

2023 TMT Human Capital Trends Report

April 2023



How to use the 2023 TMT Human Capital Trends Report

INSTRUCTIONS

Purpose

This guide is intended to provide a summary of the 2023 HC Trends **data from a Technology, Media, and Telecommunications (TMT) perspective**. The data highlighted here is derived from **912 respondents** across TMT.

- Read the overarching **2023 Global Human Capital Trends overview slide** (and see the full report [here](#)) to understand the foundation from which this industry-specific TMT Human Capital Trends Report was built
- **Review each highlighted trend** – explore the deep dives into the four key Human Capital trends that are most applicable to TMT
- Understand sector-specific nuances for Technology vs. Telecom, Media, & Entertainment through **sector spotlights**
- Learn how clients are putting these trends into action through highlighted **client stories**

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2023 Global Human Capital Trends Report

New fundamentals for a boundaryless world

[Link to the full Global Human Capital Trends Report](#)



THINK LIKE A RESEARCHER



COCREATE THE RELATIONSHIP



PRIORITIZE HUMAN OUTCOMES



Navigating the end of jobs



Powering human impact with technology



Activating the future of workplace



Negotiating worker data



Harnessing worker agency



Unlocking the workforce ecosystem



Taking bold action for equitable outcomes



Advancing the human element of sustainability



Elevating the focus on human risk

LEADING IN A BOUNDARYLESS WORLD

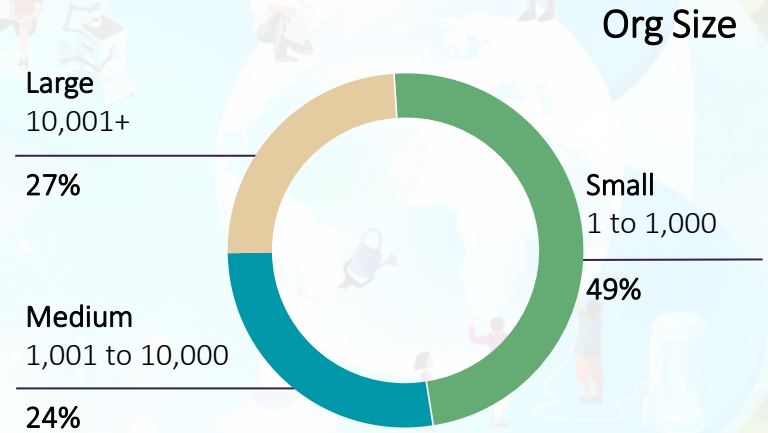
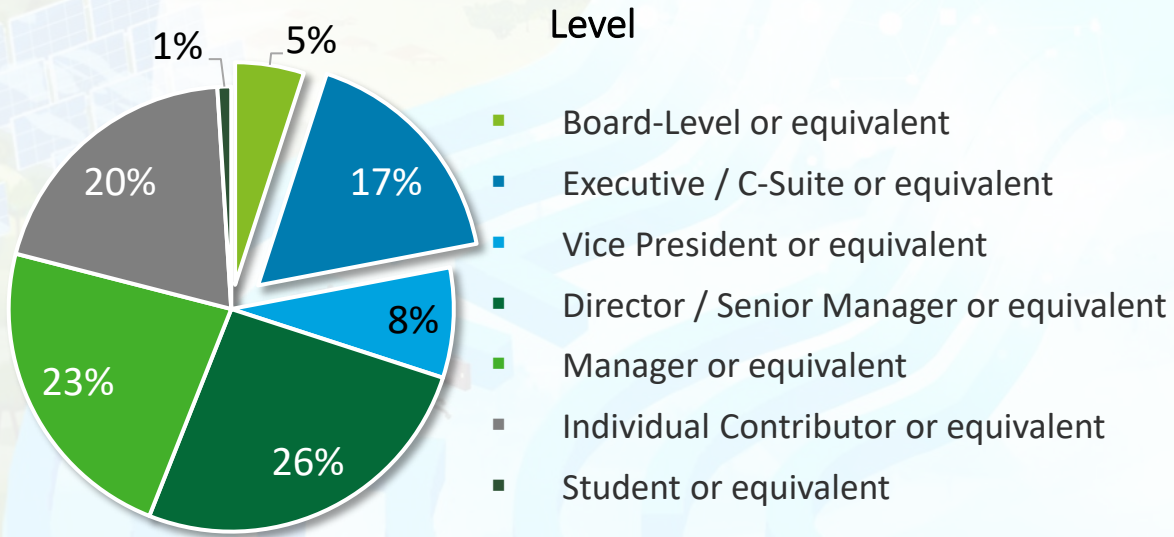
The boundaries that were once established and rigid are now becoming more fluid and dynamic



TMT organizations should look to the boundaryless world as one of infinite possibilities, leading to the exploration of new technologies, new ways of working, and new tactics to enable a skills-based workforce.

