



The social enterprise in a world disrupted

Leading the shift from survive to thrive

2021 DELOITTE SOUTH AFRICA HUMAN CAPITAL TRENDS

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Contents

Foreword.....	4
Introduction	7
Diving Deeper: Five workforce trends to watch in 2021	2
Designing work for well-being	4
Beyond reskilling	10
Governing workforce strategies.....	20
A memo to HR	26
Leading forward.....	35
Appendix: Survey demographics	43
End Notes	48
About the authors	49
External contributors	52
Contacts.....	53

Foreword

In our 2020 South Africa human capital trends report entitled The Social Enterprise at work: Paradox as a path forward, we challenged organisations to re-examine whether humanity and technology were truly in conflict and consider how it is possible to resolve the seeming paradox of finding ways to remain distinctly human in a technology-driven world. During 2020, we have seen how the COVID-19 pandemic has exacerbated the speed and scale of shifting to leveraging technologies practically for humans to engage, collaborate and operate as a true social enterprise.

The world has changed – and so has our approach to Deloitte’s South Africa human capital trends research. Our 2021 report focuses on understanding what characteristics can support organisations in their shift from survive to thrive by revisiting a subset of key trends from the 2020 research, as well as critical strategies to help leaders prepare for – and thrive – in the face of future disruptions.

For this year’s report we partnered with some of our own South African CHROs and included their contributions. Our engagements with the CHROs provided real experiences and unique insights into their organisations and understanding how they operate as true social enterprises. Thank you for sharing your experiences and insights:

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We hope that our readers find our 2021 South Africa Human Capital Trends Report titled: The social enterprise in a world disrupted: Leading the shift from survive to thrive, insightful as we shift from survive to thrive.



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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 ORGANISATION 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 organisations around the world to enact radically new ways of working and operating amid the pandemic’s human and economic impacts. Organisations had to respond to a sudden, unforeseen crisis whose rapidly changing nature confounded efforts to predict and plan for events. The pandemic brought into sharp relief the pitfalls of strategies that envision moving from point A to point B on a static path, and that assume that one has years, not months or weeks, in which to rethink outdated views and establish a new set of truths. As we all learned the hard way, in an environment that can shift from moment to moment, the paths and time frames to achieving one’s goals must shift as well.

Having a plan to deal with the unexpected, as important as it is, isn’t all organisations 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*.

In a world of perpetual disruption, a focus on surviving restricts one’s aspirations to accepting each new reality and working within it to accomplish what an organisation has always done.

A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organisation will revert to “business as usual” once the crises are over. Organisations 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 organisations toward welcoming each new reality and using it to reimagine norms and assumptions in ways that were not possible before. A thrive mindset recognises that disruption is continuous rather than episodic and embraces disruption as a catalyst to drive the organisation forward. Organisations 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 is our view that the shift from survive to thrive depends on an organisation becoming—and remaining—distinctly human at its core. This is not just a different way of thinking and acting. It is a different way of being, one that approaches every question, every issue, and every decision from a human angle first. This is 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 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.

Preparedness stems from a “thrive” mindset

In the 2021 Deloitte South Africa Human Capital Trends report, we set out to understand what characteristics can support organisations in the shift from survive to thrive. 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?

To find out, we surveyed South African professionals occupying roles as Board Members, C-Suite, Executives including CHROs and Senior Management across various industries and sectors. We asked them about their experiences since the pandemic began, seeking to understand how the crisis affected the way they viewed organisational preparedness, the challenges and opportunities they expected to face in future disruptions, and their plans for approaching work transformation strategies moving forward.

Adding to these experiences, we interviewed a number of South African CHROs to understand their specific experiences over the last year and have included their insights in this year’s report. From this research, we learned that the organisations that were best prepared for the COVID-19 crisis were already adopting a “thrive” mindset of using disruption as an opportunity to propel the organisation forward. The 15% of executives who said that their organisation was “very prepared” for the pandemic were 2.2 times more likely to pivot investments for changing business demands. The “very prepared” group was also twice 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 three times more ready to leverage worker adaptability and mobility to navigate future disruptions.

While it may not be obvious, these last findings highlight that organisational 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. It means perpetually cultivating resilience, courage, judgment, and flexibility in order to navigate a turbulent reality. And it means taking the creativity unleashed by the need to survive a crisis—the creativity that is a hallmark of being human—and using it to reinvent the organization and its future. COVID-19 proved that people and organisations 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

In contrast to the idea that disruption can be a catalyst for reinvention, many human capital topics, and particularly those we’re exploring in more depth in this report, have traditionally been approached through discrete programmes and initiatives. As organisations 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 organisation to flourish. In the following chapters, we dive deeper into five topics we wrote about in our 2020 Deloitte South Africa Human Capital Trends report to further explore how organisations can bring out the human strengths that make organisational thriving possible:

- **Integrating workers’ physical, mental, financial, and social health into the design of work itself rather than addressing well-being with adjacent programmes.** Embedding well-being into work design helps workers experience well-

being while they do their work, not just when they're away from it.

- **Capitalising on worker agency and choice as the means to drive learning, adaptability, and impact.** Giving workers more control over what work they do and what learning experiences to pursue can increase their engagement because it allows them to focus their efforts on things that truly matter to them.
- **Creating teams and superteams that use technology to enhance natural human ways of working.** The thoughtful use of technology makes it possible to change the nature of work so that it makes the most of people's distinctly human capabilities.

- **Developing and acting on forward-looking insights using real-time data to harness workforce potential.**

Understanding the workforce is the first step to aligning their behaviour with organisational objectives in ways that recognise workers' needs, develop their capabilities, and respect their values and those of the organisation.

- **Shifting HR's role from standardising and enforcing workforce policies to a new responsibility of re-architecting work across the enterprise.** For an organisation to truly become human at its core, HR must take the lead in embedding human considerations into every aspect of work, collaborating with business and other functional leaders to reimagine the what, why, who, and how of work across the entire organisation.



DIVING DEEPER

Five workforce trends to watch in 2021





Designing work for well-being

The end of work/life balance

WHILE EXECUTIVES HAVE LONG RECOGNISED THAT WELL-BEING IS IMPORTANT, THE COVID-19 PANDEMIC BROUGHT HOME HOW SIGNIFICANT IT REALLY IS. ORGANISATIONS SUDDENLY FOUND THEMSELVES CALLED UPON TO PRIORITISE 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. RECOGNISING THE INEXTRICABLE LINK AMONG OUR WELL-BEING, OUR WORK, AND OUR LIVES HAS LED MORE ORGANISATIONS TO THINK DEEPLY ABOUT WAYS THEY CAN DESIGN WELL-BEING INTO WORK ITSELF SO THAT BOTH WORKERS AND THE ORGANISATION CAN THRIVE MOVING FORWARD.

Shifting realities

Well-being was rising on the organisational 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 organisation'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. Organisations took quick action to redirect resources towards making work safe and keeping

workers healthy: moving workers into remote work arrangements, implementing testing and contact tracing strategies for onsite workers, and establishing new programmes for emergency medical leave, childcare and eldercare support, and physical, mental, and financial health.

As the pandemic went on, well-being remained paramount in organisational 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. Some organisations took extraordinary measures to safeguard worker well-being: Delta Air Lines, for example, allowed 5,000 workers at higher risk for COVID-19 to stay at home during the pandemic, with full pay and medical benefits.¹

In August 2020, Jen Fisher, Deloitte US's chief well-being officer, posted a LinkedIn message that asked leaders to share the strategies and practices they were piloting to influence well-being in their organisations. The post, which garnered more than 500 reactions and 200 comments in a few days, revealed an expanding organisational focus on well-being. Leaders of organisations, large and small said that they were tailoring their well-being efforts to various worker segments' needs instead of taking a one-size-fits-all approach; finding new ways to allow workers to disconnect and recharge organisation-wide; and focusing on equipping workers with the mental, emotional, and social skills needed to not just cope, but adapt and thrive.

What was most exciting to us in the reactions to Fisher's post, however, were the examples of organisations designing well-being into work itself. We heard from organisations that were complementing well-being programmes adjacent to work with efforts to embed well-being into the work. Some organisations were focusing on building digital wellness and productivity, while others were managing capacity at both the individual and team levels, and still others were encouraging job crafting—giving individuals autonomy to make meaningful decisions about what and how they contribute to the organisation. One example of such actions is Starbucks' approach to designing its partners' (baristas') work: A partner can expect their work schedule to be posted two weeks in advance, and if a partner has more than an hour-long commute, Starbucks works to transfer them to a closer store.

Our 2021 perspective

Seven in ten executives responding to the 2021 Deloitte Global Human Capital Trends survey told

us that their organisation'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.⁶

The importance of work design in supporting remote work arrangements going forward has come to the fore at many organisations. 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). Programmes adjacent to work, such as enhanced corporate benefits and new well-being resources, fell to the back of the list as executives prioritised 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.

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. Organisations that integrate well-being into the design of work at the individual, team, and organisational levels will build a sustainable future where workers can feel and perform at their best.

The importance of work design in supporting remote work arrangements going forward has come to the fore at many organisations.

When we asked surveyed executives what factors were most important to sustaining remote work, the overwhelmingly chose options related to the design of work (figure 1).

South African executives highlighted an even stronger preference for allowing for personal choice in determining how work gets done compared to their global counterparts. South African executives also rated providing home access to internet and needed technologies higher than global executives, indicating the importance of assisting employees with the necessary infrastructure to work effectively and productively at home. From a South African perspective, it was

evident that not all employees' home setups are as conducive to work from home as may be in other parts of the world, with some workers being more reliant on office connectivity and workspaces. This was especially evident in the younger or junior workforce. Consequently, some employees have found that ergonomic challenges in their home workspaces affected their physical health, and some, experienced more stress due to connectivity difficulties.

Workers told us that the top three objectives of work transformation should be improving the customer experience, reducing cost, and increasing innovation.

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?

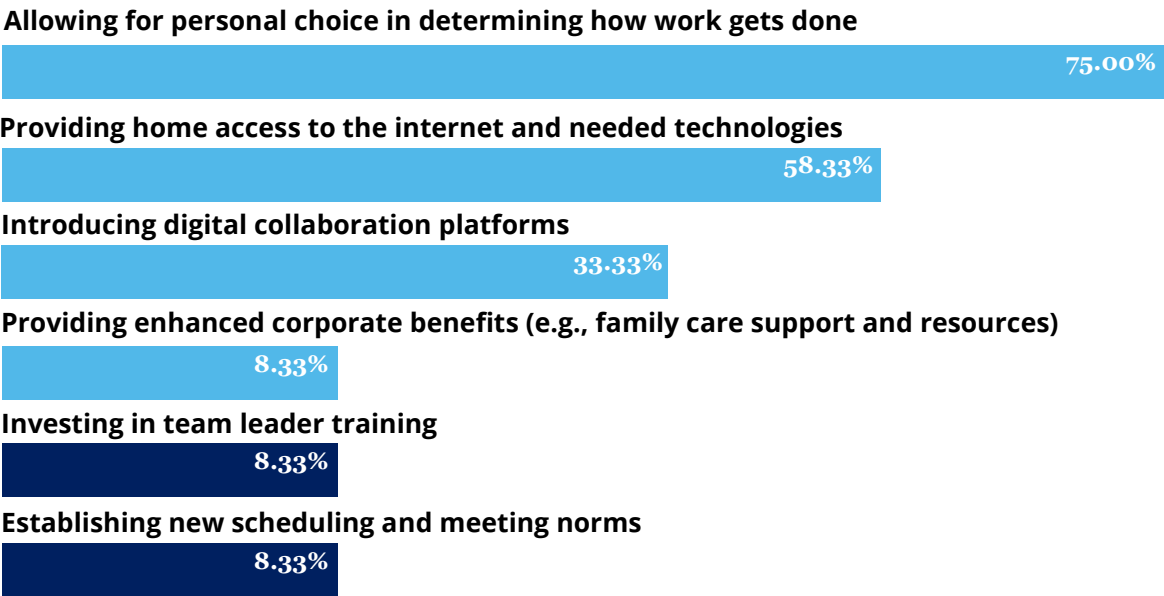


FIGURE 2

Workers prioritise transforming work for well-being more highly than executives

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

Rank	Senior executives	Individual workers
1	To improve the customer experience	To improve the customer experience
2	To increase innovation	To reduce cost
3	To grow market share	To increase innovation
4	To do new work	To increase capacity
5	To increase capacity	To improve worker well-being
6	To reduce cost	To grow market share
7	To increase social impact	To do new work
8	To improve worker well-being	To increase social impact
9	To improve quality	To improve quality

Note: n=28 (Senior executives), n=15 (Individual workers)

Source: The 2021 Deloitte Global Human Capital Trends survey.

