Rewriting the rules for the digital age
2017 Deloitte Human Capital Trends for South Africa

Organisation design is a challenge

- 34% of companies believe they need to redesign their organisation to succeed in the digital age
- 20% feel that their organisation is complex and difficult to navigate
- 11% are building/scaling their organisation of the future

HR is being left out of AI-driven work redesign

- 45% of companies are exploring or designing the "organisation of the future"
- 46% are beginning to implement robotics in selected areas
- 15% rate their organisation’s efforts as poor
- 23% tell us HR is not involved

Structured careers are falling away

- 32% are focusing more on open careers and less on career paths
- 16% have no career model at all
- 14% are redesigning or recently redesigned their career management strategy

Leadership strategy is not adapting to digital business

- 36% of companies believe digital and transformational leadership is important
- 17% have no digital leadership programmes in place

Prioritise employee engagement

- Only 3% of South African companies measure employee experience more than once a month
- 30% of SA companies do not have an employee experience strategy in place

For more information please contact:
Trevor Page
Director Human Capital
Cell: +2782806702
Email: trepage@deloitte.co.za

Read the South African report at:
The game has changed, and so have the rules

We are in the midst of a fundamental transformation of business, the economy, and society, marked by an accelerated rate of change and new rules for business and HR. These new rules reflect the shifts in mind-set and behaviour that we believe are required to lead, organise, motivate, manage and engage the 21st-century workforce.

This year's 10 trends are drawn from insights from our fifth annual survey of more than 10,000 business and HR leaders, as well as our work with companies that are setting the bar for performance in today's global economy. Use the report to explore the survey results, understand the shift from the old rules to the new, and build the knowledge to help your organisation adapt and thrive in the digital age.

The organisation of the future: Arriving now
As organisations become more digital, they face a growing imperative to redesign themselves to move faster, adapt more quickly, learn rapidly, and embrace dynamic career demands. Leading organisations are moving past the design phase to actively build this new organisation.

Leadership disrupted: Pushing the boundaries
In 2015, we termed leadership the "perennial issue" that never seems to go away. This year we see a radical shift. Today, as never before, organisations do not just need more strong leaders; they need a completely different kind of leader—younger, more agile, and "digital-ready."

Careers and learning: Career time, all the time
As companies build the organisation of the future, continuous learning is critical for business success. The new rules call for a learning and development organisation that can deliver learning that is always on and always available over a range of mobile platforms.

Digital HR: Platforms, people, and work
HR leaders are being pushed to take on a larger role in helping to drive the organisation to "be digital," not just "do digital." As digital management practices and agile organisation design become central to business thinking, HR is focusing on people, work and platforms.

Talent acquisition: Enter the cognitive recruiter
Recruiting is becoming a digital experience as candidates come to expect convenience and mobile contact. Savvy recruiters will embrace new talent acquisition technologies to forge psychological and emotional connections with candidates and constantly strengthen the employment brand.

People analytics: Recalculating the route
No longer is analytics about finding interesting information and flagging it for managers: It is now becoming a business function focused on using data to understand every part of a business operation, and embedding analytics into real-time apps and the way we work.

The employee experience: Culture, engagement, and beyond
Rather than focus narrowly on employee engagement and culture, organisations are developing an integrated focus on the entire employee experience. A new marketplace of pulse feedback tools, wellness and fitness apps, and integrated employee self-service tools is helping.

Diversity and Inclusion: The reality gap
Fairness, equity and inclusion are now CEO level issues, but continue to be frustrating and challenging. Training and education are not working well enough. The new rules focus on experiential learning, process change, data-driven tools, transparency and accountability.

Performance management: Play a winning hand
Across all industries and geographies, companies are re-evaluating every aspect of their performance management programmes, from goal setting and evaluation to incentives and rewards. They are aligning these changes to business strategy and the ongoing transformation of work.

The future of work: The augmented workforce
Automation, cognitive computing, and crowds are paradigm-shifting forces reshaping the workforce. Organisations must experiment and implement cognitive tools, focus on retraining people to use these tools and rethink the role of people as more and more work becomes automated.

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