TMT Human Capital Trends Report: Respondent Demographics

This year's TMT Human Capital Trends Report is based on data from 912 TMT respondents across 65 countries, 2 sectors, and a wide variety of levels and organization sizes







Source: Unless otherwise indicated, all figures and data-based claims presented here are from Deloitte's 2023 Global Human Capital Trends Report, Deloitte Consulting LLP

Challenges facing TMT Organizations

The current economic environment and practices established in the post-COVID world have challenged TMT organizations to rethink their strategic direction

Industry Challenges

-  Economic slowdown with lower consumer confidence and spending
-  Rising interest rates, inflation, and operational costs
-  Supply chain and market disruptions
-  Loss in market capitalization

Have led TMT companies to...

Reduce headcount
(layoffs and hiring freezes)

Strive to increase margins
and revenue

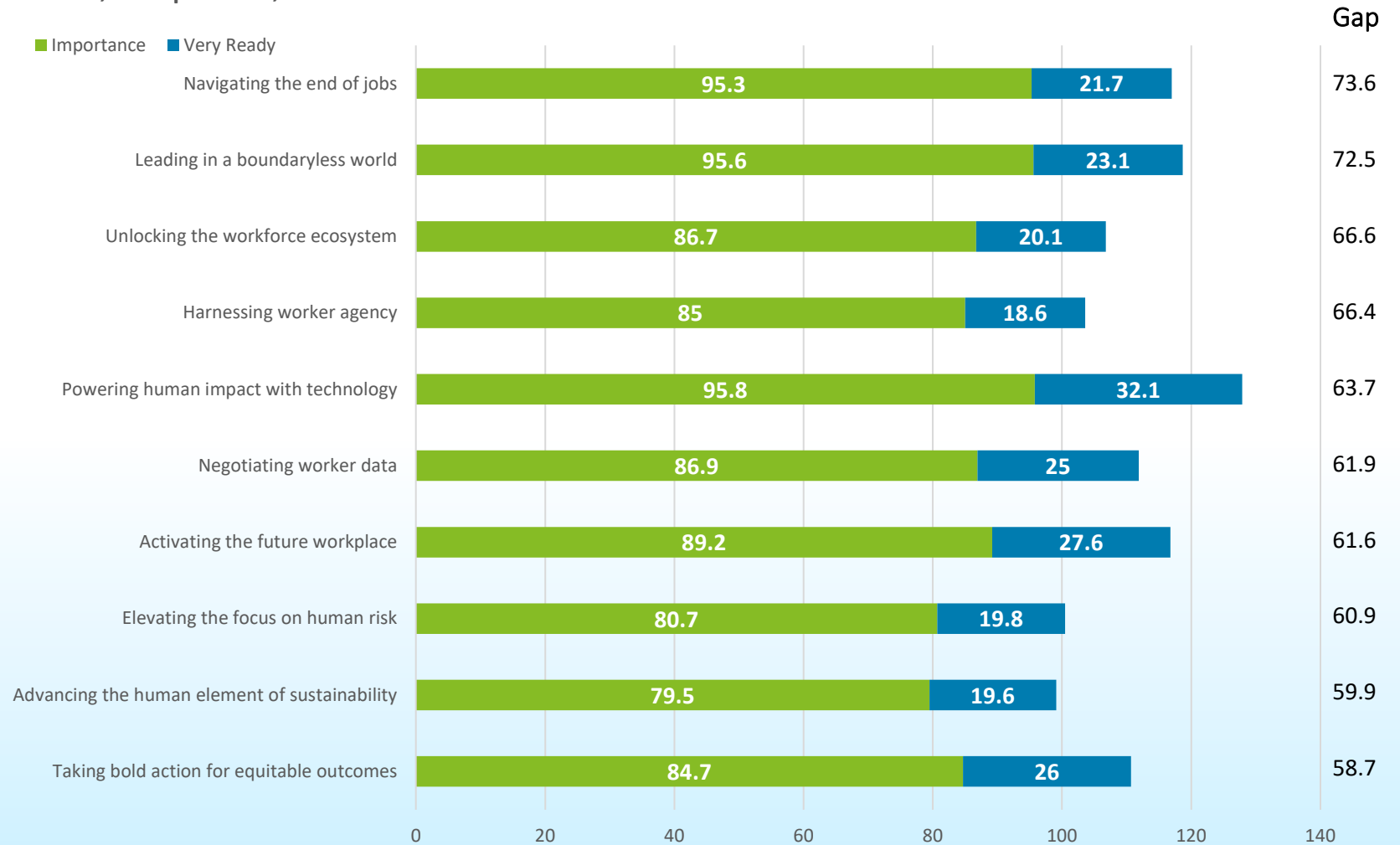
Technology, Media & Telecommunications

Given the challenging macroeconomic circumstances, TMT companies must do more with less. To accomplish this, they are exploring new ways to access, structure, empower, and lead their talent

The 2023 Global HC TMT Trends highlight **10 key trends** for the TMT industry.

Based on the gap between importance and readiness, the **four key TMT industry trends include:**

- 1) Navigating the end of jobs
- 2) Powering human impact with technology
- 3) Unlocking the workforce ecosystem
- 4) Leading in a boundaryless world



Note: This report focuses on the 3 trends with the highest readiness gap in addition to the trend that had the highest overall importance score – “Powering human impact with technology”.

Key Takeaways

TMT companies are focusing on making sure their talent has the right skills to deliver the most impactful work— all while operating as efficiently as possible

Top Four TMT Trends



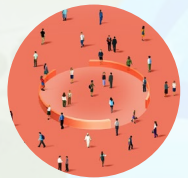
Navigating the end of jobs

Skills replace jobs as the focal point for matching workers with work



Powering human impact with technology

Technology contributes to make work better for humans and humans better at work™



Unlocking the workforce ecosystem

Removing traditional employment distinctions unlocks access to a true workforce ecosystem



