

The social enterprise
in a world disrupted:
Leading the shift from
survive to thrive

2021 Global Human Capital Trends



Today's Speakers

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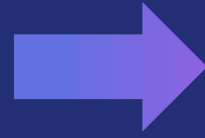
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What are the key characteristics organizations need to shift from survive to thrive?

We surveyed **6,000 business and HR leaders from 99 countries** seeking to understand how the crisis influenced executives' and organizations' ability to navigate future disruption



Italian overview



3,630
Business & HR
Executives



233
CEOs



1,213
Board & C-Suite

44%
HR



56%
Business



144
Business and HR
Executives

34%
Business



66%
HR

In the **TOP10 COUNTRIES**
with the most respondents

In a world of perpetual disruption, surviving is not enough

Surviving

A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organization will revert to “business as usual” once the crisis is over.

It's about doing what's necessary to succeed today.

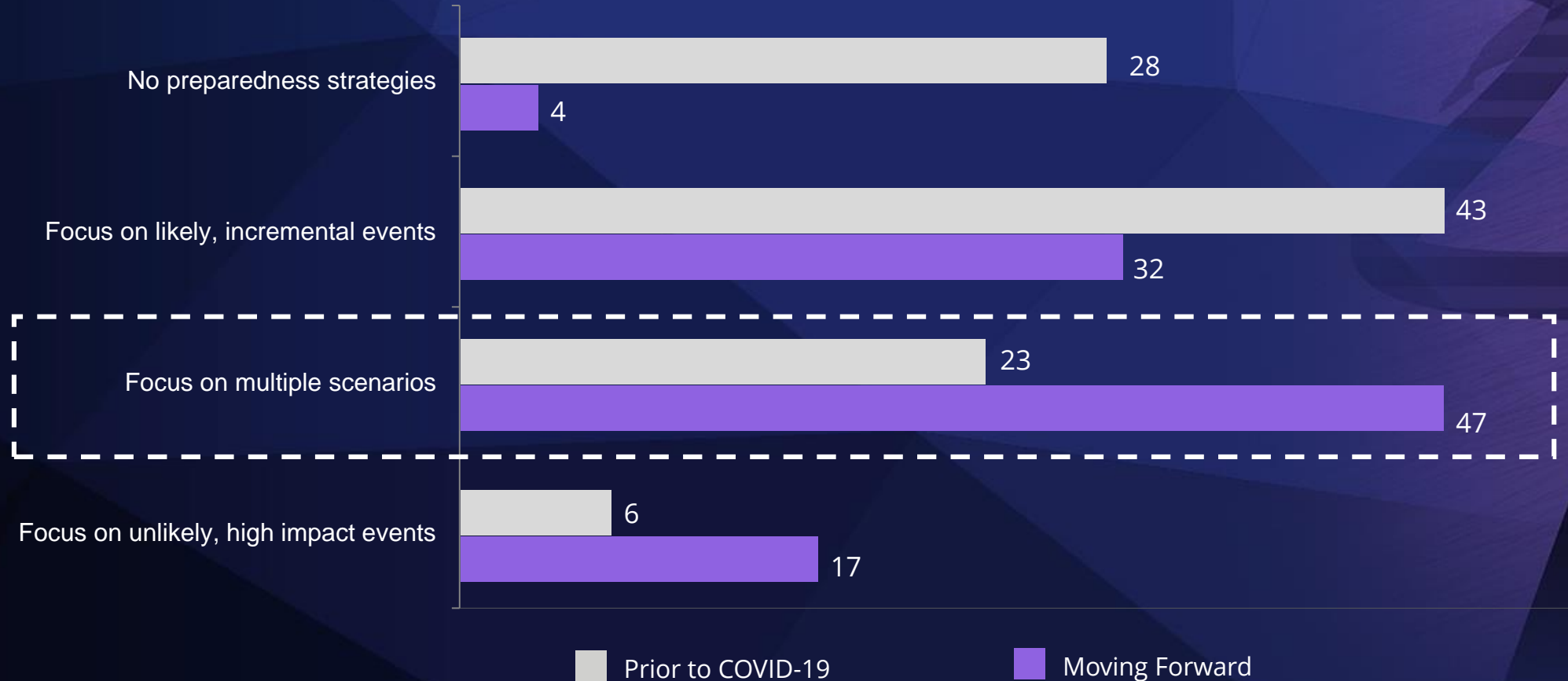
In a world of perpetual disruption, surviving
is not enough

Thriving

A thrive mindset recognizes that disruption is continuous rather than episodic and embraces disruption as a catalyst to drive the organization forward.

It's about doing what's possible, not just to succeed today, but also to dominate tomorrow.

