



# The social enterprise in a world disrupted

Global trends from a local perspective

2021 DELOITTE DUTCH CARIBBEAN HUMAN CAPITAL TRENDS

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# INTRODUCTION

The social enterprise in a world disrupted





# Introduction

## The social enterprise in a world disrupted

MAKING THE SHIFT FROM “SURVIVE TO THRIVE” DEPENDS ON AN ORGANIZATION BECOMING DISTINCTLY HUMAN AT ITS CORE—A DIFFERENT WAY OF BEING THAT APPROACHES EVERY QUESTION, EVERY ISSUE, AND EVERY DECISION FROM A HUMAN ANGLE FIRST.

IN 2020, COVID-19 forced organizations around the world to enact radically new ways of working and operating amid the pandemic’s human and economic impacts. Organizations had to respond to a sudden, unforeseen crisis whose rapidly changing nature confounded efforts to predict and plan for events.

Having a plan to deal with the unexpected, as important as it is, isn’t all organizations need in such an environment. Even more necessary is to make a fundamental mindset shift: from a focus on *surviving* to the pursuit of *thriving*.

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 crises are over. Organizations with a survival mindset aim to deal with the reality that the world imposes; it’s about doing what’s necessary to succeed today.

The pursuit of thriving, in contrast, orients organizations toward welcoming each new reality and using it to reimagine norms and assumptions in ways that were not possible before. A thrive mindset recognizes that disruption is continuous rather than episodic, and embraces disruption as

a catalyst to drive the organization forward. Organizations with a thrive mindset aim to create new realities that they choose for themselves; it’s about doing what’s possible, not just to succeed today, but also to dominate tomorrow.

It’s our view that the shift from *survive* to *thrive* depends on an organization becoming—and remaining—distinctly human at its core. 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. And it’s not just a good idea, but a mandate for growth. Today’s environment of extreme dynamism calls for a degree of courage, judgment, and flexibility that only humans and teams led by humans can bring. A predictable world can be effectively dealt with by algorithms and equations. A messy world cannot, even in an age of increasingly intelligent machines.

Being distinctly human at the core is the essence of what it means to be a social enterprise. To combine revenue growth and profit-making with respect and support for its environment and stakeholder network, an organization needs to ground itself in a set of human principles: purpose and meaning,

ethics and fairness, growth and passion, collaboration and relationships, and transparency and openness.<sup>1</sup> The human focus these principles bring to an organization is what puts the social enterprise in a position to thrive—to continually reinvent itself on the back of perpetual disruption.

## Preparedness stems from a “thrive” mindset

In the 2021 *Deloitte Global Human Capital Trends* report, we set out to understand what characteristics can support organizations in the shift from survive to thrive. We started our exploration by asking a paradoxical question: How can organizations position themselves to thrive when they are focused on making the changes necessary to survive?

To find out, we surveyed 6,000 professionals across every industry, sector, and region of the globe, with 99 countries participating. For the first time in the survey’s 11 years, the Dutch Caribbean

is represented in the global report with fifty-one participants responding from this region. Of those responses, 44 of them were from individuals in (senior) management and executive positions.

From this research, we learned that the organizations that were best prepared for the COVID-19 crisis were already adopting a “thrive” mindset of using disruption as an opportunity to propel the organization forward.

Some of the major findings from our research highlight that organizational preparedness hinges on the ability to bring human strengths such as decision-making and adaptability to the fore, not just during a point-in-time crisis, but continually. COVID-19 proved that people and organizations are capable of tremendous growth under the pressure of a crisis. The challenge for many will be to sustain that momentum to discover new ways to thrive in the long term, even as disruption constantly resets the path forward.





## Elevating the “human” in human capital

Many human capital topics and particularly those we’re exploring in more depth in this report, have traditionally been approached through discrete programs and initiatives. As organizations make the shift from survive to thrive, these solutions need to become dynamic so that they can better support the human strengths that enable the broader organization to flourish.

In the following chapters, we dive deeper into the five trends of the 2020 Deloitte Global Human Capital Trends report to further explore how organizations in the Dutch Caribbean can bring out the human strengths that make organizational thriving possible. We elaborate on these global trends based on local data and valuable insights of HR leaders and executives of several prominent organizations in the Dutch Caribbean who’s input and collaboration in this process is dearly valued.

We hope you enjoy this report that shines light on the local context and challenges while at the same time provides you with insights on global human capital trends. We look forward to continue the discussion with you and help your organization make the transition from survive to thrive while remaining distinctly human. Please feel free to reach out to the Human Capital team of Deloitte Dutch Caribbean through +5999 433 3333 or +297 528 6200.

Enjoy!

Julian Lopez Ramirez  
Managing Partner, Deloitte Dutch Caribbean





## THE 2021 GLOBAL HUMAN CAPITAL TRENDS

In this report, we explore the journey from survive to thrive through the lens of five of our 2020 Global Human Capital Trends:

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

- The Trend: Organizations are taking well-being beyond work/life balance by starting to design well-being into work—and life—itsself.
- Surviving: Supporting well-being through programs adjacent to work.
- Thriving: Integrating well-being into work through thoughtful work design.

### ***Beyond reskilling: Unleashing worker potential***

- The Trend: Organizations need a workforce development approach that considers both the dynamic nature of work and the equally dynamic potential of workers to reinvent themselves.
- Surviving: Pushing training to workers from the top down, assuming the organization knows best what skills workers need.
- Thriving: Empowering workers with agency and choice over what work they do, unleashing their potential by allowing them to apply their interests and passions to organizational needs.

### ***Superteams: Where work happens***

- The Trend: COVID-19 has taught organizations that teams are even more important to thriving amid constant disruption than they might have thought before.
- Surviving: Using technology as a tool to make teams more efficient.
- Thriving: Integrating humans and technology into superteams that use their complementary capabilities to re-architect work in more human ways.

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

- The Trend: 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.
- Surviving: Using metrics and measurements that describe the workforce's current state.
- Thriving: Accessing and acting on real-time workforce insights that can support better, faster decisions based on an understanding of what the workforce is capable of in the future.

### ***A memo to HR: Accelerating the shift to re-architecting work***

- The Trend: Thanks to their handling of COVID-19's challenges, HR organizations have earned the right to expand HR's remit to re-architecting work throughout the enterprise.
- Surviving: Having a functional mindset that focuses on optimizing and redesigning HR processes to manage the workforce.
- Thriving: Embracing an enterprise mindset that prioritizes re-architecting work to capitalize on unique human strengths.

# DIVING DEEPER

Five workforce trends to watch in 2021







# Designing work for well-being

## The end of work/life balance

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WHILE EXECUTIVES HAVE LONG RECOGNIZED THAT WELL-BEING IS IMPORTANT, THE COVID-19 PANDEMIC BROUGHT HOME HOW SIGNIFICANT IT REALLY IS. ORGANIZATIONS SUDDENLY FOUND THEMSELVES CALLED UPON TO PRIORITIZE WORKERS' PHYSICAL AND MENTAL WELL-BEING AS A MATTER OF SURVIVAL, AS PROTECTING THEIR HEALTH AND ALLEVIATING THEIR STRESS BECAME CRITICAL TO OPERATIONS. WORK AND LIFE, HEALTH, SAFETY, AND WELL-BEING BECAME INSEPARABLE. RECOGNIZING THE INEXTRICABLE LINK AMONG OUR WELL-BEING, OUR WORK, AND OUR 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.

### Shifting realities

Well-being was rising on the organizational agenda even before the COVID-19 pandemic. In fact, well-being was the top-ranked trend for importance in our 2020 Deloitte Global Human Capital Trends

study, with 80% of our nearly 9,000 survey respondents identifying it as important or very important to their organization's success. Against that backdrop, when COVID-19 took hold, the crisis cast new light on the importance of well-being and made us acutely aware of the



consequences when well-being is put at risk. Organizations took quick action to redirect resources towards making work safe and keeping workers healthy: moving workers into remote work arrangements.