Leading in a boundaryless world

Reshaping the way that you lead and influence others

Key Takeaways

A skills-based approach **enables work to be performed beyond formal job boundaries**, strengthening worker autonomy and an organization's ability to adjust quickly to changes.

TMT respondents believe that **leveraging technology to create more opportunities for humans to use their capabilities**, such as creativity, will be the #1 most influential driver of outcomes in the future.

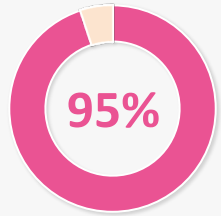
For TMT organizations needing to fill skill gaps while achieving more with fewer overall resources, it's especially important to think of the workforce as an inclusive, boundaryless ecosystem, where **different types of workers make contributions in different ways**.

To thrive, leaders must evolve in tandem with their organizations and adopt a new set of fundamentals to **mobilize workers and teams to achieve new outcomes**.

Navigating the end of jobs

Skills replace jobs as the focal point for matching workers with work

2023 Human Capital TMT Insights:



of respondents said that navigating the end of jobs by matching worker skills with organizational priorities is important – yet **only 22% feel very ready** to do so

Only **12%**

strongly agree their organization is effective at **matching the right talent** for the work needed

Only **14%**

strongly agree their organization is able to **use the skills of their workforce** to their fullest potential

#1

barrier to being effective at matching workers to the work needed was the **rate of change** (e.g., business, worker expectations, technology)

Leading Practices:

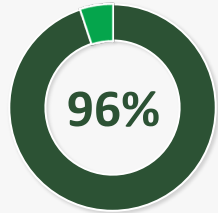
1. **Define work** based on the skills required instead of specific tasks and responsibilities (i.e., a job)
2. Collect and **analyze data about worker skills**, interests, value and preferences
3. View and **match workers with work** based on their skills instead of job titles (leveraging Talent Marketplaces)
4. Make **decisions about workers** based on skills throughout the full talent life cycle

Taking a **skills-based approach to managing work** can help TMT organizations keep up with the rapid pace of change and address skills shortages.

