

The new organization: Different by design

Demographic upheaval

Technology everywhere, digital everything

Four drivers of change

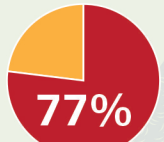
Speed in the exponential economy

New social contract between employer and worker



Of 7,096 global respondents . . .

Organizational design



are currently **restructuring their organization** or have recently completed the process.

Only **7%** indicate that they have no future plans to restructure their organization.

Engagement

18% told us their companies do not formally measure employee **engagement** at all.

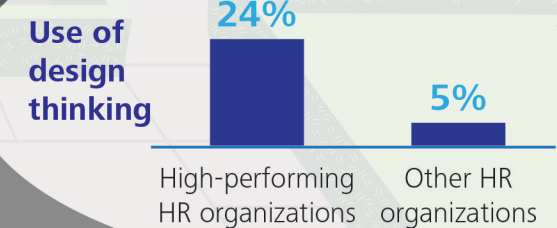
Only **7%** of the executives report they measure employee **engagement** on a monthly or more frequent basis.

The gig economy

51% expect to increase or significantly increase the use of **contingent workers** in the next three to five years.

42% anticipate significant or moderate growth in the deployment of **robotics and cognitive technologies** in the same time period.

Design thinking



Culture

28% Only 28% believe they understand their **culture** well, and only **19%** believe they have the "right culture."

Leadership

24% of respondents rate their current **leadership** programs as having little to no value.

Percentage who rate themselves "excellent" at:



Learning

61% of respondents report challenges in moving their organizations toward external self-directed **learning**.

Digital HR

Think "**digital HR**" is important or very important, yet only **9%** feel fully ready for it.

Read the full *Global Human Capital Trends 2016* report at <http://dupress.com/periodical/human-capital-trends>.