Introducing Sthembiso Phakathi

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The Social
Enterprise at Work

Paradox as a Path Forward
2020 Deloitte Africa Human Capital Trends

A DECADE OF HUMAN CAPITAL TRENDS

Before launching into the 2020 trends report, we reflect on the forces that have shaped the world of work

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Revolution/ evolution	Leap ahead	Resetting horizons	Engaging the 21st-century workforce	Leading in the new world of work	The new organisation: Different by design	Rewriting the rules for the digital age	The rise of the social enterprise	Leading the social enterprise: Reinvent with a human focus	The social enterprise at work: Paradox as a path forward
Diversity and inclusion	Diversity and inclusion: Driving business performance		Global diversity dividend	From diversity to inclusion			Diversity and inclusion: The reality gap	Citizenship and social impact		Belonging: From comfort to connection to contribution
Culture, engagement, experience			Branding the workplace/ organisation acceleration	The overwhelmed employee	Culture: The naked organisation	Shape culture: Drive strategy/ Engagement: Always on/Crafting employee experience	The employee experience	Well-being: A strategy and a responsibility/Hyper-connected workplace	Employee experience to human experience	Designing work for well-being: Living and performing at your best
Talent	Talent in the upturn		Aging workforce/ Leading talent from BRIC	Talent acquisition revisited/Beyond retention	Workforce on demand		Talent acquisition: Cognitive recruiter	The longevity dividend	Accessing talent/ talent mobility	The post-generational workforce: From millennials to perennials
Future of work	Contingent workforce	#Social #Mobile @Work	Open talent economy/ Workplaces of the future		Simplification of Work/ Machines as talent	The gig economy/ Org design: Rise of teams	Future of work/ Org of the future	Workforce ecosystem/ AI, robotics, automation	From jobs to superjobs/ Alternative workforce/ Org performance	Superteams: Putting AI in the group
Learning/ careers	Ladder to lattice		War to develop talent	Corporate learning redefined/ Quest for workforce capability	Learning and development: Into the spotlight	Learning: Employees take charge	Careers and learning: Real time, all the time	From careers to experiences	Learning in the flow of life	Knowledge management: Creating context for a connected world - Beyond reskilling: Investing in resilience for uncertain futures
Performance management and rewards			Performance management puzzle	Performance management is broken	Performance management: Secret ingredient		Performance management: Winning hand	New rewards: Personalized, agile, and holistic	Rewards: Closing the gap	The compensation conundrum: Principles for a more human approach
People analytics	Workforce analytics	Seeing around corners/ People risk	Thinking like an economist	Talent analytics in practice	HR and people analytics/ People data everywhere	People analytics: Gaining speed	People analytics: Recalculating the route	People data: How far is too far?		Measuring workforce strategies: New questions for better results
Leadership	Next-generation leaders/ Collective leadership/ Leading in a regulated world	Fast track to the top/ Growth is job #1/ Operation globalization	Leadership next	Leaders at all levels	Leadership: A perennial issue	Leadership awakened	Leadership disrupted	The symphonic C-suite	Leadership for the 21st century	Ethics and the future of work: From "could we" to "how should we"
Evolving HR	HR in the cloud/ COOs for HR / Employer health care reform / Emerging markets	Clouds in the forecast	Transforming HR/Boards changing the HR game	Reskilled HR team/ Global and local HR/ Race to cloud	Reinventing HR	HR: New mandate/ Digital HR: revolution	Digital HR		HR cloud: A launch pad	A memo to HR: Expand focus and extend influence