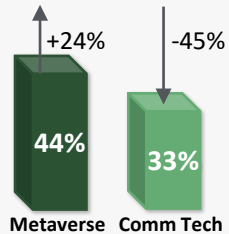
Powering human impact with technology

Technology contributes to making work better for humans and making humans better at work™

2023 Human Capital TMT Insights:



96% of respondents say that powering human impact with technology is important, but **less than 1/3 feel ready** to do so



TMT respondents believe the **metaverse** will be driving **outcomes more than communication technologies**, such as Zoom and Skype, in **2-4 years**

Top 3 barriers in enabling teams, humans, and technology to drive outcomes are: **Infrastructure and Tech, Culture, and Ways of Working**

Leading Practices:

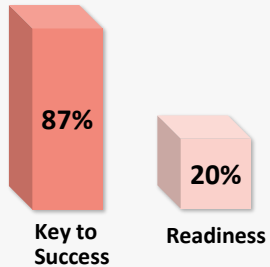
1. **Utilize technology that improves human performance** by nudging them to learn new behaviors and sharpen skills
2. **Use interventions to encourage “human” traits** like creativity, teaming, and emotional intelligence
3. **Scale insights for greater impact** by using data generated from technology-human collaboration to inform changes to workforce practices

In an environment where TMT companies need to do more with less, **technology can be leveraged to enable humans and teams** to improve teamwork, enhance personal capabilities, and drive outcomes by focusing on high-value tasks.

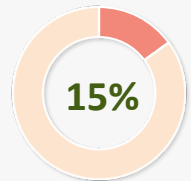
Unlocking the workforce ecosystem

Removing traditional employment distinctions unlocks access to a true workforce ecosystem—and with it, critical skills

2023 Human Capital TMT Insights:



87% of respondents said unlocking the workforce ecosystem is key to success, but **only 20% said their organization is very ready** to do so



only 15% of TMT companies say their talent access function is best in class and allows them to **access needed talent** across the ecosystem

Only **31%**

said their organization is effectively implementing platforms to **enable hiring managers to connect with the extended workforce**

Top 3

biggest workforce ecosystem barriers are **rate of change, incentives and rewards, and culture**

Leading Practices:

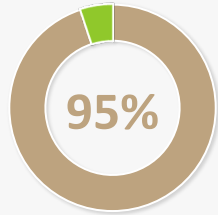
1. Define a **workforce ecosystems strategy** inclusive of employees and alternative workers, based on overall business objectives
2. Design a centralized, cross-functional **operating model, processes and ownership** to manage the full workforce ecosystem
3. Determine a **sourcing strategy**, supported by **supply/demand analysis** capabilities, to access preferred talent types
4. Identify necessary **technology capabilities** and how to obtain them
5. Match **risk exposure** to preferred tolerance level and geographies

To fill skills gaps, TMT organizations need to **optimize the workforce ecosystem** to fit a talent pool that is complex and increasingly comprised of nontraditional workers.

Leading in a Boundaryless World

Use empathy, vulnerability, and experimentation to lead and influence others

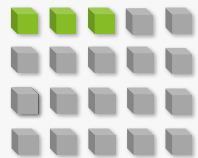
2023 Human Capital TMT Insights:



95% of respondents believe leading effectively is important, but **only 23% believe their leaders are very ready** to do so

Top 2

leadership roles that are becoming more important are: **creating a resilient workforce** and **inspiring and creating belonging**



Only 15%

of TMT leaders are “very ready” to lead through Environmental, Social & Governance, Human Risks, and Worker Agency

#1

barrier to effective leadership is **too many changes at once**

Leading Practices:

1. **Think like a researcher:** Shift from managing jobs and finding a solution, to creating environments for workers to experiment themselves
2. **Cocreate the relationship:** Build stronger relationships between leaders and workers and tap into workers’ knowledge
3. **Prioritize human outcomes:** Measure leaders’ success not just by financial metrics, but by how they design outcomes that benefit both the organization and the people it touches

As TMT companies evolve and old boundaries shift, leaders must ***evolve in tandem with their organizations*** and adopt a new set of fundamentals ***to mobilize workers and teams to achieve new outcomes.***

2023 TMT Human Capital Trends: Technology

What does the [Global Human Capital Trends Report](#) mean for Tech?

