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The Social Enterprise at Work

Paradox as a Path Forward

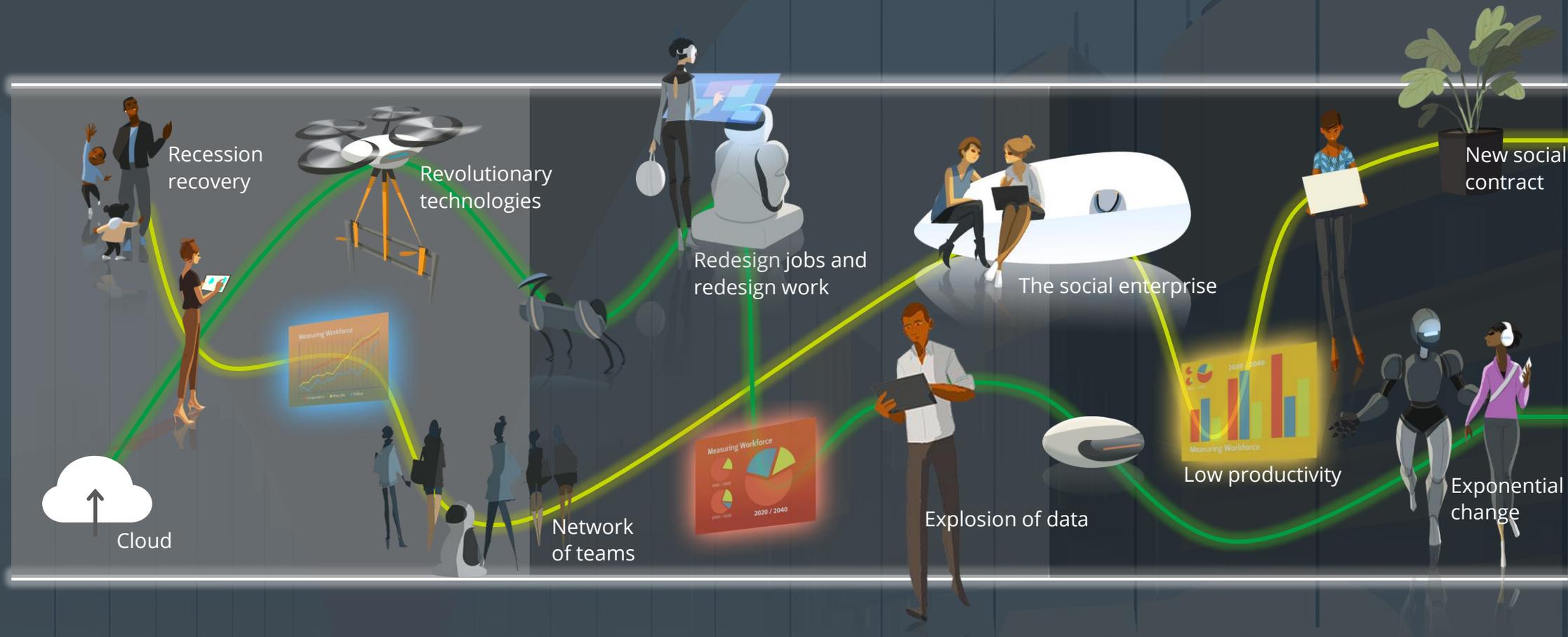
Designing Work for Wellbeing – Living and Performing at your best

A DECADE OF HUMAN CAPITAL TRENDS

Before launching into the 2020 trend, we reflect on the forces that have shaped the world of work particularly around Culture, Engagement and Experience.

		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
HC Trends Report		<u>Revolution/ evolution</u>	<u>Leap ahead</u>	<u>Resetting horizons</u>	<u>Engaging the 21st-century workforce</u>	<u>Leading in the new world of work</u>	<u>The new organisation: Different by design</u>	<u>Rewriting the rules for the digital age</u>	<u>The rise of the social enterprise</u>	<u>Leading the social enterprise: Reinvent with a human focus</u>	<u>The social enterprise at work: Paradox as a path forward</u>
 Culture, engagement, experience				<u>Branding the workplace/ Organization acceleration</u>	<u>The overwhelmed employee</u>	<u>Culture: The naked organization</u>	<u>Shape culture: Drive strategy/ Engagement: Always on/Crafting employee experience</u>	<u>The employee experience</u>	<u>Well-being: A strategy and a responsibility/Hyper-connected workplace</u>	<u>Employee experience to human experience</u>	<u>Designing work for well-being: Living and performing at your best</u>





