



2024 GLOBAL HUMAN CAPITAL TRENDS

Session 3: ***Beyond Productivity***

Evolving beyond
traditional productivity

14,000+
responses

95
countries



Our research revealed that the more **boundaryless** work becomes, the more important **human performance** becomes.

Reimagining **boundaryless work** amidst these disruptions is no longer hypothetical—or optional.

So, what's next?



Our Focus on 2024 Global Human Capital Trends



Human sustainability

The degree to which an organization creates value for people as human beings, not just as workers



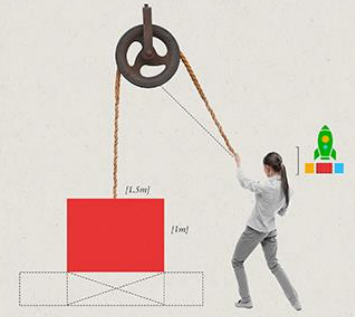
Beyond productivity

Understand how well an organization is doing in achieving those human performance goals enabling by the new sources of data and analytics



Transparency paradox

Importance of trust to human performance and how **transparency** can help...Or hinder...Efforts to build that trust in a world



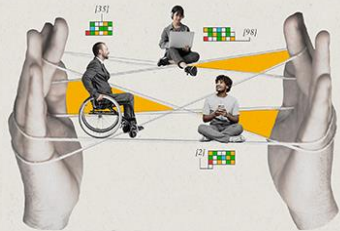
Imagination deficit

How new digital advances like generative AI are exposing an imagination deficit



Digital playground

How operationalizing uniquely human capabilities and how “**digital playgrounds**” can help solve it



Workplace microcultures

Embrace many diverse **microcultures** aligned to organization-wide values to support autonomy, agility, and workforce experience



Boundaryless HR

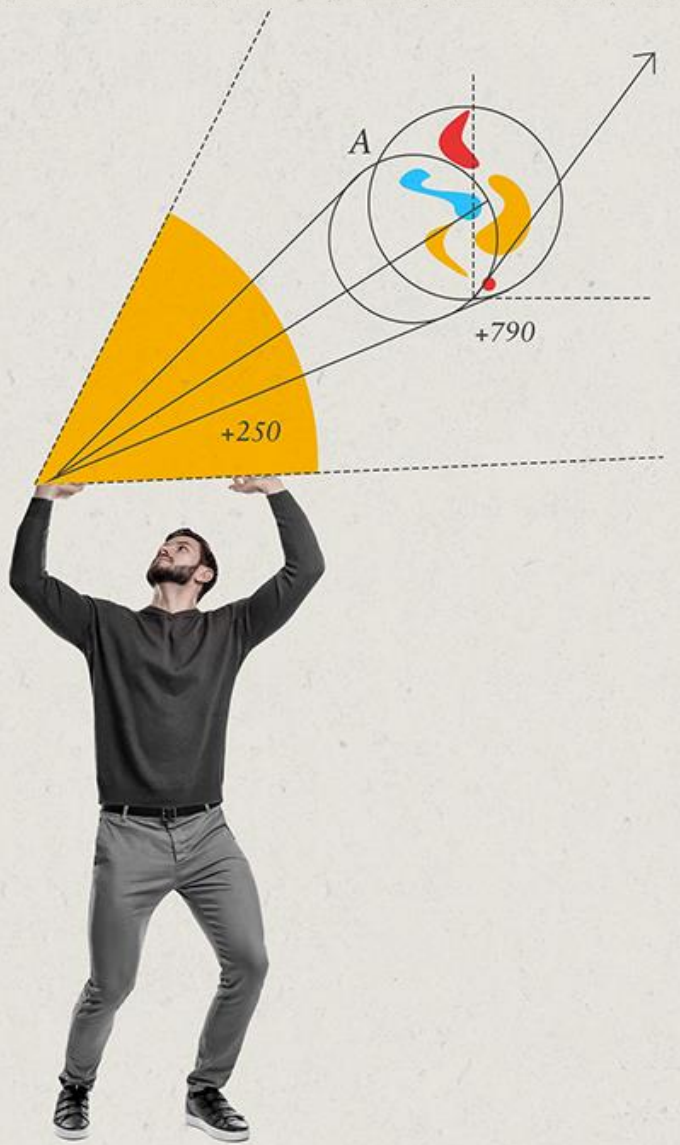
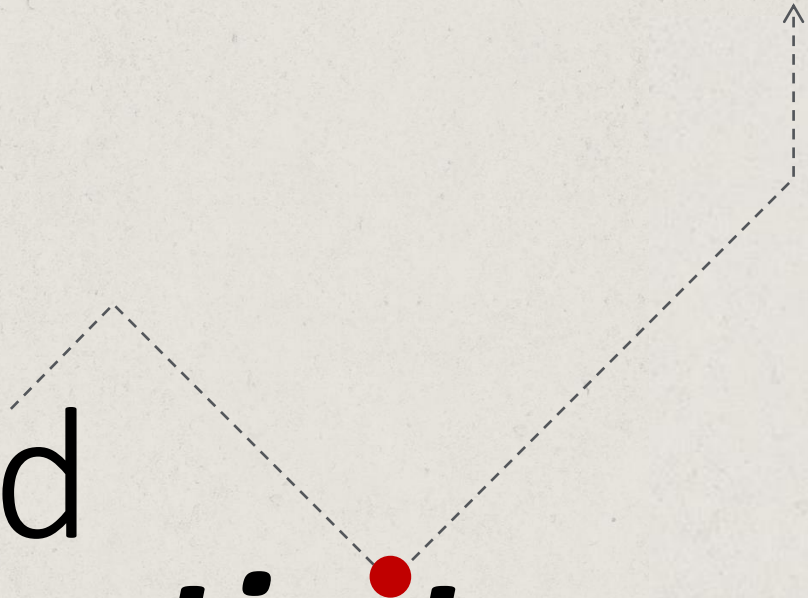
HR evolving from a specialized function to a **boundaryless** discipline that is cocreated and integrated with the people, business, and community