Tech Industry Outlook:

Right-Sizing and Right-Skilling

Adjusting after aggressive hiring during boom years to have the right size and skills within the workforce

Macroeconomic Challenges

Weathering softening consumer spending and product demand, supply chain disruptions, new regulations, and higher capital costs

Market Disruption

Contending with increased competition from disruptive technology, requiring experimentation, product expansion, and adaptation to consumer needs

We compiled key findings related to the three most important trends for Tech

Data is based on answers from 721 global Tech respondents

Key Findings

Key: Number is **higher** or **lower** than global cross-industry average

TREND	Leading in a Boundaryless World	Powering Human Impact with Tech	
Navigating the End of Jobs <i>Skills replace jobs as the focal point for matching workers with work</i> 95% important vs. 22% very ready	Leading in a Boundaryless World <i>Reshaping the way that you lead and influence others</i> 95% important vs. 24% very ready	Powering Human Impact with Tech <i>Using technology to make work better for humans and humans better at work™</i> 94% important vs. 33% very ready	
QUESTIONS	Are you having difficulty accessing talent ? Are you struggling with business and work requirements changing at a faster pace than workforce readiness to develop the skills required?	How are you empowering and preparing leaders throughout your organization to lead in a world of experimentation and cocreation?	
FINDINGS	Only... 13% strongly agree their organization is very effective at matching the right talent for the work needed 14% strongly agree their organization is able to use the skills of their workforce to their fullest potential 22% have invested in systems or platforms to match internal workers with opportunities	Only a small proportion of Tech leaders were “very ready” to lead through: 15% Human Risk 16% Environmental, Social & Governance 16% Workplace Model Tech leaders expect a greater than average increase in the need for: <ul style="list-style-type: none"> Creating a resilient workforce Inspiring and creating belonging 	Tech respondents were: 10% more likely than average to cite Tech and Team Performance as very important to success In the next 2-4 years they anticipated: 22% increase in using the metaverse to connect teams and drive performance 9% increase in leveraging technology to create opportunities for humans to use human capabilities

2023 TMT Human Capital Trends: Telecom, Media, and Entertainment

What does the Global Human Capital Trends Report mean in our industry?

Industry Outlook:

Right-Sizing

Contending with layoffs, hiring freezes, and/or restructuring to have the right size and skills within the workforce

Macroeconomic Uncertainty

Weathering declining economic conditions, high operational costs, and expected high subscription cancellations

Market Disruption

Competing with other companies, social media, user-generated content, and videogames for attention, time, and revenue

We compiled key findings related to three key trends for Telecom, Media, and Entertainment

Data is based on answers from 191 global respondents

Key Findings

Key: Number is **higher** or **lower** than global cross-industry average

TREND	Navigating the End of Jobs	Unlocking the Workforce Ecosystem	Leading in a Boundaryless World
	<p><i>Skills replace jobs as the focal point for matching workers with work</i></p> <p>96% important vs. 20% very ready</p>	<p><i>Removing traditional employment distinctions to access critical skills</i></p> <p>86% important vs. 19% very ready</p>	<p><i>Reshaping the way that you lead and influence others</i></p> <p>94% important vs. 20% very ready</p>
QUESTIONS	<p>Are you having difficulty accessing talent?</p> <p>Are you struggling with business and work requirements changing at a faster pace than workforce readiness to develop the skills required?</p>	<p>Are you managing supply and demand for all worker types to do more integrated workforce planning?</p> <p>How are you assessing and managing nontraditional workforce risk?</p>	<p>How are you empowering and preparing leaders throughout your organization to lead in a world of experimentation and cocreation?</p>
FINDINGS	<p>Only...</p> <p>8% strongly agree their organization has access to the right skills to meet business needs</p> <p>9% strongly agree their organization is very effective at matching the right talent for the work needed</p> <p>18% have invested in systems or platforms to match internal workers with opportunities</p>	<p>Out of all TME respondents...</p> <p>15% say their talent access function is best in class and provides access to needed talent across the ecosystem</p> <p>29% are implementing platforms to enable hiring managers to connect with the external workforce</p> <p>23% are effectively adopting AI or advanced technologies to augment the workforce</p>	<p>Only a small proportion of TME leaders were "very ready" to lead through:</p> <ul style="list-style-type: none"> 11% Environmental, Social & Governance 11% Worker Agency 15% Data Ownership <p>TME leaders expect a greater than average increase in the need for:</p> <ul style="list-style-type: none"> Creating a resilient workforce Harnessing disruption to drive innovation

Navigating the end of jobs

Client Case Study

Success Story: Future of Work Strategy at a Global Large Scale Hardware Technology Company



Issue:

Expectations for the Finance function are rapidly evolving. While implementing a new ERP, the technology company realized they had an opportunity to set the future-forward strategy for their future Corporate Accounting & Reporting organization with a specific focus on the corporate consolidations team.