That said, we also found a continuing disconnect between employers and workers when it comes to prioritising well-being in work transformation efforts. We asked both senior business and HR executives and individual workers to answer the same question: “What are the most important outcomes you hope to achieve in your work transformation efforts in the next one to three years?” Workers told us that the top three objectives of work transformation should be improving quality, increasing innovation, and improving worker well-being (figure 2). But improving well-being was the second-to-last outcome identified by executives, with only “increasing social impact” receiving fewer votes. In a world where organisations are increasingly expected to deliver impact beyond shareholders to all stakeholders, executives who deprioritise well-being as a goal of work transformation are missing a huge opportunity.

Globally, workers told us that the top three objectives of work transformation should be improving quality, increasing innovation, and improving worker well-being.

From a South African perspective, the picture looks slightly different. South African executives agreed with global executives on deprioritising improving worker wellbeing to second last importance. However, South African workers rather prioritised improving customer experience, reducing cost, increasing innovation, and increasing capacity above improving worker wellbeing. Ironically, both employees and executives will need to reprioritise improving worker wellbeing to achieve their current identified priorities, as holistically well employees are far more able to creatively problem-solve, look after their customers and to grow market share.

Globally, HR executives were slightly more deliberate than non-HR executives about focusing on well-being as an important outcome of work transformation, with 20% of HR executives selecting it as a priority compared to 15% of non-HR executives. Similarly, in South Africa, HR executives were also slightly more deliberate in prioritising well-being than non-HR executives as an important outcome of work transformation.

However, the percentage gap is smaller, for HR executives prioritising improving worker well-being at 22% and non-HR executives at 20%. This could be due to executives coming to learn the importance of well-being.

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 organisation'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.^{3**} For example, the "right to disconnect" concept, which prompted a 2017 French law limiting the extent to which workers can be required to answer phone calls and emails during nonwork hours, recognises that 24/7 access to emails and texts encourages an expectation of being "always on" that can compromise worker well-being.⁴ An innovative example of how technology can help counteract this problem is Daimler AG's optional email functionality, "Mail on Holiday," that automatically deletes incoming messages while people are taking time off. During that time, the system sends autoreplies that suggest alternative people to contact or prompt the sender to get back in touch when the worker returns.⁵

Technology leaders can take the imperative to design enabling technologies for well-being one step further by introducing new technologies to boost workers' health, performance, and quality of life. Such technologies could include "emo tech" to help people develop self-awareness and emotional regulation; "collaboration, presence, and trust tech" to help people build deeper group connections; and "well tech" that helps people maintain and optimise health and cognition to support general well-being.⁶ Technologies such as these can improve well-being by allowing workers to better eliminate distractions, ease anxieties, connect with others, build presence and trust, and learn faster.

Emerging priorities

Organisations looking to build well-being into work should consider actions, policies, and mandates at three levels—individual, team, and organisational:

- **Individual:** Workers should take the initiative in setting their own boundaries and making their well-being needs understood. They should influence the prioritisation and design of well-being by participating in the development of flexible and responsive policies and practices that balance individual needs with those of the team and the organisation.
- **Team:** The power of teams comes from their ability to connect people with each other to unleash their collective capabilities. Tapping into those capabilities requires team members to understand and honour each individual's well-being needs to create an environment in which the team can perform at its best.
- **Organisational:** Leaders have a responsibility not only to invest in and promote well-being, but also to commit to it by designing well-being into work and making well-being a consideration as important as any other factor that affects the bottom line.

By reinforcing their efforts across all three levels, organisations can harness well-being to drive improved outcomes in areas such as customer satisfaction, organisational brand and reputation, innovation, and adaptability.

Organisations should also consider the environments in which they're designing work, as work increasingly crosses cultures, geographies, functions, and physical and virtual workspaces. The suggestions below offer a starting point for leaders to think through what changes they can make in five environments across the three levels:

- **Cultural:** Building well-being into social behaviours and norms
- **Relational:** Fostering well-being in relationships among colleagues
- **Operational:** Including well-being in management policies, processes, and programmes
- **Physical:** Designing the physical workspace to facilitate well-being
- **Virtual:** Designing new technologies and virtual workspaces for well-being

FIGURE 3

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

	Organisational	Team	Individual
 Cultural <i>Building well-being into social behaviours and norms</i>		Model well-being behaviours such as taking micro-breaks or only making certain meetings video-focused	Be proactive and vocal about well-being needs
 Relational <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
 Operational <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	
 Physical <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	
 Virtual <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

There are a variety of actions organisations can take to integrate well-being into work (figure 3).

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 organisation 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 organisation can successfully design well-being into work, well-being becomes indistinguishable from work itself, embedded across all organisational levels and environments to not only drive and sustain human performance, but also human potential.



Beyond reskilling

Unleashing worker 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 THESE 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 ORGANISATIONAL NEEDS, WORKERS CAN FULFILL THEIR POTENTIAL IN WAYS THAT LEADERS MAY NEVER HAVE KNOWN THEY COULD, POSITIONING THE ORGANISATION TO THRIVE IN THE LONG-TERM. ADDITIONALLY, ENABLING WORKERS TO DEVELOP DIGITAL FLUENCY CAPABILITIES CAN INCREASE WORKER POTENTIAL AND ABILITY TO NAVIGATE THE NEW COMPLEXITIES.

Shifting realities

Last year, we called on organisations 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 organisations, workers, and leaders build the resilience required to navigate perpetual change. Furthermore, whilst focusing on diversifying skills, the importance of cultivating enduring human capabilities (also sometimes referred to as ‘soft skills’) shifted to a key priority in order to

enable workers to build digital fluency capability and respond to fast changing contexts. Then, organisations were faced with a pandemic that accentuated the scale of the impact disruption can have on organisations and the workforce. During the COVID-19 crisis, organisations 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.’”⁷ We are seeing an explosion of creativity and the power of worker potential during the COVID-19 pandemic. Automotive workers used 3D scanners and computer simulations to retool their assembly lines to manufacture ventilators for COVID-19 patients.⁸ Beverage companies partnered with government organisations to clear administrative hurdles in order to rapidly produce and distribute hand sanitiser.⁹ And clothing manufacturers adapted production lines to make much needed surgical garments.¹⁰

In the months of extended crisis recovery, executives 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 South Africa Human Capital Trends survey, executives identified “the ability of their people to adapt, reskill, and assume new roles” as the top-ranked item to navigate future disruptions, with 77% selecting it as the most important or second most important factor. A further 54% of South African executives (13% higher than the 41% of the global trends results) indicated that building workforce capability through upskilling, reskilling, and mobility is one of the most important actions they are taking to transform work. Yet only 14% say their workers are *very ready* to adapt, reskill, and assume new roles. Furthermore, only 11% of executives indicated that building workforce skills and capabilities was a focused area where their HR businesses made an impact during the first year of the Covid-19 pandemic, reflecting the urgency of shifting the focus on preparing workers and providing platforms and support to effectively reskill workers. These focus areas would need to include both skills and enduring human capabilities to support connecting people and enabling innovation effectively. For optimal digital fluency, workers need to demonstrate capability powered by the right mindset, key attributes and the ability to manage complexity in order to facilitate the next level of value creation in a digitally disrupted, innovative world.

OUR HYPOTHESIS: EMPOWERING WORKERS WITH AGENCY AND CHOICE CREATES MORE VALUE THAN OVERLY PRESCRIPTIVE APPROACHES

Organisations 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 organisations that take a prescriptive approach to filling skills needs.

Our 2021 perspective

In our view, the most important way that organisations 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 organisations 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 organisations 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 organisations and ecosystems evolve.

Tswelopele Kodisang, Chief People Officer at Discovery explained how the organisation has experienced increased levels of productivity and an unexpected demonstration of innovation as workers responded to opportunities and challenges facing the financial services and insurance industry during the pandemic¹¹.

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.¹² 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 organisation.

Opportunity marketplaces benefit organisations 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 organisation to more quickly identify and redeploy workers against critical business priorities. At the same time, workers who can do what matters to them become more motivated and more engaged.

Jeanette Modise, Chief Executive Human Resources at Sanlam echoed this sentiment and explained how introducing an internal talent marketplace will reduce the pressure of solely relying on advanced talent acquisition strategies in a highly competitive market and to position them to utilise their very own talent. She further highlighted the additional benefits of focusing on growing skills that can be utilised across enterprises, that “it helps to position us to create more challenging experiences for our employees to grow and learn and at the same time assist them with navigating non-linear but fulfilling careers. It provides us with the opportunity to mobilise our talent across the business and eliminates unnecessary duplication.”¹³

Kodisang, further described how their learning opportunities have been evolving from a Learning Management System (LMS) platform through to adding additional layers such as on demand learning driven by individuals’ choice, allowing employees to self-select learning that is of interest and relevance to them. The organisation has always viewed skills as something that is fluid and never overinvested in static competency frameworks and job descriptions which tend to box people, rather the organisation allows workers to respond to opportunities. Kodisang elaborated how “People have put their hands up. Hierarchy has been thrown out. It has been about passion, energy, capability and collaboration.”¹⁴ This perspective has yielded much fruit during the pandemic, enabling learning agility and timely adoption of



new skills which enhance digital fluency capability.

Internal mobility job marketplaces also assist employees to easily discover the next chapter of their careers within their own organisation, guided by a powerful AI algorithm that provides personalised recommendations based on skills, experience and career aspirations. Inevitable organisational benefits include improving employee retention and reducing time and costs associated with recruitment and onboarding investments.

The aim is to connect employees to projects outside of their job descriptions that leverage their skills and align with their goals. Through this process organisational agility is improved, hidden talent is being unlocked and employee engagement increased. This is also where workers can benefit from incorporating ‘soft skills’ such as collaboration, empathy, influencing others, creativity and resilience.

Capturing the insights that worker choice can help uncover requires a shift in frame from looking for gaps to sensing for evolving patterns and possibilities. To that end, a variety of vendors are employing new approaches to skills graphs and skills engines that break previous, limited understandings of skills adjacencies. Vendors from across a converging set of

workforce technology domains, such as Gloat, Degreed, Eightfold, Faethm, Ibbaka, ProFinda, and Pymetrics, are focused less on a top-down inventorying of skills and more on helping organisations reimagine the relationships between skills, positions, teams, and industries to seize opportunities presented by the future of work and help workers reach their potential.

Modise reported that Sanlam realised these shifts in how they cultivate talent start with culture and leadership. To this end they deployed a survey to not only provide employees with the opportunity to share how they perceive their culture but also how they envision their desired culture which culminated to their key value driver, “Winning as One”. This was then followed by a process to evolve leadership and provide platforms where the desired behaviours could be applied, which is often the most difficult part. “It is one thing to have amazing programmes but something else to ensure the application thereof,” Modise contended. The organisation has made every effort to enable learning and the key components they considered were to partner with an external training institution to build online learning opportunities that are linked to their overarching strategy, provide masterclasses and thought leadership, and design interactive learning opportunities where employees from various functions can form part of teams/workstreams to co-create solutions for real-time business issues. This strategy provided an environment which ignited innovation, collaboration, continuous learning and application of new skills. Furthermore, Modise elaborated that “This allowed our people to share input on what, how and where work gets done to yield maximum impact. This in turn led to creating ownership amongst team members and translated into execution. We might not have all the answers, but we are learning- it is challenging but exciting at the same time.”¹⁵

Payments technology company Mastercard exemplifies how a deeper understanding of worker potential can help inform workforce planning and development efforts. Following a period of rapid and extensive growth, Mastercard business and HR leaders realised that the organisation needed a clear

understanding of its workforce’s skills and capabilities, especially in light of technology-driven change. To clarify how roles and skills were changing as technology evolves, the organisation invested in a forward-looking analytics platform, Faethm, that uses artificial intelligence (AI) to model emerging technologies’ impact on any economy, industry, organisation, or job. During the pandemic, this platform has been key in guiding some decisions on work flexibility ranges. In the future, the organisation plans to use the insights from this tool to guide day-to-day learning investments and, ultimately, support worker career progression. This analytics-driven approach has moved Mastercard beyond the traditional approach of identifying employee profiles from the top down and matching them with training needs. Instead, the technology infers employee profiles from the bottom up by analysing multiple large-scale data sets from many systems and sources (such as performance management, job descriptions, learning management systems, and career conversations). This allows Mastercard to more accurately understand its workers’ skills to identify organisation-wide strengths and development areas.

The deeper understanding of workers resulting from worker choice can help organisations break free of the constraints of traditional workforce planning models. Historically, workforce planning relied on competency frameworks, static job descriptions, and linear career paths to define & organise work and the workforce. Efforts to prepare for the future have largely taken the form of a supply chain-inspired focus on pipelines for critical roles, with conversations about hot skills, skills gaps, and skills adjacencies dominating conversations around talent. But those conversations often lose sight of the latent potential within the workforce—and the value they can create when their potential is understood and harnessed. For instance, during the pandemic, Scandinavian Airlines recognised that its cabin staff members could be well suited for roles in health care due to their basic medical training and experience dealing with people in difficult situations. The organisation created a programme to retrain laid-off cabin staff as assistant nurses to meet rising health care staff

needs during COVID-19. To date, this programme has helped place more than 300 cabin attendants and people with equivalent experience from other sectors in Sweden's health care system, fulfilling an important social need.¹⁶

Giving workers a voice in what they do also helps organisations 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 organisation, allowing choice not for its own sake but because what is chosen helps the organisation grow and thrive. Organisations that figure this out can benefit from the increased agility and resilience to change that are critical to navigating constant disruption.

