

Framing the challenge: Think like a researcher



Introduction

Our 2023 Global Human Capital Trends survey data shows that 59% of respondents expect to focus on reimagining the way they work in the next 2-4 years, which represents a 2x increase from pre-pandemic levels.

As we look forward to the decade ahead, lessons from the past few years are still top of mind, including how business realities can change in an instant. Without an option to return to the past or go back to business as usual, organizations and workers must traverse this new landscape together, calling on a new set of fundamentals to navigate the boundaryless world.

The reality is, when leading in this boundaryless world - work, organizations and workers should activate their curiosity, looking at each decision as an experiment that will expedite impact and generate new insights. Differentiation and winning will come from challenging orthodoxies, operating with humility and empathy and learning from new information so one can refine as quickly as possible.

In this summary we share Namibian's perception on this important trend.

To access the full Deloitte 2023 Global Human Capital Trends Report, please follow the link [New Fundamentals for a Boundaryless World](#).



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Navigating the End of Jobs





Navigating the end of jobs

Skills replace jobs as the focal point for matching workers with work

The concept of the job – a predefined set of functional responsibilities assigned to a particular worker – is so ingrained in how organizations operate that it's hard to imagine any other way of managing work and workers.

Yet, a lot of organizations are beginning to imagine work outside of the job – redefining work by increasingly basing workforce decisions on skills – not formal job definitions, titles, or degrees. This is driven by several factors:

- *Performance Pressure* – A skills-based approach boosts the efficiency and effectiveness of workers by better aligning workers with work that fits their skills and capabilities.
- *Increased focus on equitable outcomes* – A skills-based approach helps promote diversity and equity in the workplace.

- *Need for agility* – A skills-based approach improves organizational agility by enabling workers to be quickly deployed – or redeployed based on their skills and the works that needs to be done, irrespective of job title or functional area.
- *Talent Shortage* – Focusing on skills helped alleviate talent shortages by providing a more expansive view of the work people can do, without limiting them to specific backgrounds.

Over 65% of respondents stated that organizations would invest in upskilling or reskilling workers to develop the talents that they need to align organizations with the needs expressed.

A skills-based approach doesn't aim to exert more control over individuals through micromanagement, but rather grant workers autonomy to decide what they want to pursue. To thrive, organizations should trust workers to utilize their skills and potential, instead of relying on their past credentials and work history.

The Namibia Readiness Gap

In Namibia, over 60% of respondents felt that matching worker skills with organizational priorities in ways that are not defined by formal job responsibilities is very important for their organizations' success, but they are hindered due to **Culture, Rate of Change and Lack of Funding** which over 36% of respondents listed as their top three obstacles to transforming into a skills-based organization.

What can Namibian leaders do in response to this trend?

Survive. Thrive. Drive.

Survive <i>Remain viable in the marketplace</i>	Thrive <i>Differentiate to gain competitive advantage</i>	Drive <i>Lead the market by radically innovating and transforming</i>
<ul style="list-style-type: none">• Deconstruct work to its lowest level and define work outcomes to align with business priorities• Inventory current skills in critical workforce segments• Create a work architecture by mapping work to skills to jobs• Pay for hot skills versus priority jobs• Link skills to learning to unlock workforce potential• Increase access to talent through screening criteria that emphasize skills over job history	<ul style="list-style-type: none">• Expand skills inventory with a greater focus on future skill needs• Define broad work clusters based on outcomes or challenges to be solved• Establish an internal talent marketplace to match workers to work and learning• Refocus leaders on managing to outcomes, not job-based tasks	<ul style="list-style-type: none">• Extend the talent marketplace to include your entire workforce ecosystem (internal and external workers)• Involve workers in cocreating their own customized work experiences• Use skill adjacencies and AI for emerging work, reskilling opportunities, and career progression• Set compensation based on a worker's skills and outcomes achieved• Transform talent management so that all practices are skills-based



Powering Human Impact with Technology





Powering Human Impact with Technology

Technology contributes to making work better for humans and humans better at work.