Early Decade

Mid Decade

Late Decade

THIS YEAR, WE FOCUS ON THE MOST PRESSING PARADOX FACING ORGANISATIONS TODAY:

*Can organisations remain
distinctly human in a technology-
driven world?*

Our 2020 Perspective: This Year's Trends

Our Trends are grouped into the three attributes of the social enterprise: purpose, potential, and perspective

PROLOGUE & INTRODUCTION

Purpose



Belonging: From comfort to connection to contribution



Designing work for well-being: Living and performing at your best



The postgenerational workforce: From millennials to perennials

Potential



Superteams: Putting AI in the group



Knowledge management: Creating context for a connected world



Beyond reskilling: Investing in resilience for uncertain futures

Perspective



The compensation conundrum: Principles for a more human approach



Governing workforce strategies: New questions for better results



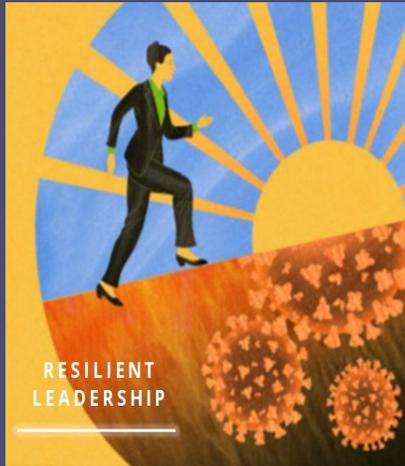
Ethics and the future of work: From "could we" to "how should we"

FINAL CHAPTER: A Memo to HR

Upcoming webinars

Take a closer look at the trends with Deloitte experts and guests in our webinar series.

UP NEXT:



Webinar 7 | The Heart of Resilient Leadership

Deloitte speaker: Yvette Keys

Guest speaker: Artie Gindidis (HC Australia)

We recognise that leaders are currently navigating unprecedented challenges and uncertainty associated with the COVID-19 pandemic within a context of increasing change and disruption. Dial in to hear from experts in the area of resilient leadership and recent client stories.

Wednesday 22nd July, 9am-10am | [Visit our website to register here](#)

AND BEYOND:

Webinar 8 | The post generational workforce: from millennials to perennials | Wednesday 29th July, 9am-10am

Webinar 9 | The compensation conundrum: principles for a more human approach | Wednesday 5th August, 9am-10am

Introducing our speakers

Designing work for well-being; living and performing at your best



Vicky Yeo

Deloitte Human Capital

Victoria is an experienced Organisation Transformation Partner with demonstrated delivery of complex change programmes. She works with her clients to embed changed behaviours and realise benefits.

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Juliet Bourke

Deloitte Human Capital Australia

Juliet leads Deloitte Australia's Diversity and Inclusion Consulting practice and co-leads the Leadership practice, with over 25 years' experience in human capital, management and law.

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Yvette Keys

Deloitte Human Capital

Yvette is an Associate Director in our South Island Consulting Team and is an experienced organisational development and change management leader. She has a wide range of industry experience, across the private and public sector in both consulting and in-house roles.

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Superintendent Mel Aitken

NZ Police

Mel is the National Manager for Safer People with over 20 years experience with our police force. She has been in operational roles for the majority of her career, from Frontline to Area Commander of the West Coast. In her current role, she leads Wellness, H&S Physical, Medical and Return to Work functions within NZ Police.



Designing Work for Well-being

Well-being through the years

What started the decade as a concern about worker overload, has evolved into a complex discussion about the role of organisations not only in driving well-being, but in optimising business performance by integrating well-being into the design of work.

2014 – realised ways to improve employee satisfaction, teamwork and productivity by simplifying work, in an *always-on* world

2016 – looked at culture and engagement, and the strong link between these two topics

2018 – started to explore digital well-being, and the link between work and well-being

