Leading the social enterprise

Reinvent with a Human Focus



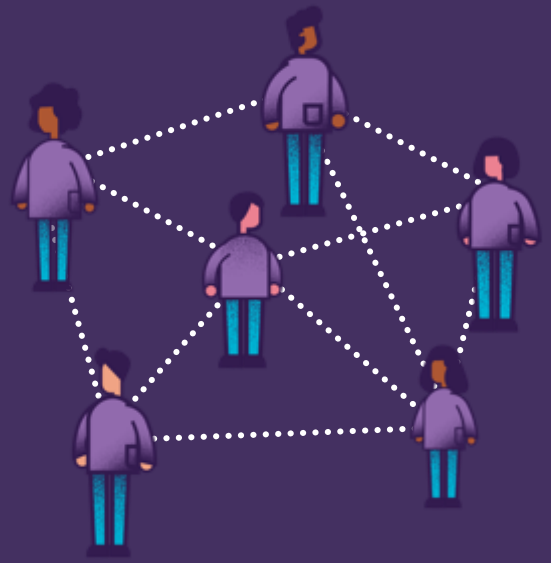
2019 Deloitte Global Human Capital trends

The evolution of the HC Trends Report



9 YEARS AGO

HR- only focus



5 YEARS AGO

Organizational focus



1 YEAR AGO

The Social Enterprise

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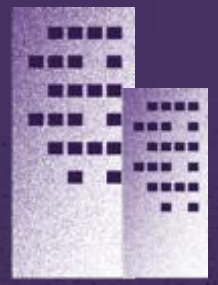
Macro forces that gave rise to the Social Enterprise continue to grow stronger



Increased engagement



The social enterprise



Traditional organization



Increased collaboration

ECOSYSTEM *(External focus)*

ENTERPRISE *(Internal focus)*

FUNCTIONAL
(Siloed operating model)

SYMPHONIC
("Network of teams" operating model)

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The social enterprise is here to stay

A SOCIAL ENTERPRISE



…combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network



…listens, invests, and manages the change that shapes today's world



…has a responsibility to be a good citizen, role model, and promote collaboration

AND ORGANIZATIONS ARE RESPONDING

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Leading the social enterprise: Reinvent with a human focus

3 CATEGORIES



The future of the workforce

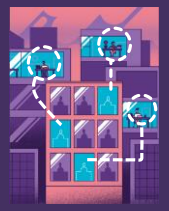


The future of the organization



The future of HR

2019 HUMAN CAPITAL TRENDS



The alternative workforce: It's now mainstream



From jobs to superjobs



Leadership for the 21st century: The intersection of the traditional and the new



From employee experience to human experience: Putting meaning back into work



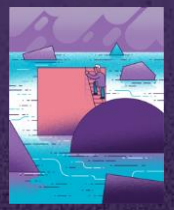
Organizational performance: It's a team sport



Rewards: Closing the gap



Accessing talent: It's more than acquisition



Learning in the flow of life



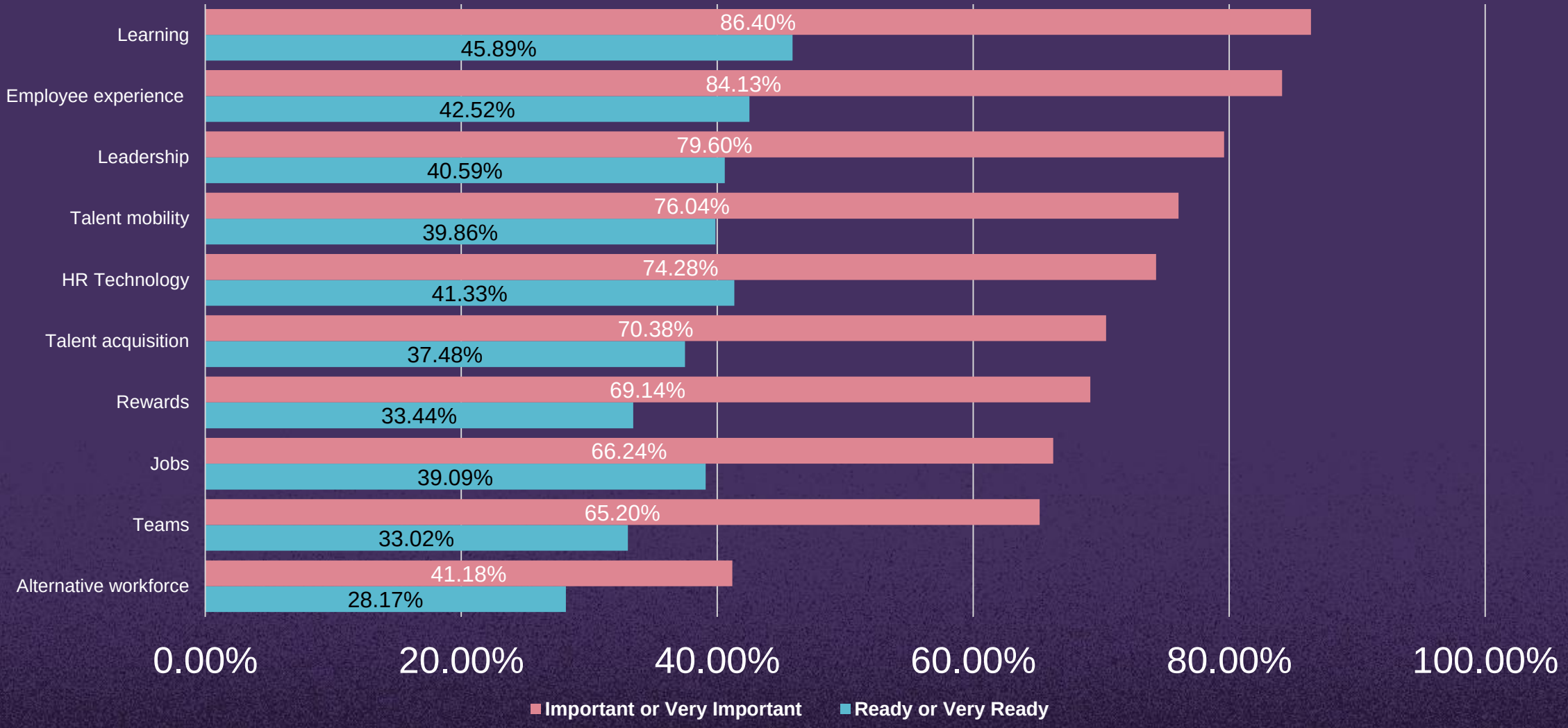
Talent mobility: Winning the war on the home front