Leadership

What this year’s trends mean for **those who are responsible for leading** organizations

Beyond *productivity*



$$\left[\begin{array}{c} \text{human} \\ \text{outcomes} \end{array} \right] \times \left[\begin{array}{c} \text{business} \\ \text{outcomes} \end{array} \right] = \textit{human} \\ \textit{performance}$$

As **human performance** takes center stage, are traditional productivity metrics enough?

A look into ***Beyond Productivity***

[beyond · productivity]

Refers to the evolving understanding of work performance in the modern, boundaryless workplace.



As work becomes more **dynamic and cross-functional**, **traditional productivity** metrics such as hours worked, and time spent on tasks **fall short**.

Instead, the focus is shifting towards **measuring human performance**, which encompasses a broader range of human capabilities like **curiosity, empathy, and creativity**.

“It’s not about doing more; it’s about doing better, with a sense of meaning..””

The Value of *Beyond Productivity*

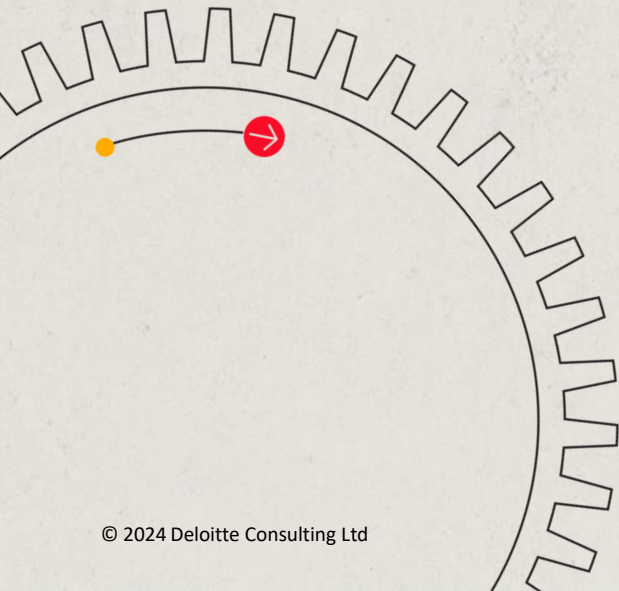
Thailand is struggling with inadequate human capital, stemming from various circumstances such as a lagging economy, poor learning outcome, and an ageing population.