Key Finding – Views of preparedness are shifting from a focus on the familiar to planning for the unknown



Key Finding – Executives say their organization's ability to navigate future disruptions will rely on distinctly human capabilities

TOP PRIORITY

The ability of their people to adapt, reskill, and assume new roles

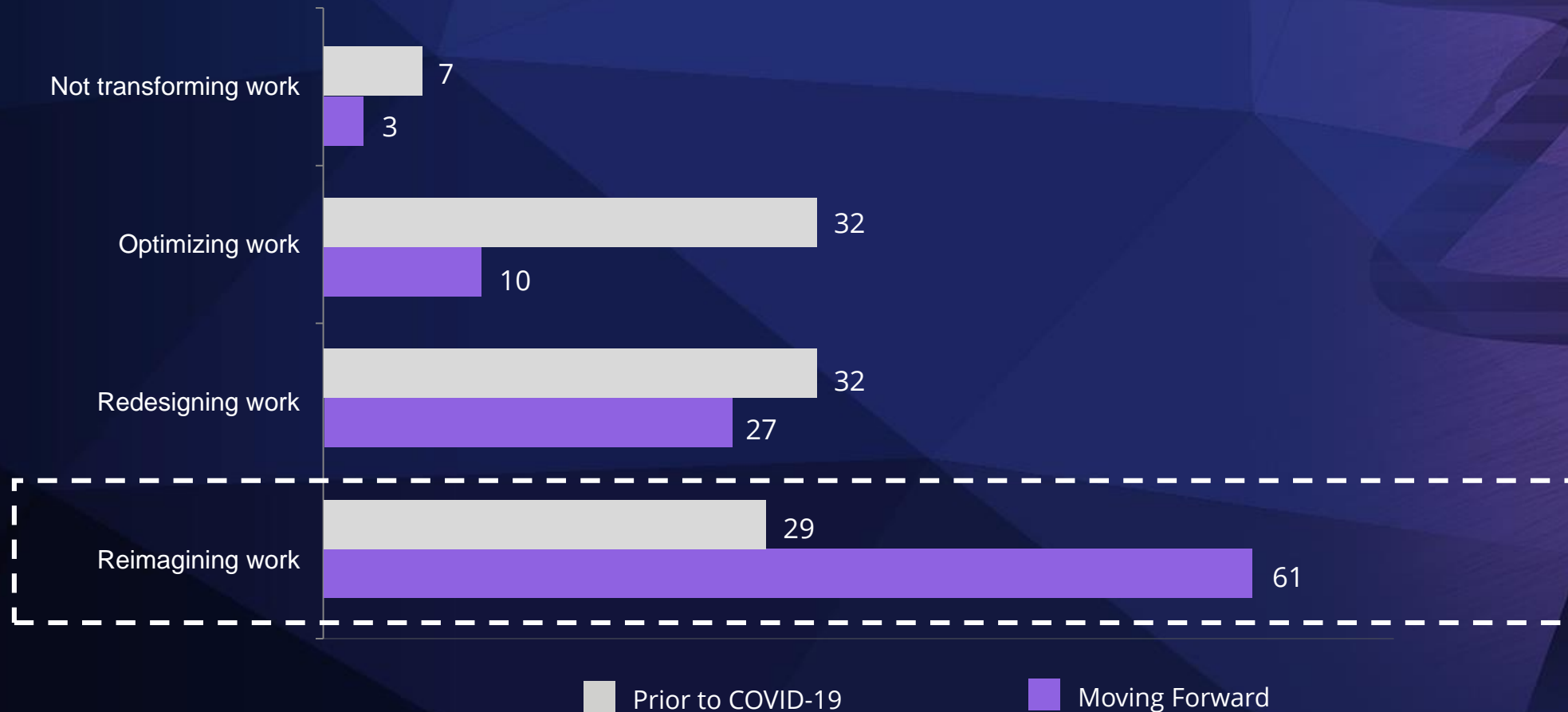
**Only 17%
are very ready**

SECOND PRIORITY

Their ability to organize and manage work in a way that facilitates rapid decision-making

**Only 25%
are very ready**

Key Finding – Executives believe work reimagination will be critical to future success

