



# The social enterprise in a world disrupted

Leading the shift from survive to thrive

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# Introduction

## The social enterprise in a world disrupted

IN 2020, COVID-19 forced organisations around the world to enact radically new ways of working and operating amid the pandemic's human, economic and technological impacts.

In a world where long term planning often gets credit for most organisational success stories, the past year forced organisations to respond to a sudden, unforeseen crisis, which no amount of planning or prediction could have foreseen. As we all learned the hard way, in an environment that can shift from moment to moment, the paths and time frames to achieving organisational goals must shift as well.

Planning and brainstorming have been a priority for a lot of organisations when facing an unexpected problem or event, but even though it can be an integral part of working through the issue at hand, it isn't *all* organisations need in such an environment. Even more essential is to make a fundamental mindset shift: from a focus on *surviving* to the pursuit of *thriving*.

Currently, continuous disruption is inevitable, and the survival mindset will inhibit one's aspirations towards accepting each new reality and working within it to accomplish what an organisation has

always done. In short, the organisation in a survival mindset plans to have "business as usual" once the crisis at hand has been resolved. The thrive mindset, in contrast, embraces each new reality and tries to use it to reimagine norms and assumptions in ways that were not possible before.

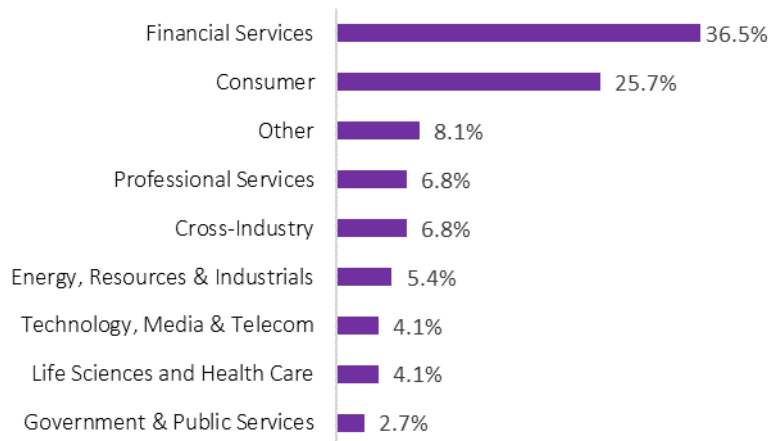
The shift from survive to thrive depends on an organisation becoming —and continuing to stay— distinctly human at its core. This is not just a different way of thinking and acting. It's a different way of being, one that approaches every question, every issue, and every decision from a human angle first.<sup>i</sup>

Deloitte Namibia received 74 responses to the Human Capital Trends survey this year, a 69% increase on last year. These responses will aid us in gaining a deeper understanding of the local social enterprises and how they dealt with complete disruption.

