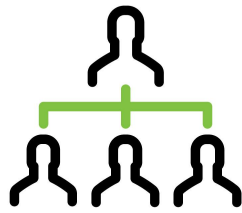


# 2017 – The year of Digital

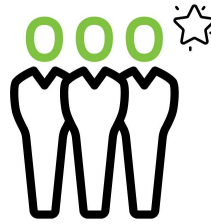
## Key predictions impacting HR and talent in 2017



### Organizational Design will be challenged everywhere

For more than 100 years, companies have been set up for scalable efficiency. Today in the world of rapidly changing markets and digital products and services, the transitional concept of 'scale' and 'efficiency' no longer applies.

Making the shift from organizing based on scale to organizing based on **agility** will be a huge **challenge and opportunity** for human capital practitioners.

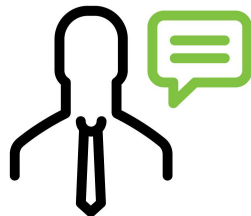


### Culture and Engagement will remain TOP priorities

The Deloitte Human Capital Trends 2016 research shows that 86 percent of business leaders rate 'culture' as one of the most urgent talent issues, yet only 14 percent understand what the 'right culture' really is.

There are three big shifts human capital practitioners cannot ignore - Your culture is now **'transparent'**. Culture **brings teams together**; Culture creates innovation.

A key question for you to consider - how 'irresistible' is your organization to the best talent out there?



### Real-time feedback and analytics will explode in maturity

Driven by the need to understand and improve engagement, and the continuous need to measure and improve employee productivity, real-time feedback and analytics will explode.

More than simply becoming better at statistics and data management, we believe that in 2017, we will see **analytics** move from a niche group in HR to an **important** operational business function.



### A new generation of performance management tools will emerge

We are in a new world of management. Employees want to be **'empowered'** and **'inspired'**, and not told what to do. They want to provide feedback *to* their managers, not wait for a year to receive feedback *from* their managers. They want to discuss their goals on a regular basis, share them with others, and track progress from peers.

All of these changes, plus a trend away from forced rankings and numeric ratings, have essentially created a whole **new ecosystem** for performance management systems.