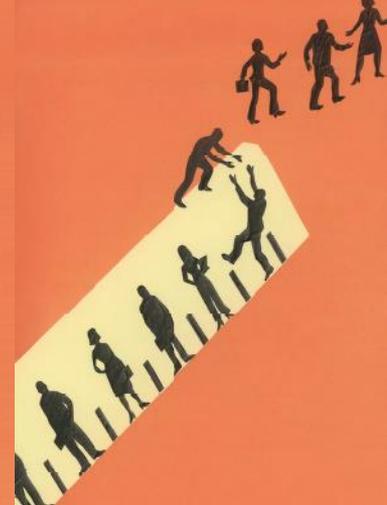


# Performance management is broken

Replace “rank and yank” with coaching and development

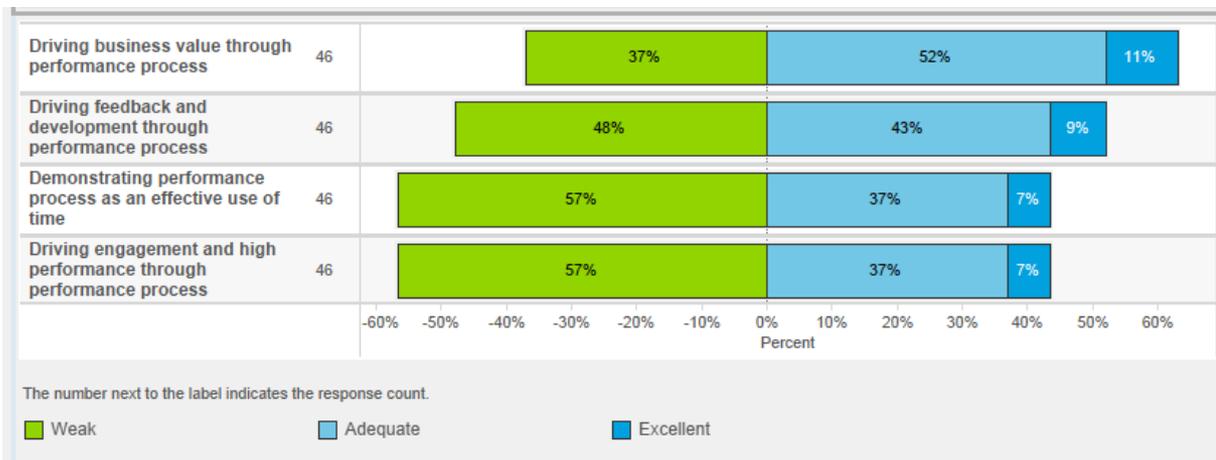
## Result

- 77% rated performance management as urgent and important but 41% are not ready for the trend
- 35% of respondents rated performance management as a challenge.



- **Ranking- and ratings-based performance management is damaging employee engagement, alienating high performers, and costing managers valuable time**

## A strong majority rethinking performance management



**57 percent of respondents stated that they are weak in driving engagement and high performance through a performance management process**



# The quest for workforce capability

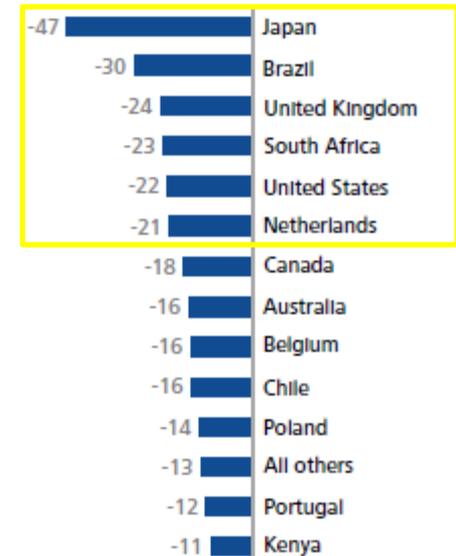
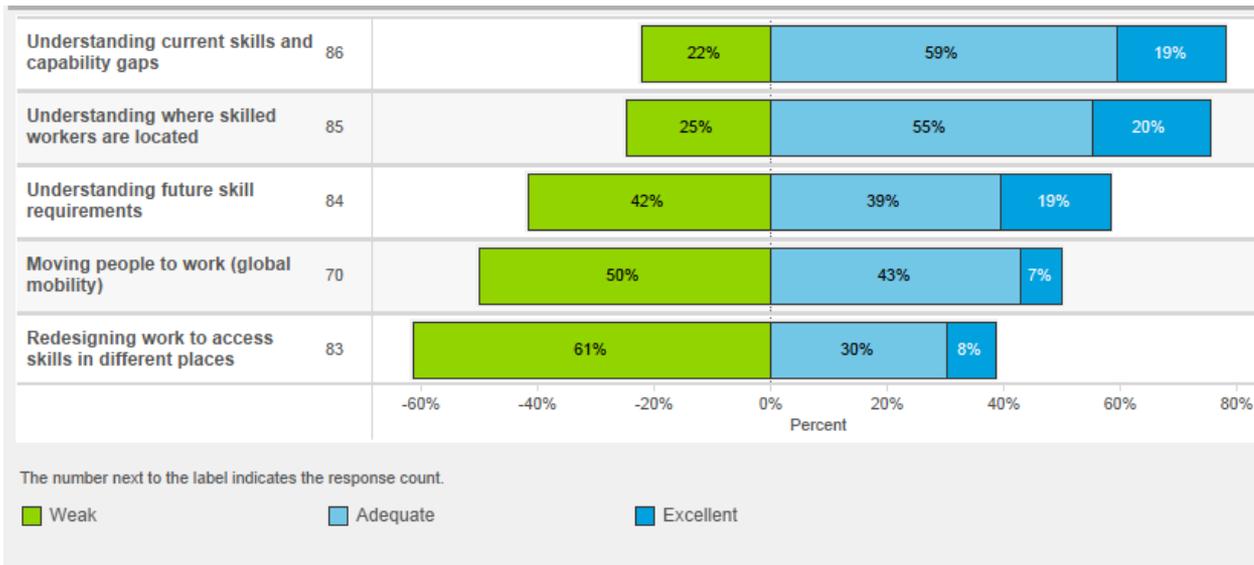
## Create a global skills supply chain

### Result

- 89% rated workforce capability as urgent and important but 22% are not ready for the trend
- 67% of respondents rated workforce capability as the number one challenge in the next 18-12 months

- Corporations now compete globally for increasingly scarce technical and professional skills
- Deep capabilities drive performance—and take years to build

The gap is wider in major economies



# The global human capital trends 2014

## Attract and engage

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Talent acquisition revisited:  
Deploy new approaches for  
the new battlefield



Beyond retention: Build  
passion and purpose



From diversity to inclusion:  
Move from compliance to  
diversity as a business  
strategy



The overwhelmed  
employee: Simplify the  
work environment

## Transform and reinvent

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The reskilled HR team: Transform  
HR professionals into skilled  
business consultants



Talent analytics in practice: Go  
from talking to delivering on big  
data



Race to the cloud: Integrate talent,  
HR, and business technologies



The global and local HR function:  
Balance scale and agility



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