



Building the Platform for Growth

A Human Capital Perspective of the
Alternative Energy Industry

Jonathan Moore, Deloitte Consulting LLP
jonmoore@deloitte.com

Karen Cunningham, Deloitte Consulting LLP
kcunningham@deloitte.com

Monday, September 28, 2015



Your Presenters

Human Capital, Organization Transformation & Talent



Karen Cunningham
Senior Manager
Deloitte Consulting LLP

Karen is a Senior Manager in Deloitte's Human Capital Power & Utility practice. She has 10+ years providing strategic advisory services to clients in regulated industries. Karen specializes in Organization Transformation – focusing on Change Management, Communications and Learning & Talent Development. She leads Deloitte's national Human Capital Energy & Resources Community and is the Power & Utilities and the Alternative Energy PMO. Karen received her Masters of Industrial/Organizational Psychology from the Illinois Institute of Technology and a Bachelors of Psychology from The Ohio State University.

Human Capital, Organization Transformation & Talent



Jonathan Moore
Director
Deloitte Consulting LLP

Jonathan is a Director at Deloitte Consulting LLP and was recently asked to lead up the Alternative Energy community of practice for Human Capital. He has over 18 years of experience in selling and delivering large, complex advisory engagements to a variety of clients in different industries, with 10+ years in Energy and Resources. He is recognized for his extensive program management skills and his deep knowledge in numerous ERP and SaaS technology packages. Jonathan received his undergraduate business degrees from the University of Texas at Austin, where he is also a frequent guest lecturer.

What's on the Docket?

 Deloitte Human Capital (HC) Trends 2015

 Human Capital Trends in Energy

 The Intersection of AE and HC Trends

 Q&A

Global Human Capital Trends 2015

One of the **largest-ever** longitudinal global talent studies

3,300+

Business and
HR leaders

106

countries

www.deloitte.com/hctrends2015

Unless otherwise cited, all data referenced in this presentation is from the Global Human Capital Trends 2015 survey.



Global Human Capital Trends 2015



LEADERSHIP
Why a perennial issue?



LEARNING AND DEVELOPMENT
Into the spotlight



CULTURE AND ENGAGEMENT
The naked organization



REINVENTING HR
An extreme makeover



WORKFORCE ON DEMAND
Are you ready?



PERFORMANCE MANAGEMENT
The secret ingredient



HR AND PEOPLE ANALYTICS
Stuck in neutral



SIMPLIFICATION OF WORK
The coming revolution



PEOPLE DATA EVERYWHERE
Bringing the outside in



MACHINES AS TALENT
Collaboration, not competition

Global Human Capital Trends in Energy



LEADERSHIP
Why a perennial issue?



LEARNING AND DEVELOPMENT
Into the spotlight



CULTURE AND ENGAGEMENT
The naked organization



REINVENTING HR
An extreme makeover



WORKFORCE ON DEMAND
Are you ready?



PERFORMANCE MANAGEMENT
The secret ingredient



HR AND PEOPLE ANALYTICS
Stuck in neutral



SIMPLIFICATION OF WORK
The coming revolution



PEOPLE DATA EVERYWHERE
Bringing the outside in



MACHINES AS TALENT
Collaboration, not competition

LEADERSHIP

Why a perennial issue?

86%

see leadership shortfalls as a top-3 issue

Treat as short-term training instead of a strategic initiative

Need to focus on **developing leaders at all levels**



The naked organization

1 global talent issue

50% say the problem is “very important”—**double the 2014 percentage**

Create meaningful work, deep engagement, and job fit



LEARNING AND DEVELOPMENT

Into the spotlight

84%
see L&D as
a top-3 issue;
up from
#8 last year

**Skill
shortage**
is holding
back strategy
execution

Need to
**reinvent
the learning
experience**



REINVENTING HR

An extreme makeover

39%

see an urgent need to **reskill the HR function**

HR is being redefined as an **enabler and builder of talent**

Align HR capabilities with business goals



WORKFORCE ON DEMAND

Are you ready?

Organizations
are tapping
**networks of
specialists**

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

Need to apply
**engagement
strategies**
to all workers



The Intersections of AE & HC Trends



...Start-Ups are scaling.

Source: U.S. Office of Energy Efficiency & Renewable Energy, 2015



...Regulations are changing.



...Companies are engaging in M&A.

Source: "US Renewable M&A Revs Up. Renewable power enters the mainstream," Deloitte, 2015.



...Established organizations are shifting strategic priorities.

Source: "Energy storage: Tracking the technologies that will transform the power sector," Deloitte, 2015.

Human Capital Questions AE Industry Leaders Should Consider

Leadership Alignment



- ❖ *Are leaders visibly committed to the direction of the organization?*
- ❖ *Is there a plan to identify and prepare leaders for the future of the organization?*

Retaining Culture



- ❖ *Are all stakeholders engaged with the direction of the organization?*
- ❖ *How will growth and change affect existing norms and values?*

Learning & Development



- ❖ *Do the right people have the right skills for the jobs required tomorrow?*

Enterprise Systems



- ❖ *Is the system a good fit for the needs of today and tomorrow?*
- ❖ *Will the solution scale parallel to growth plans?*

Workforce Readiness



- ❖ *Does the current talent pipeline meet the future needs?*
- ❖ *Are the right models in place to tap into the required talent?*

Organization Strategies



- ❖ *Is the operating model and organization structure the right one to support growth?*

What else are you experiencing? What else do you foresee?

Deloitte.



- Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.