New workplace technologies are emerging that don't just augment human workers but help them improve their own personal and teaming capabilities – helping humans become better humans and teams become better teams.

It's technology supporting human in countless ways to foster new behaviours and help workers become better versions of themselves.

The relationship between intelligent technology and works has evolved significantly over time – first, automating monotonous tasks to augmenting a workers' function. However, emerging technologies now help workers improve who they are, enabling them to become better people and teams.

These innovative technologies are reshaping the boundaries of how we define and improve human, team, and organizational performance. Leveraging principles from psychology, anthropology, sociology, and behavioural sciences, these innovative technologies are reshaping the boundaries of how we define and improve human, team and organizational performance.

Intelligent devices powered by AI, in particular, are providing an ever-growing volume of performance-related information to enhance human impact at work.

To realize this value, organizations need to move away from outdated views of technology as a productivity enhancer and embrace the potential of intelligent technologies to enable human and team impact. Over 38% of respondents believe that increased worker engagement and well-being of the workforce are benefits reaped from enabling teams, humans, and technology to drive outcomes.

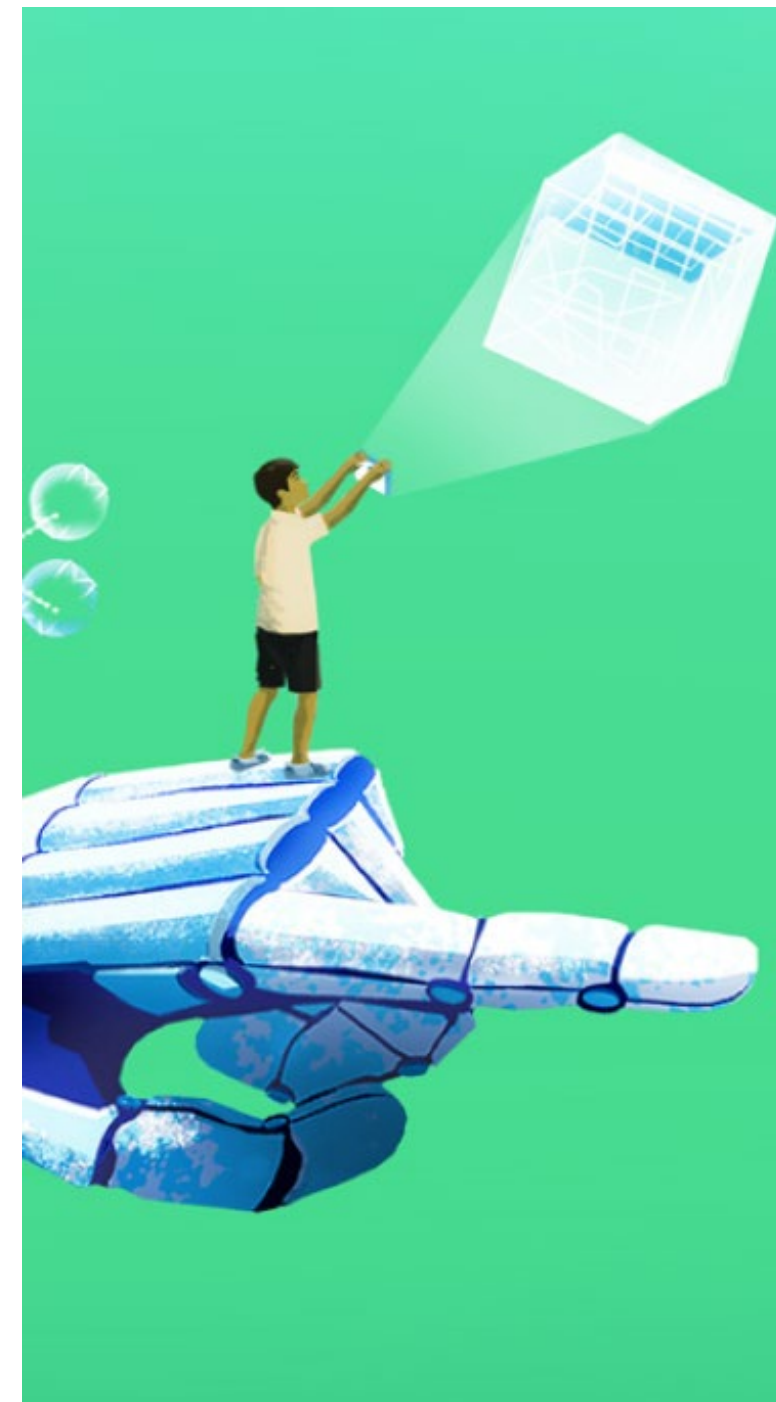
The Namibian Readiness gap

In the Namibia space, over 53% of business leaders believe that organizations are ready to use technology to increase work and team performance and over 68% agree that using technology to improve work and team performance outcomes are very important to their organizations' success— however, around 50% of respondents believe that the Rate of Change are barriers in enabling teams, humans, and technology to teams, to drive outcomes.

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<ul style="list-style-type: none">• Understand how the technology in place impacts the workforce experience as you automate and augment work• Remove technology barriers for cross-team collaboration• Define measures of success for team performance, inclusive of technology	<ul style="list-style-type: none">• Incorporate nudging technology in your digital transformation journey• Prioritize the “moments that matter” for human-technology collaboration, and the investments needed to address them• Understand and address risks of humans and technology working together (e.g., configure technology to mitigate unconscious bias)	<ul style="list-style-type: none">• Embed purpose into the enterprise tech strategy by choosing technologies whose functionality and capability help enable the organization’s purpose• Enable technology-driven insights on human performance, which contribute to development opportunities and performance recognition decisions• Measure technology investments against their ability to improve worker and team performance and human outcomes (e.g., well-being, engagement)



