



Season 5 sneak peek

Host: **David Mallon**, vice president and chief analyst, Bersin, Deloitte Consulting LLP
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David Mallon (David): Welcome back to Capital H! I'm David Mallon, and I'm joined by my cohost, Burt Rea, to share an update on what's to come in Season 5 of the Capital H podcast. This season, we'll be exploring the findings from our 2020 Global Human Capital Trends research entitled A social enterprise at work: Paradox as a path forward.

Our study this year continues to engage with this notion of the social enterprise, the core theme of our research for the past couple of years. Through our many conversations with organizations all around the world, it's clear that this call for companies to both focus

their attention externally— investing in social capital with their wider stakeholders in the ecosystems and their communities—while at the same time endeavoring internally to operate more symphonically, breaking down silos, and activating teams, it's clear that this idea has taken hold, but it's also raised questions, and so we've dug deeper. This year, we start with a look back at a decade of tremendous change, focusing particular attention on technological innovation and the evolving relationship between technology and the humans in the organization, all to provide leaders with an informed perspective as we look to the future.

Burt Rea (Burt): I agree, David, and I can't believe it's been 10 years since we launched the first Global Human Capital Trends Report. The world definitely looks very different, and the speed at which the world has changed has been exponential, to say the least. We've seen technology enter the workplace at an unimaginable rate, workforce demographics have changed substantially, and the workplace itself has evolved, so with it, worker expectations.

David: That's right, Burt, and so, especially in this new era, where we're slowly evolving to some kind of new normal, facing tremendous change and uncertainty given COVID-19 and trying to find ways to engage with difficult questions with regards to equity and social justice, the power of the social enterprise is so important. Organizations should be bringing a human focus in everything they do and empowering people to work productively and sustainably with technology to create value for themselves, their organizations, and society.

Burt: Definitely, and when we take a look back, we see that most organizations viewed their efforts to address human and social concerns as two separate initiatives, but now, it's time to challenge that view. It's about both. We need to think about how organizations can remain distinctly human in a technology-driven world and how organizations can deliver value from a fusion of those two elements.

David: Having this perspective, in which the human and the technological are not at odds, but are fused to support greater outcomes,

definitely presents challenges, but as the report outlines, people and organizations can transcend these challenges by taking what might look like conflicts and turning them into opportunities by making three bold shifts. The first is to foster belonging based on our desire for individuality. The second is to create security powered by that world of ever-increasing change and reinvention that we live in, and finally, the third is to embrace the possibilities for bold action that we have available to us because we live in an age of uncertainty.

Burt: Absolutely, David, and I love this idea of "paradox as a path forward" and offering a solution to what seems like inconsistent concepts and objectives. We're excited to bring these stories and insights from organizations that are making these bold steps, and in the meantime, you can find our 2020 Global Human Capital Trends report at deloitte.com/hctrends.

David: Thank you so much for tuning in, and we hope you'll join us for Season 5 as we explore the topics and trends that focus on putting humans at the center of work.

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