As the pandemic went on, well-being remained paramount in organizational leaders' minds. Conversations about the toll of social isolation and economic recession on workers' mental and emotional health entered the public dialogue, and keeping workers physically healthy and safe continued to be a top priority.

Mr. Robin Corsen, Manager HR and Corporate Development at the Central Bank of Curacao and Sint Maarten, emphasizes the emotional effect of the pandemic on the well-being of his employees. He explained two priorities that he kept in mind; “first, ensure that your employees stay healthy and don’t fall sick, and two, realize the immensity of the emotional impact. Show understanding and that you care.”

## Our 2021 perspective

### OUR 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.

Eight in 10 executives and managers in the Dutch Caribbean responding to the 2021 Deloitte Global Human Capital Trends survey told us that their organization’s shift to remote work had a positive

impact on well-being. However, the sustainability of remote ways of working continues to come into question as many parts of the world faced a second wave of COVID-19–related lockdowns.

The importance of work design in supporting remote work arrangements going forward has come to the fore at many organizations. When we asked surveyed executives what factors were most important to sustaining remote work, they overwhelmingly chose options related to the design of work (figure 1). Programs adjacent to work, such as enhanced corporate benefits and new well-being resources, fell to the back of the list as executives prioritized actions such as providing digital collaboration platforms, enabling worker choice, and changing scheduling and meeting norms, all of which directly embed well-being into the way work gets done.

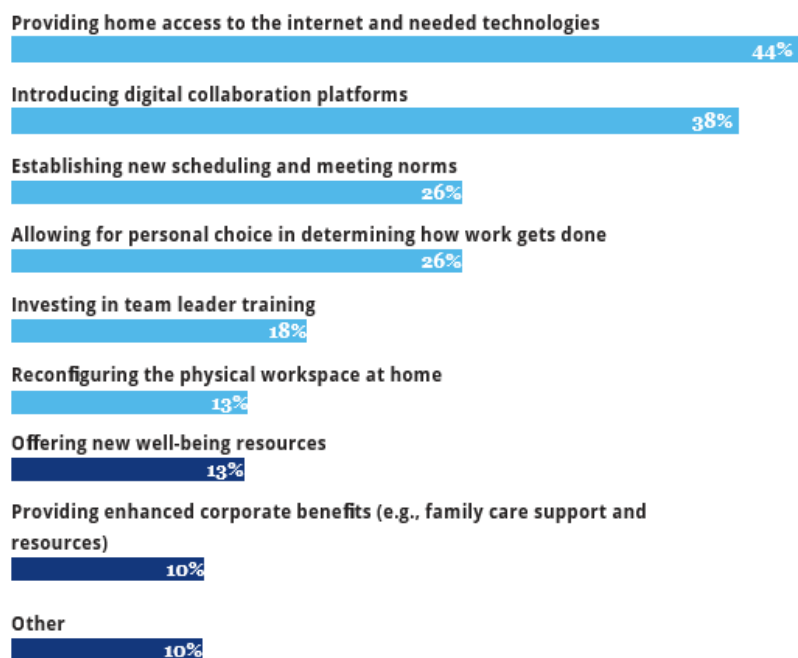
Ms. Christel Croes, Training Manager at SETAR N.V. – Aruba’s national telecom provider – talks about the big impact remote work had on the island’s internet network. She explains that the demand on internet skyrocketed instantly, with people working from home but also using streaming services like Netflix and watching more Youtube videos. Fortunately, they were able to sustain the network’s viability and they claim that looking back “we should be very proud” and “it’s quite a beautiful story that we were able to handle that.”

Ms. Barbara Bronswinkel, Regional Human Resources at Aruba Bank N.V. & Orco Bank explains that they have started a shift in their way of working even before the pandemic. She explains that the new generation of employees expect to be managed differently than their perhaps older colleagues. They have different things that motivate them and want to manage their own employee benefits like the option of buying or selling vacation days. In explaining how integrating well-being into the design of work builds a sustainable future where workers can feel and

FIGURE 1

## The top factors in making remote work sustainable were related to work design

What are the most important factors in making remote/virtual work sustainable?



Note: n=44 (executives and managers).

Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

perform at their best she adds: “If we show a bit more flexibility, it will already be a step forward in being prepared. The Aruba Bank has done quite a lot in that area, for example, making the start and end time flexible for employees.” She points out that at the same time it’s important for department heads to measure performance based on output instead of presence in the office, in order to start making that mind shift.






HR executives and managers in the Dutch Caribbean were slightly more deliberate than non-HR executives about focusing on well-being as an important outcome of work transformation, with 22% of HR executives selecting it as a priority compared to 21% of non-HR executives. But designing well-being into work cannot be done by HR alone. The incorporation of well-being into

work must be done symphonically, championed by leaders at every level and in every function if it is to make a meaningful difference.

One especially important stakeholder for HR to involve is the organization’s technology leader. Technology and work today are inextricably intertwined, with humans and machines partnering in ways previously unimaginable to accelerate work outputs and achieve new outcomes. As technology becomes ingrained in every aspect of how people work, technology leaders will face a growing responsibility to work with HR and the business to ensure that those technologies, and the workflows and processes that complement them, are designed and executed in a way that promotes worker well-being.<sup>2</sup>

FIGURE 2

## Organizations can take a variety of actions to integrate well-being into work

	Organizational	Team	Individual
 <b>Cultural</b> <i>Building well-being into social behaviors and norms</i>		Model well-being behaviors such as taking micro-breaks or only making certain meetings video-focused	Be proactive and vocal about well-being needs
 <b>Relational</b> <i>Fostering well-being in relationships among colleagues</i>	Form teams based on worker preferences, working styles, and personal needs		Check in frequently, proactively, and consistently with colleagues on their well-being needs and preferences
 <b>Operational</b> <i>Including well-being in management policies, processes, and programs</i>	Embed well-being criteria in work scheduling, performance management processes, leadership evaluations, and rewards and recognition programs	Enable team agency and choice by allowing teams to adopt well-being practices best suited to them	
 <b>Physical</b> <i>Designing the physical workspace to facilitate well-being</i>	Design work environments to support workers' physical, mental, and emotional health needs	Leverage physical workspaces that promote team collaboration and performance	
 <b>Virtual</b> <i>Designing new technologies and virtual workspaces for well-being</i>		Use new technologies, like virtual reality, to train team members to navigate stressful situations (e.g., interacting with a frustrated customer)	Leverage wearable technologies and apps to help master distractions, increase mindfulness, and reduce anxiety

Source: Deloitte analysis.

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## Emerging priorities

Organizations looking to build well-being into work should consider actions, policies, and mandates at three levels—individual, team, and organizational. Organizations should also take into account the environments in which they're designing work, as

work increasingly crosses cultures, geographies, functions and physical and virtual workspaces. There are a variety of actions organization can take to integrate well-being into work (figure 2).

The design of well-being into work is a practice that must be developed, strengthened, and flexed over

time to be effective. As work itself changes at a rapid pace, the ways that an organization supports individual and team well-being must adapt in tandem. It's no longer about achieving work/life balance; the pandemic has shown us that well-being is not about balancing work with life, but

integrating them. When an organization is able to successfully design well-being into work, well-being becomes indistinguishable from work itself, embedded across all organizational levels and environments to not only drive and sustain human performance, but also human potential.