Purpose: Belonging amid individuality
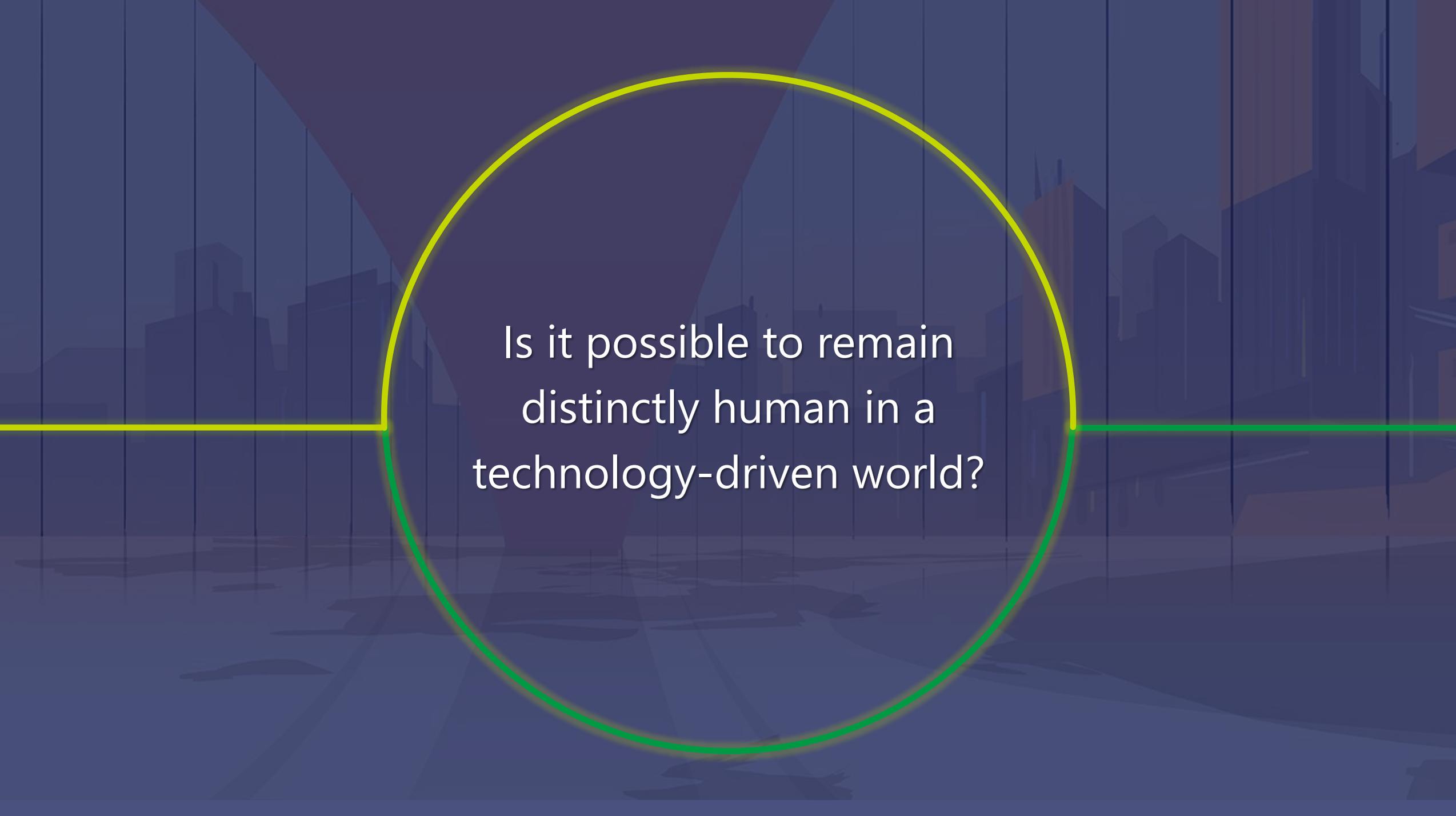
Potential: Security through reinvention

Perspective: Boldness into uncertainty

Is it possible to remain distinctly human in a technology-driven world?

Purpose

Belonging: From comfort to connection to contribution

Designing work for well-being: Living and performing at your best

The postgenerational workforce: From millennials to perennials

Potential

Superteams: Putting AI in the group

Knowledge management: Creating context for a connected world

Beyond reskilling: Investing in resilience for uncertain futures

Perspective

The compensation conundrum: Principles for a more human approach

Governing workforce strategies: New questions for better results

Ethics and the future of work: "Should we," not "could we"