It is then **vital for firms to look inward**; to invest in their people's personal development, professional growth, and wellbeing to maximize their human capital. **This starts with effective measurement of human capabilities.**



Currently, while many firms recognize the importance of measuring , **few excel in adopting this trend.**



The *Knowing vs. Doing* Gap

69% *Of Thai respondents recognize the importance of seeking new ways to measure productivity*

41% *Making real progress*

but only
10%
Doing great things

How can you *bridge the gap?*

While many are still at the starting line, the **firms that are excelling** in measuring beyond traditional productivity are **1.7x more likely to achieve desired business & human outcomes.**

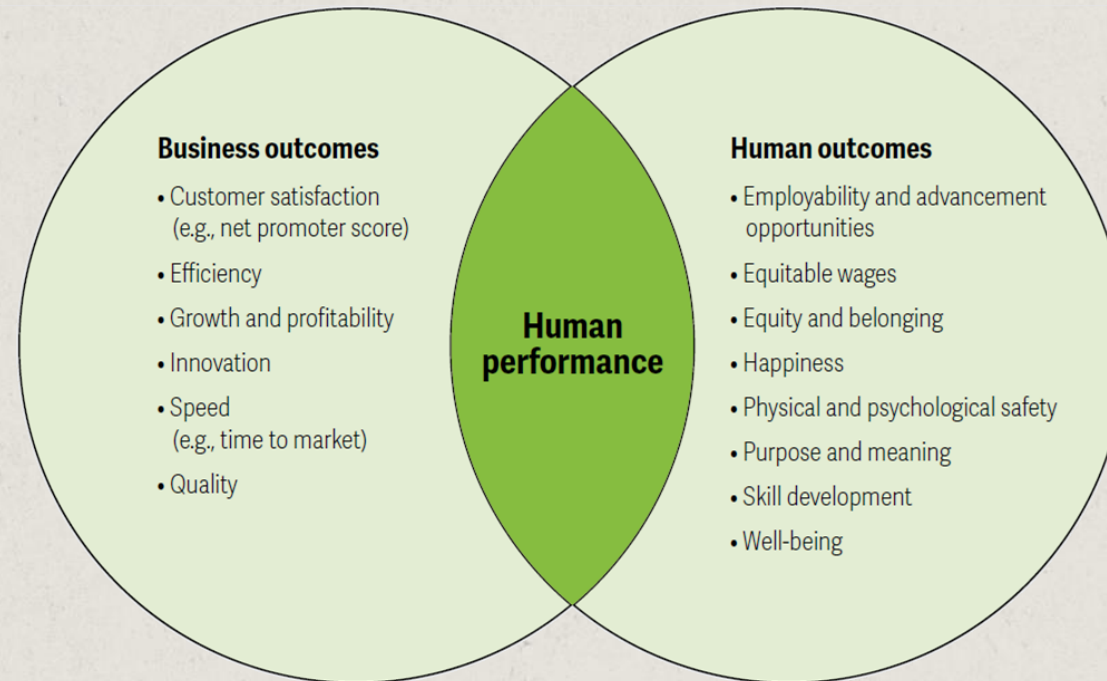
*Business outcomes are defined as meeting or exceeding financial targets.
Human outcomes are defined as providing meaningful work for workers.*

Business Outcomes vs. Human Outcomes



Role of **business metrics**

- Quantitative focus
- Providing key baseline measurements
- Insights for resourcing allocation, benchmarking
- Risk management