# Beyond reskilling

## Unleashing workforce potential

DURING COVID-19, LEADERS CALLED UPON WORKERS TO EXPAND THEIR ROLES TO WHATEVER NEEDED TO BE DONE—AND WORKERS ROSE TO THE CHALLENGE, IDENTIFYING CRITICAL NEEDS AND DEPLOYING THEIR CAPABILITIES AGAINST THEM FROM THE BOTTOM UP. THE GROWING PREVALENCE OF WORKER AGENCY AND CHOICE DURING THE PANDEMIC SHOWED THAT, WHEN GIVEN THE CHANCE TO ALIGN THEIR INTERESTS AND PASSIONS WITH ORGANIZATIONAL NEEDS, WORKERS CAN FULFILL THEIR POTENTIAL IN WAYS THAT LEADERS MAY NEVER HAVE KNOWN THEY COULD, POSITIONING THE ORGANIZATION TO THRIVE IN THE LONG TERM.

### Shifting realities

Last year, we called on organizations to employ a workforce development approach that considers both the dynamic nature of jobs and the equally dynamic potential of workers to reinvent themselves. Even before COVID-19, it was clear that workforce development approaches that focused too narrowly on skills would not help organizations, workers, and leaders build the resilience required to navigate perpetual change. Then, organizations were faced with a pandemic

that accentuated the scale of the impact disruption can have on organizations and the workforce.

During the COVID-19 crisis, organizations did not have time to rewrite job descriptions or meticulously map skills requirements; they were forced to make real-time decisions and to redeploy workers to the areas where they were needed the most, and where they had the capabilities, interest, and passion to contribute. In short, 2020 has helped us understand the importance of worker potential and choice.

As author Natalie Nixon puts it, “The opposite of reactive might not be ‘proactive’ but instead ‘creative.’”<sup>3</sup> We are seeing an explosion of creativity and the power of worker potential during the COVID-19 pandemic.

In the months of extended crisis recovery, executives and managers have reflected on the challenging road ahead as they attempt to prepare their businesses and ecosystems for an era of continuous disruption. That preparedness depends on workforce potential. In the 2021 Deloitte Global Human Capital Trends survey, executives and managers in the Dutch Caribbean identified “our ability to organize and manage work in a way that facilitates rapid decision making” as the top-ranked item to navigate future disruptions, with 59% selecting it as the most important or second most important factor. Further, 46% of executives and managers in the Dutch Caribbean said that building workforce capability through upskilling, reskilling, and mobility is one of the most important actions they are taking to transform work. Yet only 9% say their workers are very ready to adapt, reskill, and assume new roles.

According to Ms. Sonia Damian, Human Resource Manager at SETAR N.V., they are actively and continuously encouraging their workers to keep on learning new skills, even if it’s something that can be of use to them when no longer in service of the company. Sonia explains that they have acquired a new e-learning platform called Springest about two years ago. Workers can browse through the learning course catalogue and select a course they wish to follow, after approval of their supervisor. Christel Croes adds “Ultimately, It serves two purposes. One, that they are continuously learning but also to get more tech savvy and comfortable with the digital world”.

Mr. Garrel Rosario, Assistant Managing Director of Maduro & Curiel’s Bank responsible for the Human Resources function within the MCB group, points out that due to the COVID-19 crisis, he got a good

view on the leadership capabilities of his people managers. He realizes that in difficult times like these the question to ask yourself is: “who are the ones that count? Who are the ones that even in crisis situations like these show the leadership qualities that are needed?” Mr. Rosario explained that the situation gave him a clear view on his workforce potential and capabilities. In order to stay agile and be prepared to face future disruptions, Mr. Rosario points out that it requires being flexible and thinking outside the box (or being ‘creative’ as Natalie Nixon puts it).

## Our 2021 perspective

### **OUR 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.

In our view, the most important way that organizations can unleash workers’ potential is to empower them with agency and choice over what they do. We’ve lived in a world where we assumed organizations knew best what skills workers needed to bring to the table. But the pandemic taught us that potential comes to fuller fruition when workers are allowed to take more initiative. Workforce potential is not about what workers were recruited to do, or what they are certified to do, or even what organizations or leaders want them to do next. It’s about giving workers more freedom to choose how they can best help tackle critical business problems as organizations and ecosystems evolve.

One way to give workers more agency and choice in what they do is through “opportunity—or talent—marketplaces.” These marketplaces are platforms that make visible and communicate to workers defined opportunities for professional development, training, mentorship, project participation, networking, promotion, diversity, and inclusion.<sup>4</sup> They’re designed to provide workers with choice by helping them match their interests, passions, and capabilities against current and future business and project demands. Such “passion projects” give workers new development experiences and opportunities to learn in the flow of work, further enhancing the skills they bring to the organization.

Opportunity marketplaces benefit organizations in several ways. By giving workers the chance to volunteer for work they prefer and value, they bring to light valuable information about workers’ interests, passions, and capabilities that may otherwise remain hidden. This, in turn, allows the organization to more quickly identify and redeploy workers against critical business priorities. At the same time, workers who are able to do what matters to them become more motivated and more engaged.

Giving workers a voice in what they do also helps organizations act more dynamically and in real time. Top-down approaches based on identifying business needs and then finding or developing the skills to put against them will always be slower than approaches that allow workers to self-select based on their interests and abilities. The challenge here is to put guardrails in place that channel workers’ interests and abilities toward the good of the organization, allowing choice not for its own sake but because what is chosen helps the organization grow and thrive. Organizations that figure this out can benefit from the increased agility and resilience to change that are critical to navigating constant disruption.



According to Garrel Rosario, one of the challenges in adapting this vision on reskilling, is the willingness of people to move away from their comfort zone, take on new responsibilities and explore new talents. “At MCB, we try to change this mindset by moving people to different roles, departments and stimulate knowledge and experience sharing through multi-departmental projects.”

## Emerging priorities

The success of work transformation depends on an organization’s ability to unlock human potential to define and deliver new outcomes. Organizations that want to unlock human potential should consider actions in the following areas:

### SHIFT THE SUPPLY AND DEMAND EQUATION

- Build talent marketplaces that actively address both sides of the workforce supply and demand equation. Marketplaces can expose business and project needs to workers and can expose workforce skills and capabilities to the organization.

## CENTER WORKFORCE PLANNING ON POTENTIAL

- Shift workforce planning approaches away from a reliance on top-down mandates, providing more agency to workers themselves. Empower workers to reimagine what, how, and where work gets done.

## DRIVE TOWARD REAL-TIME, DYNAMIC ACTION

- Gather and act on workforce data that provides a real-time view of workers' skills across the entire talent ecosystem. Ask forward-looking questions about workers' desired future directions rather than tracking prescriptive metrics such as hours spent in training or credentials earned, and use the answers to encourage workers to make learning choices that benefit both themselves and the organization.
- Remember that teams are becoming the driving unit of organizational performance. Teams will be able to learn and adapt faster than individual workers alone, since teams of motivated individuals will challenge each other to come up with better, more creative ideas.<sup>5</sup>

The year 2020 witnessed an amazing display of workforce adaptability. Extraordinary circumstances and challenges uncovered the potential of workers and teams when confronted with new, changing, and dramatic business and

organizational problems and priorities. We saw that the workforce can adapt more dramatically than many would have expected when faced with new challenges.

Going forward, the power of agency and choice, enabled by opportunity and talent marketplaces, can quickly connect changing work priorities with workers' skills, experiences, and—importantly—their interests. Specifically noticable in the Dutch Caribbean a big obstacle standing in the way of fully unleashing workforce potential is the avoidance of going out of one's comfort zone. Yet, even more so should organizational leaders empower their workforce to take on agency and choice over what they do and take the risk of trying something new. As Mr. Rosario explains, "We stimulate our people to take decisions and to come with solutions." Mr. Corsen similarly says that it is a mind shift to say "I am a signaler and I take ownership, instead of being reactive and waiting to be asked something".