Solution & Impact:

The company defined the new outcomes and value that their Corporate Accounting and Reporting organization would deliver and identified the priority gaps they would need to close. From there, they **defined the human skills and technological capabilities needed** to deliver the new outcomes and value.

Once they had a picture of future state needs, they evaluated how they could access these capabilities within their current organization and in the market at large. This informed their **skills access strategy**, which defined whether specific skills needed will be built, bought, or borrowed.

These efforts set the vision and defined the future of work in which team members are able to focus on high value tasks and outcomes by making the most of technology investments and what human workforce can and should bring to the table.

Would a skills-based approach work for your organization?



Organizations may need to replace jobs with skills as the focal point for matching workers with work if:

- They spend too much time adjusting job descriptions to accommodate changing work
- They have difficulty accessing talent due to relying on degrees/previous roles rather than skills and potential
- Their business and work requirements are changing at a faster pace than workforce readiness to develop the skills required to deliver

Benefits of Skills-based Organizations

Effectively matching workers with work results in:

- Increased financial performance, increased retention, and enhanced ability to anticipate future disruption
- Enhanced agility in meeting workforce needs, increased opportunities for innovation, and increased worker engagement and well-being

Powering human impact with technology

Client Case Study

Success Story: Deploying Conversational AI to Support the Workforce at a Technology Company



Issue:

A major technology company saw a need to elevate the human experience at work for employees interacting with HR operations. They wanted to do this by creating a seamless digital HR experience for employees, reducing the culture of reliance on human agents to provide assistance, and driving people towards user friendly and intuitive self-service adoption.

Solution & Impact:

The technology company built and deployed an HR chatbot to provide first line support by responding to common FAQs and performing routine transactions. The chatbot was available 24/7 through multiple channels and worked both on and off the network.

The chatbot benefited employees by making it faster and easier to get the support they needed, providing them with more time to focus on critical business activities. It also benefited HR employees by reducing the amount of time they spent answering routine questions and providing basic support, enabling humans and teams to focus on more valuable and interesting work, making work better for humans and humans better at work™.

Would powering human impact with technology work for your organization?



Organizations may need to embrace the potential of intelligent technologies to enable human and team impact if:

- Multiple, competing technology solutions are leading to workforce exhaustion, productivity plateaus, and team dysfunction
- Technology investments are measured solely on cost and ROI, rather than human outcomes

Benefits of Technology-focused Organizations

Organizations that use technology to collaborate to drive outcomes can observe:

- Increased productivity and financial performance
- Workers focused on high-value uniquely human capabilities like creativity, ideation, and innovation
- Improved team performance, learning and development, communication, and collaboration

Unlocking the workforce ecosystem

Client Case Study

Success Story: External Workforce Optimization at Global Media & Entertainment Company



Issue:

As a result of the merger between two global media companies, the new company needed a synthesized and aligned approach to managing their external workforces. They needed to close gaps related to having clearly defined roles and responsibilities, supporting critical business requirements, addressing legal and regulatory pressures, and establishing infrastructure around knowledge protection and management.

Solution & Impact:

The newly merged company prepared to transform its external workforce program by emphasizing breaking organizational boundaries to achieve outcome-focused collaboration.

The company designed an end-to-end operating model for managing external workers across functions, including a governance model, defined ownership, and roles and responsibilities. A review of the company's external workforce landscape was also conducted to identify potential risk exposures as part of ongoing design efforts. Lastly, they developed a change strategy and roadmap to support this effort, identifying stakeholder groups and high-level impacts to drive adoption.

This will allow the new company to increase operational efficiency, safeguard compliance and mitigate risks, and better leverage data to develop insights and inform workforce planning.

Would orchestrating the workforce ecosystem help your organization?