Activating the Future of the Workplace





Activating the future of workplace

The workplace evolves to be an input to the work itself

The disruption of COVID-19 forced organizations to quickly rethink how to connect and engage workers in virtual and hybrid work environments and embrace the possibilities of a boundaryless workplace. However, a push remains to get workers back into the office. Moving forward, leaders should focus on the design and practice of work itself, which will dictate the mix of physical and digital workplace required to meet business outcomes.

The shift to a boundaryless workplace is driven by two main factors:

- Worker Agency
- Technological advancement

Worker sentiment has shifted, and workers are advocating for workplace models that best support their needs and well-being.

As organizations reimagine the workplace in a post-pandemic world, the result is not a single location or one-size-fits-all solution, but a variety of capabilities and spaces that support different ways of getting work done. This reimagination is not just limited to knowledge workers, but also extends to frontline workers.

Technology is also advancing rapidly as an essential component of workplace design, which goes beyond collaboration tools and now includes a vast array of work-related technologies, with the most prominent example being the metaverse and unlimited reality.

In the relationship between work and workplace, the work must lead. The workplace should become an input into the work itself, focused on the outcomes or value aligned with business strategy. Organizations that put work at the centre of their workplace design efforts will have the best chance of achieving superior results.

The Namibian Readiness Gap

Locally, over 56% of respondents stated that workers are negotiating work locations or virtual workplaces, addressing the trend of a boundaryless work world. Respondents also stated that around 50% of workers are negotiating the time that they do work.

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<ul style="list-style-type: none">• Deconstruct work to its lowest level and define work outcomes to determine where work would best be performed• Consider <i>how</i> workers interact, not just <i>where</i>• Inventory your current workplace, including digital and physical sites and how and why each is used	<ul style="list-style-type: none">• Design your workplace experience with work at the center• Give a voice to workers and teams about how to foster more connectivity, collaboration, and innovation through workplace design• Pilot new workplace approaches and gather worker feedback• Design your workplace ecosystem to allow for a seamless transition between physical, digital, and hybrid workplaces	<ul style="list-style-type: none">• Take an agile approach to improving the workplace experience, including continuous assessment of breakthrough technologies• Lead the intersection of ESG and human risk with workplace design• Cultivate openness among leaders to workplace experimentation and change





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