Emerging priorities

The success of work transformation depends on an organisation's ability to unlock human potential to define and deliver new outcomes. Organisations 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 organisation.
- Design roles to assume ongoing reinvention and include excess capacity earmarked for it. Cultivate worker passions to solve unseen and future problems. Reward workers who identify critical gaps and reinvent themselves to fill them. New vendors such as Learn In can help provide time, not just money, allowing workers to engage in lifelong learning while limiting the typical opportunity costs.

CENTRE 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 why, what, how, and where work gets done.
- Consider AI-enabled technologies that can help make sense of unstructured data from inside and outside the organisation and surface latent patterns such as the inferred presence of one skill based on the presence of others. It's important to ensure that such new AI tools are integrated into the strategy and that the implications of their deployment are understood and accepted by all stakeholders. They will struggle to get traction if their value is not acknowledged and demonstrated.

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 organisation. In this way one puts existing skills to work and develop new skills to enable organisations and talent to grow in the same direction.
- Remember that teams are becoming the driving unit of organisational 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.¹⁷

PRIORITISE CULTIVATING ENDURING HUMAN CAPABILITIES

Besides the technical knowledge or expertise needed to achieve work outcomes within a specific context, there is also a need to embrace, nurture, and cultivate enduring human capabilities which is independent of context. These human attributes need to be developed by providing experience and practice to ensure organisations enhance emotional intelligence, teaming, social intelligence and adaptive thinking.

CAPITALISE ON CULTURE CONNECTEDNESS

- Not only will there be a need for promoting creativity and innovation but also capitalising the integrative platform that cross functional and multi-disciplinary teams create which can serve to deepen connections, drive shared purpose and foster an inclusive and widely adopted culture.
- Tswelopele Kodisang, Chief People Officer shared that indeed their culture had been

the secret sauce to Discovery's success and impact, and how it continues to shape the way they engage with their talent, from acquisition through to learning and development and retention.

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

Acknowledgments

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Superteams

Where work happens

THE COVID-19 PANDEMIC NOT ONLY RADICALLY CHALLENGED OUR UNDERSTANDING OF WHERE WORK GETS DONE, IT ALSO CHALLENGED TEAMS IN HOW THEY WORK TOGETHER WHEN THEY ARE SEPARATED. MANAGERS WERE CHALLENGED IN HOW THEY DELEGATE WORK AND MONITOR PROGRESS, WHILST TEAMS WERE CHALLENGED IN HOW THEY WORK TOGETHER WHILST WORKING REMOTELY.

Shifting Realities

In early 2020, the escalating COVID-19 pandemic forced organisational leaders to quickly reset business and workforce priorities. The pandemic's scale and severity forced organisations 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 organisations turn to teams and teaming as the go-to unit for organisational performance.

Teams, newly forming, growing, and reconfiguring, were supercharging organisations' ability to pivot and get work done amid turbulent and demanding conditions. 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.¹⁸ As the world emerges from the pandemic, organisations 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.¹⁹

With the abrupt shift to remote (and virtual) working, this connection to and collaboration with digital colleagues has never felt so real.

Our 2021 perspective

Moving past organisations' immediate need for digital collaboration brought upon us by COVID-19 and remote work, organisations are increasingly realising the broader purpose of team reconfiguration: Achieving value for the organisation. Value may be achieved regardless of location. Essentially meaning that teams must be arranged around work, and not the other way around. In our Human Capital Trends survey for 2021, 41 percent of respondents indicated that the most important actions which their organisations are taking, or will take, are to restructure their organisations to support new work outcomes (i.e. driving new value) and 75 percent of respondents indicated that their organisations are reimagining work.

Unfortunately, this priority of restructuring does not accentuate superteams, with only a 15.38

percent response on building portfolios of humans and machines working together.

FIGURE 1

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?

Building workforce capability through upskilling, reskilling, and mobility

53.85%

Restructuring the organisation to support new work outcomes

41.03%

Building an organisational culture that celebrates growth,

38.46%

Implementing new technologies

28.21%

Establishing new work practices, policies, and incentives

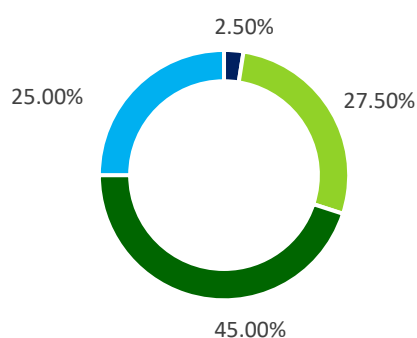
20.51%

Building portfolios of humans and machines working together

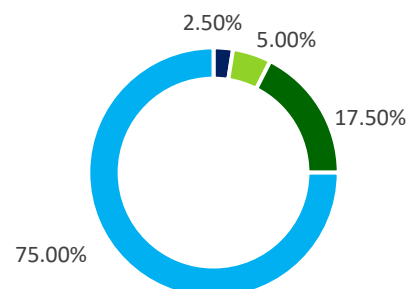
15.38%

FIGURE 2

How were you thinking about work transformation prior to the COVID-19 pandemic?



How are you thinking about work transformation in the next 1 – 3 years?



■ We are not transforming work ■ Optimising work ■ Redesigning work ■ Reimagining work

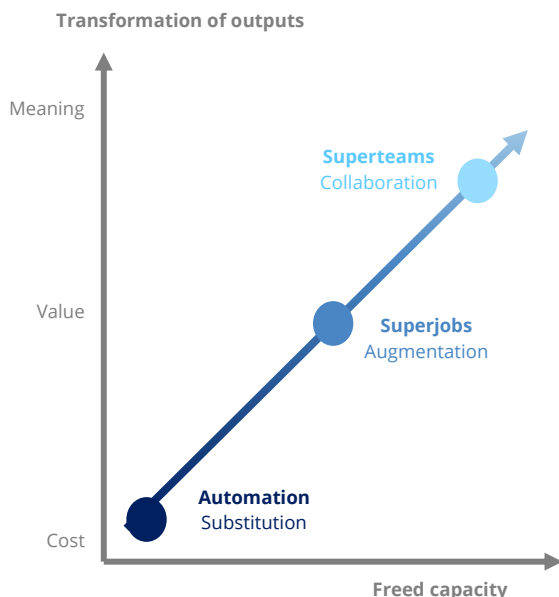
Note: 2021 survey n=43 South African respondents

Source: 2021 Deloitte Global Human Capital Trends Survey

Where the global response on the top three factors identified as important in transforming work has been organisational culture, workforce capability, and technology, South Africans' priority of implementing new technologies (an important factor in assembling superteams) only came in at fourth place. Yet, in the South African context, this is not cause for despair, as even though new technologies may not be implemented, we should not disregard the role that existing technologies (whether it be cloud-based software or collaboration platforms) play within effective superteams.

In our 2020 South African Human Capital trends report, we saw that only 22 percent of respondents were ready to redesign jobs to integrate AI technology. The concept of having artificial colleagues may still seem foreign, but what we have witnessed through this pandemic, is the massive uptake in digital enablers to perform work. We have been witnessing teams becoming increasingly more comfortable with using collaboration platforms, cloud-based platforms, chatbots, etc. This may not be classified as artificial intelligence just yet, but it should not be disregarded that this uptake is a shift in the right direction.

Putting AI on teams can allow organisations to both transform the nature of outputs and free up capacity among the workforce



Source: Deloitte analysis

Figure 3: Superteams as the epitome of collaboration between humans and AI technologies

In our 2020 South African Human Capital trends report, we introduced the graph in Figure 3 above, which shows how organisations should use AI technologies beyond automation and augmentation, to ultimately affect the next level of collaboration between humans and technologies.²⁰ What we want to emphasise and highlight in this report, is the need to ensure the right behaviours are in place for collaborative teaming by using existing collaboration technologies as building blocks to ultimately effect collaboration through human and AI teaming, as well as hybrid and virtual teaming. Many, if not most, organisations found themselves transitioning to collaboration platforms almost overnight when the pandemic effected nation-wide lockdowns. However, the use of collaboration platforms does not automatically mean effective collaborative teaming. Virtual teaming requires trust, psychological safety, and autonomy. Collaborative virtual teaming requires clarity around expected work outcomes, shared disciplines for virtual synchronous collaboration, freedom to work asynchronously, and overall new ways of working (including new ways of monitoring work, tracking performance, measuring productivity, coaching people, delegating work, and communicating).

During the COVID pandemic, hybrid work models and hybrid workforce strategies started to emerge as likely trends to remain and become the new way of work for the digital economy. Initially this was in the context of bringing some workers back to the offices whilst some worked remotely from home as nation-wide lockdowns eased. However, many organisations and employees expressed the benefits of enabling hybrid work, i.e. some work being done onsite and in-person, some work being done remotely, and some work being done virtually. Hybrid work and virtual teaming both require the same fundamentals, namely a shared understanding of the work to be done and work designed as outcomes rather than individual tasks and processes, thereby placing the focus on the outcome to be achieved as opposed to ensuring everybody is working at the same time and at the same place.

Key questions to ask and address for effective hybrid work, virtual teaming and virtual collaboration include:

- What are the core work outcomes that this team is responsible for?
- How are team members working towards these work outcomes?
- Which work activities in pursuit of the work outcomes can be done by technology (ranging from the future-state AI technologies to the current collaboration platforms)?
- What behaviours and norms do we need to establish to optimise productivity for the team?
- How can we proactively make the work of team members visible to one another all the time (including knowledge, culture, workflows, and security)?
- How can we consistently collaborate outside of meetings and calls, always in a technology-first way?
- Are our leaders, managers and individual team members equipped to think, act, and react differently for a virtual world?

Perhaps before embarking on a teaming journey with AI technologies, organisations should start with their existing technologies and collaboration platforms coupled with effective virtual teaming behaviours as an entry to superteams, i.e. enable work to be done from almost anywhere, anytime through a technology-first manner and supporting virtual teaming behaviours, shared trust and psychological safety.

Emerging priorities

South African organisations may not match the digital maturity of global organisations;

however, the emerging priorities remain mostly unchanged.

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 personalising and humanizing the work experience.
- Make the creation of superteams a cross-organisational imperative, leveraging the best thinking from HR, IT, and the business.

In addition to the priorities above, it will be up to South African organisations to ensure that they set up their workforce to trust the technology and be open to seeing supporting technologies as opportunities, rather than threats.





Governing workforce strategies

Setting new directions for a 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 ORGANISATION'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 ORGANISATIONS MEET CONSTANT CHANGE WITH THE CONFIDENCE THAT COMES FROM THINKING AND LOOKING AHEAD.

Shifting realities

It goes without saying that the impacts of the COVID-19 pandemic have led to great disruptions worldwide, affecting health, economic and social factors. The pandemic has challenged the way we live, think and how businesses in South Africa should operate. Therefore, there has been a great need for organisations to better understand their workforce to thrive in these unprecedented times. The COVID-19 pandemic is raising critical health issues around employee well-being and

safety, as well as remote work and alternate workforce arrangements. Furthermore, the pandemic's economic fallout is forcing South African employers to make difficult decisions about staffing levels, worker and team redeployment, and worker retention. As a result, issues around social and radical injustice have been significantly intensified during this period and companies are being compelled to reinvent their diversity, equity, and Inclusion (DE&I) strategies.

These challenges have exacerbated an employer workforce information gap that our research identified more than a year ago. Based on the research conducted during our 2020 *Deloitte South African Human Capital Trends* survey, only 56% of respondents stated that their organisations had made moderate or significant progress in this area in the past 10 years. And while 79% of the respondents said that their organisation produce information on the state of their workforce, only 5% of organisations produce the information in real time—a statistic that was staggering even before organisations were forced to make a series of immediate pandemic-driven decisions about their workforce. Lastly, 60% percent of the respondents stated they produce information either on an ad hoc basis or not at all. As a result, we encouraged South African organisations to be even bolder than before and utilise metrics about their workforce that are forward-thinking, that can assist in the facilitation and driving of decisive actions crucial for their survival and success.