A Memo to HR: Expand focus and extend influence

These attributes represent the DNA
of the Social Enterprise at Work

Humans

Technology

Purpose   Potential   Perspective
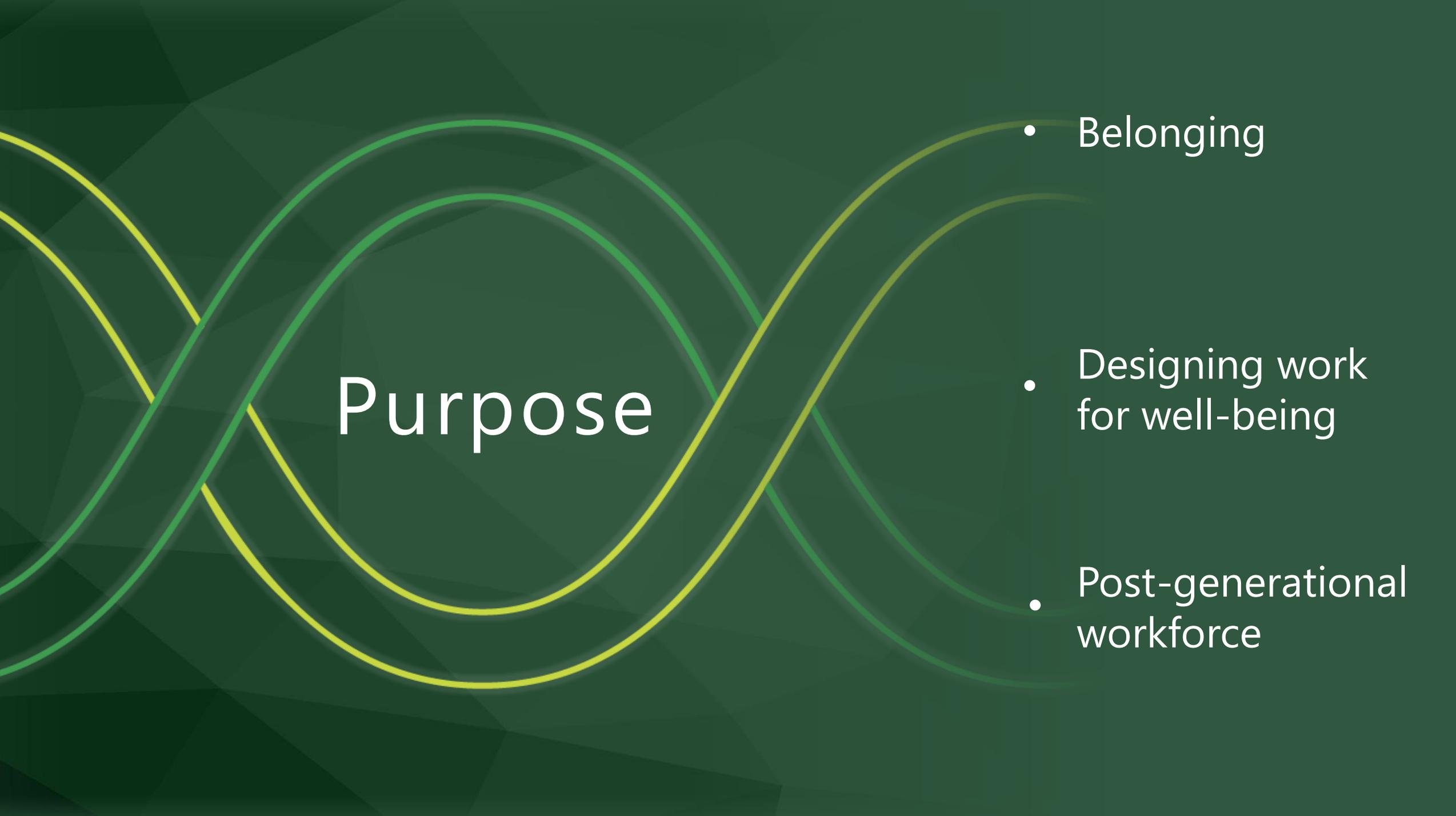
BELONGING

From comfort to connection to contribution

Organisations can forge a stronger link between belonging and organisational performance by strengthening workers' connections with their teams and fostering their sense of contribution to meaningful shared goals. When united by common purpose, differences in opinion in how to achieve that purpose become grounds for reasonable debate rather than a source of divisiveness.

84%

of survey respondents said

fostering a sense of belonging was important to their organisation's success in the next 12-18 months

68% agreed

THAT A SENSE OF BELONGING DRIVES ORGANISATIONAL PERFORMANCE-

one of the highest rates of consensus we have seen in a decade of Human Capital Trends reports.

ONLY

48%

say they are very ready to address this trend

Which raises the question:
How can you define belonging in a way that maximizes impact for both employees and organisations?

Living and performing at your best

Organisations that expand their focus on worker well-being from programs adjacent to work to designing well-being into the work itself will help their workers not only feel their best but perform at their best. Doing so will strengthen the tie between well-being and organisational outcomes, drive meaningful work, and foster a greater sense of belonging overall.

98%

say well-being is an organisational responsibility

YET, FEWER THAN

44%

of our respondents are seeing impacts from well-being that extend beyond workforce experience, and

77%

of respondents report that **well-being is not** integrated into work

Which raises the question:
How do you design well-being into the work itself?