2020 also highlighted how little organizations actually know about their workforces—their skills and capabilities now and the capacity for ongoing reinvention. The challenge for organizations now is to develop strategies and programs for workforce development and deployment as dynamic and adaptable as the business problems we are trying to solve.





# Superteams

## Where work happens

DURING THE COVID-19 PANDEMIC, ORGANIZATIONS DOUBLED DOWN ON TEAMS AND TEAMING AS A SURVIVAL STRATEGY TO ENABLE ADAPTABILITY AND SPEED. LEADERS NOW HAVE THE OPPORTUNITY TO USE WHAT THEY HAVE LEARNED TO CONSTRUCT “SUPERTEAMS” THAT PAIR PEOPLE WITH TECHNOLOGY TO RE-ARCHITECT WORK IN MORE HUMAN WAYS. BY AMPLIFYING HUMANS’ CONTRIBUTIONS TO NEW AND BETTER OUTCOMES, SUPERTEAMS CAN PLAY AN INTEGRAL PART IN AN ORGANIZATION’S ABILITY TO GROW AND THRIVE.

### Shifting realities

In early 2020, the escalating COVID-19 pandemic forced organizational leaders to quickly reset business and workforce priorities. The pandemic’s scale and severity forced organizations to challenge their views about what work was essential to deliver to their customers, shareholders, and stakeholders during a prolonged period of heightened uncertainty. To rapidly reorient their goals and operations, we saw organizations turn to teams and teaming as the go-to unit for organizational performance. Teams, newly forming, growing, and reconfiguring, were supercharging

organizations’ ability to pivot and get work done amid turbulent and demanding conditions.

Teaming became a life raft for talent and organizational strategies during COVID-19 because teams are built for adaptability rather than predictability and stability. Teams can learn and adapt faster than individual workers alone, since teams of motivated individuals will challenge each other to come up with better, more creative ideas.<sup>6</sup> As organizations shift from a focus on efficiency to a focus on learning, we expect them to increase further. The next frontier in teaming is Superteams their reliance on teams to drive growth and navigate uncertainty.

FIGURE 3

## Relationship between technology and work

How would you describe the relationship between technology and work in your organization?



Note: n=44 (executives and managers).

Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

A great example of encouraging the use of teams can be found at the Aruba Bank. Barbara Bronswinkel explains that they introduced Team of the Year award for the first time last year, next to their usual awards of Employee of the Year and Manager of the Year. They held their award ceremony virtually. The new award went to a team that worked together on the Covid-19 relief plan for the clients. “It was actually a combination of departments that worked on this”, she says. “This new award also signals to the employees that we value collaboration and that it’s recognized and rewarded.”

As the world emerges from the pandemic, organizations have an opportunity to use what they have learned to multiply the value of teams even further. The next frontier in teaming is *superteams*: combinations of people and technology leveraging their complementary capabilities to pursue outcomes at a speed and scale not otherwise possible.<sup>7</sup>

Superteams have yet to take hold as a widespread organizational strategy, in part because many organizations still tend to view technology as a tool and enabler rather than as a team member and collaborator. As figure 3 shows, this view is shared by most of the respondents to our 2021

Global Human Capital Trends survey. The majority sees artificial intelligence (AI) mainly as an automation tool—a substitute for manual labor—rather than a way to augment or collaborate with human capabilities.

According to Garrel Rosario from MCB there is another mindset that adds to not embracing technology to its fullest potential (yet). “Local companies in the Dutch Caribbean tend to think that international developments are not applicable to us. That is a dangerous misconception. Precisely because we are so local, we have to be able to keep up. That is why MCB is shifting more and more towards digital channels and solutions.”

The top three factors executives and managers identified as important in transforming work were organizational culture, workforce capability, and restructuring the organization (figure 4)—factors that must all work together for an organization to envision and assemble effective superteams.

## Our 2021 perspective

The big payoff from superteams is not just that they can get work done faster and cheaper. Rather, their greatest value lies in their potential to

re-architect work, using technology to change the nature of work so that it makes the most of people's distinctly human capabilities. Doing this goes beyond considerations of user experience and human-centered design. It means deliberately

### OUR 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.

using a superteam's complementary human and technological strengths to design work so that it enhances humans' natural ways of working.

Often, people do their best work when they work in teams. The collaboration tools that made remote and virtual work possible during COVID-19 also prompted some organizations to rethink how those technologies could be used to team far more effectively across organizational and ecosystem boundaries.

Technology can also enhance people's natural powers of judgment. As applications processing moves closer to the point of sale, AI can provide data-driven suggestions to increase underwriters' ability to make informed decisions about risk. These "exponential underwriters" don't have to become tech experts or data scientists to use and benefit from the technology. They only need to understand how and when to leverage AI-assisted solutions to accomplish the work more effectively,

FIGURE 4

### Both human capability and technological capability are critical to transforming work

What are the most important actions you are taking or will take to transform work?



Note: n=44 (executives and managers).

Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

fulfilling their role in the human-machine collaboration.

## Emerging priorities

The 2021 Deloitte Dutch Caribbean Human Capital Trends survey showed that executives and managers are shifting their focus away from work optimization and redesign toward work reimagination, with 59% saying that they would focus on reimagining work going forward as opposed to 16% before the pandemic. But to move from optimization and redesign to reimagination, organizations must also change the way they're leveraging technology in work. Work optimization and work redesign focus on achieving the same work outputs more efficiently, so they largely depend on using technology to substitute or augment human work. Work reimagination, on the other hand, uses technology to transform the nature of work in ways that achieve new outcomes and make possible new aspirations.

To create an environment where superteams flourish, executives should consider the following:

- Set audacious goals. Stop focusing on how to improve existing processes and outputs and instead focus on defining new aspirations and outcomes.

- Don't stop with envisioning new ways to achieve those outcomes. Re-architect the work to put reimagination into action.
- Avoid the instinct to use technologies only as an enabler for the work you already do. Instead, take a broader view of technology's transformative potential to elevate the impact it can have on work.
- Use technology to design work in ways that allow humans to perform at their best: working collaboratively in teams, breaking down silos to work across functions and businesses, creating knowledge, learning in the flow of work, and personalizing and humanizing the work experience.
- Make the creation of superteams a cross-organizational imperative, leveraging the best thinking from HR, IT, and the business.

Superteams are most powerful when organizations use technology to empower teams in a way that makes work better for humans and makes humans better at work. They hold the promise of helping organizations bring human and technological capabilities together to re-architect work and deliver new value to all stakeholders. When given the right environment to thrive, superteams of humans and technology together can unlock organizational potential and achieve greater results together than either humans or machines could achieve on their own.





# Governing workforce strategies

## Setting new directions for work and the workforce

COVID-19 WAS A RUDE AWAKENING THAT GOVERNING WORKFORCE STRATEGIES USING RETROSPECTIVE METRICS AND MEASUREMENTS DESCRIBING THE WORKFORCE'S CURRENT STATE SEVERELY LIMITS AN ORGANIZATION'S ABILITY TO SURVIVE DISRUPTION, LET ALONE THRIVE IN IT. ASKING AND ANSWERING DIFFERENT QUESTIONS—QUESTIONS THAT PUSH LEADERS TO CONSTANTLY CHALLENGE THEIR APPROACHES TO WORK AND THE WORKFORCE—CAN HELP ORGANIZATIONS MEET CONSTANT CHANGE WITH THE CONFIDENCE THAT COMES FROM THINKING AND LOOKING AHEAD.

### Shifting realities

Results from the 2021 Deloitte Dutch Caribbean Human Capital Trends survey showed that COVID-19 has prompted many organizations to shift their approach to preparedness from planning for likely, incremental events to anticipating unlikely, high-impact events and considering multiple possible scenarios. Ten percent of executives and managers said that their organizations would focus on unlikely, high-impact events moving forward, as opposed to <1% before the pandemic. And 56%

said that their organizations planned to focus on multiple scenarios in the future, up from 13% before the pandemic.