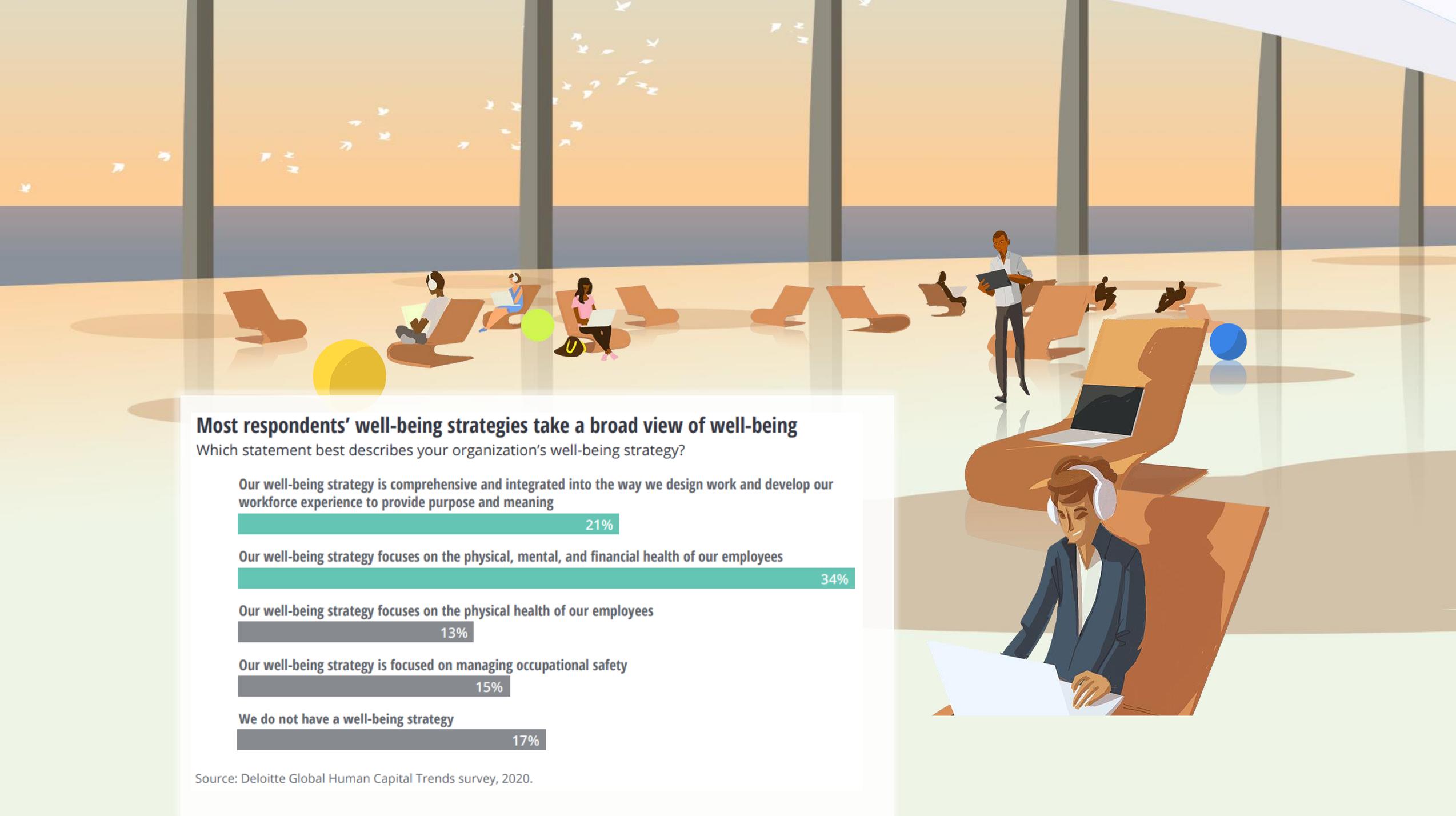


DESIGNING WORK FOR WELL-BEING



Living and performing at your best

Organisations that expand their focus on worker well-being from programs adjacent to work to designing well-being into the work itself will help their workers not only feel their best but perform at their best. Doing so will strengthen the tie between well-being and organisational outcomes, drive meaningful work, and foster a greater sense of belonging overall.



Most respondents' well-being strategies take a broad view of well-being

Which statement best describes your organization's well-being strategy?

Our well-being strategy is comprehensive and integrated into the way we design work and develop our workforce experience to provide purpose and meaning

21%

Our well-being strategy focuses on the physical, mental, and financial health of our employees