From millennials to perennials

Today's workforce is more complex than ever, making any single demographic lens of limited value. organisations that understand workers' distinct characteristics, attitudes, and values will be able to bring them together in ways that maximize their unique contributions, helping them better align themselves with the purpose of the organisation and derive enhanced meaning in their careers.

76%
of organisations

Say leading multi-generational workforces is important for their success over the next 12-18 months

51%
of respondents

say they consider generational differences when designing and delivering workforce programs

ONLY
34%

say leaders are equipped to lead a multi-generational workforce effectively

Which raises the question:
Should traditional workforce segmentation approaches based on generation remain the focus of workforce strategies?
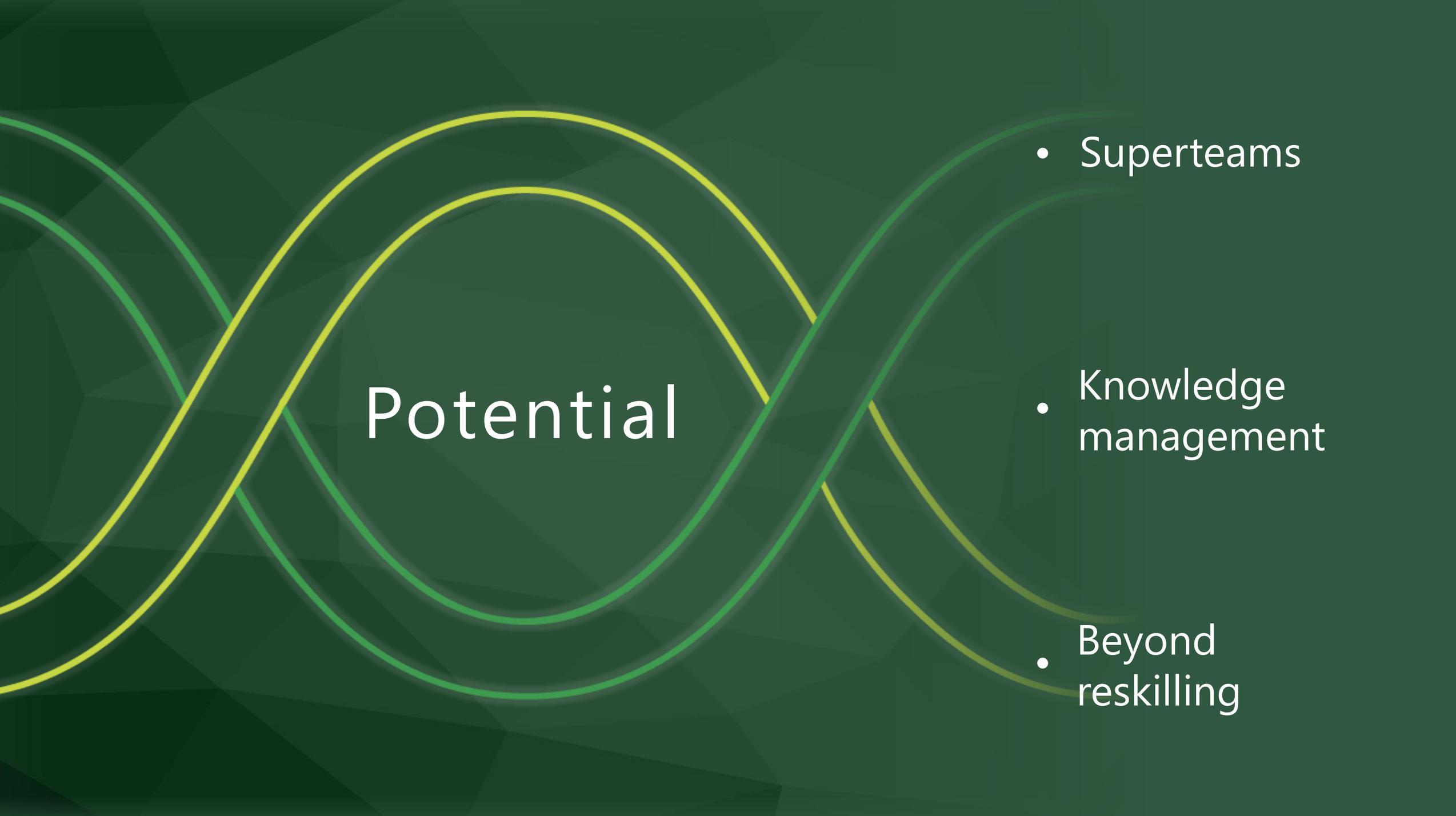
Potential

- Superteams
- Knowledge management
- Beyond reskilling

SUPERTEAMS

Putting AI in the group

Organisations that actively search for strategies to integrate AI into teams can produce transformative business results. These "superteams" hold the promise of enabling organisations to reinvent themselves to create new value and meaning, while giving workers the potential to reinvent their careers in ways that increase their value to the organisation and the broader talent market.