To effectively deal with multiple possible futures and unlikely events, organizations need to be able to quickly pivot and set new directions—which depends, in large part, on the ability to access and act on real-time workforce insights. The new element here is the use of workforce strategies to plan for uncertainty. A more dynamic, action-oriented approach to understanding the workforce

can help leaders make better, faster decisions based on up-to-the-minute information on what their workforce is capable of.

## Our 2021 perspective

### OUR 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.

Enabling such a dynamic approach requires tying workforce data to both economic value and organizational values, using it to gain insights on how to grow and thrive in the marketplace as well as on how to align worker and organizational behavior with an organization's principles. It means mining workforce data for insights that are useful not only to leaders and workers internally, but also to the external community. It involves sharing workforce data and the insights it supports with leaders, workers, and the community in order to drive both direction and accountability. And it means having up-to-date insights always at your fingertips, because in a constantly changing environment, an organization must constantly be setting new directions as well.

To achieve a more dynamic workforce strategy, organizations across countries are exploring new approaches to gaining deeper workforce insights. While these approaches vary to accommodate different national laws, regulations, and norms, the common thread is a movement toward greater transparency and a stronger call to action.

## Emerging priorities

In our 2020 *Deloitte Global Human Capital Trends* report, we compiled a list of key questions that leaders should be asking to gain real-time insights about workforce productivity, their well-being, and their priorities, as well as DE&I metrics. This year, we explore three themes—worker potential, talent ecosystems, and translating organizational values into action—that have emerged from the past year's events to see how answering these questions can help organizations set new work and workforce directions for the future.

### CAPITALIZING ON WORKER POTENTIAL

COVID-19 was a forcing mechanism for workers and leaders to consider how to apply their workforce in new ways to address new needs. Employers called on workers to extend their remit to all necessary tasks, whether or not those tasks fell within their preexisting roles. In tandem, jobs and roles underwent a de facto expansion to reflect what workers were actually doing. And workers proved that they were capable of reaching far beyond their job descriptions when their potential to do so was tapped.

Along the way, organizations learned that their definitions of what work needs to be done, who needs to do it, and how to motivate people to achieve their greatest potential can be much more fluid than they had previously supposed. If leaders take this lesson to heart, we may be headed toward an environment where organizations reevaluate the nature of work and jobs, not just when forced to by a crisis, but on an ongoing basis to anticipate rapid environmental shifts.

SETAR N.V. is a company that has taken this approach to heart, even well before the pandemic hit. Ms. Sonia Damian, Human Resources Manager, points out that for the last couple of years, SETAR has been going through different phases of re-organizing their organization based on

not only what serves SETAR best but also the community. Christel Croes, Training Manager at SETAR, adds that their first mayor redesign was the merge of the contact center. In the last two years they have closed down one teleshop and the repair center, placing the employees in other departments internally. “I foresee that in the future we will continue to make these changes and people will have to acquire new skills each time. We are always raising awareness among our employees to be ready for the next chapter in their life”, says Sonia Damian.

### TAPPING INTO THE ENTIRE TALENT ECOSYSTEM

As many organizations were discovering they could expand responsibilities and roles, many also realized that a clearer view of—and greater access to—their entire talent ecosystem could make these efforts far more effective. The more precisely an organization knows where to find the capabilities to do what’s needed, and the better able it is to access those capabilities, the more effectively it can deploy and redeploy people to plug operational gaps. This need is especially evident at organizations that are drawing heavily on alternative workers, whether because they are growing quickly and need extra workers to support their growth, or because they needed to reduce on-balance-sheet headcount and are using alternative workers as a more flexible substitute.

This realization reminds us how important it is to be able to immediately access needed capabilities, wherever they may reside. Because of this, we expect organizations to implement common systems for tracking, measuring, and governing workers across both the traditional and the alternative workforce. Further, as the pandemic has driven organizations’ need to flex their workforce up or down, it’s become clear that the talent ecosystem should also extend to workers who have separated from the organization, such as alumni and retirees. Maintaining a data-driven

pulse on these separated workers can help an organization track and engage them in case they’re needed once again.

### TRANSLATING VALUES INTO ACTION

Especially evident during COVID-19 has been the way the pandemic has affected the employer-worker social contract, particularly as it relates to well-being. Many employers enhanced their focus on their workers’ well-being, and this was not limited to efforts to keep workers from being infected. For example, 50% of our surveyed executives and managers said that their organizations put changes in place during COVID-19 that they thought empowered workers to better integrate their personal and professional lives.

To make outcomes such as this even stronger, it’s important to find actionable ways to use and share information to make measurable progress in new directions. The insights gained can help organizations better align individual and organizational actions with the organization’s values. The data can and should also be transparently communicated to external stakeholders to inspire confidence in the organization’s integrity and ethics.

As disruption becomes the new normal, organizations are being forced to constantly reassess and reimagine their work, workforce, and workplace strategies. This calls for leaders to fundamentally shift their workforce governance practices by collecting real-time, forward-looking data at the intersection of economic value and social values. But collecting data for its own sake is not the goal. Data-driven insights can enable organizations to constantly challenge the actions they are taking and help determine whether and how they can shift those actions at need. The challenge is to avoid getting caught up in the mechanics of collecting data when the focus should be on using it to inform meaningful action toward new outcomes.



# A memo to HR

## Accelerating the shift to re-architecting work

COVID-19 REQUIRED PEOPLE TO WORK IN RADICALLY NEW WAYS, WHETHER REMOTELY USING TECHNOLOGY OR IN-PERSON WITH SAFETY AND SOCIAL DISTANCING PROCEDURES IN PLACE. IN ADDRESSING THESE CHALLENGES, HR WAS THRUST TO THE FOREFRONT OF ORGANIZATIONS' EFFORTS TO SURVIVE THE CRISIS—AND GAINED GREATER CREDIBILITY AMONG BUSINESS EXECUTIVES AS A RESULT. AS ORGANIZATIONS EMERGE FROM THE PANDEMIC, HR HAS THE OPPORTUNITY TO BUILD ON ITS NEWLY ENHANCED POSITION TO SHIFT ITS ROLE FROM MANAGING WORKERS TO RE-ARCHITECTING WORK, DRIVING BETTER OUTCOMES THAT POSITION ORGANIZATIONS TO THRIVE.

### Shifting realities

In our Memo to HR in the 2020 Deloitte Global Human Capital Trends report, we called for a bolder, “exponential” HR, one that would expand its focus and extend its influence to better address organizations’ workforce and business issues.<sup>8</sup> The outbreak of COVID-19 gave many HR organizations the chance to do just that. Workforce issues became central business issues as organizations, workers, and leaders strove to adopt

new mindsets and ways of working. In doing so, many demonstrated a shift away from their traditional role of standardizing and enforcing workforce policies to a new responsibility of orchestrating work in an agile fashion across the enterprise.

Mr. Robin Corsen explains, “during the lockdown as a result of Covid-19, our HR department was working very hard to make the transition to remote working within our organization. We had to be

creative, flexible and improvise quickly to make sure the organization could continue its business as usual. Personally, I was already used to remote working and convinced of its benefits. Covid-19 helped me as an HR leader in my venture to convince the rest of the organization of it and to really implement it in our way of working.”

As a result of HR’s handling of COVID-19’s challenges, both business and HR leaders have become more confident in HR’s ability to help organizations navigate future changes.