34%

Our well-being strategy focuses on the physical health of our employees

13%

Our well-being strategy is focused on managing occupational safety

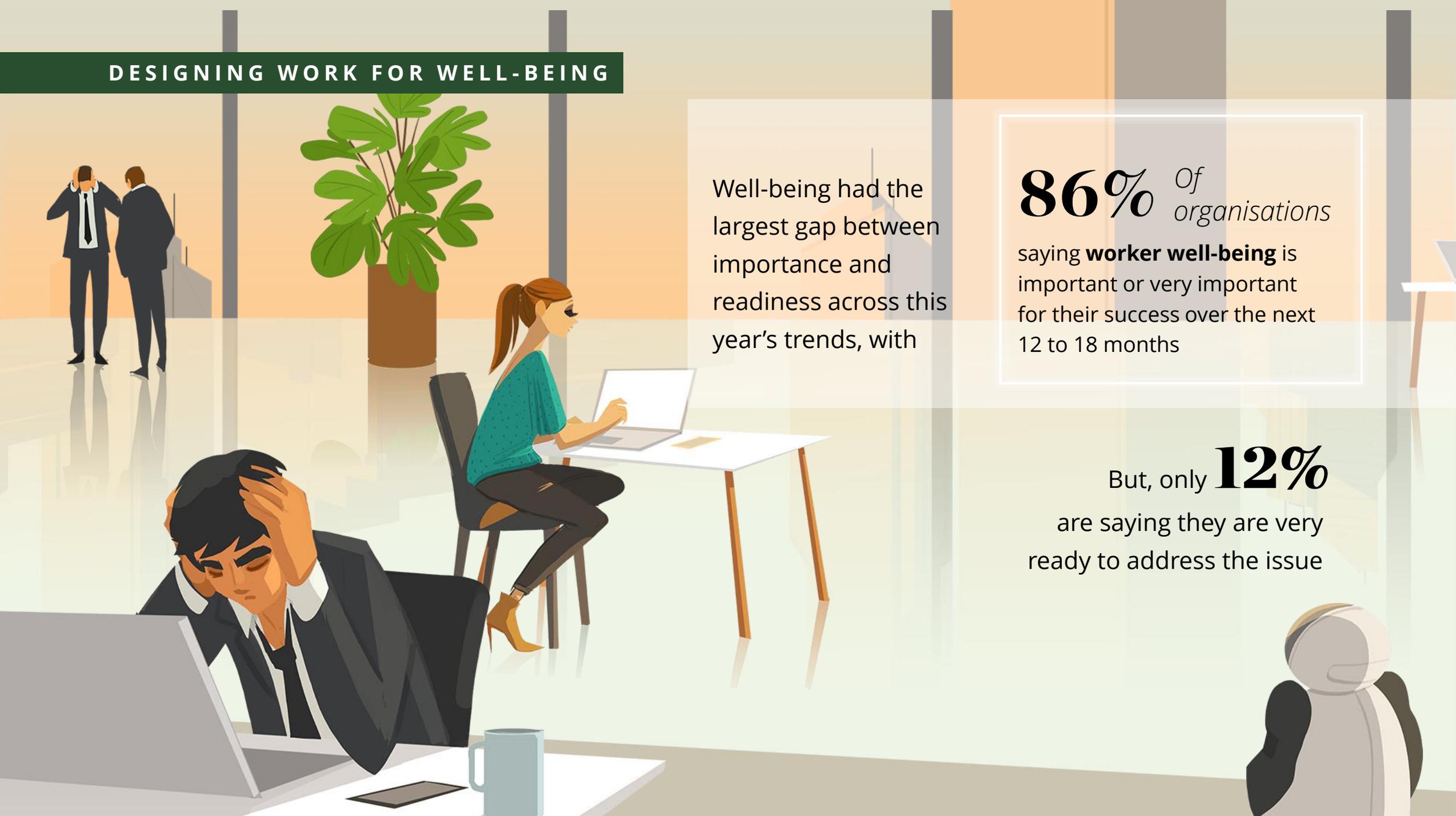
15%

We do not have a well-being strategy

17%

Source: Deloitte Global Human Capital Trends survey, 2020.

DESIGNING WORK FOR WELL-BEING

The background illustration shows a bright, modern office space. In the foreground, a man in a dark suit sits at a desk, looking stressed with his hand on his forehead while working on a laptop. A blue mug and a smartphone are on the desk. In the middle ground, a woman in a teal top and black pants sits at a white table, focused on her laptop. A large green plant in a brown pot stands behind her. In the background, two men in suits stand near a window, one talking on a mobile phone. The floor is highly reflective, and the overall color palette is warm and professional.

Well-being had the largest gap between importance and readiness across this year's trends, with

86% *Of organisations* saying **worker well-being** is important or very important for their success over the next 12 to 18 months

But, only **12%** are saying they are very ready to address the issue

A stylized illustration of a person's head and shoulders, rendered in shades of grey and black. The person appears to be looking down or is in a state of deep thought or stress, with their hand near their face. The style is minimalist and modern.

