



South Africa Human Capital Trends 2015

Leading in the new world of work

Today's global organisations must navigate a "new world of work" that has turned traditional assumptions about talent management upside down. In this new world, the gap between growing business needs and HR capabilities is becoming increasingly wider. Many organisations cannot keep up.

Deloitte's Global Human Capital Trends 2015 report—based on responses from more than 3,300 business and HR leaders from 106 countries—is a leadership guide to the new thinking required to navigate the demands of the new world of work. This year's 10 trends are focused on four broad areas. The 12 Human Capital Trends for South Africa are shown below together with the importance and urgency index as ranked by South African participants

LEADING



Leadership: Why a perennial issue?
Companies are struggling to develop leaders at all levels and are investing in new and accelerated leadership models.

82% 43%



Learning and development: Into the spotlight
Companies are actively exploring new approaches to learning and development as they confront increasing skills gaps.

77% 45%

■ Importance Index ■ Readiness index

ENGAGING



Culture and engagement: The naked organisation
Organisations are recognising the need to focus on culture and dramatically improve employee engagement as they are facing a looming crisis in engagement and retention.

82% 48%



Workforce on demand: Are you ready?
Companies are taking a more sophisticated approach to managing all aspects of workforce including hourly, contingent, and contract workforce.

77% 39%



Performance management: The secret ingredient
Organisations are replacing traditional performance management with innovative performance solutions.

74% 38%

REINVENTING



Reinventing HR: An extreme makeover
HR is undergoing an extreme makeover to deliver greater business impact and drive HR and business innovation.

72% 43%



HR and people analytics: Stuck in neutral
Too few organisations are actively implementing talent analytics capabilities to address complex business and talent needs.

68% 34%



People data everywhere: Bringing the outside in
HR and talent organisations are expanding their HR data strategies by harnessing and integrating third party data about their people from social media platforms.

52% 29%

REIMAGINING



Simplification of work: The coming revolution
Organisations are simplifying work environments and practices in response to increasing organisation and system complexity, and information overload.

65% 36%



Machines as talent: Collaboration, not competition
The increasing power of computers and software to automate and replace knowledge workers is challenging organisations to rethink the design of work, the skills their employees need to succeed.

57% 33%

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