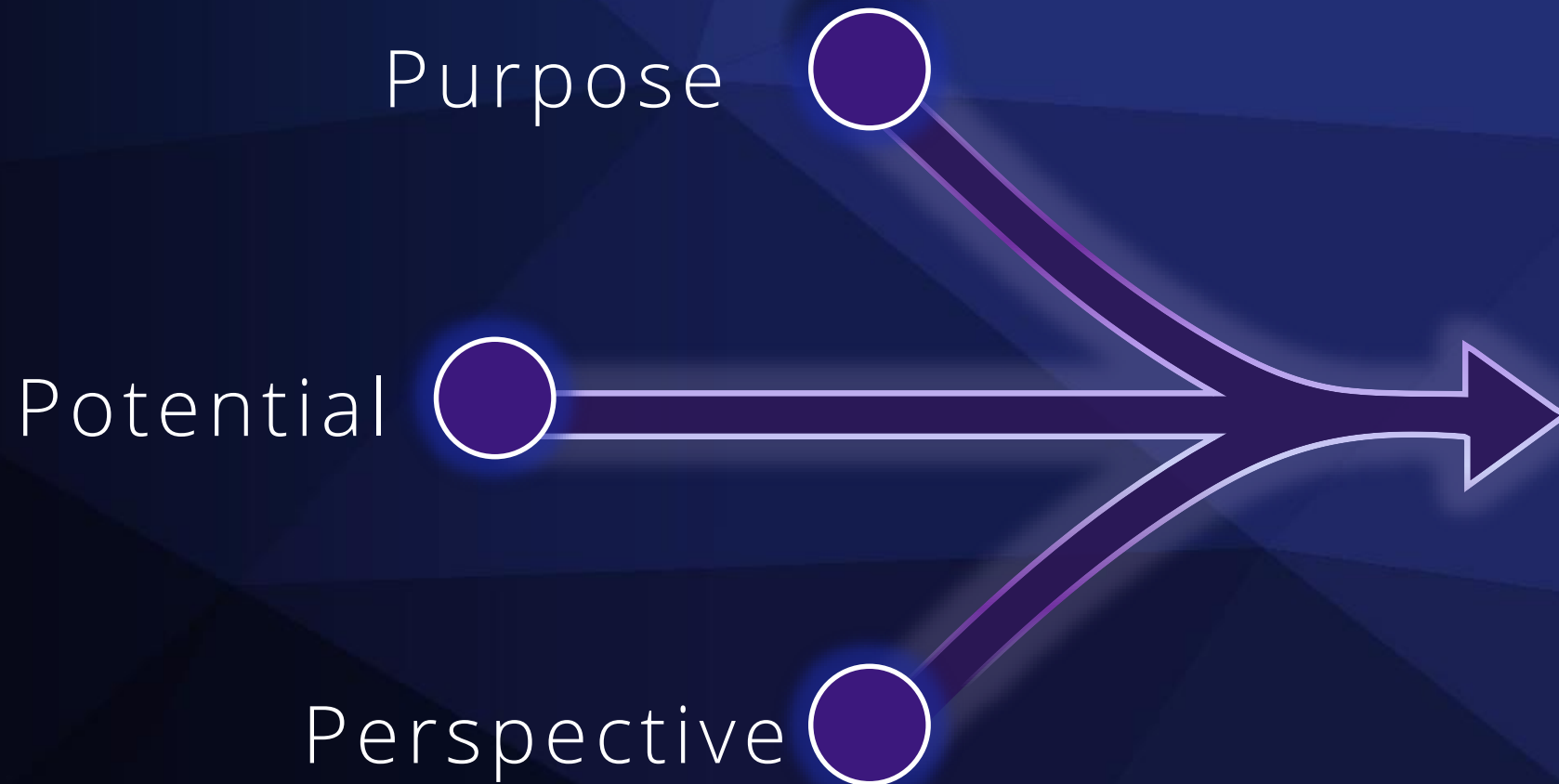


The shift from *survive* to *thrive* depends on an organization's becoming—and remaining—distinctly human

**Remaining
distinctly human**

This is not just a different way of thinking and acting. It's a different way of being, one that approaches every question, every issue, and every decision from a human angle first.

Last year, we introduced three attributes to help social enterprises remain distinctly human



Now more than ever, it is essential that organizations embrace purpose, potential, and perspective to thrive and create lasting value for their workers, organizations and society at large



Purpose

Designing work for well-being



Last Year's Trend

Organizations can restructure work in ways that help workers not only feel their best but perform at their best, strengthening the tie between well-being and organizational outcomes and fostering a greater sense of belonging overall.

Our 2021 Hypothesis

COVID-19 has reminded us of the dual imperatives of worker well-being and work transformation, but executives are still missing the importance of connecting the two. Organizations that integrate well-being into the design of work at the individual, team, and organizational levels will build a sustainable future where workers can feel and perform at their best.

Designing work for well-being: The end of work/life balance



70%
of executives
responded
that their
organization's
shift to
remote work
had a
positive
impact on
well-being.

Yet there is still a continuing disconnect between employers and workers when it comes to prioritizing well-being in work transformation efforts

What are the most important outcomes you hope to achieve in your work transformation efforts in the next 1 to 3 years?

Rank	Senior executives	Individual workers
1	Improving the customer experience	Improving quality
2	Increasing innovation	Increasing innovation
3	Reducing cost	Improving worker well-being
4	Improving quality	Improving the customer experience
5	Doing new work	Doing new work
6	Increasing capacity	Reducing cost
7	Growing market share	Increasing capacity
8	Improving worker well-being	Growing market share
9	Increasing social impact	Increasing social impact

Designing work for well-being: The end of work/life balance



Well-being, work and people's lives has led more organizations to think deeply about ways they can design well-being into work itself so that both workers and the organization can thrive moving forward.

In Italy
67%
of executives responded that their organization's shift to remote work had a positive impact on well-being.

Well-being is on the top-5 most important outcomes to achieve in work transformation efforts in the next 1 to 3 years both for Senior Executive and Individual Workers

Rank	Senior executives	Individual workers
1	Increasing innovation	Increasing innovation
2	Improving quality	Improving quality
3	Improving the customer experience	Improving worker well-being
4	Improving worker well-being	Reducing cost
5	Reducing cost	Doing new work
6	Doing new work	Improving the customer experience
7	Increasing social impact	Growing market share
8	Growing market share	Increasing social impact
9	Increasing capacity	Increasing capacity

For Italian respondents, well-being is one of the most important outcomes to achieve work transformation efforts in the next 1 to 3 years (3rd and 4th positions on a total of 9). In the Global view, the well-being has different relevance, ranking second to last place (8th) by Senior Executive, and ranking at the 3rd position, as well as in Italy, by Individual workers





Potential

Superteams



Last Year's Trend

Integrating AI and humans on superteams can help organizations reinvent themselves and workers reinvent their careers.

Our 2021 Hypothesis

Superteams can give organizations the opportunity to re-architect work in more human ways, leveraging technology to elevate teams' ability to learn, create, and perform in new ways to achieve better outcomes.