DESIGNING WORK FOR WELL-BEING

96%

say well-being is an organisational responsibility

YET, FEWER THAN

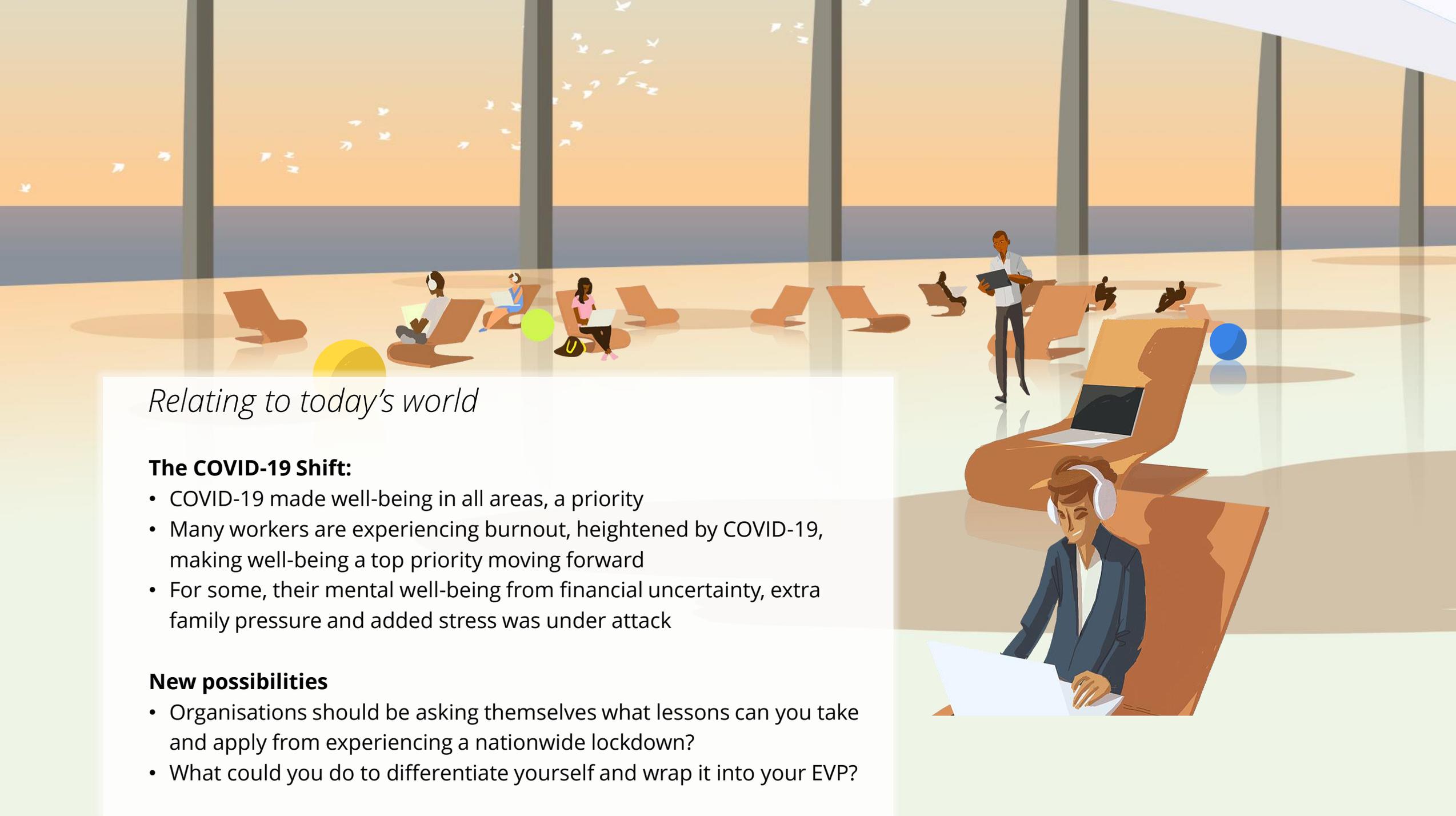
50%

of our respondents are seeing impacts from well-being that extend beyond workforce experience, and

79%

*of respondents report that **well-being is not** integrated into work*

Which poses the question, how are you measuring well-being within your company? Is it difficult to measure?



Relating to today's world

The COVID-19 Shift:

- COVID-19 made well-being in all areas, a priority
- Many workers are experiencing burnout, heightened by COVID-19, making well-being a top priority moving forward
- For some, their mental well-being from financial uncertainty, extra family pressure and added stress was under attack

New possibilities

- Organisations should be asking themselves what lessons can you take and apply from experiencing a nationwide lockdown?
- What could you do to differentiate yourself and wrap it into your EVP?

