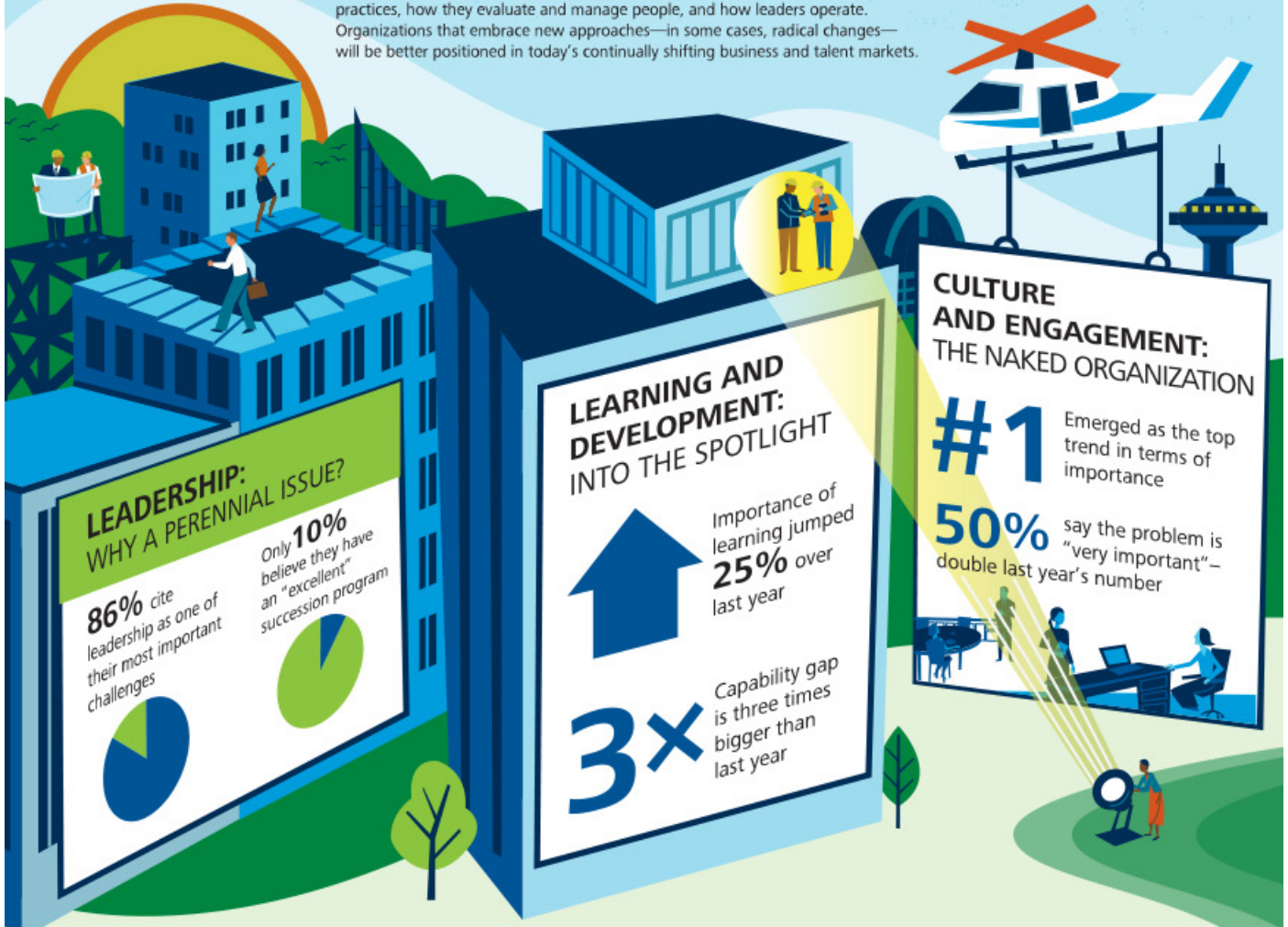


# Leading in the new world of work

Deloitte's 2015 Global Human Capital Trends report is a leadership guide to the new thinking required to navigate the demands of the new world of work. To meet these challenges, many companies must reinvent their Human Resources (HR) practices, how they evaluate and manage people, and how leaders operate. Organizations that embrace new approaches—in some cases, radical changes—will be better positioned in today's continually shifting business and talent markets.



## LEADERSHIP: WHY A PERENNIAL ISSUE?

86% cite leadership as one of their most important challenges



Only 10% believe they have an "excellent" succession program



## LEARNING AND DEVELOPMENT: INTO THE SPOTLIGHT



Importance of learning jumped 25% over last year

3x

Capability gap is three times bigger than last year

## CULTURE AND ENGAGEMENT: THE NAKED ORGANIZATION

#1 Emerged as the top trend in terms of importance

50% say the problem is "very important"—double last year's number



### REINVENTING HR: AN EXTREME MAKEOVER

Only 5% rate their organization's HR performance as "excellent," and just 22% believe that HR is adapting to the changing needs of their workforce



### PERFORMANCE MANAGEMENT: THE SECRET INGREDIENT

89% recently changed their performance management process or plan to change it within 18 months



### WORKFORCE ON-DEMAND: ARE YOU READY?

51% see an increase in contingent hiring in the next 3 to 5 years



### HR AND PEOPLE ANALYTICS: STUCK IN NEUTRAL

Only 8% believe their organization is "strong" in this area



### SIMPLIFICATION OF WORK: THE COMING REVOLUTION

10% have a major work simplification program; 44% are working on one



### MACHINES AS TALENT: COLLABORATION, NOT COMPETITION

Almost 60% rate this trend as important, but fewer than 10% have an "excellent" understanding of its implications



### PEOPLE DATA EVERYWHERE: BRINGING THE OUTSIDE IN

39% leverage social media data to improve recruiting, engagement, and employment brand