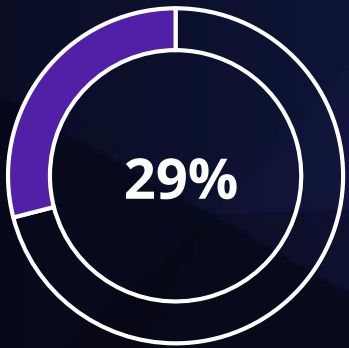
Superteams: Where work happens



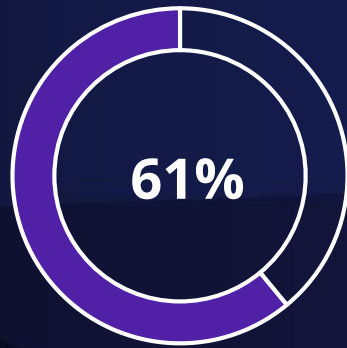
Executives are shifting their focus away from work optimization and redesigning toward work reimagination



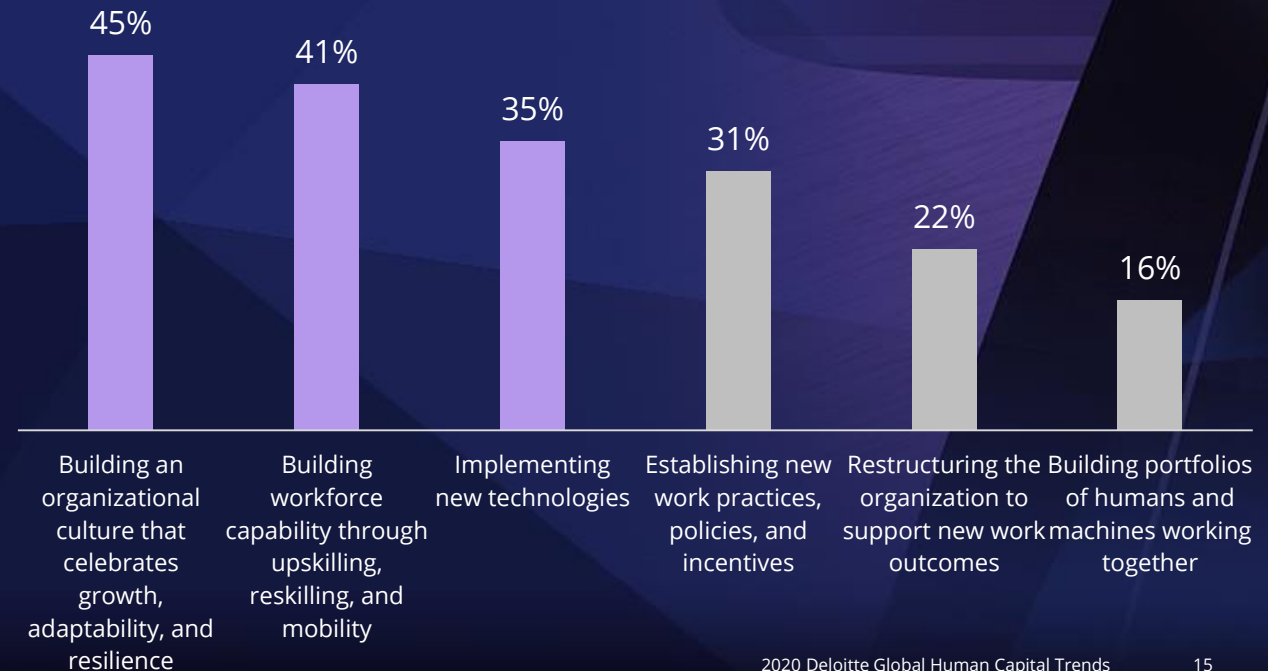
Executives in our survey recognize the importance of both workforce and technological capabilities in the reimagination of work



