



Sneak peek at Season 2 of Capital H

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Guests: Burt Rea, Managing Director, Deloitte Consulting LLP

David Mallon (David): Welcome back to Capital H. I'm David Mallon, and I'm joined by my cohost, Burt Rea, to kick off our second season with a quick preview of our upcoming episodes.

In Season 2, we'll be focusing on a key business imperative from our 2019 Global Human Capital Trends research, which is the need for organizations to reinvent themselves with a human focus.

We'll hear from business and industry leaders of organizations that are navigating the challenges and opportunities—all while focusing on the human element at work.

We'll also get related perspectives from academic thought leaders on the future of work, artificial intelligence, accessing talent in new ways, and more.

Burt Rea (Burt): Yes, David...those topics really came through in this year's Trends research, where we surveyed nearly 10,000 business and HR leaders across all industries and sectors. The need to reinvent organizations with a human focus is a key component in leading the social enterprise.

A social enterprise is an organization whose mission combines revenue, growth, and profit-making with the need to respect and

support the environment and stakeholder network.

Fifty-six percent of the respondents to our survey believe the social enterprise will be more important in 3 years than it is today. Organizations are responding by focusing on corporate social responsibility, social impact, and ultimately, purpose.

And while that's good, what we're seeing is it's not enough. Purpose is very focused on the organization, and while people can get behind that purpose and use it as a guide and as inspiration, it's not personal enough. It doesn't address the day-to-day realities 

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of the worker who is wondering what their individual role will be in the future of work. That's where the need to reinvent with a human focus comes in.

David: It's spot on, Burt. People are looking for meaning in what they do every day. And as you say, the survey shows that the social enterprise is an urgent issue and it's only growing in importance. Yet only Fifty-three percent of organizations we surveyed believe they are effective or very effective at creating meaningful work—so, yes there is a huge need for reinvention there.

Let's unpack what we mean when we talk about reinventing with a human focus. We're talking about 3 things:

First, reinvent is the "how": It's a strong word, but it needs to be. To truly change, we can't tinker around the edges. We need to fundamentally change our approach to work by simultaneously leveraging the power of technology while intentionally cultivating skills that are intrinsically human, like communication, collaboration, and empathy.

Second, human is the "why": Why should we reinvent? Because it's the human element that ultimately matters. Of course, technology is important. But we're in the midst of the fourth industrial revolution and we haven't seen the gains in productivity that we expected. The technology is there—growing at a rapid pace—and individuals are adopting that technology quickly. But where we see the gaps is in how organizations combine the power of that technology with human potential. That is where our opportunity lies.

And lastly, focus. Focus is the "where": It can't just be a focus on HR—it has to be broader than that. It has to be across the organization and the workforce, too. And it has to be led from the entire C-suite—all those key leaders working together, symphonically, to drive change.

Burt: That's so true, David. In today's world, with today's societal challenges, fulfilling this aim requires reinvention on a broad scale.

This season, our guests will share what their organizations are doing to drive reinvention with a human focus. We'll hear stories, insights, and examples from leaders at a variety of organizations, including Amazon, Northwell Health, and Applied. And we'll get some broader perspectives from academic thought leaders from Yale and MIT about reinvention in action, and why it truly matters.

David: We're excited to bring you Season 2. Come back and join us each week as we dive into the topics and trends that focus on putting humans at the center of work.



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