HR cloud: A launch pad, not a destination

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Importance/readiness



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Reinvent with a human focus

HOW

Reinvention means foundational change that uses technology at the core

WHY

It all comes back to people – we need to bring the human element back to work

WHERE

We must focus on the workforce, the organization *and* HR

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Leading the social enterprise: Reinvent with a Human Focus

3 CATEGORIES



The Future of the Workforce...



The Future of the Organization...



The Future of HR...

2019 HUMAN CAPITAL TRENDS

…is diverse, not just from a race, ethnicity, gender standpoint, but from how work is defined

…is hungry for opportunities to play bigger and more expansive roles at work

…is complex to manage and lead

…is experience-focused and centered on putting meaning back into work

…is team-oriented vs. being structured around the traditional hierarchy

…is personalized to the way in which individuals want to be recognized and rewarded

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…accesses capabilities, not just people

…embeds learning into every aspect of a workers' day-to-day life

…promotes mobility as a primary means of development and engagement

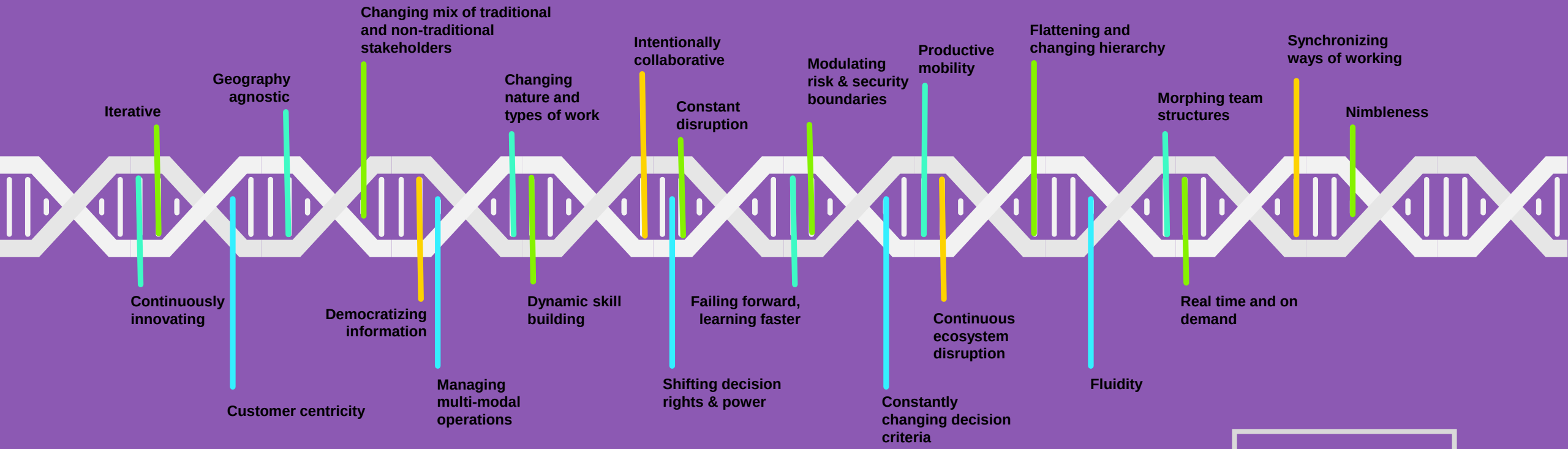
…leverages technology to drive continuous reinvention of core processes

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So how does culture help you make the leap from where you are to being more digital?

Maturing digital organizations have more advanced Digital DNA – the 'genetic code' for being digital

Digital DNA is a set of **23 traits,** identified through research, that your organization can adopt or mature to **organize, operate** and **behave** in **digital ways.**



Most organizations focus on 3-4 Digital DNA at a time

If you are succeeding as a digital business, you are focused on doing a few important things well



Accepting risk of failure as a natural part of experimenting with new initiatives

Actively implementing initiatives to increase agility in its response to rapidly changing markets

Valuing and encouraging experiments and testing as a means of continuous organisational learning

Recognising and rewarding collaboration across teams and divisions as part of culture and operating model

Organising around cross-functional project teams to implement digital business

Explore the Trends App

Access the app by taking a picture of the QR code with your smart phone or access hctrendsapp.Deloitte.com.