were reimagining work before the pandemic



say they will focus on work reimagination going forward



Superteams: Where work happens



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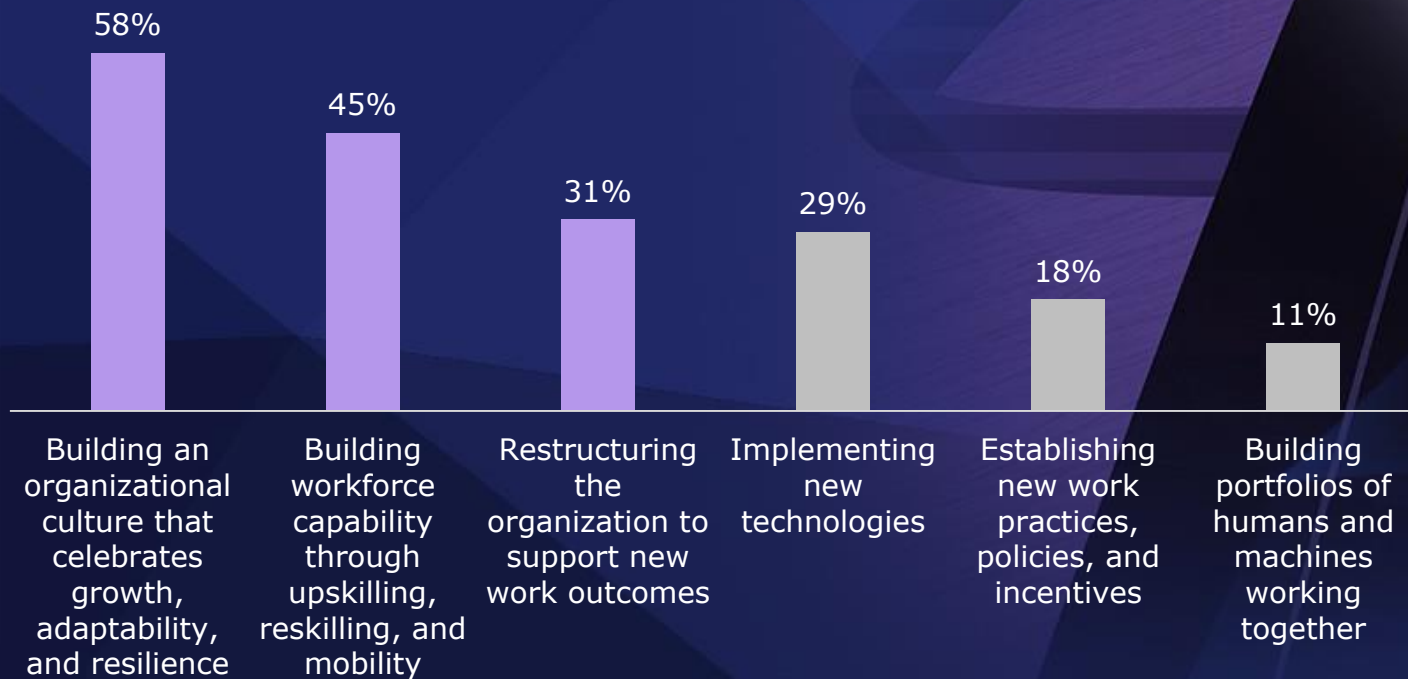


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Executives in our survey recognize the importance of both **workforce & technological capabilities** in the **reimagination of work**



Leaders now have the opportunity to use what they have learned during the Covid-19 Pandemic to construct "superteams" that pair people with technology to re-architect work in more human ways



In the Global view, as well as in the Italian one, the two most important actions to take for transforming work are: *Build an organizational culture that celebrates growth, adaptability, and resilience & Build workforce capability through upskilling, reskilling, and mobility*

Potential

Beyond Reskilling



Last Year's Trend

Renewing workers' skills is a tactical necessity, but reskilling is not a sufficient path forward by itself. Organizations should consider an approach that treats workforce development as a strategy for building worker and organizational resilience.

Our 2021 Hypothesis

Empowering workers with agency and choice creates more value than overly prescriptive approaches. Organizations that afford workers the agency and choice to explore passion areas will be able to more quickly and effectively activate workers around emerging business priorities than organizations that take a prescriptive approach to filling skills needs

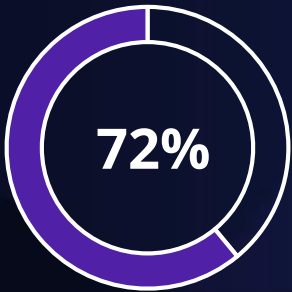
Beyond Reskilling: Unleashing workforce potential



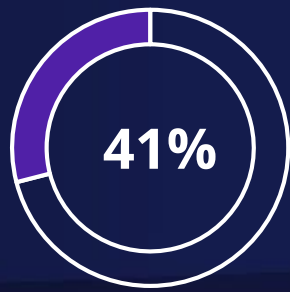
Executives identified workforce adaptability, reskilling, and mobility as critical to navigating future disruptions and transforming work

YET

Only 17% say their workers are very ready to adapt, reskill, and assume new roles



72% selected "the ability of their people to adapt, reskill, and assume new roles" as the most or second most important factor to navigate future disruptions

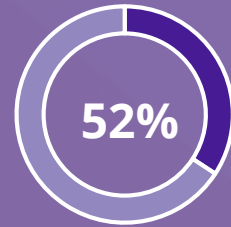


41% said that building workforce capability through upskilling, reskilling, and mobility is one of the most important actions they are taking to transform work

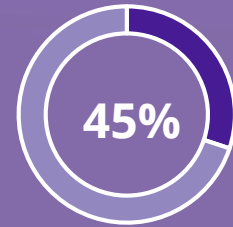
Beyond Reskilling: Unleashing workforce potential



In Italy, Senior Executives...



...selected **workforce adaptability, reskilling, and mobility** as critical to navigating **future disruptions** and **transforming work...**

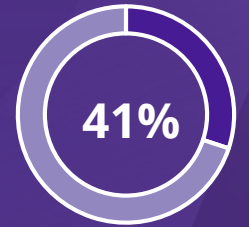


... and said that **building workforce capability** through **upskilling, reskilling** and **mobility** is one of the most important actions they are taking to transform work

...instead, Individual Workers...



...selected **workforce adaptability, reskilling, and mobility** as critical to navigating **future disruptions** and **transforming work...**



... and said that **building workforce capability** through **upskilling, reskilling** and **mobility** is one of the most important actions they are taking to transform work

The chance to align workers' interests and passions with organizational needs allows to flourish people's potential in ways that leaders may never have known, positioning the organization to thrive in the long term.