# Survey demographics

FIGURE 1

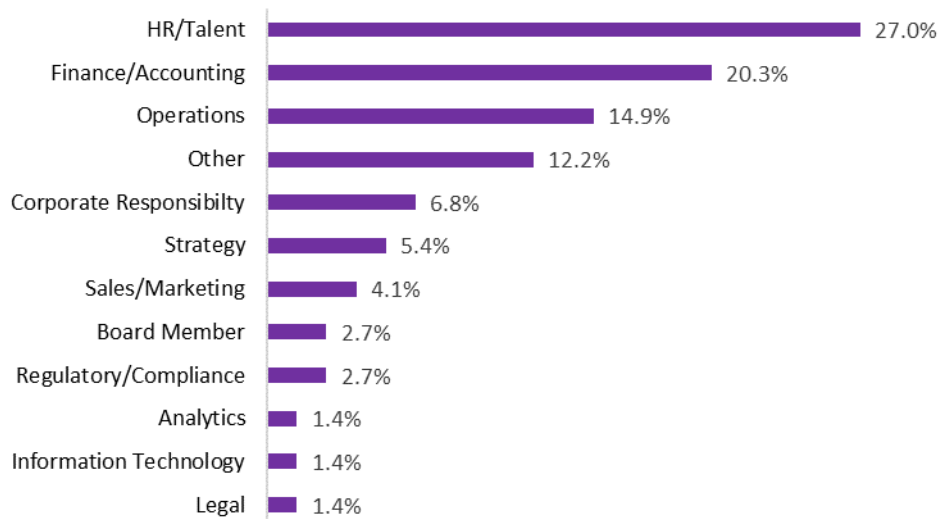
Participation by Namibian Industries



Source: Global Human Capital Trends Survey, 2021

FIGURE 2

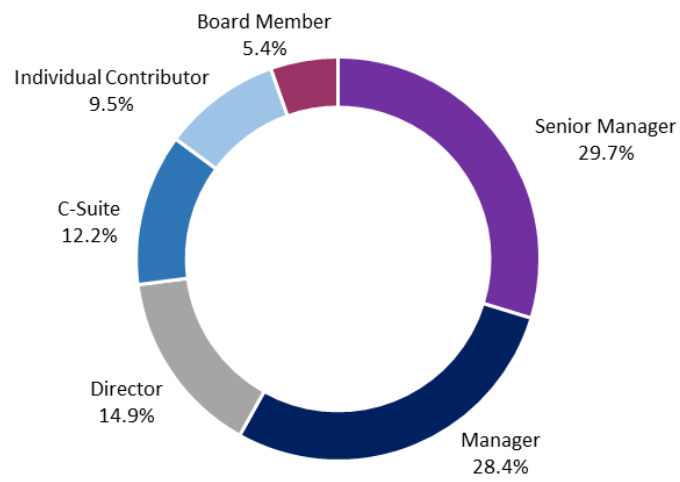
Job Function



Source: Global Human Capital Trends Survey, 2021

FIGURE 3

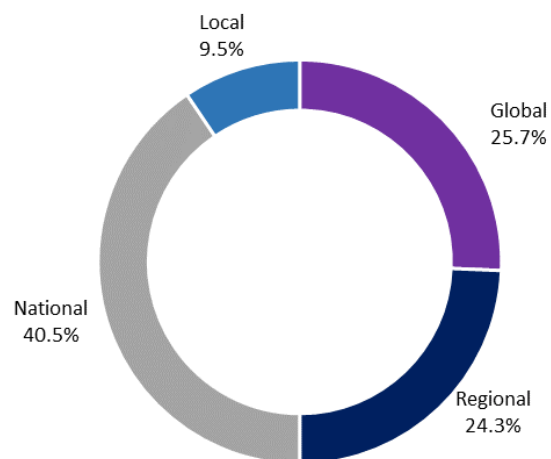
Organisational Level



Source: Global Human Capital Trends Survey, 2021

FIGURE 4

Scale of Operation



Source: Global Human Capital Trends Survey, 2021

We started our exploration by asking a paradoxical question: How can organisations position themselves to thrive when they are focused on making the changes necessary to survive? From this year’s Global Human Capital Trends research, we learned that the organisations that were best prepared for the COVID-19 pandemic were already adopting a “thrive” mindset of using disruption as an opportunity to propel the organisation forward and using technologies to transform work. The “very prepared” group was also three times as likely to use technology to transform work. And most importantly, those who were “very prepared” were twice as likely to recognise the importance of organising work to facilitate rapid decision-making and nearly four times more ready to leverage worker adaptability and mobility to navigate future disruptions.<sup>i</sup>