Organizations may need to orchestrate their workforce ecosystem if:

- They don't have the visibility and ability to manage their full workforce across employees and external contributors
- They're unable to track and access the skills they need to drive their business strategy
- They have considered shifting to a variable cost structure to optimize total workforce cost and protect margins
- They need to further define how they are assessing and managing nontraditional workforce risk

Benefits of a Workforce Ecosystem

The top drivers to optimize the workforce ecosystem are:

- Cost optimization
- Scarcity of talent and skills in the traditional workforce
- Driving agility into talent planning and utilization
- Cohesive and compliant worker experience

Leading in a boundaryless world

Client Case Study

Success Story: Reimagining Talent Management at Multinational Software Company



Issue:

Due to a lack of transparency and inconsistencies with the client's talent experience, a multinational software company experienced a need for greater transparency, consistency, and bias mitigation in their talent experience, with equity at the center. Additionally, they needed a forward-looking approach for scalable talent management processes that would integrate skills of the future and orient their leadership to adopt a new set of fundamentals to mobilize workers and teams against new outcomes.

Solution & Impact:

To inform their new talent management processes, the company conducted a current state assessment to identify opportunities, followed by an Art of the Possible Design Lab to explore leading practices and make initial design choices. The C-suite leaders aligned on a new Talent Philosophy and set of Guiding Principles, creating unity and buy-in early on.

The resulting talent review and performance management processes involved leaders and managers referencing newly established leadership skills of the future as part of the evaluation process. These skills were also incorporated into talent reviews for Directors and above. Equity and transparency were key guiding principles incorporated through the new processes.

Their updated processes and innovative tools will help leaders keep the future in mind, setting the organization up for long-term success in a rapidly evolving world.

Would this work for your organization?



Organizations may need to work on empowering and preparing leaders to lead in a world of experimentation and cocreation if:

- Organizations do not feel that leaders are ready for this new world, with leadership consistently cited as a barrier to change
- Leader readiness is low across trends such as leading an expanded workforce, considering societal and environmental risks, and using tech to improve performance
- Organizations need updated processes for evaluation and assessment of leaders to better reflect the skills of the future

Benefits of Leadership in a Boundaryless World

When leaders shift from managing activities to orchestrating outcomes and leading in a boundaryless world, organizations can:

- Create a differentiated employer brand, elevating their ability to access, engage, and develop the talent needed to thrive
- Manage and drive towards outcomes more effectively
- Drive better solutions from cocreating and tapping into the full knowledge of their workers
- Foster learning and accelerate value through experimentation

2023 Global Trends Focus

TMT Opportunities and Deloitte Solutions

Trends	Desired Outcome	Deloitte Solutions
NAVIGATING THE END OF JOBS	Create formal mechanisms where workers are mapped to their skills to suit their individual needs and to get work done more effectively	<ul style="list-style-type: none">• Skills-Based Organization• Talent Marketplace• Workforce Strategy / Talent Access• Job Architecture
POWERING HUMAN IMPACT WITH TECHNOLOGY	Increase effectiveness of teams by pairing workers with technology and enhancing, not replacing, human capabilities	<ul style="list-style-type: none">• Work From Anywhere• Change Services• Digital HR• Work Re-Design
UNLOCKING THE WORKFORCE ECOSYSTEM	Promote workforce strategies to maximize the unique contributions of different worker types while supporting them all in a more consistent way	<ul style="list-style-type: none">• Workforce Ecosystems• Digital Workplace• Ways of Working / Teaming• HR Strategy & Operating Model
LEADING IN A BOUNDARYLESS WORLD	Grow capabilities, which will enable leaders to learn faster and accelerate their ability to adapt to a frequently and radically changing environment	<ul style="list-style-type: none">• Team Alchemy• Learning & Leadership• People Analytics• Workforce Listening

Although the potential for disruption is real, so is the opportunity for an extraordinary reimagination of what the work, workforce, and workplace can be

Are you ready to embrace the possibilities? To learn more:

Read Deloitte’s **2023 Global Human Capital Trends** report online at www.deloitte.com/hctrends



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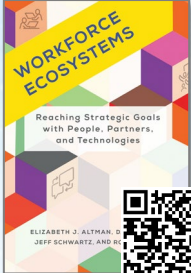


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2023 TMT Human Capital Trends Citations

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2023 Global Human Capital Trends Report

New fundamentals for a boundaryless world

THINK LIKE A RESEARCHER

Navigating the end of jobs: Many organizations are experimenting with using skills, not jobs, as the baseline for how workforce decisions are made. When unboxed from jobs, workers have opportunity to better utilize their capabilities, experiences, and interests in ways that advance organizational and worker outcomes.