BUT ONLY

20%
of respondents

said that their organisations are making "significant" investments in reskilling to support their AI strategy...

57%
of organisations

are focusing their use of AI on improving consistency and quality, while
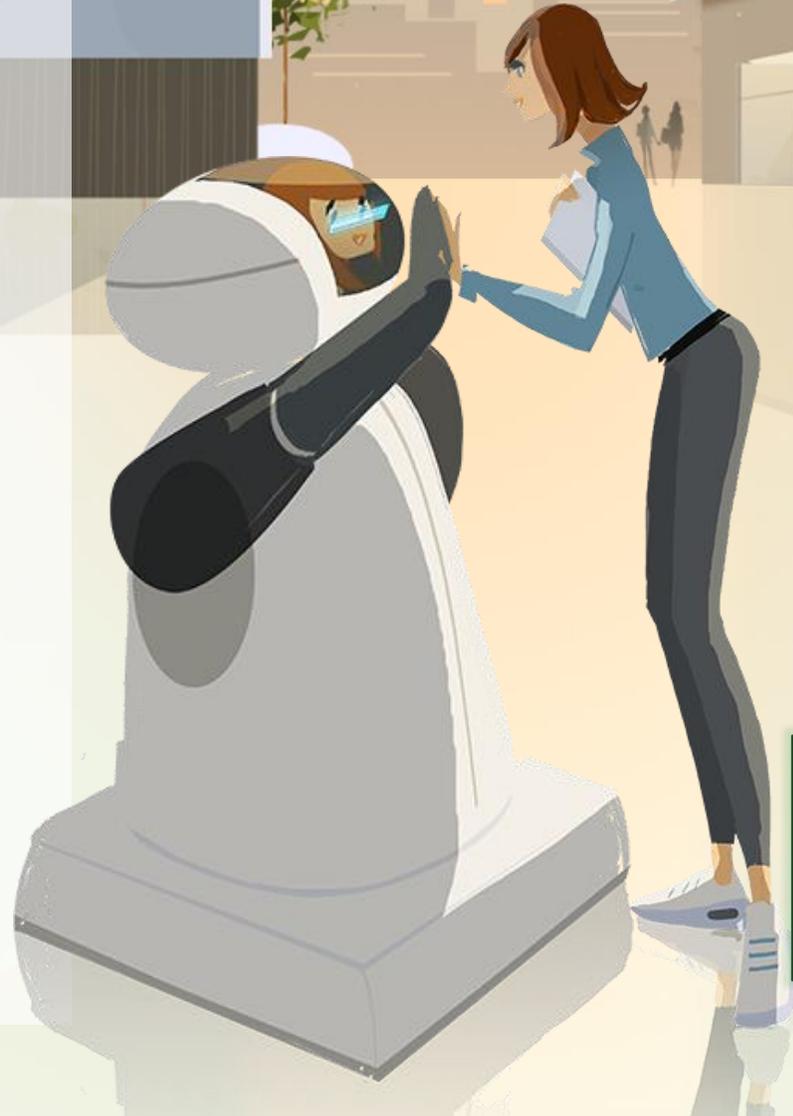
**WHILST**

85%
are using AI to improve insights

Which raises the question:
Are organisations set-up to truly optimise the value that AI can bring to the work and their workforce?