For instance, understanding workers' immediate concerns and preferences can be an invaluable guide to how best an organisation can support their employees during and after the COVID-19 pandemic. Dr. Liziwe Masoga, the Chief Human Resource Officer at Massmart (one of the largest distributors of consumer goods in Africa), mentioned that the organisation has a multidirectional approach of gaining these insights. They have listening sessions and annual surveys in place to gather important data; however, the adoption of Lean In Circles has played a significant role in helping the business think about their policies effectively and how they can be adjusted to ensure that the overall wellbeing of employees is supported. With Lean In Circles, employees with common interests are linked together during their work time to

support one another which ultimately drives the feeling of belonging and inclusion. Thus, Massmart has moved beyond interventions and have ensured that employees and leaders live more sustainable lives where they are just not surviving but thriving. Furthermore, an exercise to fully understand the fundamentals of leadership was conducted and the expectation of leaders to live out the organisational values and to lead in an inclusive way was raised. Massmart recognises that this is an essential part of their broader transformation strategy to drive the culture within the organisation and through this, have benefited greatly from increased productivity and collaboration within teams while maintaining an all-important focus on workforce safety and wellbeing²¹.

Our 2021 perspective

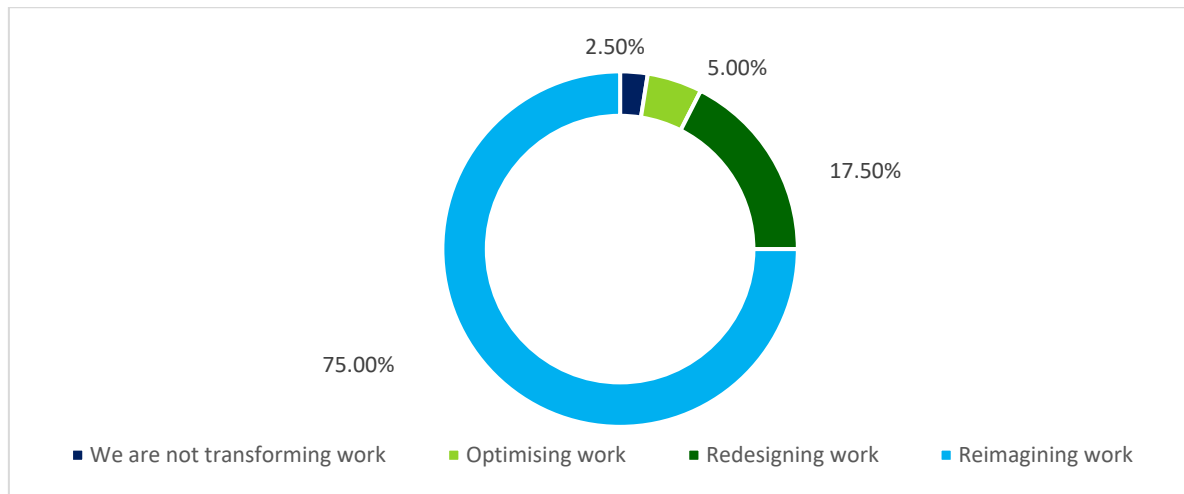
OUR HYPOTHESIS

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

Results from the 2021 *Deloitte South African Global Human Capital Trends* survey showed that COVID-19 has prompted many organisations to start thinking about work transformation for the next three years and into the future. From the results, 2.5% of the respondents stated that their organisations would not be transforming work, 5% said that they will focus on optimising work. Additionally, 17% said that their organisations are in the process of redesigning work within their organisations and 75% of the respondents said that their organisations are reimagining work to get to a desired destination, up from 25% before the pandemic (figure 1).

FIGURE 1

How are you thinking about work transformation in the next 1 – 3 years?



Note: 2021 survey n=43 South African respondents
Source: 2021 Deloitte Global Human Capital Trends Survey

This significant increase in the reimagining work percentage proves that despite the challenges, the pandemic has also presented an opportunity for organisations to grow and thrive if they are thoughtful in how they approach work transformation to set new directions. Setting these new directions depends 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 in an ever-changing environment. A more dynamic, action-oriented approach to understanding the workforce can help leaders in South African organisations make better, faster decisions based on up-to-the-minute information on what their workforce is capable of.

This approach involves organisations striving to gain insights on how to grow and thrive in the marketplace as well as on how to align worker and organisational behaviour with its principles. This is achieved by mining workforce data for insights that would be useful not just to the leaders and workers, but to external communities as well. This requires sharing workforce data and the insights it supports with the leaders, workers, and the external community to drive both direction and accountability. Therefore, having real-time insights goes a long way in setting new directions

within an organisation to thrive in an environment where constant change is inevitable.

A good example of using workforce insights to prompt movement toward new outcomes is the Diversity, Equity & Inclusion (DE&I) advances made by the Clicks Group. Bertina Engelbrecht, The Clicks Group HR mentioned that the organisation already had relevant workforce data even before the pandemic arose. They used this data to launch an employee wellness programme to help with issues around gender-based violence, sexual harassment, and mental health. They wanted to ensure that employees feel that the organisation is putting them first. Additionally, the executive committee decided to extend 100% primary healthcare to all employees in 2019 even when they had not budgeted for it. This gave employees, especially those in stores the assurance that they would be well taken care of should they become ill and that their job security is not at risk.²²

Emerging priorities

In our 2020 *South Africa Human Capital Trends* report, we asked the respondents to provide information about how effective their organisations are at sensing/anticipating internal and external changes and trends that

will affect their workforce. This year, we will explore three themes—worker potential, talent ecosystems, and translating organisational values into action—that have emerged from the

CAPITALISING ON WORKER POTENTIAL

When the pandemic started, many organisations struggled to deal with the pandemic and its economic fallout. They were forced to redeploy skills and rethink work output to ensure that the workforce applies themselves in new ways to address new needs. Employers needed to think about where work must be done, the effectiveness of the different jobs within their organisations and how they can adjust them to fill the gap created by the pandemic. Workers also proved that they could adapt and reach far beyond what is expected of them in their roles. Therefore, like many other organisations, the pandemic proved to Massmart that working from home can be effective where workers can benefit from virtual collaboration, creativity, and flexibility. They also deliberated on the future of work and decided to redesign and reconfigure the office to ensure that workers can come on a rotational basis and work in an open floor plan office that encourages the culture of collaboration. To cater for store-based employees, during early stages of lock-down, they revised their shifts to give them a work-life balance which ultimately improved productivity when they were scheduled to work.²³

As time went by, employers realised that their definitions of what work has to be done, by whom it has to be done, and how to motivate employees to excel can be more fluid than they had previously supposed in the past. If leaders value this lesson, we may be heading toward that environment where organisations reassess the nature of work and jobs on an ongoing basis. Furthermore, leaders will need to be intentional about capturing employees' potential in a data-driven way so that they know what capabilities the organisation can utilise when the need arises. Before the pandemic, leadership was mainly about setting direction and ensuring compliance. Now it is shifting to coaching, teaming, and fostering workers' ability to learn and adapt. Team leaders on the ground should

past year's events to see how answering these questions can help organisations set new work and workforce directions for the future.

be responsible for identifying workers' capabilities and how best those capabilities can be applied. This means that in addition to capturing workers' potential for growth and adaptability, organisations should strive to capture leaders' ability to cultivate potential as well.

In light of this, The Clicks Group management started asking questions regarding productivity, leadership competencies and how workers can be reskilled to deliver good quality work. The need for transparency and communication were also highlighted as mechanisms that will drive the culture within the organisation and that team selection would be based on skills and how well an individual is able to add value within a certain task.²⁴

QUESTIONS TO ASK TO CAPITALIZE ON WORKER POTENTIAL

- Job evolution: How often are jobs changing, which ones, and to what degree?
- Future workforce readiness: How ready is our workforce to perform the work of the future? What is our capability, experience, and skill gaps, and how are we going to close them?
- Change ability and agility: Are workers and leaders able to quickly and effectively adapt to constant change?
- Future leader readiness: What new trends, challenges, and scenarios are leaders being prepared for? How many of our leaders have the attributes required to succeed?

TAPPING INTO THE ENTIRE ECOSYSTEM

Organisations began discovering that they could expand the roles and responsibilities within jobs and that their entire talent ecosystem could make these efforts far more effective.

When an organisation knows how to find capabilities to perform what is needed, the better

QUESTIONS TO ASK TO TAP INTO THE ENTIRE TALENT ECOSYSTEM

- Workforce footprint: How many workers provide direct or indirect services to our organisation?
- Internal talent market health: How healthy is our internal talent market?
- Talent ecosystem health: How much capability can we access across our broader ecosystem?
- Retention drivers: Which of our workers are at risk of leaving, and why?

it can access those capabilities and the more effectively it can deploy and redeploy people to fill those gaps. This realisation means that capabilities should not only be limited to internal workers. Organisations should also look towards skilful workers that have separated from the organisation such as retirees and alumni to assist when required. Hence organisations are encouraged to track and record workforce capabilities so that they can call upon those people when needed.

Organisations should strive to understand why skilful people leave the organisation and not necessarily how many people are leaving at a given time. The more leaders know why skilful workers are leaving, the quicker they can find strategies to retain them. At Massmart, the leadership has taken deliberate steps to get to know the people behind the job title, from those who work behind the till to those who work at the corporate office. They know that once people feel respected and cared for, they are likely to stay in the organisation. They also understand that when you know the people you work with, the more you can identify their skills and capabilities and the better you can leverage those skills to meet your organisational aspirations. Additionally, workers feel empowered to own their work and to excel in areas they would have never had an opportunity of contributing towards before.²⁵

TRANSLATING VALUES INTO ACTION

In the previous year, attention was drawn towards organisational values such as fairness, transparency, equality, and inclusivity all around the world. In South Africa, many organisations went through retrenchment processes where the poor felt the greatest knock and the gap between the rich and the poor was widened even more. Organisations had to assess their commitment to DE&I and question if they are doing enough for their workers and customers.

According to our 2021 *South Africa Human Capital Trends* survey, 68.42% of the respondents said that protecting workforce health and safety was a priority and 63.16% stated that promoting employee wellbeing is an area they want to have the most impact in. Many employers then started focusing more on their workers' wellbeing and developed mechanisms that would limit the spread of the virus within the workplace. Other organisations went a step further to assist workers financially and to meet the needs of their people. Knowing that most of their workers use taxis to get to work, The Clicks Group management started providing transport services for their frontline workers to ensure health and safety, and potentially limit the spread of the virus. They also amended their leave policy to allow worker to encash their leave days when they need further financial support.²⁶

For organisations in South Africa to make measurable progress in new directions, they need to find actionable ways of using and sharing information. An organisation needs a holistic view of its people's sentiments, behaviours and norms to understand its areas of development, culture, risks, and to identify what must be done to achieve its goals. Equally important, organisations also need to sense sentiments in the external world so that they can understand how they are perceived by others to thrive and maintain a sustainable business.

Insights gathered from internal and external sensing data can help organisations better align individual and organisational actions with the organisational values.

This data should be shared and transparently communicated to external stakeholders to inspire confidence in the organisation's ethics and integrity.

As disruption becomes the new normal, organisations are being forced to reimagine and reassess their work, workforce, and workplace strategies. This relies heavily on leaders taking deliberate actions to shift their workforce governance practices by gathering real-time, forward-looking data at the intersection of economic and social values. Data collection on its own is not enough to thrive, insights from the data collected must be utilised in a meaningful way to drive new actions.

The priority moving forward is to ensure that organisations' efforts around workforce strategies, data, and insights are available to all stakeholders and include both short- and long-term measures of progress against economic and societal goals.

Doing so will improve organisations' ability to meet evolving talent needs, build flexibility and

resilience, and drive new and better workforce management and results in a world of unending disruption.

QUESTIONS TO ASK TO TRANSLATE VALUES INTO ACTION

- Workforce social contract: How does our organisation treat its employees, contractors, and service providers of every type?
- Meaningful diversity: Are workers from diverse communities in a position to wield influence in the organisation?
- Human capital brand: How is our culture, workforce, and leadership being portrayed externally?
- Culture risk sensing: What signals are we seeing that point to outliers in worker behaviours and norms?

Acknowledgments

The authors would like to thank **Dr Liziwe Masoga** (Chief Human Resource Officer at Massmart) and **Bertina Engelbrecht** (Group HR at The Clicks Group) for their contributions to this chapter.



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 STRICT SAFETY AND SOCIAL DISTANCING PROTOCOLS IN PLACE. IN ADDRESSING THESE CHALLENGES, HR WAS THRUST TO THE FOREFRONT OF ORGANISATIONS' EFFORTS TO SURVIVE THE CRISIS AND GAINED GREATER CREDIBILITY AMONG BUSINESS EXECUTIVES AS A RESULT. AS ORGANISATIONS 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 ORGANISATIONS 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 an organisations’ workforce and business issues.²⁷ --- The rise of the Covid-19 Pandemic propelled organisations into a new future of work that brought forward the unimagined workforce scenarios of remote working and navigating the associated disruption across every organisation throughout South Africa.

Driven by crisis, the HR function was forced to act quickly and creatively. A shift was made from

the traditional role of standardising and enforcing workforce policies and procedures, to a new responsibility. This included mobilising and coordinating work with agility and perseverance to ensure the workforce and leaders adopted new ways of working with a mindset shift required to deliver on business continuity strategies.