**Perhaps even more powerfully, respondents who expressed confidence in HR also experienced more positive outcomes.**

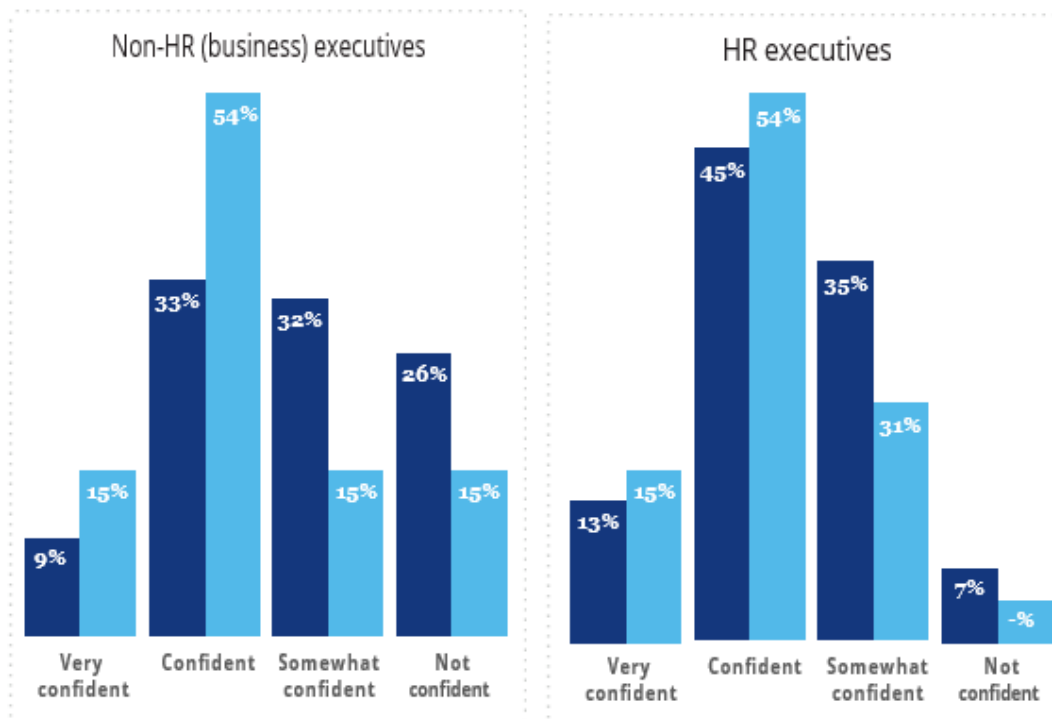
Executives that were very confident in HR’s ability to navigate changes in the next three to five years were 3 times more likely to report that their organization was very ready to adapt, reskill, and assume new roles. They were also 2 times more

FIGURE 5

### Confidence in HR’s ability to navigate future changes has fluctuated among both business and HR executives in the Dutch Caribbean

■ 2020 survey ■ 2021 survey

Based upon HR’s role and impact during the COVID-19 pandemic, what is your level of confidence in HR’s ability to navigate the changes required in the next three to five years?



Note: 2021 survey n=15, 2020 survey n=9,000.

Sources: The 2020 Deloitte Global Human Capital Trends survey and 2021 Deloitte Global Human Capital Trends survey.



likely to strongly agree that the changes their organization put in place during the pandemic empowered workers to successfully integrate the demands of their personal and professional lives. And they were 2.2 times more likely to report being very ready to make or pivot investments for changing business demands.

This is good news for HR. However, our survey data also shows that HR’s highest areas of impact during the pandemic were those within its traditional scope. This is also the case for organizations in the Dutch Caribbean (figure 6). The question now becomes: With HR having created positive momentum and increased business executives’ confidence, how can it capitalize on that momentum to go beyond what is being asked for to what can be?

Mr. Corsen has a clear idea in mind on what can be. Namely, speaking about working from home, he believes work must be something that belongs and suits the individual. How, when or where does not matter. Mr. Corsen explains, “I want to have colleagues who feel responsible for what they have to deliver. This means offering employees space to balance their private life. I am convinced that when

**RE-ARCHITECTING WORK:  
REIMAGINATION IN ACTION**

Throughout this report, we’ve spoken a great deal about “reimagining” work. To achieve new outcomes and new value takes a step beyond reimagination, however. That step is *re-architecting* work. While reimagining is the destination, re-architecting is, in our view, the path to get there. That’s because re-architecture enables us to put reimagination into action. It’s one thing to envision new work outcomes, but it’s quite another to be able to craft those outcomes in a way that unlocks human potential and that models not just how work will be done, but how it will be experienced and lived. Re-architecting work, the *how* of effecting change, takes the potential of reimagination and turns it into reality. It is the final step that empowers organizations to truly thrive.

they are less stressed, work will be of higher quality. It’s not about presence, but about quality and delivery. Working from home is one way, but there are several ways [to give employees room to take ownership of thier work]”.

FIGURE 6  
**The top-ranked areas of HR impact during the pandemic were all within its traditional scope**  
What are the top areas where your HR organization made an impact during the COVID-19 pandemic?

Rank	Area of focus	Percentage of executives and managers who said that HR made a positive impact	Percentage of executives and managers who said that this was HR's remit prior to COVID-19
1	Protecting workforce health and safety	84%	83%
2	Increasing communications with the workforce	45%	88%
3	Redesigning workforce policies and programs in critical areas	37%	71%

Note: n=44 (executives and managers).  
Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

As such, this isn't just an academic question. To best help an organization grow and thrive, HR must lean into broader notions of its remit and move from optimizing to redesigning to re-architecting work and reimagining work-related challenges. The reason is simple. When HR has this mindset, organizations are more resilient, workers are more empowered, and organizations achieve better results.

## Our 2021 perspective

### OUR HYPOTHESIS

COVID-19 has earned many HR organizations the right to be bolder in orchestrating work throughout the enterprise. To seize this opportunity, HR needs to reorient its mission and mindset towards shaping future success by taking the lead in re-architecting work and reimagining the workforce and workplace accordingly.

HR's adoption of an enterprise mindset isn't about reorganizing or restructuring the HR organization, although this is likely a required enabler. It's not even about getting HR a "seat at the table" (it has had a seat at the executive table for a long time). Rather, it means centering HR's role on the responsibility to own and re-architect work throughout the organization. When thoughtfully done, re-architecting work can drive new outcomes that create positive changes, from higher productivity to increased agility to greater innovation.

COVID-19 appears to have heightened leaders' awareness of these potential benefits. In our survey, 59% of combined business and HR executives said that they would focus their thinking around work transformation on reimagining work in the next one to three years; only 16% said that this was the case before the pandemic.

Successfully re-architecting work will require several changes in how both HR and the organization approach work, teams, and capabilities:

- Shifting the focus of work from outputs to outcomes. This change in mindset is critical for achieving results beyond doing what is done today cheaper and faster to doing what is needed to pursue new outcomes and better results
- Looking at the re-architecture of work not as a one-time project or initiative, but as an ongoing capability that needs to be embedded into the organization's operations
- Putting teams and superteams at the center of how work gets done. This will be needed both within HR and across the broader enterprise to spark innovation
- Approaching workforce development by identifying, cultivating, and capitalizing on workers' potential, with a focus on uniquely human capabilities such as analysis and synthesis, problem-solving, and social intelligence
- Expanding the definition of capabilities to include the integration of both human and technological capabilities
- Recognizing and proactively managing the leadership and cultural implications that come from embracing new ways of working