Creating context for a connected world

The power of people and machines working together offers the greatest opportunity for creating knowledge in human history. To capitalise on this opportunity, organisations need to create a culture that recognises the value of knowledge sharing and leverages knowledge to maximise human potential at work through both personal and organisational reinvention.
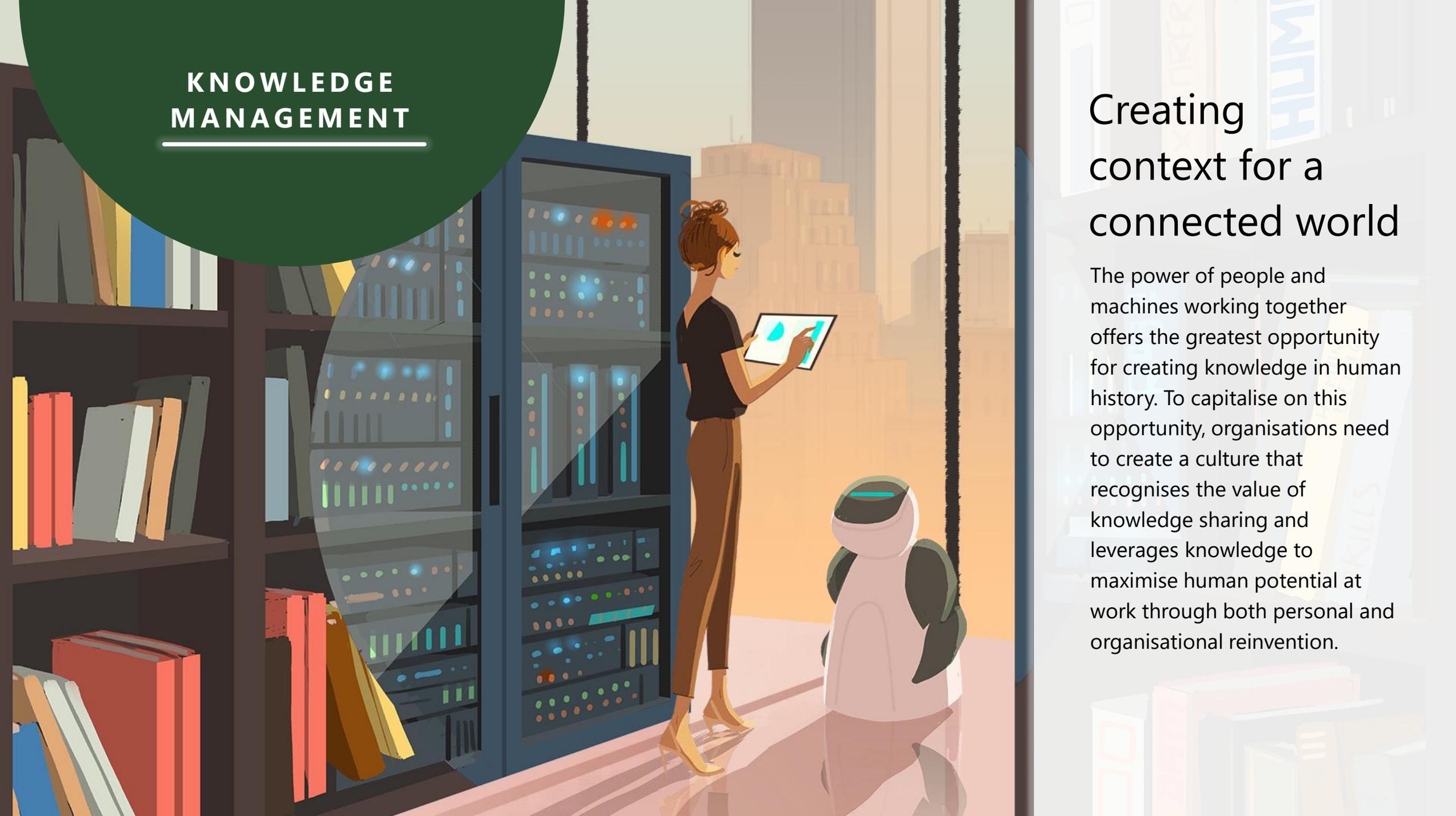
76% of surveyed organisatio

say **creating and preserving knowledge across evolving workforces** is important for their success over the next 12 to 18 months

YET —— **66%**

still define knowledge management as the simple documenting and disseminating of knowledge

And 70% have yet to incorporate AI into their knowledge management strategies

Which raises the question:
Are organisations fully taking advantage of the opportunity to create knowledge through people and machines?

Investing in resilience for uncertain futures

Organisations that employ workforce development strategies to not only reskill workers but also to build worker resilience will equip workers, and thus the organisation, with the tools and strategies to adapt to a range of uncertain futures. A resilience lens unlocks organisational potential by shifting reinvention from something that may threaten worker security to the very thing that defines it.

ONLY
25%
said they could to a great extent anticipate the skills needed

AND ONLY
21%
expect their organisation to make a significant investment increase in this area

Which raises the question:
Are organisations' efforts on reskilling aligned to the extent of the challenge that is in front of us?

