

Deloitte.

2025 Global Human Capital Trends

TURNING *TENSIONS*
INTO *TRIUMPHS*

Helping leaders transform
uncertainty into opportunity



Our *2024 Human Capital Trends report, Human Performance in A Boundaryless World*, set the stage and introduced the need for organizations to focus on human and business outcomes.

$$\left(\begin{array}{c} \text{human} \\ \text{outcomes} \end{array} \right) \times \left(\begin{array}{c} \text{business} \\ \text{outcomes} \end{array} \right) = \text{human performance}$$

Our 2025 report evolves this thinking by focusing on the complex tensions and choices leaders need to navigate in order to unleash human performance.

A BIT ABOUT **THE REPORT**

13,000⁺

*Survey respondents,
including*

2,000⁺

Executives

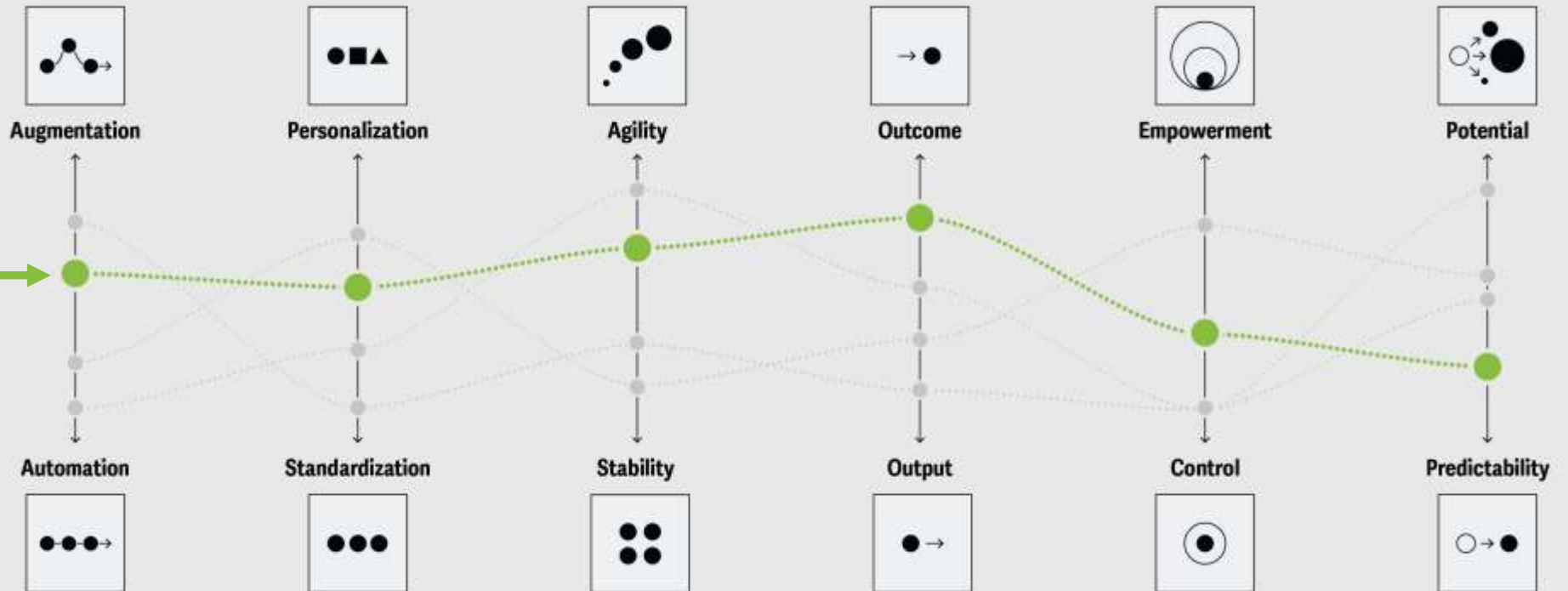
93

countries

TURNING *TENSIONS* INTO *TRIUMPHS*

To achieve human performance, leaders must navigate a multitude of tensions

Navigating these tensions isn't about picking a side. It's about finding a **balance**, recognizing sometimes both can be achieved at the same time.



HELPING LEADERS TRANSFORM **UNCERTAINTY** INTO **OPPORTUNITY**

The vital role of leaders in this year's trends

Given these tensions and organizations and workers facing constant change, leaders must continue to evolve. The key is embracing the idea that human performance isn't a zero-sum equation between human and business outcomes.

Leading only for business outcomes isn't leadership: it's an algorithm. Leading only for human outcomes isn't leadership either: it's conservatism.

Making good decisions in light of uncertainty



Ensure you're considering the right data—not just the data that's easy to collect.



Consider the input of multiple stakeholders, but don't get bogged down by trying to achieve consensus.



Place decision making responsibility at the right levels and involve people with the right experience.

HELPING LEADERS TRANSFORM **UNCERTAINTY** INTO **OPPORTUNITY**

This year's report aims to help leaders gain traction amidst the tensions across three key dimensions:

WORK

How things get done

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

WORKFORCE

Who's doing the work and how we support them

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

ORG & CULTURE

The structure and practices that unlock performance

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

INTRODUCING THE **2025 GLOBAL HUMAN CAPITAL TRENDS**

WORK



Stagility: Creating stability for workers for organizations to move at speed

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: Reclaiming organizational capacity

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

WORKFORCE



AI is revolutionizing work. You need a human value proposition for the age of AI.