Which raises the question:

How do you design well-being into the work itself?

Guest Speaker – Juliet Bourke

Partner, Deloitte Australia

Wellbeing insights



What are common issues from employees following Covid-19?

1. Fear of the unknown
2. Economic downsizing
3. Financial and job security
4. Information overload
5. Energy sapping
6. Manager connectivity

What opportunities can be taken to integrate well-being into the work itself? Some examples include:

- Re-designing roles
- Leader led discussion
- Walking meetings

Company examples

These companies openly prioritise their employees' wellbeing and are constantly evolving their wellbeing requirements within their workplaces.

- Germany health circles
- Microsoft's 4-day work week
- FCB's Well Team
- Xero's wellbeing leave
- Coca-Cola's mindfulness training



Health Circles



Guest Speaker – Superintendent Mel Aitken
National Manager for Safer People, NZ Police



WHERE WE ARE NOW

Low maturity approach to safety and wellbeing
Compliance focus – doing it because we have to
Holistic approach in its infancy

WHERE WE ARE HEADING

Safety is integral to how we think and work
Internal motivation to protect and promote our health and wellbeing
Resilient workforce

OUR GUIDING PRINCIPLES

Prevention focused
Evidence based, people-centric decision making
Holistic and integrated service delivery
Enablement through a high performance culture

Fit for work, fit for life

All staff » Understand the importance of being safe and well » Feel empowered, supported and recognised for making safety and wellness an intrinsic part of what they do for themselves and others » Are committed to remaining fit for work and fit for life

BE SAFE FEEL SAFE

- » Our people are fully engaged, lead and take **personal responsibility** for the health, safety and wellbeing of themselves and others
- » Our culture fosters and supports physical and mental health and wellbeing in an **environment without stigma**.
- » We have a culture that promotes the **proactive reporting and review** of incidents, near misses, workplace risks and wellbeing concerns
- » We work continuously to build, maintain and restore the **resilience** of our people to improve their wellbeing and strengthen the productivity of workplaces
- » We have **effective leadership** of wellness, health and safety with clear expectations, ownership and strong governance
- » We maximise and leverage opportunities through cross government and private sector **relationships** in order to deliver exceptional services to our people

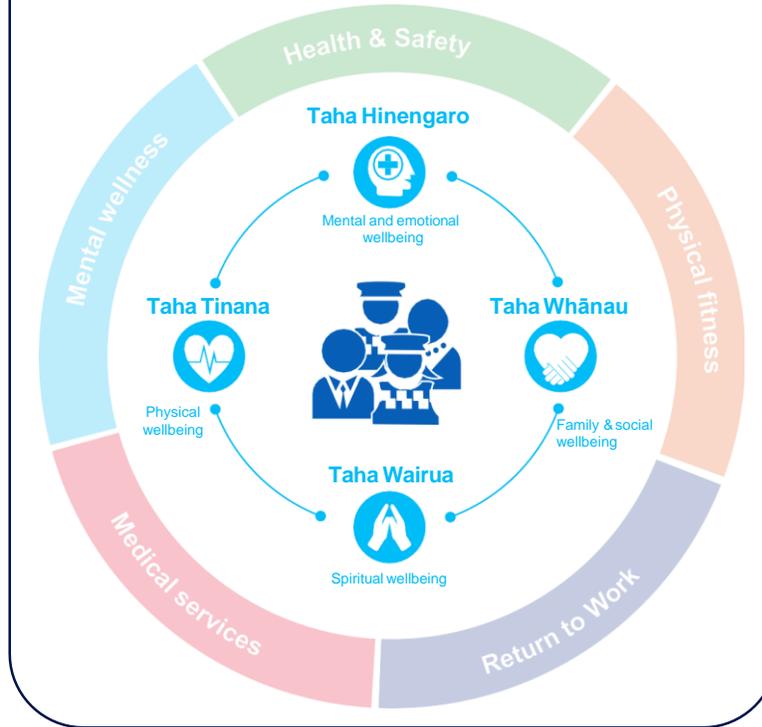
WHAT SUCCESS LOOKS LIKE

- 1 We continually learn through informed insights supported by a Just Culture*
- 2 Our proactive reporting demonstrates our prevention mind-set
- 3 We improve our performance by implementing evidence-based changes
- 4 We are a healthy and engaged workforce and we are accountable for each other's wellbeing and safety