*Organizations need a **workforce development approach** that considers both the **dynamic nature of work** and the equally **dynamic potential of workers** to reinvent themselves.*



Perspective

Governing workforce strategies



Last Year's Trend

Organizations should begin to ask fundamentally new questions that can inform bold decisions around critical human capital risks and opportunities.

Our 2021 Hypothesis

We're entering a world in which it's becoming paramount that organizations shift from using workforce insights to improve old patterns of work to using it to set new directions.

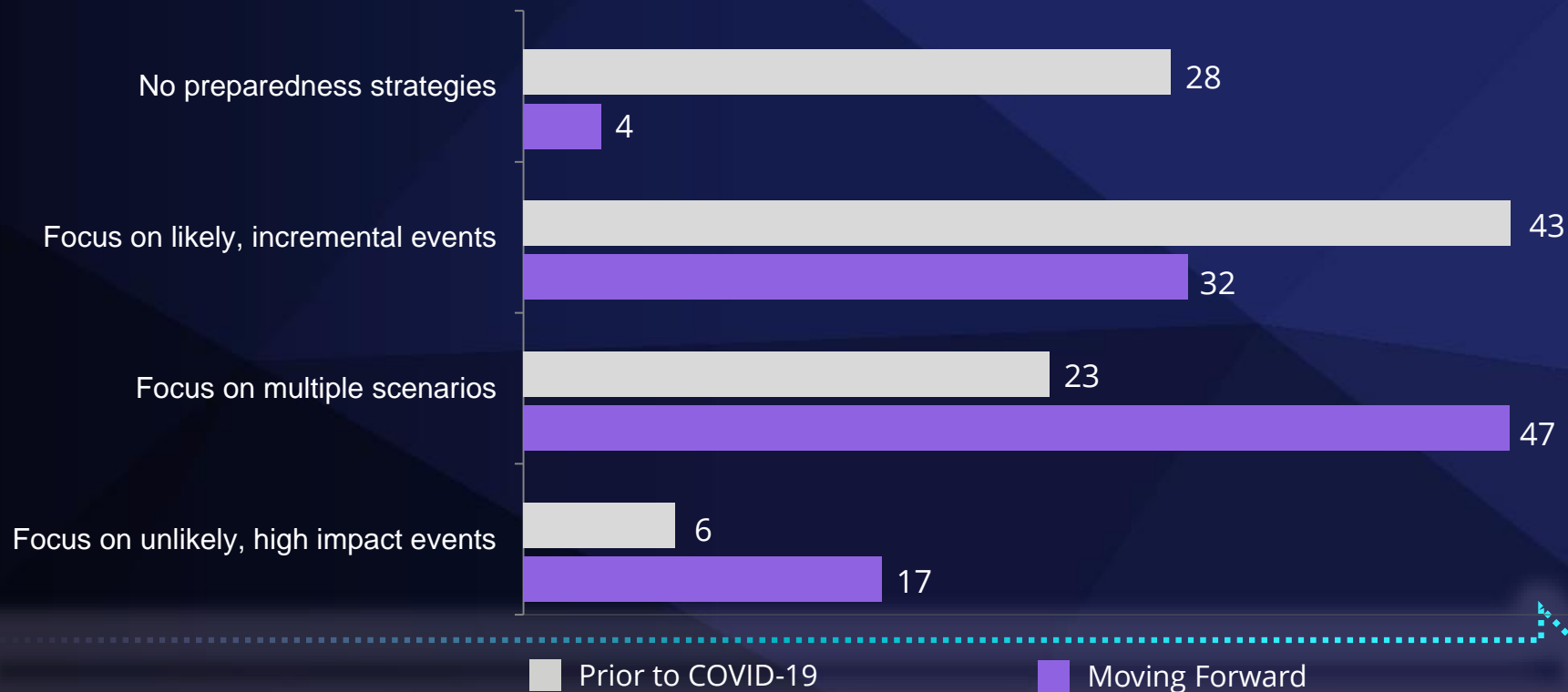
Governing workforce strategies: Setting new directions for work and the workforce



Executives recognize that thriving in the face of disruption depends on their ability to navigate multiple, unknown futures



In order to do this, organizations need to be able to quickly access and act upon real-time workforce insights to set new directions