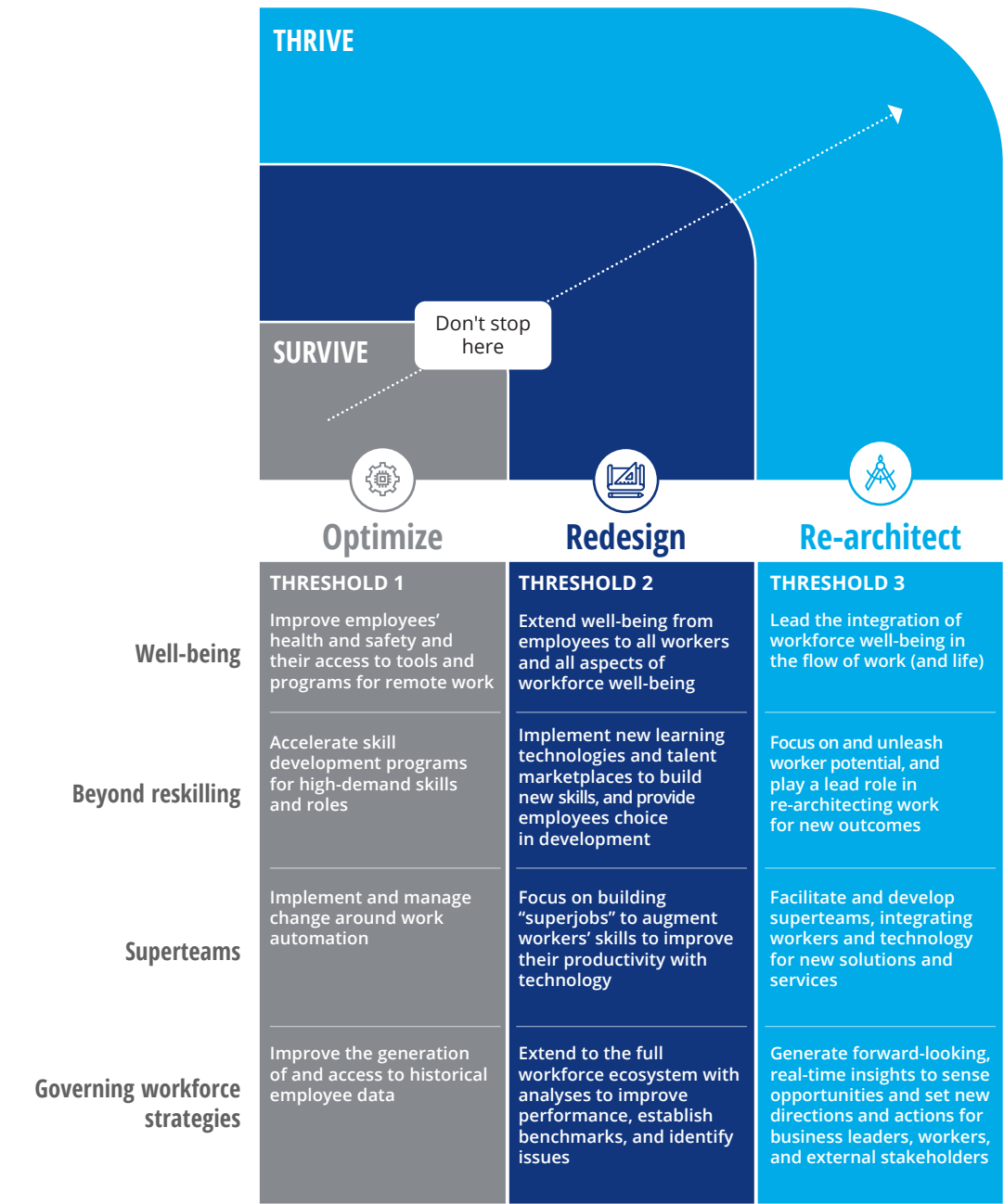
## Emerging priorities

Some of the most immediate needs for the re-architecture of work fall within the remit of HR itself, given the increasing criticality of work and work-related issues. The chart at the bottom of figure 7 shows the progression of new outcomes HR can drive in the context of the four other trends we've highlighted in this report.

The common thread running through these examples is a broadening of outcomes, an

FIGURE 7

From optimize to redesign to re-architect: HR’s path to achieving new outcomes



Source: Deloitte analysis.

expansion of focus, and as a result, increased value to the organization. To see this in action, consider the issue of remote work. A traditional HR response might focus on, for example, providing well-being subsidies to cover ergonomic chairs for home offices—and this is a positive action. But by looking more broadly, HR can make a more substantive impact in addition to supporting workers' physical health. Underlying the shift to remote work is the idea that leaders must manage, support, and develop people who are working in radically different ways. Understanding what effective leadership entails under these circumstances gives HR an opportunity to pull a thread to see what may be ahead: to better understand what the organization's leaders are doing, determine if they have the right competencies, shape leadership development plans and performance indicators and incentives, and, ultimately, prepare next-generation leaders for a future where much of the workforce may be working remotely and flexibly.

Getting to the “re-architect” state will require developing and improving skills and capabilities, such as integrative thinking and a talent for collaboration. Even more importantly, re-architecting work calls for HR to learn from and partner with workers themselves to identify

opportunities and craft new approaches. HR cannot gain a clear view of the depth and breadth of an organization's work from a distance; it needs workers as a guide to uncovering ways to mold the work in ways that move the organization forward.

Doing all this effectively means that HR's agenda must become one with the business agenda. HR must work closely with other stakeholders throughout the organization, enlisting their collaboration and guidance in the re-architecture of work. In this way, HR can serve as a model of integrative thinking and behavior for the rest of the organization. It's an opportunity for HR to lead, through example, the organization's journey to a more “symphonic” way of being. The experiences of COVID-19 have opened a new door for HR to drive differentiated value for the business and the workforce. Now it's time for HR to step through this door and begin to realize its true potential as an architect of work. By embracing this role, HR can extend its influence and impact across the entire organization and expand its focus across the entire workforce—not for the sake of HR but to push the organization toward its broader economic and human goals.

# LEADING FORWARD

Leading the shift from survive to thrive







# Leading forward

## Leading the shift from survive to thrive

**T**HE PAST DECADE was marked by considerable economic and social disruption in the world of work. Organizations scrambled to stay in front of those disruptions, making point-in-time adjustments to their business models and processes to try to remain competitive in a quickly changing landscape. But when the events of 2020 created disruptions with orders of magnitude greater than what

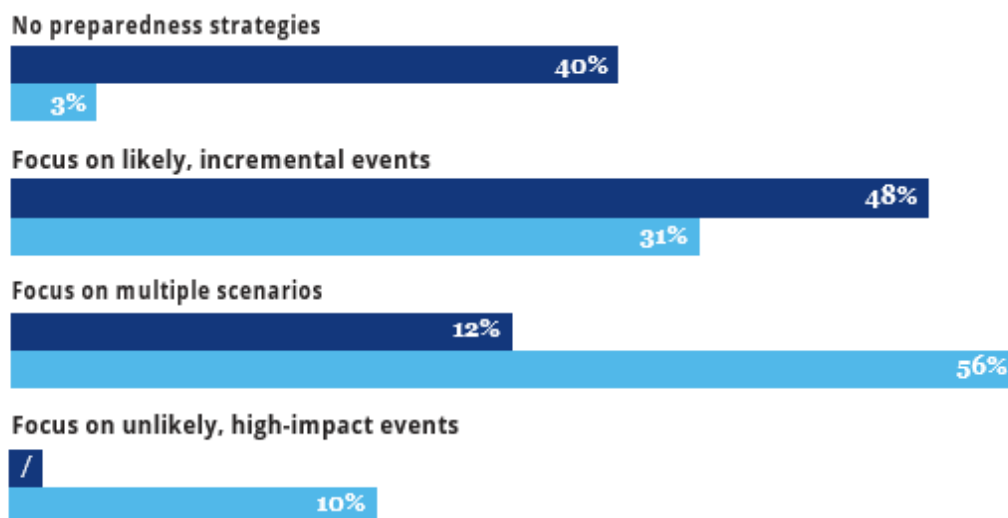
organizations were used to dealing with, it became unequivocally clear that point-in-time responses were not enough. As plans laid in 2019 were shattered, so too were organizational views of preparedness. Executives recognized that planning for expected and incremental events is not a solid foundation for thriving in multiple unknown futures, and they are shifting their approach to preparedness as a result (figure 8).