*Just Culture is a concept that emphasizes that mistakes are generally a product of *faulty organizational cultures*, rather than solely brought about by the person or persons directly involved. In a just culture, after an incident, the question asked is, "What went wrong?" rather than "Who caused the problem?" A just culture is the opposite of a **blame culture**. [source: https://en.wikipedia.org/wiki/Just_culture]

OUR MODEL

A holistic model for wellbeing,
based on Sir Mason Durie's **Te Whare Tapa Whā** model



It's okay to not be okay

How we

PREVENT

- Develop and increase health awareness and capability. Assess medical suitability and provide medical expertise to enhance performance and resilience
- Strengthen factors to protect our people from physical and psychological harm Support Police leadership in building and sustaining a safe and healthy workplace
- Implement strategies to assure fitness, health and deployment

How we

ADVISE

- Ensure all levels of Police have knowledge of and access to health, safety and wellness support, advice, guidance and technical expertise Provide best practice medical advice and clinical recommendations promoting better health outcomes
- Ensure professional support is available when needed Promote wellness at a holistic level via user-accessible tools

How we

RESPOND

- Provide responsive, coordinated and integrated response to trauma and critical incidents and coordinate rehab activities
- Ensure health and safety is central to our thinking, planning and executing of operations, supported by the TENR framework Support our people through their health challenges to enable them to perform their duties
- Ensure our people feel supported, engaged and empowered during the rehab process (by working with all involved parties)

Advocate for staff with injury or illness and actively facilitate



Our Priority	Supporting the Wellness and Safety of our people through COVID-19	What Motivates Us	The safety of our people and their families and whanau Keeping our people mentally, physically and emotionally well Providing sound advice and support building trust and confidence	Our Guiding Principles	Prevention focused Evidence based, people-centric decision making Holistic and integrated service delivery Enablement through a high performance culture
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Fit for work, fit for life *All staff » Understand the importance of being safe and well » Feel empowered, supported and recognised for making safety and wellness an intrinsic part of what they do for themselves and others » Are committed to remaining fit for work and fit for life*

WHAT WE WILL DO

Through Alert Levels 3 & 4

- Provide Wellness Calls following our tiered contact model.
- Provide our people in vulnerable situations with Emergency Accommodation
- Provide up to date and relevant information on the Wellness Hub specific to keeping yourself and your whanau well during COVID-19
- Regularly survey our people to determine what is front of mind
- Provide access to Webinars, Podcasts and Resilience programmes on how to maintain positive mental through COVID-19

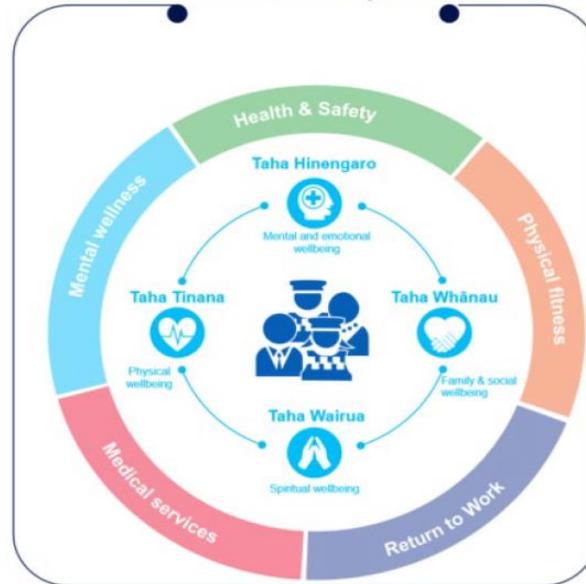
Medium term (3-6 Months)

- Resurvey our people to ensure our Wellness programmes are fit for purpose.
- Provide Wellness support to our people and their families by extending EAP support to include immediate Whanau.
- Ensure our people continue to have access to relevant and up to date wellness information
- Maintain positive mental health programmes which are relevant to COVID-19

Longer term (6-12 months)

- Be agile to the changing needs of our people
- Listen to our people through feedback mechanisms and develop programmes to support: be safe, feel safe
- Promote Wellchecks for 1st responders and identified risk groups

OUR APPROACH Te Whare Tapa Wha



HOW WE WILL DO IT

- Prevention through partnerships; leverage our partners to ensure professional support is available when needed
- Develop a survey through Pulse Check App
- Develop Webinars and Virtual Training Packages, including CEP Podcasts
- Utilise the Wellness Hub to engage healthy practices for people including, working from home, and wellbeing initiatives.
- Review our service model to ensure we can meet demand in a changing environment
- Refresh the Wellcheck policy to ensure the right people & workgroups receive proactive interventions to keep them well