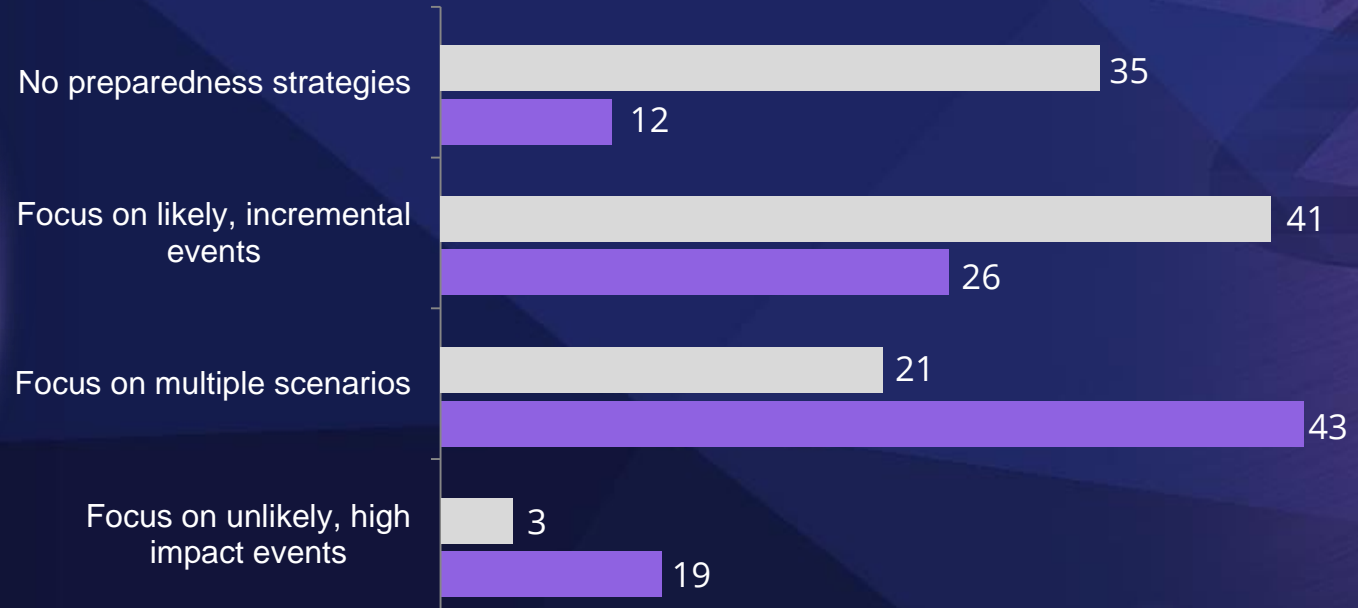
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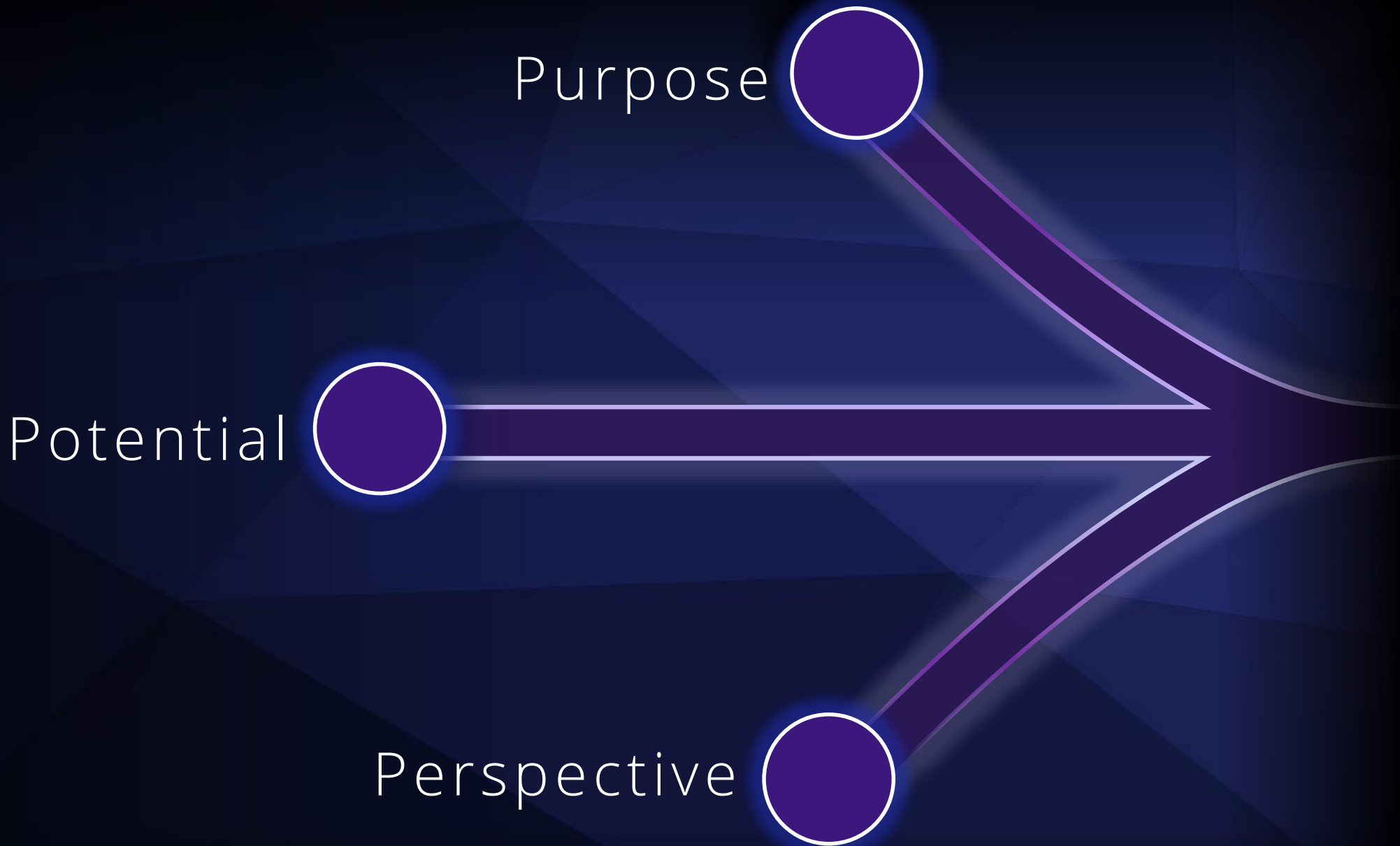


Organizations are looking for forward-facing insights about their workforce that can help them quickly pivot and set new directions in the face of uncertainty.