Perspective

- Compensation

- Governing workforce strategies

- Ethics and future of work

Principles for a more human approach

To break the seemingly endless cycle of compensation reforms, organisations need a path forward that is anchored not only on data and benchmarks, but also in a set of human principles. Those principles allow organisations to make bold decisions based on a perspective that goes beyond numbers and reflects how organisations value individuals and how individuals value organisations.

Compensation- salary and wages- accounts for up to 70% of an organisation's total costs

23% have redesigned their compensation strategy in the past 3 years

A N D ——— **28%**

plan to redesign it yet again

Which raises the question: Are we approaching the design of compensation correctly or will we continue to be caught in the compensation conundrum?

New questions for better results

As workforce strategies evolve and uncertainty about the future of work, the workforce, and the workplace persists, organisations need forward-looking insights on every trend shaping human capital. organisations that begin to ask fundamentally new questions will be able to make bold decisions around critical human capital risks and opportunities.

From "could we" to "how should we"

Organisations today are wrestling with an increased range of ethical challenges that are especially pronounced at the intersection of humans and technology. organisations that want to make intentional and bold choices in the face of those challenges must shift their perspective from asking only "could we" to also asking "how should we" when approaching new ethical questions.

89%
of this year's survey respondents
believe that the future of work raises
ethical challenges—

but **only 31%** have clear policies and
leaders in place to manage them

Our research shows that organisations are **the
least ready to handle issues** that sit at the
intersection of people and technology

Which raises the question:
How should organisations be thinking about navigating the
ethical complexities associated with the future of work?

Expand focus and extend influence

In the coming decade, HR has the opportunity to embrace the future, expand its reach and focus, and assume the leading role at the vanguard of work, the workplace, and the workforce on behalf of the enterprise. In this expanded role, HR becomes a vital enabler of an organisation's ability to thrive in a world where the old rules of work no longer apply, and the new ones are evolving rapidly.
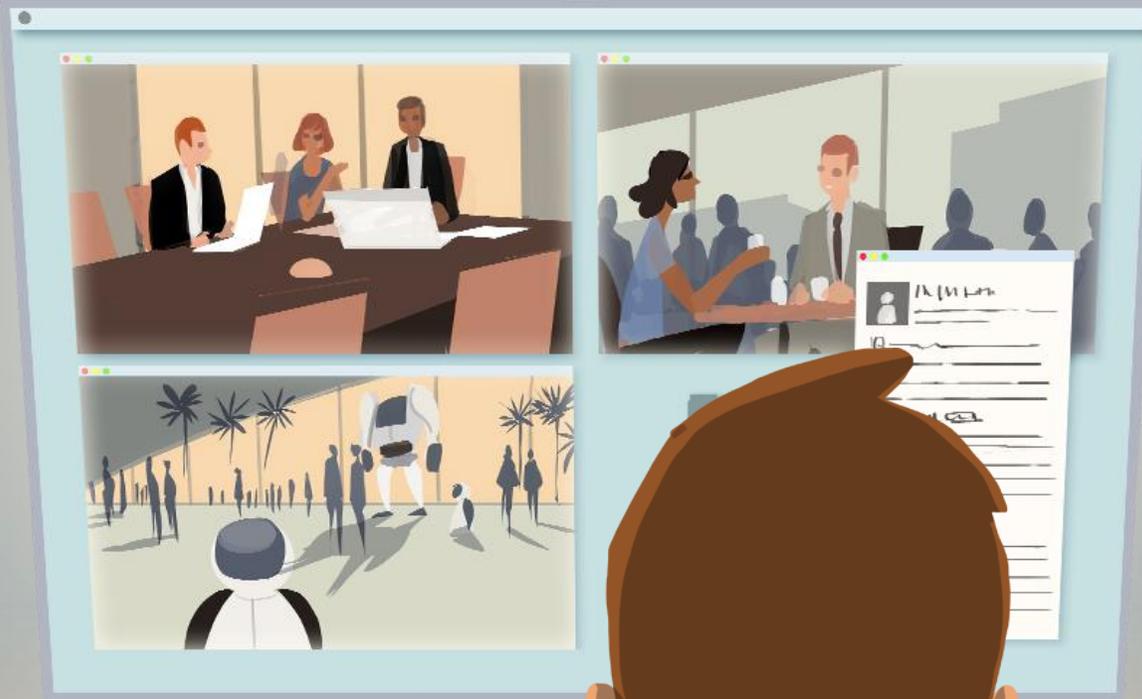
39%