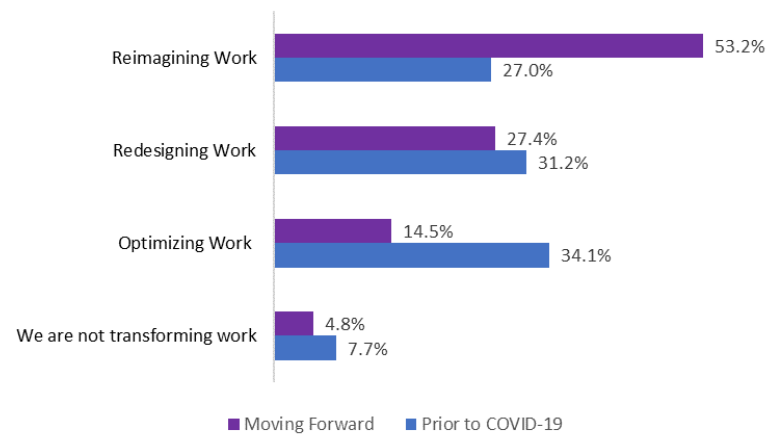
What also became clear is that preparedness for the unexpected depends on an organisation’s management of work and the workforce, but we continue to see a disconnect between leaders’ priorities and the reality of how their organisations support workforce development. The top priority for Namibian organisations in order for them to better navigate future disruptions is identified as the ability to use technology to transform work, yet only 25.7% of respondents’ organisations are “very ready” on this front. The second priority for organisations is the ability of their people to adapt, reskill and assume new roles, yet only 15.6% of respondents’ organisations are “very ready.” This is therefore a call on Namibian leaders to focus on these priorities and the reality of how their organisations support workforce development.

Lastly, we learned that respondents in our survey are prioritising work reimagination. We saw the

power of work reimagination during the COVID-19 pandemic when organisations had to rethink fundamental assumptions about what work is and how it could be done. The ability to reimagine work according to a different set of assumptions and put those changes into practice proved essential to organisations’ survival, and it can also enable them to thrive long after the pandemic recedes.

FIGURE 5

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



Source: Global Human Capital Trends Survey, 2021

These findings lead us to the conclusion that 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 organisation 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. This what puts the social enterprise in a position to thrive—to continually reinvent itself on the back of perpetual disruption.

# Diving Deeper

## Five workforce trends to watch in 2021

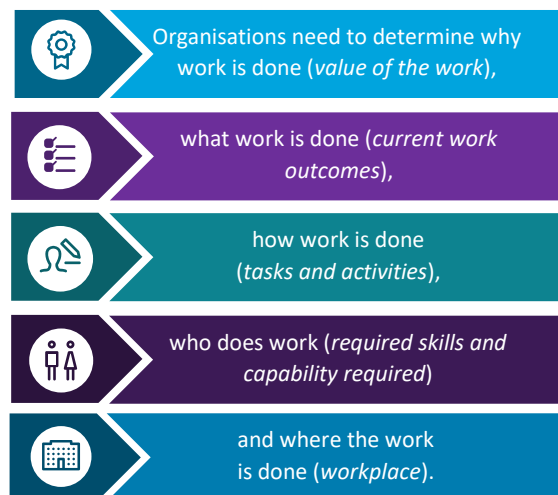
In 2020, both our Global and Namibian reports called on organisations to leverage three attributes – purpose, potential, and perspective – to transcend a perceived conflict between humans and technology.<sup>ii</sup> This year, after seeing how organisations are making their way through the COVID-19 pandemic, we suggest that these three attributes can help organisations remain distinctly human, and will be essential for those looking to move quickly from survive to thrive and to create their own paths, possibilities, and futures in a world of everlasting disruption.

The first attribute, purpose, grounds organisations 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 were unplanned for, organisations that are unwavering in their purpose are able to infuse meaning in to work to mobilise workers around common, meaningful goals.<sup>i</sup>

The next attribute, potential, challenges organisations to look at what their people are capable of. In a world where organisations must constantly prepare for the unknown, leaders must recognise workers’ potential for growth and help them fulfill their potential in ways that allow them to both respond to and anticipate unplanned futures.<sup>i</sup>

The final attribute, perspective, encourages organisations to operate boldly in the face of uncertainty. Instead of being paralysed by a multitude of possible futures and options, organisations that employ perspective use disruption as a launching pad to imagine new

opportunities and possibilities. We suggest that the ability to take these 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 thrive in the search for new outcomes and new value.<sup>i</sup>



This year, we dive deeper into a few chapters from our 2020 report to explore how they manifested in the past year of perpetual disruption.