Data collected from South African respondents indicate that 14% believed they were ‘not prepared’, 28% believed they were ‘prepared’, 51% believed that their organisations were ‘somewhat prepared’ for the Covid-19 Pandemic

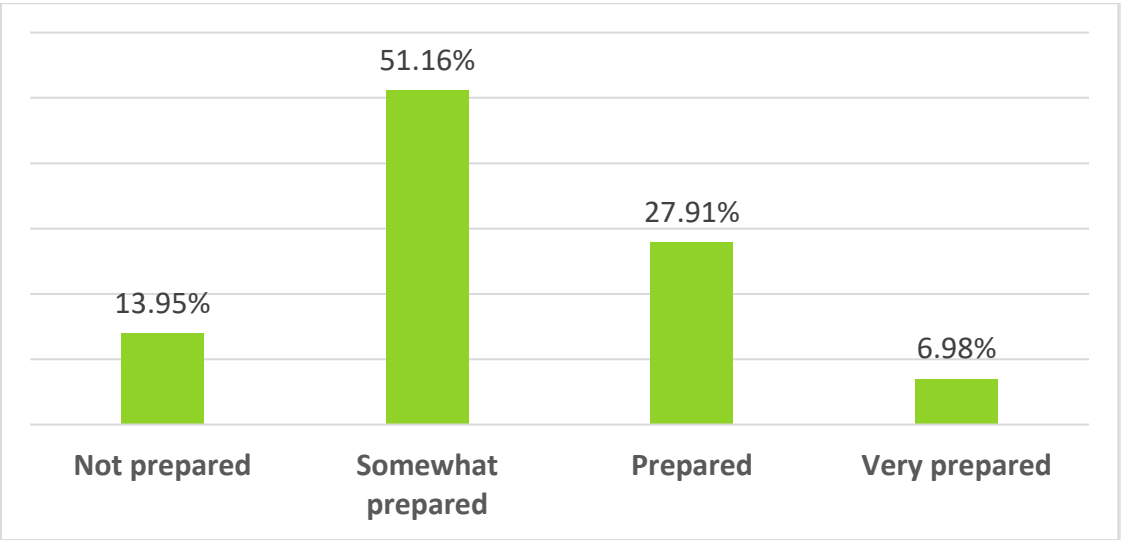
compared with 7% who believed they were ‘very prepared’ (Figure 1).
Matimba Mbungela, the CHRO of Vodacom Group Ltd (referred to as Vodacom hereafter), shared that Vodacom was well prepared for the impact that the South African hard lockdown would have on the organisation. This preparedness came from closely monitoring and observing the effects of the outbreak in Italy.

Vodacom trialled a forced shutdown period pre hard lockdown, where employees were sent home to work remotely over several days. This allowed Vodacom to curate what remote work would be like for the workforce and the organisation as a whole, ensuring they were sufficiently prepared to continue to work with all the necessary tools and technology to support this new way of work and disruption.

FIGURE 1

THE PREPAREDNESS OF ORGANISATIONS ACROSS SOUTH AFRICA FOR THE COVID-19 PANDEMIC

How prepared was your organisation for the covid-19 pandemic?



Note: 2021 survey n=43 South African respondents
Source: 2021 Deloitte Global Human Capital Trends Survey

Globally, business has gained confidence in HR’s ability to assist organisations in navigating the future changes and disruption brought about by the Covid-19 Pandemic. This increased confidence is mirrored across business and HR Executives throughout South

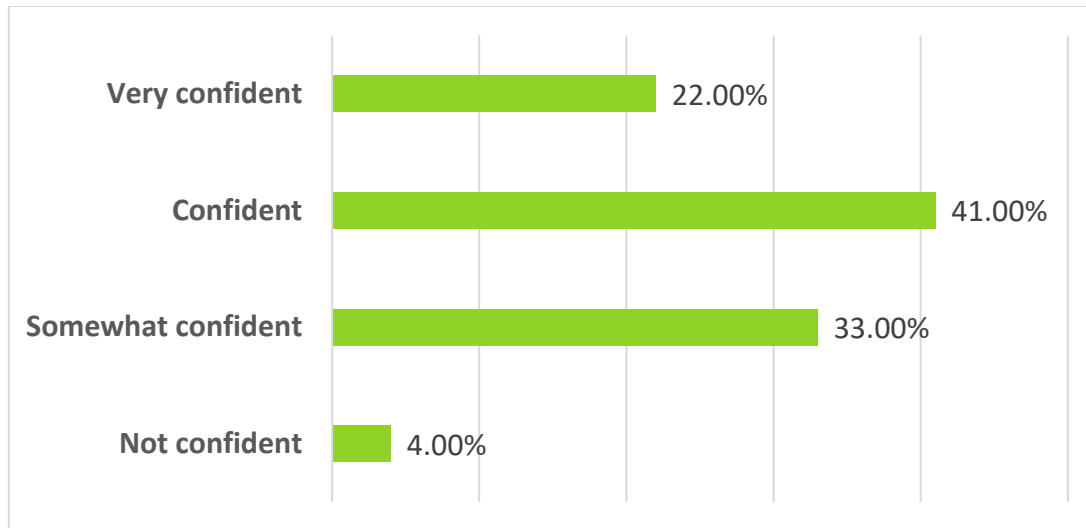
Africa. 41% of Executives were ‘confident’ and 22% were ‘very confident. Of the remainder, 33% were ‘somewhat confident’ and 4% ‘not confident.’ The overwhelming majority of South African Executives reported increased confidence in HR’s ability to successfully navigate changes (Figure 2)

FIGURE 2

FIGURE 2

THE CONFIDENCE OF SOUTH AFRICAN EXECUTIVES IN HR'S ABILITY TO NAVIGATE FUTURE CHANGES HAS INCREASED

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 3-5 years?



Note: 2021 survey n=43 South African respondents
Source: 2021 Deloitte Global Human Capital Trends Survey

This is good news for HR. Our survey data also indicated that HR's highest areas of impact and focus during the Covid-19 pandemic were those within its traditional realm of scope and operations. South African respondents ranked the following three key areas as having the greatest impact on an organisation during the Covid-19 pandemic:

- 1) Protecting Workforce Health and Safety,
- 2) Promoting Worker Well-being and
- 3) Increasing Communication within the Workforce. (Figure 3)

Matimba agreed with these rankings and shared that in the same way that "oxygen is essential for life, so is the health, safety and wellbeing of workforce". Vodacom launched several initiatives across these areas of focus:

HR partnered with IT to provide the workforce with sufficient connectivity and connection to enable seamless remote working and continued productivity

- Daily meeting-free zones (Between 12h00-14h00) were introduced to accommodate parental and family responsibilities

- Weekly "Fireside Chats" were initiated in 2019 to check-in and connect with the workforce. Various topics would be discussed in these sessions from Covid-19 updates, organisation updates and often guest speakers were invited.

RE-ARCHITECTING WORK: REIMAGINATION IN ACTION

Reimagining the future of work and crafting work outcomes that are essential in unlocking human potential that empower organisations to thrive, this is the re-architecting phase of work. Key to re-thinking an organisation's future work model is an understanding of two critical degrees of choice, focusing on both the 'how and what' and 'when and where' aspects of completing work. Re-architecting work is a journey and allows an organisation to reach its full potential and speaks to how work will be experienced and carried out by the workforce. Re-architecting work moves beyond reimagining the future and provides the steppingstones for an organisation to evolve, be resilient and innovative and adapt to the changing landscape

FIGURE 3

The top three areas of HR impact during the pandemic across South African organisations

What are the top areas where your HR organisation made an impact during the Covid-19 pandemic?

Rank	Area of focus	Percentage of executives who ranked this area highly as HR made a positive impact	Percentage of executives who indicated that this was within HR's realm prior to COVID-19
1	Protecting workforce health and safety	69%	76%
2	Increasing communications with the workforce	69%	89%
3	Promoting worker well being	58%	73%

Note: 2021 survey n=43 South African respondents
Source: 2021 Deloitte Global Human Capital Trends Survey

With HR having created positive momentum and increased confidence among business executives during the Covid-19 pandemic. HR will need to capitalise on this momentum to go beyond what is being asked for to what is the art of the possible? Ensuring HR functions use this window of opportunity to move from a functional mindset to an impact mindset, one that expands the focus of HR and extends its influence from process to mission, from the worker to a human, and from managing workers to re-architecting work.

For an organisation to grow and thrive, HR must shift its focus and move from optimising to redesigning to re-architecting work and reimagining the associated work-related challenges. With HR adopting this mindset, the workforce will be empowered and organisations far more resilient and therefore achieving better results and ultimately thriving.

Our 2021 perspective

OUR HYPOTHESIS

The Covid-19 Pandemic has created a window of opportunity for HR functions and leaders within organisations to further facilitate and shape the future of work.

HR needs to reorient its ambition, goals and mindset and lead in re-architecting work, reimagining the workforce and workplace. The positive shift in the perception and increased confidence of Executives in HR's ability should be capitalised on to mobilise changes throughout organisations.

Rising to the challenges presented by the Covid-19 Pandemic and disruption, HR's adoption of an enterprise mindset allows HR to take on the responsibility and ownership of re-architecting work and work outcomes to achieve positive change, from increased productivity to increased agility and innovation. An enterprise mindset allows HR to play a more pivotal role among stakeholders and other business areas.

Data collected from South African respondents indicates that 81% of business and HR executives will focus on reimagining work in the future, while a mere 23% said this was the case pre pandemic. The Covid-19 pandemic has shifted and heightened leadership awareness towards work transformation in the future. Executives identified three core actions to transform work:

1. Restructuring the organisation to support work outcomes
2. Building workforce capability through upskilling, reskilling, and mobility
3. Building an organisational culture that celebrates growth, adaptability, and resilience

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

- Shifting the focus of work from outputs to outcomes. This change in mindset is critical for achieving results
 - How do you currently measure value creation?
 - How are work outcomes aligned to goals and the strategy of the wider organisation?
- 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 organisation's operations
 - How can you start rearchitecting bite-size pieces of work that can be embedded?
- Viewing teams and superteams as the central mechanism of how innovation is sparked and work delivered, both within HR and the broader organisation

- How can teams/ superteams better be organised to create value and deliver on missions?
- Approaching workforce development by identifying, cultivating, and capitalising on workers' potential, with a focus on uniquely human capabilities such as analysis and synthesis, problem-solving and social intelligence
 - How do you harness workforce potential?
 - What workforce development plans do you have in place?
- Defining capabilities for the integration of both human and technological capabilities
 - Have you identified both the human and technological capabilities required for this new way of work?
- Proactively managing the leadership, and cultural implications that come from embracing new ways of working
 - Have you defined new ways of working?
 - What leadership capabilities are required for new ways of working?
 - What aspects of culture need to be considered for new ways of working?

