

TURNING **TENSIONS**
INTO **TRIUMPHS**

Helping leaders transform
uncertainty into opportunity

As organizations focus on optimizing business and human outcomes—a key theme of last year’s Global Human Capital Trends report—external and internal factors are creating tensions that complicate decision-making. This year’s report aims to help leaders navigate these tensions by exploring key questions, including:

*How do I ensure the right
work is being done, and
in an optimal way?*

*How do I access, develop,
and motivate the
necessary workforce?*

*Do I have the right
organization and culture
to enable performance?*

TENSIONS:

Automation <> Augmentation
Ability <> Stability
Output <> Outcomes

Standardization <> Personalization
Control <> Empowerment
Predictability <> Potential

How leaders answer these questions may be the key to an organization’s ability to stop waiting and start thriving in today’s fast-paced and constantly changing work environment.

WORK
How things get done

Stagility

*How do I provide stability
for my workers while
creating the agility my
business needs to thrive?*

**When work gets in
the way of work**

*How do I unlock worker
capacity and how
should it be used?*

THE WORKFORCE
Who’s doing the work and how we support them

AI is revolutionizing work

*Do I need to update our employee
value proposition for an AI-powered
world, and if so, how?*

Closing the experience gap

*Why are my new hires not
ready to contribute?*

**New tech. New work. Your
old value case isn’t enough.**

*How do I get more value out of
work and workforce technology?*

ORGANIZATION AND CULTURE
Structure and practices that unlock performance

**What moves
your people?**

*How can we motivate people to
do what needs to be done?*

**Engineering
performance**

*Why doesn’t performance
management work?*

**Is there still value in the
role of managers?**

*Do we still need managers, and if so,
how should they spend their time?*