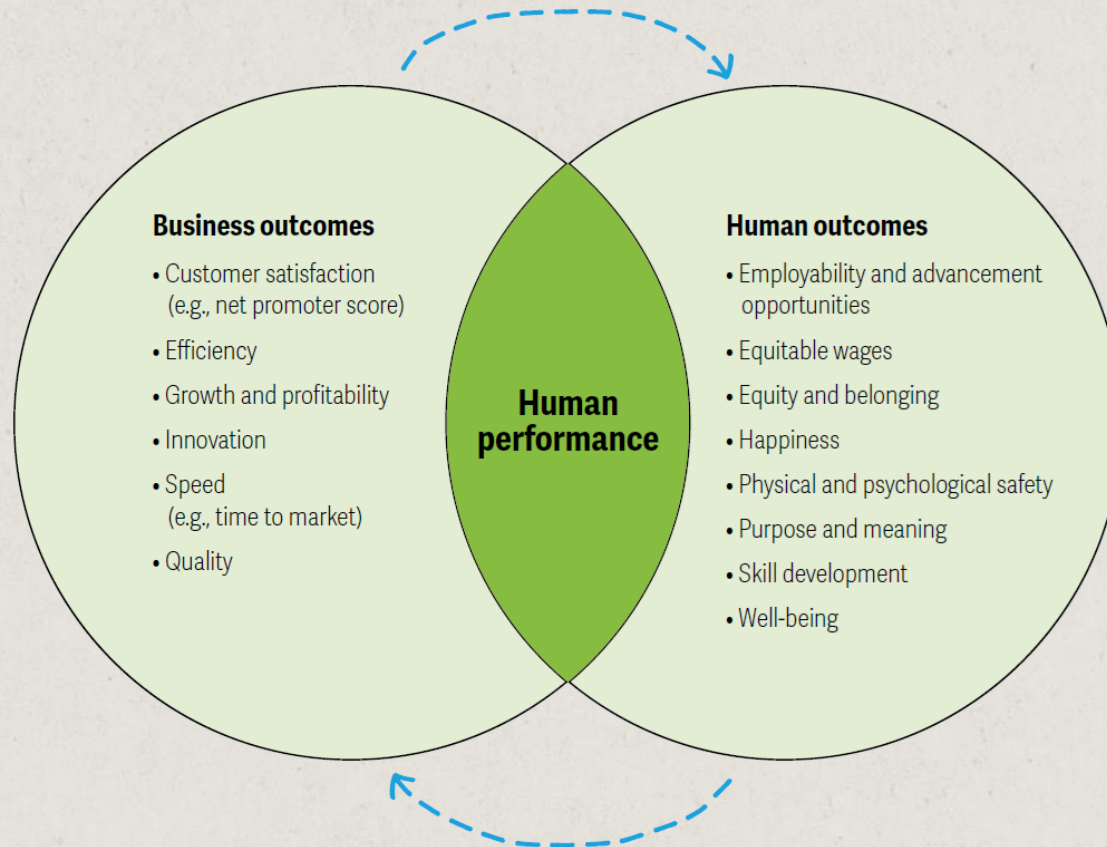
Role of **human metrics**

- Qualitative focus
- Holistic assessment of organization performance
- Bolster well-being of personnel

Balancing *Business & Human Outcomes*



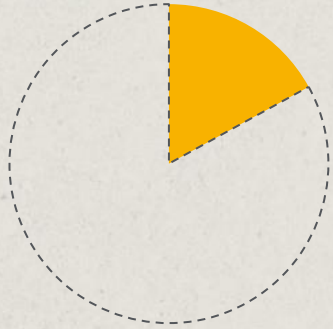
Business and human outcomes serve to reinforce one another, **not replace**. A strong foundation in both areas is key in **unlocking human performance**.



IN PRACTICE A Large Automotive Supplier

An automotive supplier **deployed AI-powered video analytics**, which showed that the configuration of physical stations was slowing down operations and creating fatigue. They used the findings to reconfigure stations and make decisions **that directly impact worker well-being** and improve areas such as capacity planning, quality improvement, workforce management, and process engineering.

Balancing *Business & Human Outcomes*

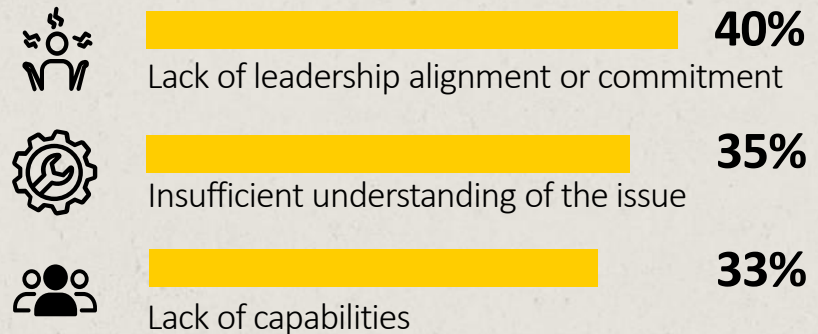


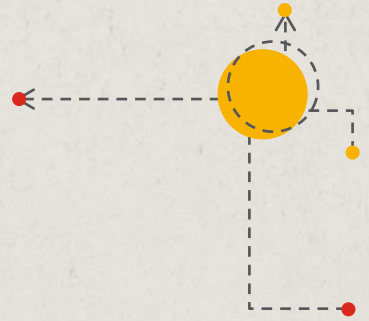
only
28%
of Thai respondents

say their organization is very or extremely effective at **evaluating the value created by their workers, beyond tracking activities or outputs.**

Most firm **struggle to strike a right balance** between business and human outcomes, leading to **unrealized value** for both the firm and its people .