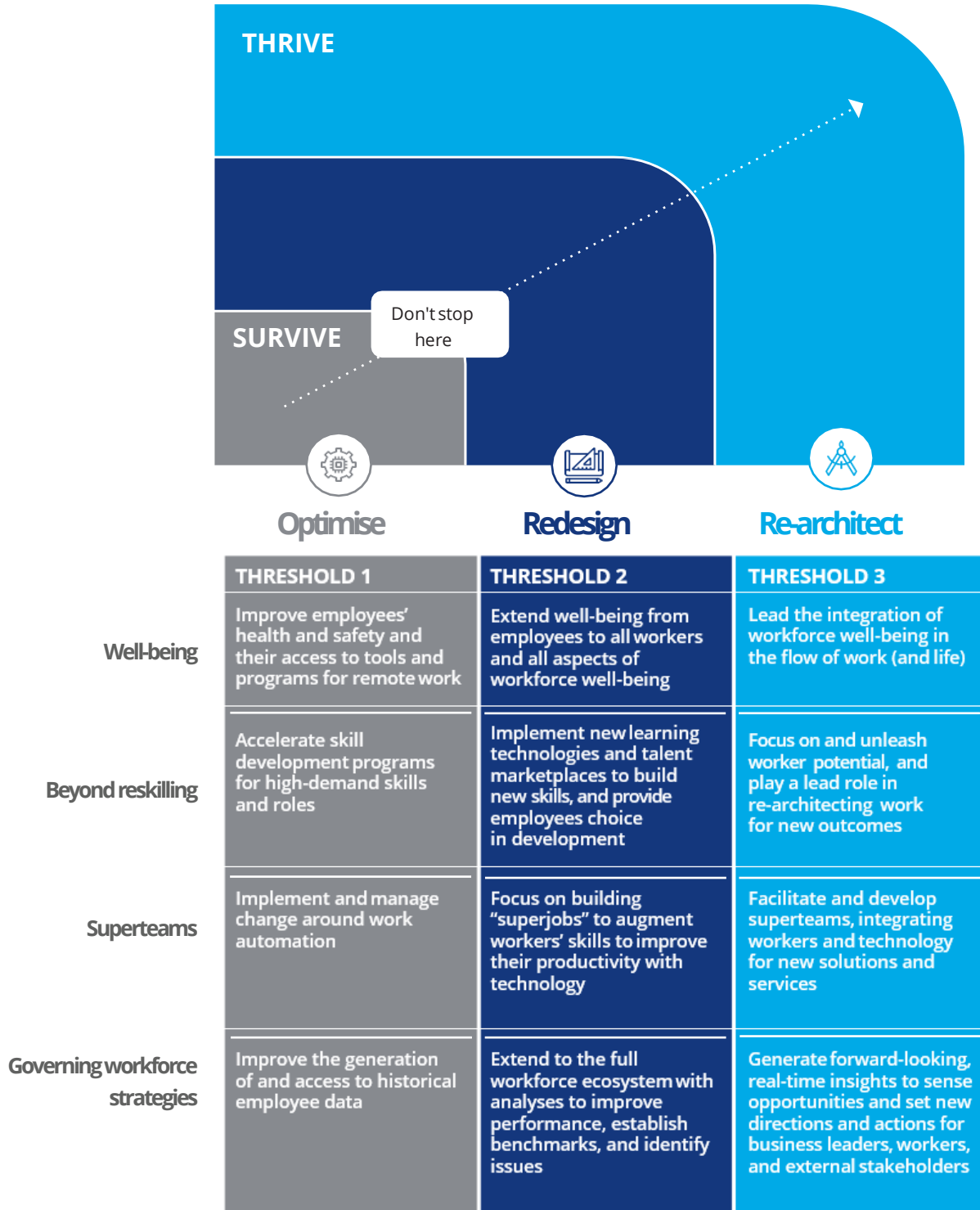
Emerging priorities

Some of the most immediate needs for re-architecting work fall within the operations and scope of HR itself. The chart below (Figure 4) demonstrates the progression of new outcomes that HR can drive in the context of the four other trends highlighted in this report: Designing work for well-being, Beyond reskilling, Superteams and Governing workforce strategies.

The golden thread running through these examples is the deliberate expanded strategic focus across each trend and the broadening of outcomes resulting in HR making a more substantive impact and creating increased value across the organisation.

FIGURE 4

FROM OPTIMISING TO REDESIGN TO RE-ARCHITECT: HR'S PATH TO ACHIEVING NEW OUTCOMES



Source: Deloitte analysis.

Many organisations such as Vodacom have proactively and positively resolved some of the workforce issues that have emerged from the remote working environment. Vodacom realised that not all staff had access to a home office environment and ran a campaign called ‘Take Your Chair Home’. Permits were issued to the workforce to collect their office chairs for more comfortable seating at home.

In addition to the health, safety and wellbeing support HR has provided to the workforce, HR needs to adjust its focus to the underlying shifts of remote working from a leadership perspective, where leaders need to manage, support, and develop a workforce who are working in radically different ways. HR will play a pivotal role in understanding and shaping effective leadership styles, developing the required competencies, shape leadership development plans and performance indicators and incentives, and, ultimately, prepare next-generation leaders for a future where the majority of the workforce may be working remotely and flexibly.

Re-architecting work requires developing and improving skills and capabilities, such as integrative thinking and collaboration with the broader organisation. HR will gain a clear view of the depth and breadth of the organisation’s work by partnering with the workforce and key stakeholders in moulding the work in ways that move the organisation forward. This is an opportunity for HR to lead through example and serve as a model of integrative thinking and behaviour as organisation’s moves towards more “symphonic” way of being.

The experiences of COVID-19 have opened a new door for HR to drive differentiated value for the organisation and the workforce. Now is the time for HR to realise its true potential as an architect of work. By embracing this role, extending its influence and impact across the entire organisation and expanding its focus across the entire workforce to push the organisation toward its broader economic and human goals.

Acknowledgments

The authors would like to thank [Matimba Mbungela](#), the Chief Human Resource Officer of Vodacom Group (Ltd) for his contributions to this chapter.

LEADING FORWARD

Leading the shift from survive to thrive



Leading forward

Leading the shift from survive to thrive

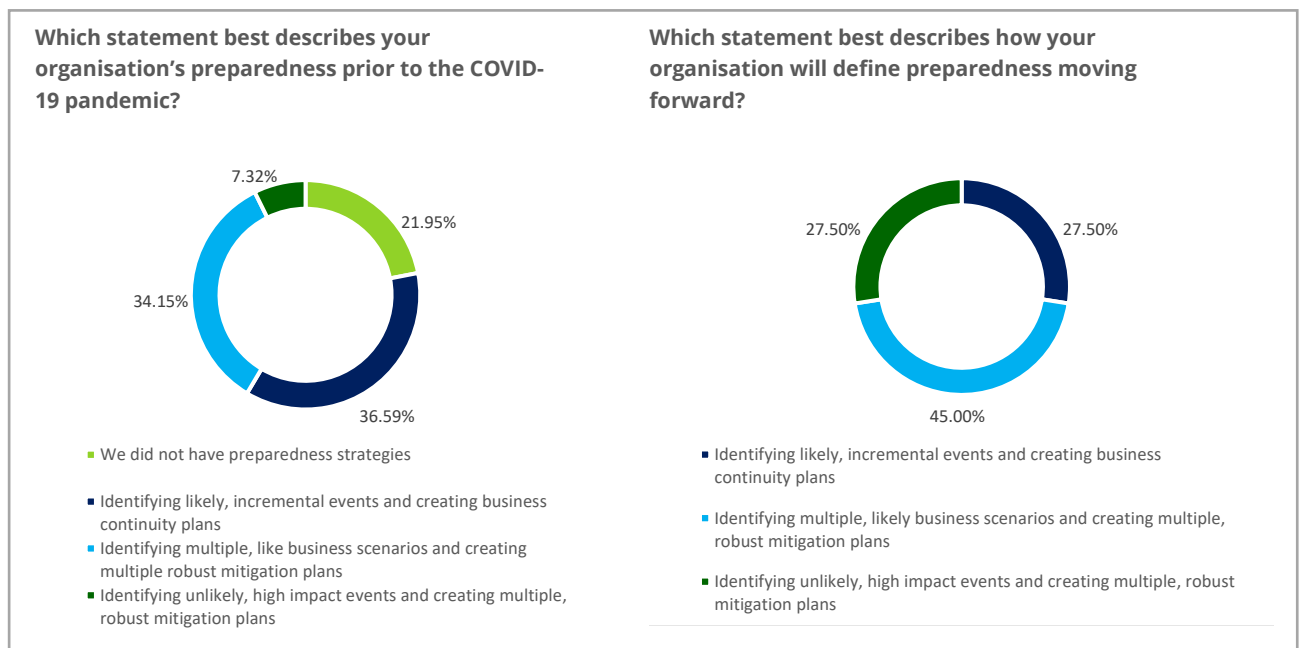
THE PREVIOUS DECADE has seen significant political, economic, and social disruption in the world of work.

Organisations 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 rapidly changing landscape. However, when the events of 2020 created disruptions of a greater magnitude than what organisations were used to

dealing with, it became unequivocally clear that point-in-time responses were insufficient. As plans and strategies laid in 2019 became obsolete in the face of the pandemic, so too did organisational views of preparedness. Executives recognised that planning for expected and incremental events is not a solid foundation for thriving in multiple unknown futures, and as a result they are shifting their approach to preparedness (figure 1).

FIGURE 1

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



Note: n=43 (executives).

Source: The 2021 Deloitte South Africa Human Capital Trends survey.

What became apparent is that preparedness for the unexpected depends crucially on how an organisation handles its work and workforce. The global Corona virus pandemic accelerated the Future of Work through its profound impact on work and workers, with organisation making swift changes to what, where, how and by whom work is done. The primacy of work and workers in the ability to navigate the year's disruptions demonstrates that, when it comes to preparing for unknown futures, organisations have an imperative to structure work and support their workers in ways that enable them to rise to the challenges that disruption may bring.

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 organisation does. To do this, we believe that organisations must embrace three attributes—purpose, potential, and perspective—that allow them to humanise work to create lasting value for their workers, their organisations, and society at large.

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 are difficult to predict and plan for, organisations that are steadfast in their purpose are able to infuse meaning into work to mobilise workers around common, meaningful goals.

Potential encourages organisations to look more dynamically at what their people are capable of. When the task is to prepare for the familiar, organisations can rely on defined job descriptions, career paths, and learning programmes to access and build workforce capabilities. But in a world where organisations 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 organisations to operate boldly in the face of uncertainty. Rather than being paralysed by a multitude of futures and options, organisations 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 South Africa Human Capital Trends* report called on organisations 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 organisations are making their way through the COVID-19 crisis, we suggest that these three attributes are essential for organisations to accelerate from survive to thrive in a world of perpetual disruption.



Purpose in a world disrupted: Establishing a north star

2020 taught us the importance of purpose in establishing an organisation's direction in the face of disruption. We saw that organisations that embraced purpose were able to anchor their workers, teams, and leaders to a common understanding of what they were trying to accomplish. A purpose-driven company articulates why the organisation exists at all and puts the why at the center of everything it does. These organisations used purpose as a driving force to sift through competing priorities, unite workers under common goals, drive belonging, and focus energy and resources on their most pressing organisational and societal goals.

In times of disruption, a clear purpose can also subdue feelings of anxiety and fear among employees. Research shows that people are more able to persist through challenges when they are driven by intrinsic motivators, such as autonomy, growth, and meaning rather than

extrinsic motivators. Just as customers build brand loyalty based on trust and other emotional factors, employees, too, are inspired to go the extra mile when they begin with a sense of purpose.¹

Ed Bastian, CEO of Delta Air Lines, credits Delta Air Lines' sense of purpose for helping the organisation through the COVID-19 crisis. "When I took over as CEO, we studied what our mission was and what our purpose was, which has helped us post pandemic because we were clear pre-pandemic. Our people can do their very best when they have leadership support and feel connected to the organisation's purpose. Our mission is to connect people. No one better connects the world."²

Purpose is inherently human because it relies on the uniquely human ability to identify where economic value and social values intersect. Understanding these intersection points can then allow leaders to identify a purpose consistent with both economic value and social values, and to use that purpose to guide their choices on an ongoing basis.

Potential in a world disrupted: Capitalising on human capabilities

To thrive amid constant disruption, organisations need to capitalise on the potential of their workers and their teams. Organisations that understand and activate workforce potential will be better able to capitalise on human ingenuity and achieve organisational speed and agility. Our survey results show that most leaders agree: Seventy-seven percent of the executives in the 2021 Deloitte South Africa Human Capital Trends survey told us that “the ability of their people to adapt, reskill, and assume new roles” was either the most important or second most important factor in their organisation’s ability to navigate future disruptions. However, only 14% of these same executives said that their organisation was “very ready” to adapt and reskill workers to assume new roles, pointing to a substantial disconnect between leaders’ priorities and the reality of how their organisations support workforce development.

This disconnect may exist because many organisations still take a limited view of their workforce. Many tend to think of workers in terms of static role descriptions rather than considering workers as individuals with different backgrounds, experiences, and interests who are capable of continuous growth. Because of this, organisations miss the opportunity to foster

their workers’ potential and to harness their passions in the pursuit of organisational goals.

Discovery is an example of an organisation that leveraged the potential of its employees to mobilise resources to meet a pressing need – in this case, managing the COVID-19 impact on the business. The organisation has experienced positive business performance during the pandemic period and this can be attributed to the fact that people have pulled together during this time to leverage a different set of skills to drive performance.

Tswelopele Kodisang, Discovery’s Chief People officer credits the company’s success to a multi-functional team coming together during this period of uncertainty. Discovery ran a COVID-19 leadership team, similar to the South African government run COVID-19 command council. The team came together to create and worked together to drive the agenda. The team comprised of clinicians and people from various functions who put up their hands to lead certain things. “Hierarchy has been thrown out; it has not been about hierarchy. It’s been about passion, energy and capability.” Through this level of collaboration and teaming, Discovery was able to be agile and responsive, leading to positive business performance. This cemented the importance of collaboration for the organisation, “we are as good as how best we collaborate and how agile and responsive we are to certain challenges.”²



“We are as good as how best we collaborate
and how agile and responsive we are to certain
challenges.”

— Tswelopele Kodisang, Chief People Officer, Discovery

Perspective in a world disrupted: Re-architecting work to take bold steps forward

To act on the perspective that uncertainty is an opportunity to create one's own future, organisations need to be poised to take bold steps forward even if they go in a different direction from what was usual and comfortable before.

By shifting the way we think about work, focusing on re-architecting work as a flow, and using technology to elevate human capabilities, we can unleash human potential and create a work environment where individuals and teams are empowered with the tools, technology, and culture to contribute their full potential. This is the opportunity: A future designed around the human dimension of work, unleashing the energy and endless possibilities of what humans working productively with technology can achieve—unlocking aspirations and outcomes that have never before been possible.