of respondents

believe that HR will substantially change

Y E T,

15%

are not confident in the ability of HR to make the changes required

A N D A N A D D I T I O N A L

34%

are only somewhat confident

Which raises the question: What shifts can HR make to have exponential impact in the future?
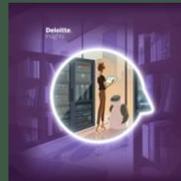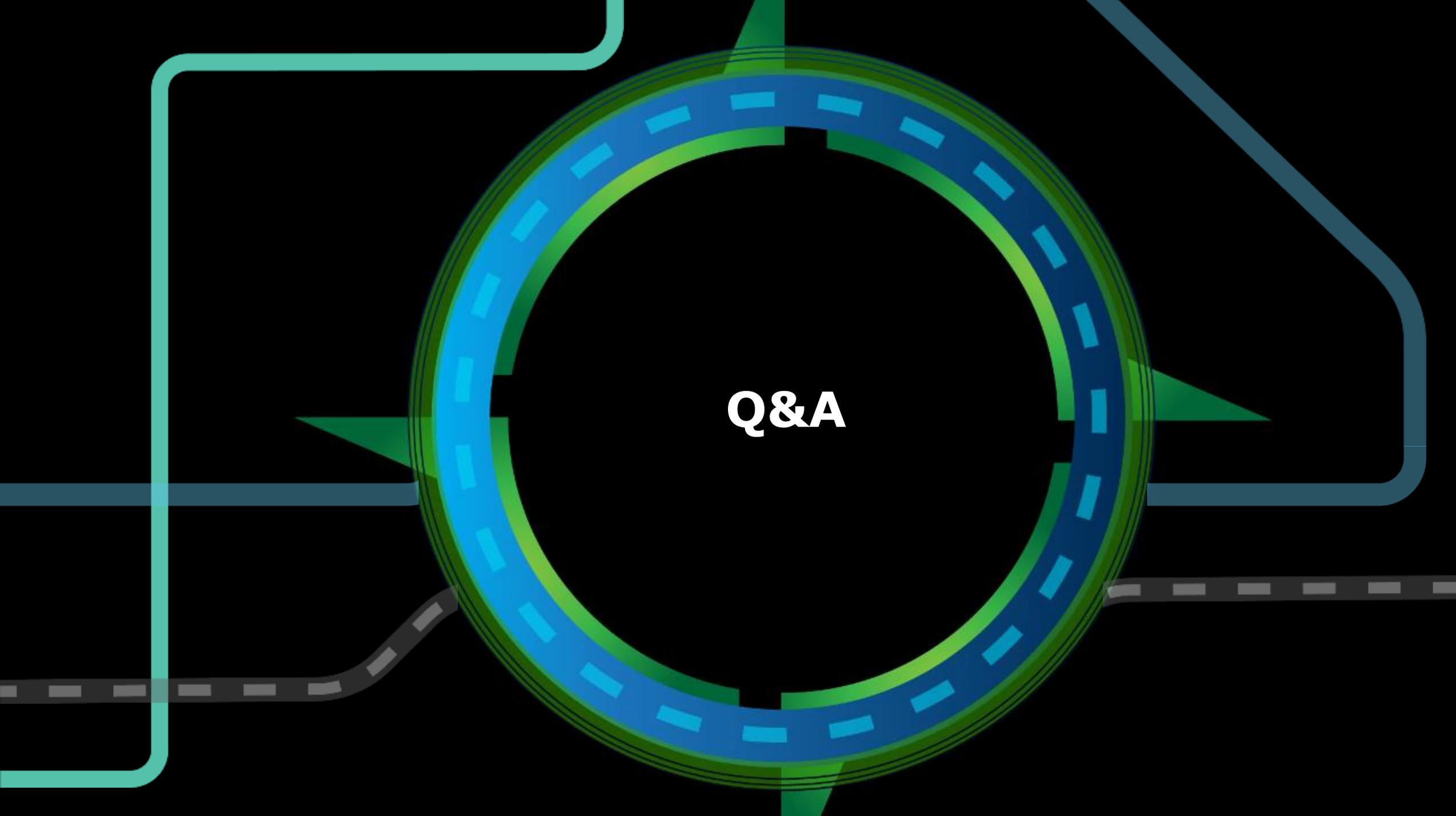
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Returning to work in the future of work
Embracing purpose, potential, perspective, and possibility during COVID-19

Q&A