WITH THE SUPPORT OF

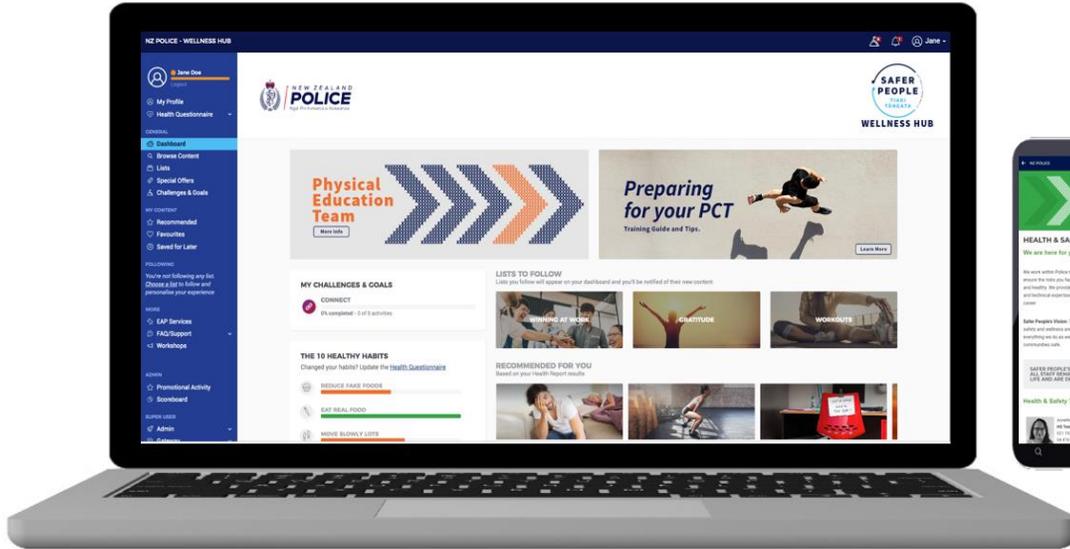
- Wellness Team, Safer People
- EAP
- Contracted Psychologists
- Chaplains
- Wellness Hub and Synergy Health
- CEP Podcasts, Safer People Webinars
- RNZPC Learning and Development
- High Performance Team
- People and Capability Group
- 0508 SAFER PEOPLE
- Checkpoint App

OUR GOAL: TO HAVE AN ENGAGED, PHYSICALLY AND MENTALLY HEALTHY WORKFORCE OVER THE NEXT TWELVE MONTHS.

“It’s okay, to not be okay”



Wellness Hub



COPING WITH NEGATIVE POLICE MEDIA

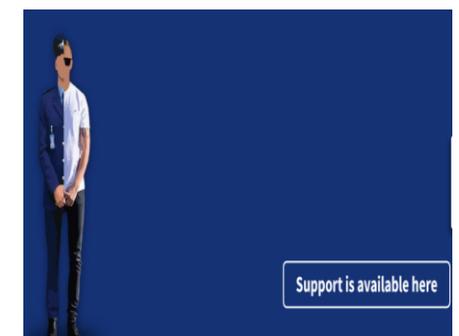


Mental health - a dog handler writes



SHIFT WORK MANAGEMENT - EXERCISE

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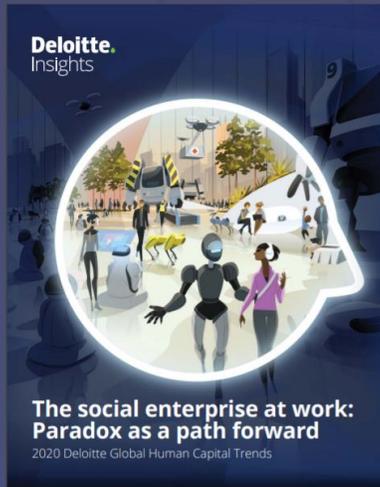


Support is available here

Wrap Up

Accessing the HC Trends Report & Webinar Material

Where you can find out more



2020 Global Human Capital Trends

This year's report calls on leaders to humanise the world of work by addressing one of the biggest challenges facing businesses today – can organisations remain distinctly human in a technology-driven world?

[Download the full report here](#)



COVID-19: A Human Capital Trends special report

In light of the unique challenges posed by COVID-19, the future of work has become a strong reality. The special report discusses each of this year's Trends in the context of the current business environment

[Download the full report here](#)

To access the recordings and materials of HC Trends webinars, and sign up for future webinars: [please visit our website here.](#)