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

Wellbeing in the workplace has long been the hot topic, but COVID-19 brought home the importance of having healthy employees, mentally and physically. In fact, well-being was

ranked the third most important trend in our 2020 Deloitte Namibian Human Capital Trends study.<sup>iv</sup>

In the midst of the COVID-19 pandemic, organisations redirected resources towards making work safe and keeping employees healthy: moving employees into remote work arrangements, implementing testing and contact tracing strategies for onsite workers, and for the 65.9% of Namibian organisations that did not have policies for extreme events in place, they focused on establishing new programs for emergency medical leave, childcare, and physical, mental, and financial health.<sup>iii</sup>

Therefore, organisations that were able to embrace *purpose* in this time of uncertainty anchored their employees, teams and leaders to a common understanding of what they want to accomplish. This merge can develop by integrating physical, mental, financial and social health into the design of work itself, rather than addressing these needs with adjacent programs.<sup>i</sup>

In 2019 and 2020 we saw the importance of strengthening the tie between employees and enforcing their need to belong to an organisation.

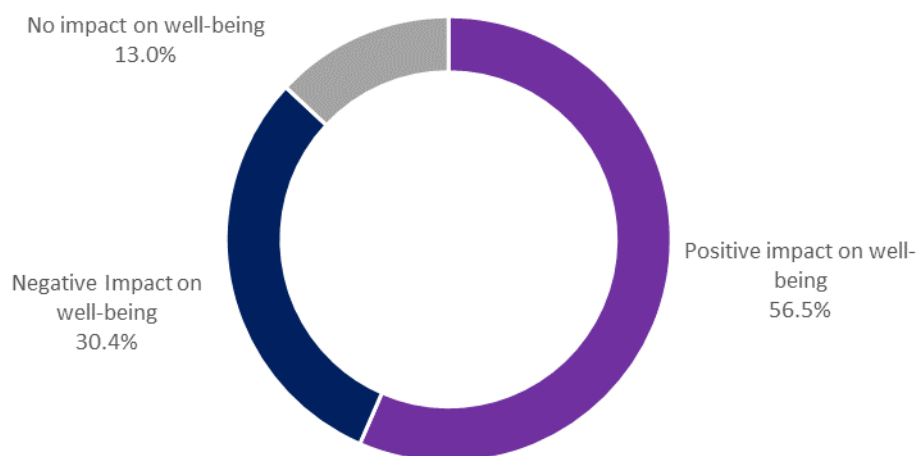
### Deloitte Namibia Human Capital Trends 2021

In 2020 the situation was not different, but for organisations to move from survive to thrive, we in fact no longer need “work-life balance,” but to integrate the two completely.<sup>i</sup> We are seeing this shift in Namibia, with 56.5% of respondents stating that the shift to remote work had a positive impact on employee well-being (Figure 6).<sup>i</sup>

Virtual work is only one example of integrating work and well-being efficiently in Namibia. Organisations might need to look for other ways to build well-being into work, like considering actions, policies, and mandates at three levels— individual, team, and organisational, and across all five environments; cultural, relational, operational, physical and virtual. There are a variety of actions organisations can take to integrate well-being into work (figure 7).

How did your current remote or virtual work practices impact well-being?

FIGURE 6






Source: Global Human Capital Trends Survey, 2021



FIGURE 7

**Organisations can take a variety of actions to integrate well-being into work**

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

Source: Deloitte analysis.

## Revisiting Potential Superteams and maximising workforce potential

To swiftly reorient goals and operations during the COVID-19 pandemic, we have seen organisations turn to teams and teaming as the go-to element for organisational performance.<sup>i</sup>

Teaming became a life raft for talent and organisational strategies during COVID-19 because teams were built for adaptability rather than predictability and stability.<sup>i</sup> Going forward organisations that understand and activate workforce potential will in turn be better able to capitalise on human skill and achieve organisational speed and agility.

In order to thrive, organisations will have to reimagine work and turn to superteams using technology to enhance natural human ways of working, rather than replacing them all together. 53.2% of Namibian respondents said they would focus on reimagining work going forward, as opposed to only 29.5% before the pandemic.