Top 3 challenges preventing Thai firms from driving a holistic adoption of **Beyond Productivity**





Who is impacted?



Firms that primarily measures work output metrics instead of **broader organizational outcomes**.



Firms that are overwhelmed by the amount of available data and want to **focus on measuring what really matters**.



Firms that are experiencing relatively **flat traditional productivity** despite their investments in technology.

What is in the way?

Extreme surplus of data, too much focus on output, and external pressure are some of the reasons why firms face **challenges in expanding their view of performance** beyond traditional productivity.



Then, **what can be done?**

Take action to move *beyond productivity*

Laying the groundwork for human performance



Measure what you should, not just what you can.



Integrate new metrics into the processes of other areas of the talent lifecycle.



Cocreate metrics and solutions with workers.



Implement these practices in your **performance management** approach.

IN PRACTICE

HITACHI

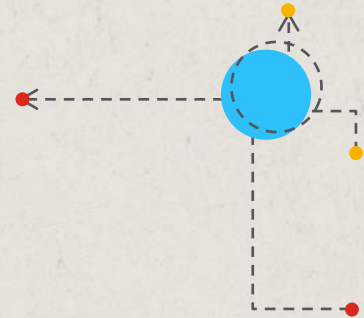
Hitachi set out to improve organizational productivity and efficiency by measuring **worker happiness**. Participating workers could receive artificial intelligence-based suggestions for increasing feelings of happiness throughout the day.

This led to **improvements in both human outcomes** (psychological capital) and **business outcomes** (profits, sales per hour, retail sales).

Beyond Productivity throughout an organizational chain



The new roles of technology in *unlocking* **Human Performance**



As the **concept of productivity continuously evolves** from simply tracking business outcome to also integrating **human outcomes** into the equation, **advancements in technology** has now enabled the practice of **quantifying human outcomes** to be realistic.

<i>Human Metrics</i>	<i>Technology</i>	<i>Data</i>	<i>Applications</i>
Collaboration	Digital collaboration platforms, Organizational network analysis tools	Detailed metrics on team interaction and communication patterns	Enhancing team productivity, improving communication strategies
Employee behaviour and interactions	Precision location-tracking technology, IoT sensors, wearable devices	Real-time data on employee movement and space utilization	Designing efficient workspaces, fostering a collaborative work environment
Skills development needs	Advanced AI analytics, Personalized AI coaching tools	Customized development plans based on individual skill gaps	Creating personalized learning paths, addressing skill gaps effectively

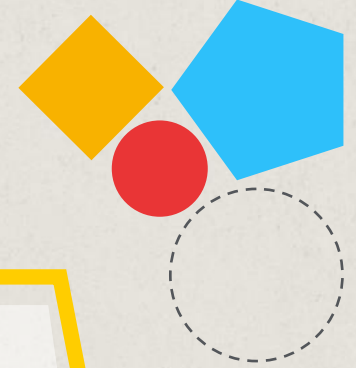


Establish **responsible data and AI** practices.



Plan now to address tensions around the **use of emerging technologies**.

Beyond productivity in practice



IN PRACTICE

Global Oil & Energy Company

A **large global oil and energy company** took a unique path in its goal to optimize its operations and foster a collaborative environment. The firm collected and analyzed **anonymized collaboration data** (email, calendar, and conferencing and chat data) to understand how teams in its 500-person corporate law department were collaborating. Aiming to better develop and retain talent, the organization used the findings to redesign the workplace, resulting in an **increased collaborative activities** throughout the department.

IN PRACTICE

Global Financial Services

As part of its efforts to promote more women, a **global financial services organization** used **organizational network analysis** as a tool to measure connections and collaborations between people across an organization. In this case, it was used to assess and understand the relationship between the size and quality of women employees' internal and external networks and their chances of being promoted.

This allowed the firm to gain a **quantified view of network behavior** and identify areas of action to **promote career progression**.



Thank You