Powering human impact with technology: Forward-leaning organizations are exploring how to use technology in ways that encourage humans both to be their best selves and to do better work.

Activating the future of workplace: Greater interconnectedness and the blurring boundary between home and on-site work gives organizations a unique opportunity to experiment with, not “where,” but “how” work should be done. Location and modality become secondary to the needs of the work and the workers.

LEADING IN A BOUNDARYLESS WORLD

A new brand of leadership will be required that focuses on where you show up and how you show up, and the mindset you adopt to drive work forward. More specifically, you will need to use experimentation to inform better solutions, foster learning, and accelerate value, cultivate deep and intimate relationships with the workers across your broader ecosystem through co-creation, widen the aperture of your decision making to understand its full impacts with the human agenda in mind.

COCREATE THE RELATIONSHIP

Negotiating worker data: The boundary between the organization and the worker’s ownership rights – the binary categories of worker-owned data or organization-owned data – is becoming irrelevant. And beyond ownership alone, conversations about what is workforce data, the transparency of that data, and the mutual benefits of data-driven insights are on the rise as data is becoming a new “currency.”

Harnessing worker agency: Whereas worker agency might have previously been seen as a threat, leading organizations are finding ways to leverage worker motivation and co-creation to drive mutual and elevated benefits.

Unlocking the workforce ecosystem: Organizations that adapt their strategies and practices to fit the real-world talent pool, which is far more complex and increasingly comprised of non-traditional workers, will gain access to skills and experiences to accelerate growth, innovation, and agility.

PRIORITIZE HUMAN OUTCOMES

Taking bold action for equitable outcomes: Organizations need to look at diversity, equity, and inclusion (DEI) as outcomes which focus on equity in how organizations access talent; enable talent through development programs, methods, and tools; and how they advance and promote talent at all levels of the organization.

Advancing the human element of sustainability: Organizations are facing mounting pressure to address sustainability issues; they must focus on the human elements, which have been largely absent in their strategies and actions to date, by “hardwiring” sustainability into the workforce and work itself.

Elevating the focus on human risk: Organizations must expand their view of human risk beyond compliance and reporting to consider how a broad set of risks are significantly affecting and significantly being affected by humans. These risks must be fully understood by all executives, with ultimate accountability sitting at the board.

Leading in a boundaryless world

Client Case Study

Success Story: Performance Management Redesign at Multinational Technology Company



Issue: The information technology company wanted to redesign their performance management approach to fill a need for an integrated and consistent performance processes and clear performance metrics. They also wanted to build manager capabilities to better enable managers to deliver the coaching and feedback necessary for a culture of development.

Solution & Impact:

To inform their performance management redesign, the company conducted executive leader interviews and surveys to managers and team members to identify strengths, pain points, and opportunity areas. The technology company stakeholders also participated in immersive Art of the Possible Design Labs to explore leading practices and make initial future state design choices.

These activities informed their new performance management processes, such as an enterprise-wide goal setting framework that aligned business goals to individual performance evaluation and linked to rewards. Outcomes also included mechanisms for regular, formal feedback – both from people leaders to team members as well as upward feedback to drive manager accountability and development.

These new processes set the company up to simplify and optimize their approach to performance management, increase manager accountability, and build a culture of development and transparency.

Would these leadership practices work for your organization?



Organizations may need to work on empowering and preparing leaders to lead in a world of experimentation and cocreation if:

- Organizations do not feel that leaders are ready for this new world, with leadership consistently cited as a barrier to change
- Leader readiness is low across trends such as leading an expanded workforce, considering broader societal and environmental risks, using tech to improve performance, and developing the right workplace model

Benefits of Leadership in a Boundaryless World

When leaders shift from managing activities to orchestrating outcomes and leading in a boundaryless world, organizations can:

- Create a differentiated employer brand, elevating their ability to access, engage, and develop the talent needed to thrive
- Manage and drive towards outcomes more effectively
- Drive better solutions from cocreating and tapping into the full knowledge of their workers
- Foster learning and accelerate value through experimentation