To create an environment where superteams flourish, executives should consider setting bold goals, avoiding the instinct to use technologies only as an enabler for the work you already do but to take a broader view of technology’s transformative potential to elevate the impact it can have on work and lastly, make the creation of superteams a cross-organisational priority, leveraging the best thinking from HR, IT, and the business.<sup>i</sup>

## Beyond Reskilling: Unleashing workforce potential

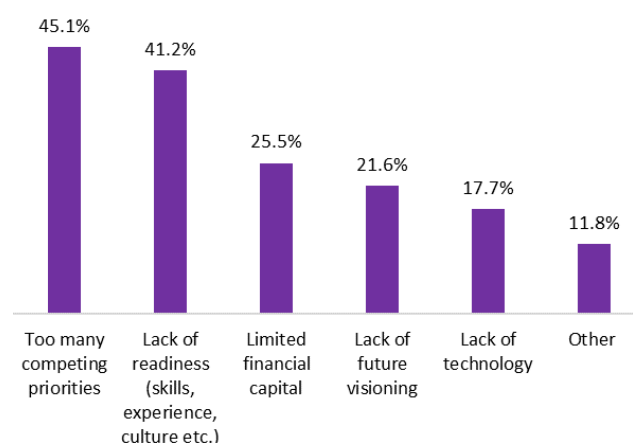
Last year we encouraged organisations to consider an approach that treats workforce development as a strategy for building worker and organisational resilience - equipping workers, and thus the organisation, with the tools and strategies to adapt to a range of uncertain futures in addition to reskilling them

Deloitte Namibia Human Capital Trends 2021 for near-term needs.<sup>iv</sup> Then, in 2020, the situation left organisations without much of a choice but 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, the events of the last year propelled organisations into thinking about workforce potential and opportunities and it helped us understand the importance of worker potential and choice.<sup>i</sup>

Namibian respondents identify “the ability of their people to adapt, reskill, and assume new roles” and “building a culture that celebrates growth, adaptivity and resilience” as the two most important actions needed to transform work and navigate future disruptions. However, too many competing priorities (45.1%), as well as the lack of readiness in terms of skills, experience and culture (41.18%) are hindering organisations from achieving this transformation. Namibian organisations will need to prioritise readiness and an organisational culture that supports workforce potential development in order to transform the workplace in the near future.

FIGURE 8

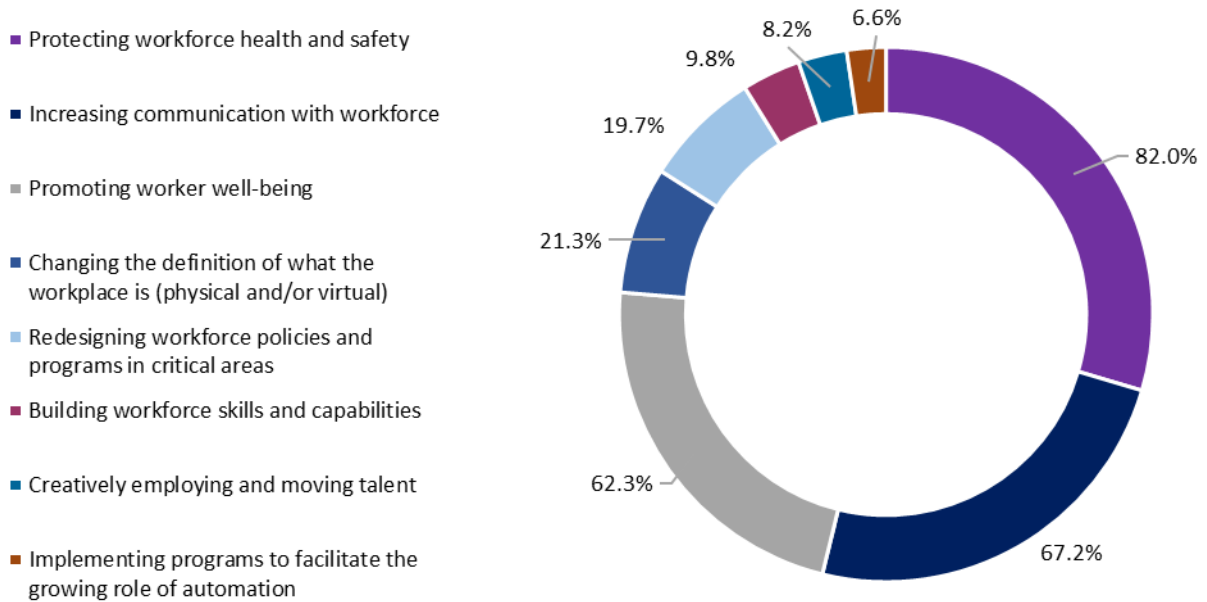
The main barriers preventing Namibian organisations’ ability to transform work