FIGURE 8

### COVID-19 is shifting organizations' approach to preparedness toward considering multiple and unlikely futures

Which statement best describes your organization's preparedness prior to the COVID-19 pandemic?  
Which statement best describes how your organization will define preparedness moving forward?

■ Prior to COVID-19 ■ Moving forward



Note: n=44 (executives and managers).

Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

As we've explored in our deep-dive discussions on well-being, reskilling, superteams, workforce strategies, and the role of HR, readying work and workers for uncertain futures depends on building the human element into everything an organization does. To do this, we believe that organizations must embrace three attributes—purpose, potential, and perspective—that allow them to humanize work to create lasting value for their workers, their organizations, and society at large.

*Purpose* grounds organizations in a set of values that do not depend on circumstance. Those values, which sit at the intersection of economic, social, and human interests, serve as a benchmark against which actions and decisions can be weighed. In the face of circumstances that are difficult to predict and plan for, organizations that are steadfast in their purpose are able to infuse meaning into work to mobilize workers around common, meaningful goals.

*Potential* encourages organizations to look more dynamically at what their people are capable of. When the task is to prepare for the familiar, organizations can rely on defined job descriptions, career paths, and learning programs to access and build workforce capabilities. But in a world where organizations must constantly prepare for the unknown, leaders must understand workers'

potential for growth and help them fulfill that potential in ways that allow them to both respond to and anticipate unplanned futures.

*Perspective* challenges organizations to operate boldly in the face of uncertainty. Rather than being paralyzed by a multitude of futures and options, organizations that employ perspective use disruption as a launching pad to imagine new opportunities and possibilities. We assert that the ability to take confident steps forward rests on the re-architecture of work. 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 2020 *Deloitte Global Human Capital Trends* report called on organizations to look at work and the workforce through these three lenses to transcend a perceived conflict between humans and technology. This year, having seen how organizations are making their way through the COVID-19 crisis, we suggest that these three attributes are essential for organizations to move more quickly from survive to thrive in a world of perpetual disruption.



## Endnotes

### Introduction

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### Diving deeper

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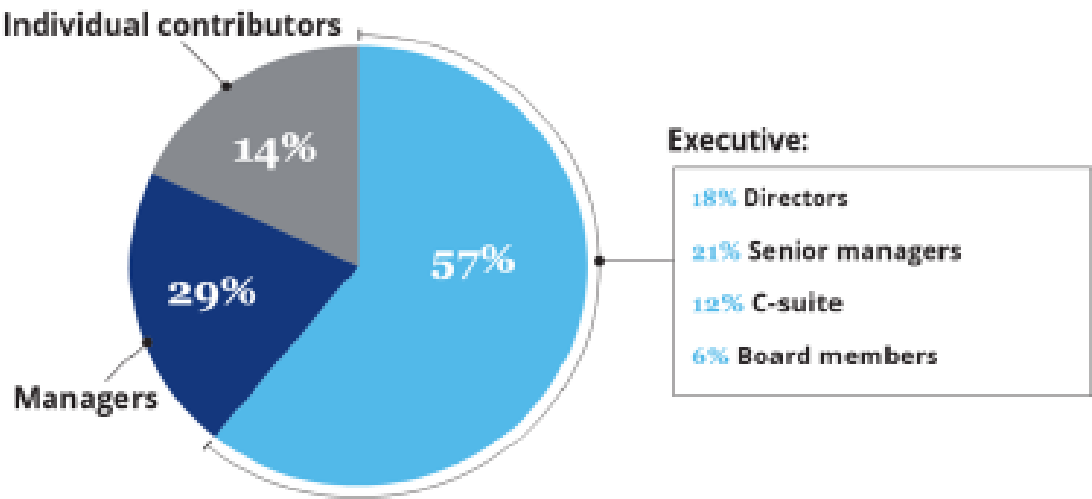
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# Appendix: Survey Demographics

FIGURE 1

## Respondents by level

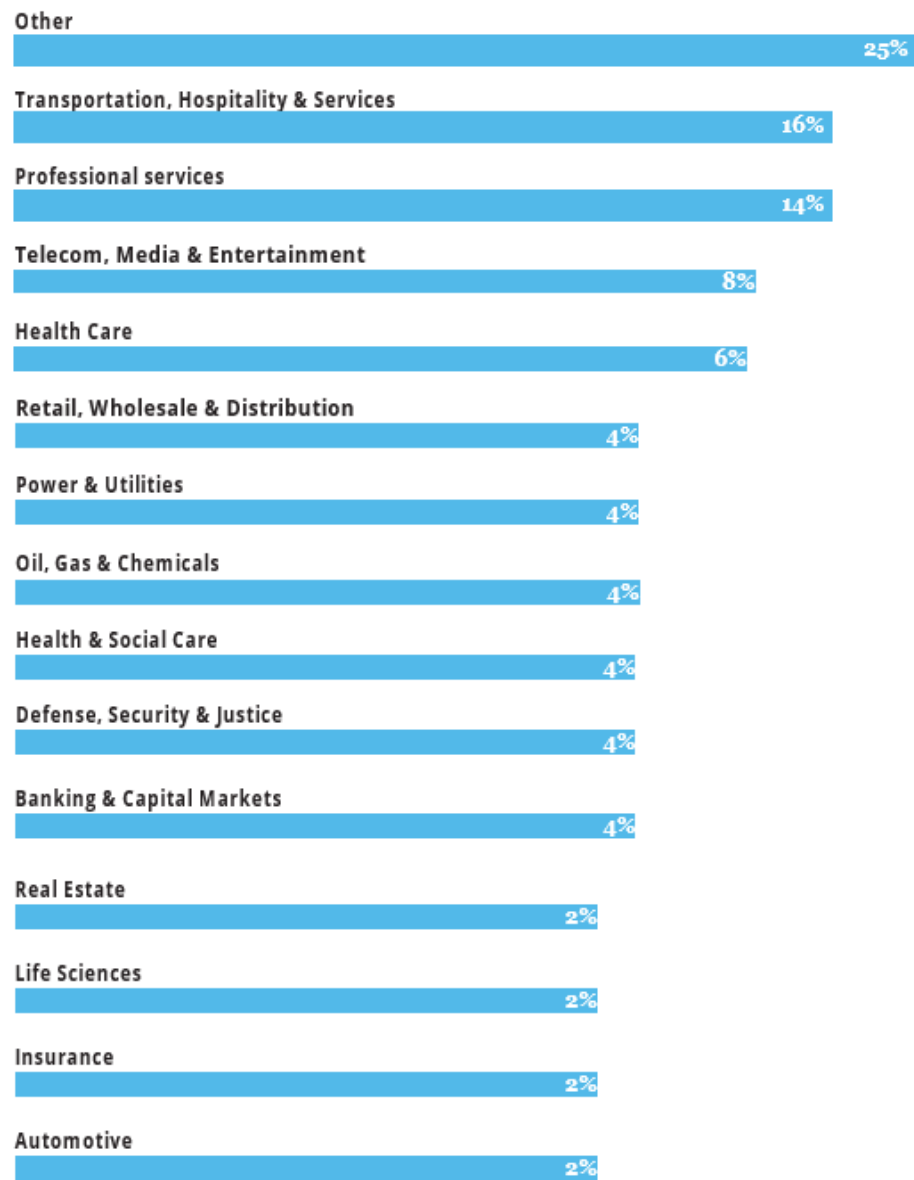


Note: n=51.  
Source: The 2021 Deloitte Global Human Capital Trends survey.



FIGURE 2

Respondents by industry sectors



Notes: n=51; figures do not sum to 100% due to rounding.  
Source: The 2021 Deloitte Dutch Caribbean Human Capital Trends survey.

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