■ Prior to COVID-19 ■ Moving Forward

The statement that best describes how an organization will define its preparedness moving forward both for Global & Italian Executives is "Identify multiple, likely business scenarios and create multiple, robust mitigation plans"



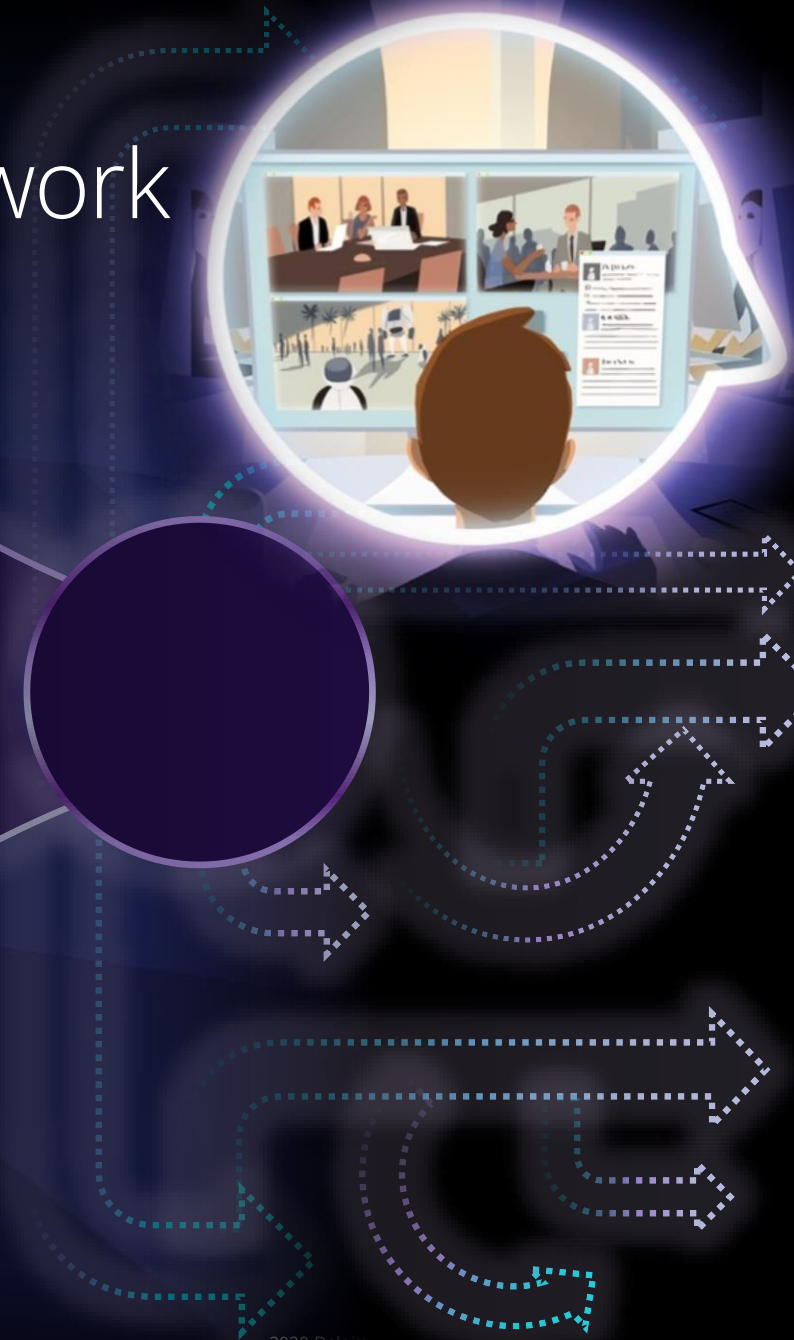


A memo to HR:

Accelerating the shift to re-architecting work

HR has an opportunity to take the lead in re-architecting work and reimagining the workforce and workplace to help the organization forge a path forward and thrive in a world of perpetual disruption.

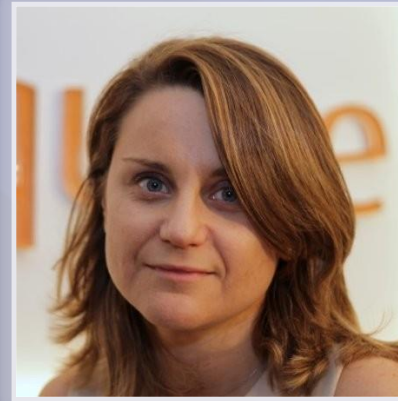
The re-architecture of work is reimagination put into practice; it is the act, the how, of deliberately designing work in ways that allow human capabilities to flourish in the search for new outcomes and new value.



The word to HR Leaders...



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Q&A



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Deloitte.
Insights



The social enterprise in a
world disrupted: Leading the
shift from survive to thrive

To learn more, read Deloitte's 2021
Global Human Capital Trends report
online at: www.deloitte.com/hctrends

Explore a decade of Global Human
Capital Trends research on the Deloitte
Insights app (available on the app store
on Apple or Google Play)