Source: Global Human Capital Trends Survey, 2021

FIGURE 9

The top areas where your HR organisation made an impact during the COVID-19 pandemic



Source: Global Human Capital Trends Survey, 2021

### Revisiting Perspective Governing Workforce Strategies: Setting new directions for work and the workforce

The need for organisations to better understand their workforce is under urgent pressure from health, economic, and social challenges.<sup>i</sup>

These challenges have aggravated an employer-workforce information gap that our research identified more than a year ago. Ninety-seven percent of respondents to our 2020 Deloitte Global Human Capital Trends survey stated that they need additional information on some aspect of their workforce. Only 11% of organisations said

they were able to produce information on their workforce in real time—a statistic that was astounding even before organisations were forced to make a series of immediate pandemic-driven decisions about their workforce.<sup>ii</sup>

In order for organisations to thrive in these uncertain times, they should look at harnessing workforce potential by developing and acting on forward-looking insights, using real-time data. Furthermore, organisations have been prompted to shift their approach from preparedness and planning for likely and incremental events, to anticipating unlikely, high-impact events and considering multiple possible scenarios.

The need for organisations to ask fundamentally new questions that can inform bold decisions

around critical human capital risks and opportunities, even as uncertainty about the future of work, the workforce, and the workplace persists is as important as ever.<sup>iv</sup>

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

The outbreak of COVID-19 gave many Human Resource (HR) organisations the opportunity to better address organisations’ workforce and business issues. Workforce issues became central business issues as organisations, workers, and leaders strove to adopt new mindsets and ways of working. This compelled human resource functions across sectors and geographies to quickly and creatively solve both workforce and business problems.