“As a business, you do not need to have all the answers yourself, but you need to leverage your ecosystem.”

— *Jeanett Modise, Chief Executive Human Resources, Sanlam*

One organisation which is shifting the way they think about work to take bold steps forward is Sanlam. Jeanett Modise, Chief Executive of Human Resources at Sanlam, shared how the need to innovate for success has highlighted the need for ecosystems. From a people perspective, her organisation is starting to think about how they can collaborate, build partnerships, and

leverage their strengths effectively, not just as individuals but as part of the ecosystem. Her sentiment is that “as a business, you do not need to have all the answers yourself, but you need to leverage your ecosystem”.³

Our view is that being prepared to take bold steps forward in uncertainty depends on a deliberate effort to re-architect work, putting work reimagination into action by constantly examining work to find ways to open new pathways to an organisation's goals. We saw the power of work re-architecture during the COVID-19 crisis when organisations had to rethink fundamental assumptions about what work is and how it could be done. The ability to re-architect 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.

Perhaps for this reason, most executives in our survey are now prioritising how they look at work. Seventy-five percent told us that their work transformation objectives going forward would focus on reimagining work, compared to

only 25% who were thinking that way before the pandemic (figure 2).

Re-architecting work means more than automating tasks and activities. It's about configuring work to capitalise on what humans can

accomplish when work is designed around their strengths. This may be why executives in our survey identified the two factors most related to human potential as among the top three most important to transforming work (figure 3). While technology is important, this is not a challenge for technology alone, but for humans and technology together.

WORK TRANSFORMATION DEFINITIONS

Optimising work: Doing the same work more efficiently

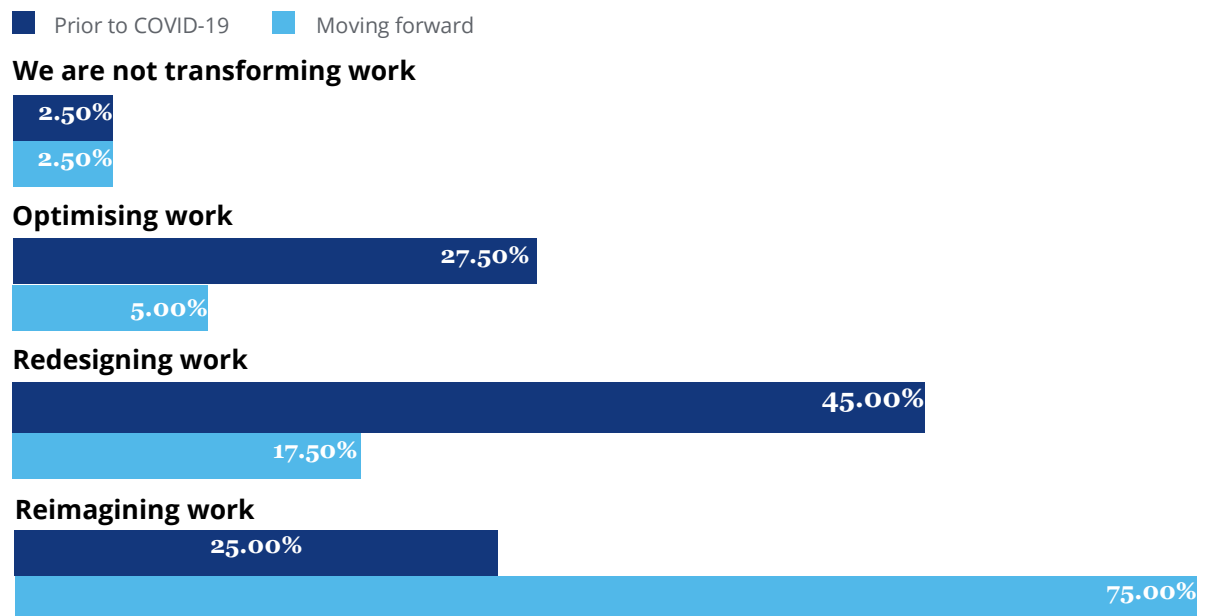
Redesigning work: Achieving the same work outputs with new combinations of technology and people

Reimagining work: Achieving new or different work outcomes with new combinations of technology and people

FIGURE 2

Executives are shifting their focus from optimizing work to reimagining work

How were you thinking about work transformation prior to the COVID-19 pandemic?
How are you thinking about work transformation in the next one to three years?



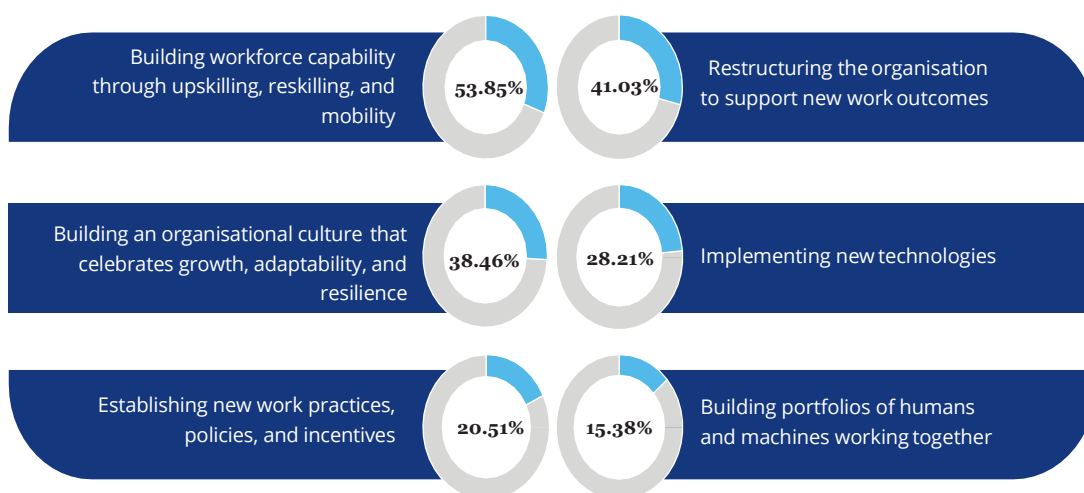
Note: n=43 (executives).

Source: 2021 Deloitte Global Human Capital Trends Survey

FIGURE 3

Both workforce 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=43 (executives).

Source: 2021 Deloitte Global Human Capital Trends Survey

To bring out human potential, leadership is critical. Indeed, leadership was the top factor our survey identified as a driver of change. Fifty-one percent of executive respondents said that leadership behaviour was critical to achieving their future vision of preparedness; they also identified several leadership issues—Limited financial capital; skills, experience, and culture; and lack of technology—as the three biggest barriers to work transformation.

Massmart’s Chief Human Resources Officer, Dr Liziwe Masoga shared how the organisation is rethinking what it is they expect from leaders. In order to navigate uncertainty successfully, the

organisation encourages its leaders to live the company values, lead in an inclusive way, not only set performance expectations, but to actively help people to manage their careers and take care of not only their own individual wellbeing, but the wellbeing of their people. “Pulling the leadership lever opens the gate for what you need to do as an organisation.”

A call to action

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 disruption.

Putting that ability into practice entails thinking about work and the workforce in terms of purpose, potential, and



“Pulling the leadership lever opens the gate for what you need to do as an organisation.”

— *Dr Liziwe Masoga, Chief Human Resources Officer, Massmart*

perspective to build an organisation that can thrive in an unpredictable environment with an unknown future. Leaders should find ways to create a shared sense of purpose that mobilises people to pull strongly in the same direction as they face the organisation's current and future challenges. They should trust people to work in ways that allow them to fulfil their potential, offering workers a degree of choice over the work they do to align their passions with organisational needs. And they should embrace the perspective that reimagining work is key to the ability to achieve new and better outcomes in

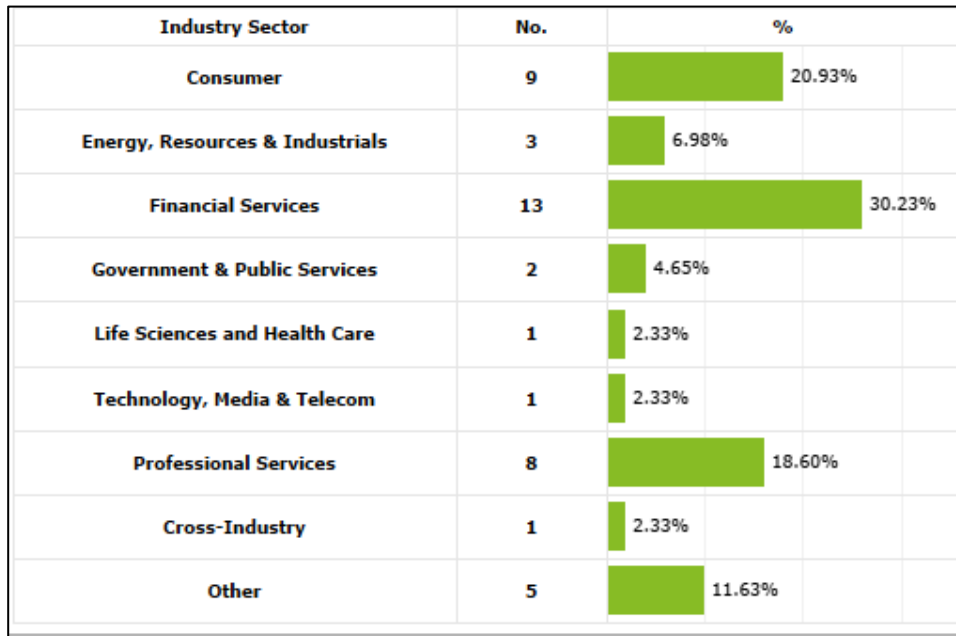
a world that is itself being constantly reimagined.

ServiceNow's CEO Bill McDermott may have said it best: "Leaders of consequence understand that what must be done eventually should be done immediately." Now may be a unique moment in history that gives leaders the impetus to move into a significantly higher level of action and vision. It is up to them— to us—to seize that moment, making meaningful changes in how we approach work and the workforce that position our organisations to thrive.

Appendix: Survey demographics

FIGURE 1

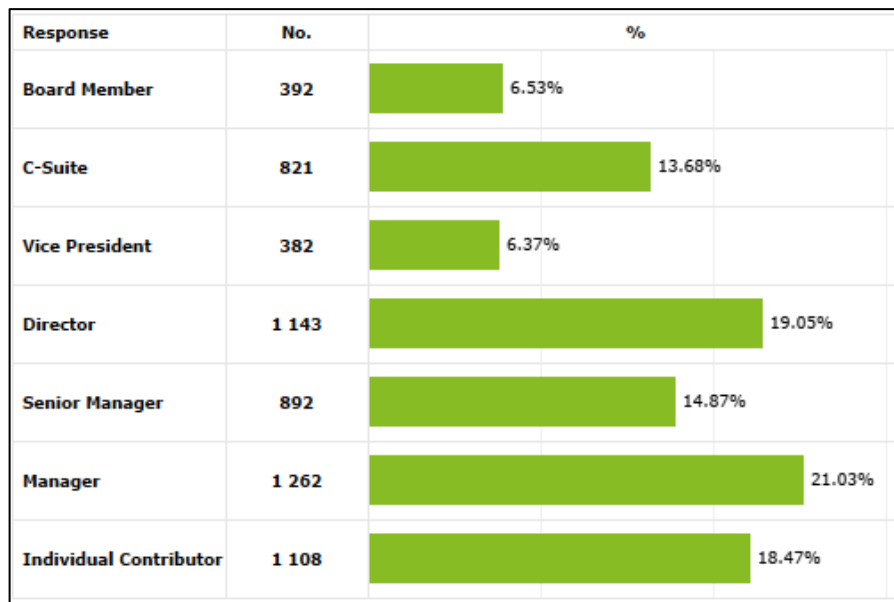
Respondents by industry



Notes: n=43; figures do not sum to 100% due to rounding.
Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 2

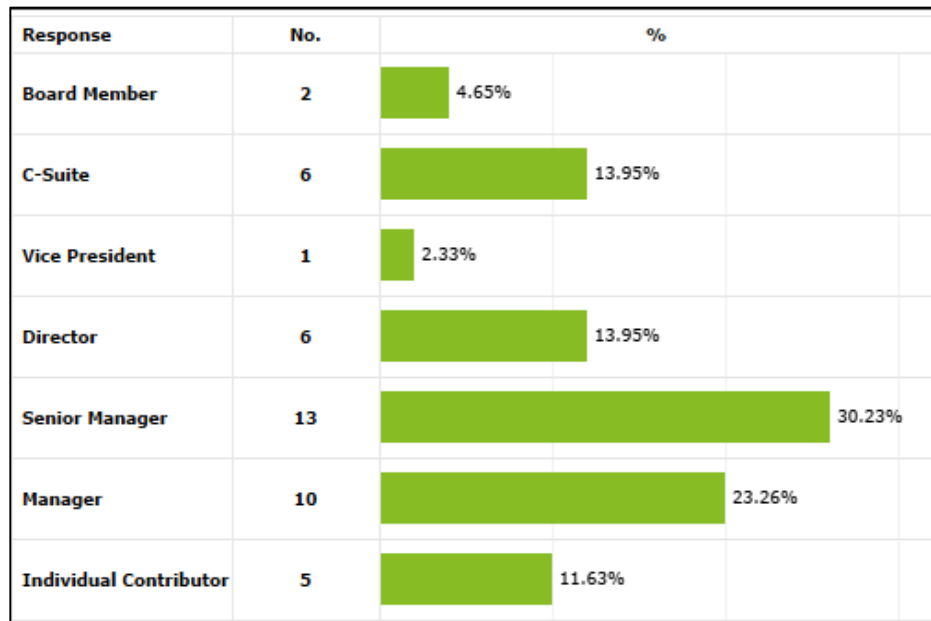
Total Respondents = (Organisation Level breakdown for Global)



Notes: n=6000; figures do not sum to 100% due to rounding.
Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 3

Total Respondents = 43 (Organisation Level breakdown for South Africa)

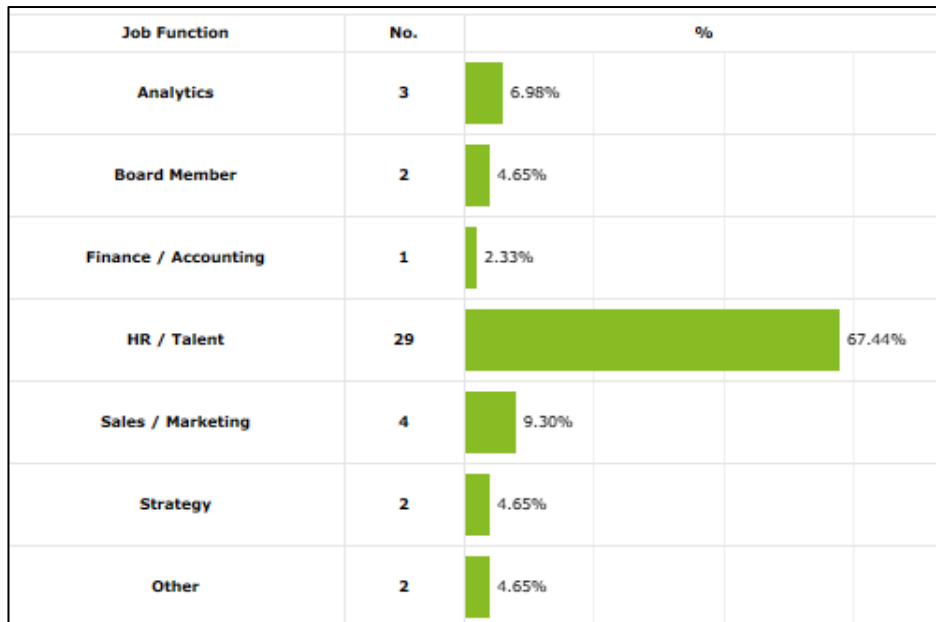


Notes: n=43; figures do not sum to 100% due to rounding.

Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 4

Respondents by function

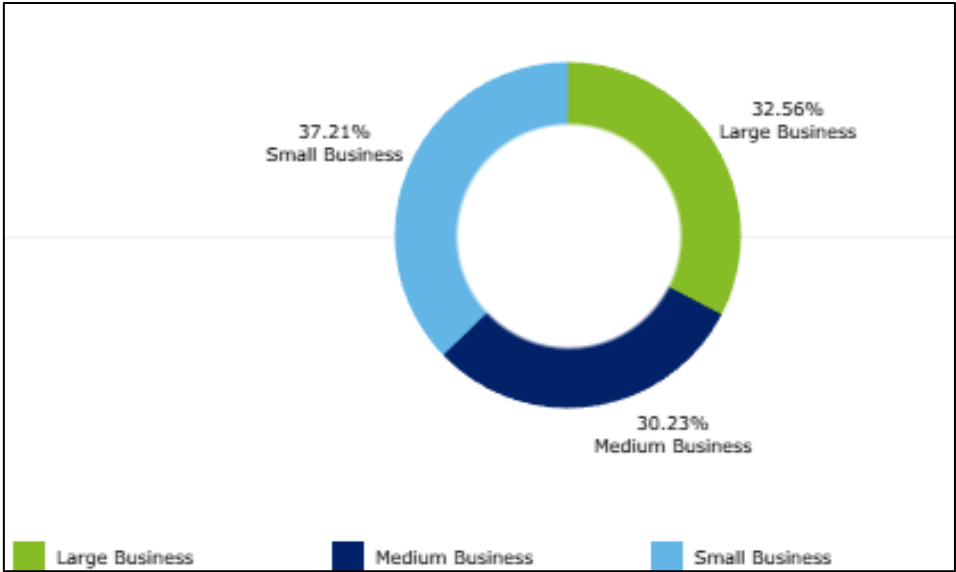


Notes: n=43; figures do not sum to 100% due to rounding.

Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 5

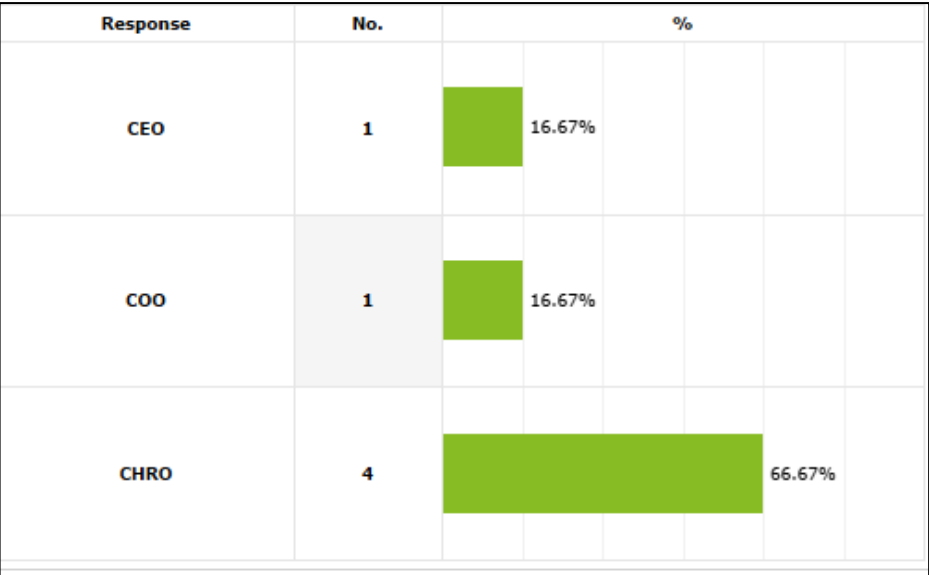
Respondents by business segment



Notes: n=43; figures do not sum to 100% due to rounding.
Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 6

Respondents by c-suite position



Notes: n=43; figures do not sum to 100% due to rounding.
Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 7

Respondents by industry sector

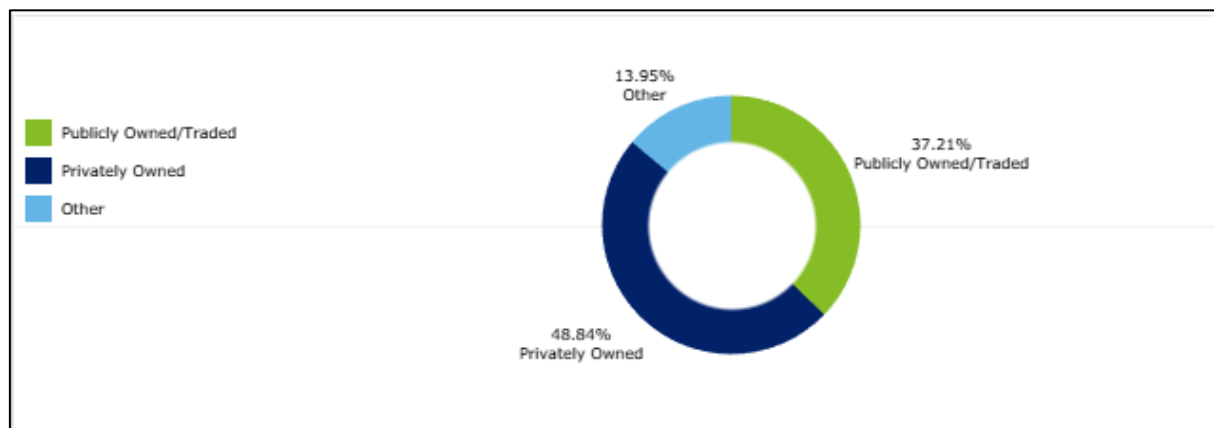
Industry Map	No.	%
Consumer Products	4	9.30%
Retail, Wholesale & Distribution	4	9.30%
Transportation, Hospitality & Services	1	2.33%
Power & Utilities	2	4.65%
Mining & Metals	1	2.33%
Banking & Capital Markets	4	9.30%
Insurance	8	18.60%
Investment Management	1	2.33%
Civil Government	2	4.65%
Health Care	1	2.33%
Technology	1	2.33%
Professional Services	8	18.60%
Cross-Industry	1	2.33%
Other	5	11.63%

Notes: n=43; figures do not sum to 100% due to rounding.

Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 8

Respondents by company ownership

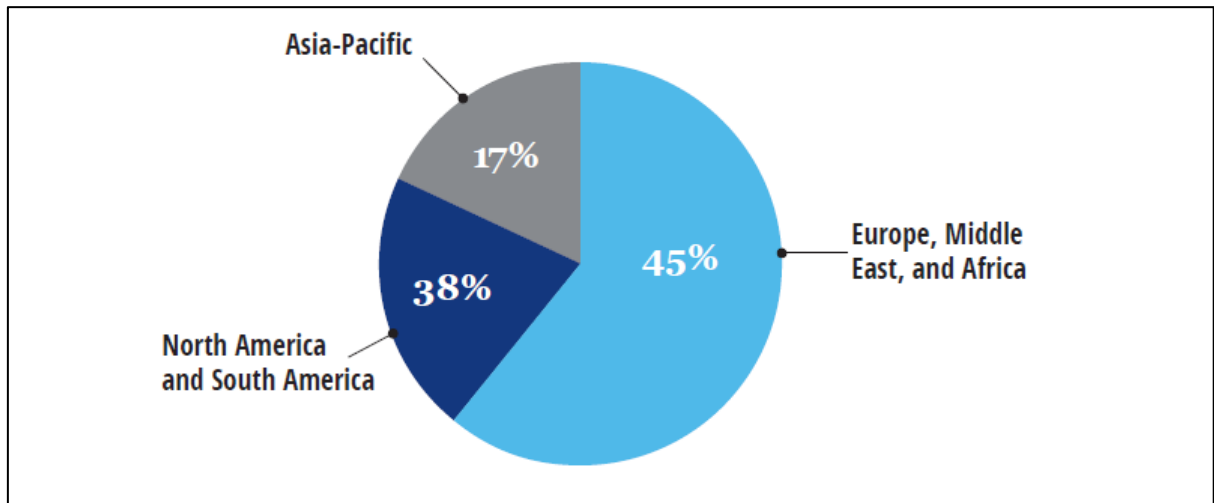


Notes: n=43; figures do not sum to 100% due to rounding.

Source: The 2021 Deloitte Global Human Capital Trends survey.

FIGURE 9

Respondents by region



Notes: n=6 000; figures do not sum to 100% due to rounding.
Source: The 2021 Deloitte Global Human Capital Trends survey.

End Notes

Introduction

page 8

Diving deeper

page 16

1. Tswelopele Kodisang (Chief People officer of Discovery), interview with authors, 19 May 2021.
2. Jeanett Modise (Chief Executive HR of Sanlam), interview with authors, 18 May 2021.
3. Erica Volini et al., Superteams: Putting AI in the group, Deloitte Insights, May 15, 2020.
4. South African Human Capital Trends Report, 2020.
5. Dr Liziwe Masoga (CHRO of Massmart), interview with authors, 19 May 2021.
6. Bertina Engelbrecht (Group HR Director of Clicks), interview with authors, 06 May 2021.

7. Erica Volini et al., A memo to HR: Expand focus and extend influence, Deloitte Insights, May 15, 2020.
8. Matimba Mbungela (CHRO of Vodacom Group Ltd), author interview, 14 May 2021.

Leading Forward

page 33

1. Tswelopele Kodisang (Chief People officer of Discovery), interview with authors, 19 May 2021.
2. Jeanett Modise (Chief Executive HR of Sanlam), interview with authors, 18 May 2021.
3. Dr Liziwe Masoga (CHRO of Massmart), interview with authors, 19 May 2021.

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