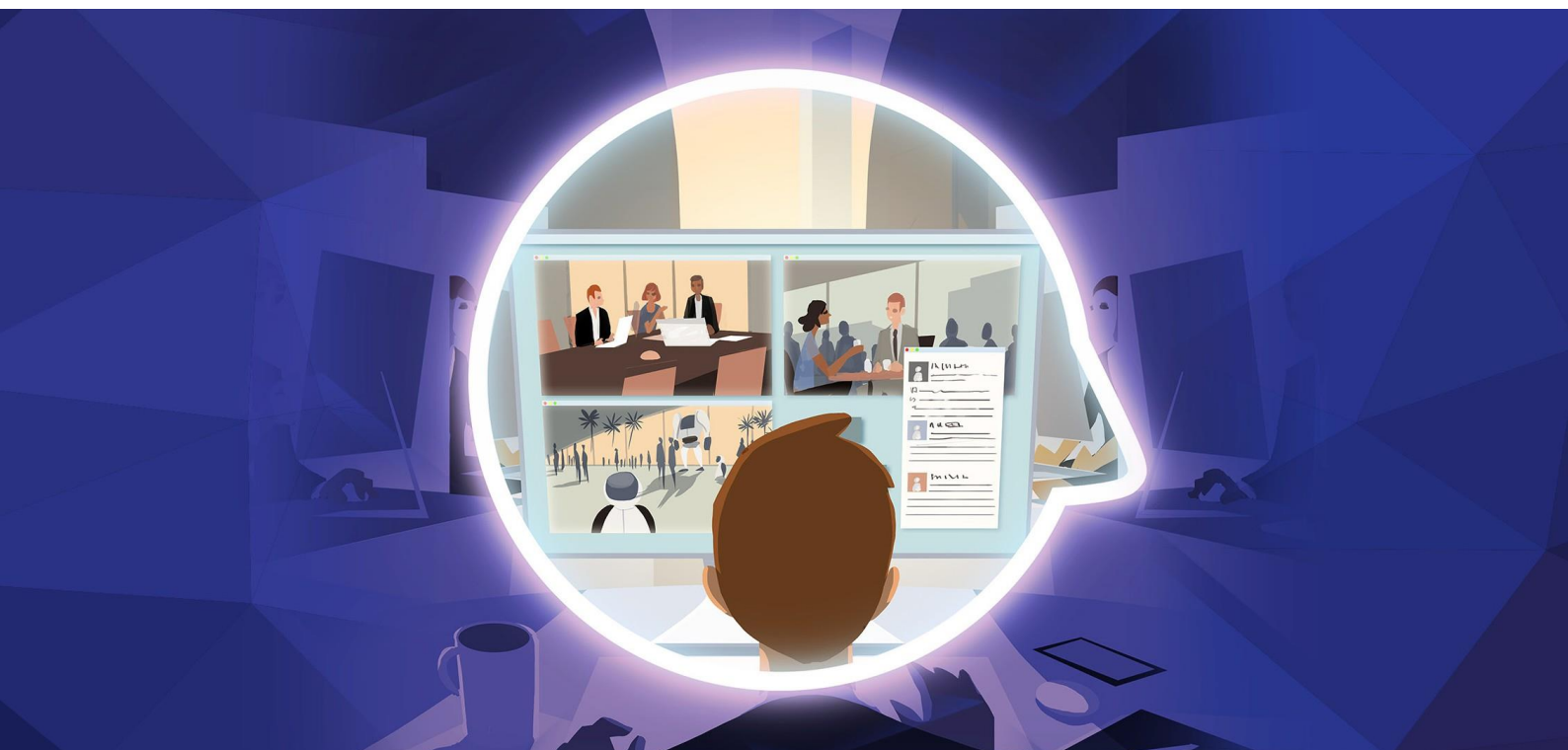
In doing so, many demonstrated a shift away from their traditional role of standardising and enforcing workforce policies to a new responsibility of orchestrating work in an agile fashion across the enterprise.<sup>i</sup>

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There is a clear indication that HR professionals made a positive impact during the COVID-19 pandemic in three specific areas, namely: protecting workforce health and safety, increasing communication with the workforce and promoting worker well-being (Figure 9).

It is also reassuring to see that the way in which HR handled the past year of uncertainties has raised trust and confidence in their ability to navigate the changes in the next three to five years, with 87.1% of Namibians saying they are confident in their organisation’s HR abilities going forward.

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 realise its true potential as an architect of work.



# In conclusion

If the past year has shown us anything, it's that putting people at the heart of an organisation's decisions about work and the workforce pays off in the ability to better stay ahead of the inevitable disruption. Putting that ability into practice entails thinking about work and the workforce in terms of purpose, potential, and perspective to build an organisation that can thrive in an unpredictable environment with an unknown future. Leaders are encouraged to find ways to create a shared sense of purpose that

mobilises employees to pull strongly in the same direction as they face the organisation's current and future challenges. They should learn to trust people to work in ways that allow them to fulfill their potential, offering workers a degree of choice over the work they do to align their passions with organisational needs. Leaders should also embrace the perspective that reimagining work is key to the ability to achieve new and better outcomes in a world that is itself being constantly reimagined.



# Endnotes

This Namibian Human Capital Trends Report is based on the Global Human Capital Trends report, also referenced below.

- i. ["2021 Global Human Capital Trends, The social enterprise in a world disrupted: Leading the shift from survive to thrive,"](#) Deloitte Global, December 10, 2020
- ii. ["2020 Global Human Capital Trends, The Social enterprise at work: Paradox as a path forward,"](#) Deloitte Global, May 18, 2020
- iii. ["COVID-19 Flash Survey Results: The Namibian situation,"](#) Deloitte, March, 2020.
- iv. ["2020 Global Human Capital Trends, The Social enterprise at work: Paradox as a path forward,"](#) Deloitte Namibia, July, 2020

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