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 proposition isn't enough.

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

ORG & CULTURE



What moves your people? Tapping into motivation at the unit of one

How can we motivate people to do what needs to be done to unleash human performance?



Reinventing performance management processes won't unlock human performance. Here's what will.

Why doesn't performance management work?



For most organizations, the value isn't found in eliminating the role—or ignoring the need for change.

Is there still value in the role of managers?

STAGILITY

**Creating stability for
workers for organizations
to move at speed**



WORK

WORKFORCE

ORG & CULTURE

STAGILITY

Creating stability for workers for organizations to move at speed

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

As disruption becomes the norm, the traditional sources of stability for workers—static job descriptions, defined teams, and linear career pathways and employment models to name a few—are rapidly falling away.

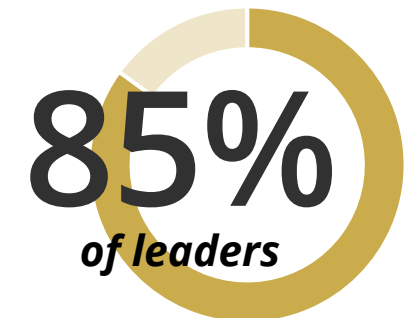
As these anchors become upended, workers may struggle to find the grounding they require to act with confidence, creativity, and have a dynamic capability to respond and evolve.



WHAT THE DATA SHOWS



...want stability



...want agile work

STAGILITY

Creating stability for workers for organizations to move at speed

ACTIONS

Anchoring the work

- Use technology to create value for both the organization and the worker
- Empower employees on the journey to re-architect work with AI
- Leverage AI to drive collaboration across silos and teams



IN PRACTICE

Shell is using AI to reengineer monitoring and inspection processes at energy and chemical plants, pipelines, offshore facilities, and wind and solar farms. This work can be done remotely by robots and drones.

As a result of this, inspectors and maintenance technicians can focus on other priority activities or, if they're onsite, performing more advanced verification. At the same time, new tasks are emerging for multidisciplinary teams, such as annotation for images to improve inspection algorithms

Anchoring the organization

- Develop structures that focus on outcomes, not actions
- Cultivate workforce ecosystems that go beyond the boundary of the organization



Two major electronics companies created a job swap program that supports the upskilling, advancement, and adaptability of the workforce across the two organizations.

One company is leveraging the others' engineers and business planning employees in their electronics and semiconductor businesses, using their workers to support the commercialization of services using metaverse technology and products that combine AI and image sensors.

The other company is similarly leveraging employees from their job swap partner for research and development, specifically looking at how to utilize AI and virtual space technologies in industrial fields

Anchoring the worker

- Focus on skills more than jobs
- Understand the individual worker



India-based tech company Zoho does not define jobs rigidly and does not assume there is an optimal pathway for individuals to move through the company, instead encouraging workers to develop new products and processes.

Teams are built around diverse skill sets, which company leaders find ultimately results in better products.

STAGILITY

Creating stability for workers for organizations to move at speed

	SOURCE OF INSTABILITY	OLD ANCHOR	NEW ANCHOR	
WORK	"Who" teams learn from	Higher rates of attrition and shorter job tenures, expansion of AI	Boss and team	Cross functional teams and collective intelligence powered by AI
	"How" teams work	Flatter and more fluid organizations and distributed decision making closer to the customer	Performing specific tasks in service of a job to create fixed outputs	Taking a set of actions based on data in support of value and outcome creation
	"Where" teams work	The rise of virtual and hybrid work	The office, factory, etc.	Flexible workplaces defined by the work itself and organizational needs
ORGANIZATION	"Who" does work	Rise of contingent workforce; expansion of AI	Employees, in jobs, organized into functional teams	Workers and AI organized into networks of internal and external teams
	"How" work is organized	Need for greater fluidity and agility in ways of working	Organizations rigidly designed with sticks and boxes in service of the enterprise executives	Organizations fluidly designed in service of the customer and the business outcomes
	"Where" organizations work	Dynamic need to access capabilities that are not readily available inside the organization	Inside the boundaries of their organization	Inside and outside the boundaries of their organization, accessing capabilities and skills available in the market to more dynamically meet business needs
WORKER	"Who" workers are (to the organization)	Greater need for speed, agility, and worker agency	Employees who are understood based on their pre-hire and post-hire job experience	Workers who are understood based on skills, passions, motivations, and potential
	"How" workers feel connected	AI and technology creating disconnection and loneliness in work	Functional team	Cross-functional teams; skills guilds; platform cooperatives
	"Where" workers go next	Increasing array of jobs and career paths and breaking of linear advancement models	Linear, internal career paths	Lateral career paths and external opportunities

WHEN **WORK**
GETS IN THE WAY OF **WORK**

**Reclaiming organizational
capacity**



WORK

WORKFORCE

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WHEN **WORK** GETS IN THE WAY OF **WORK**

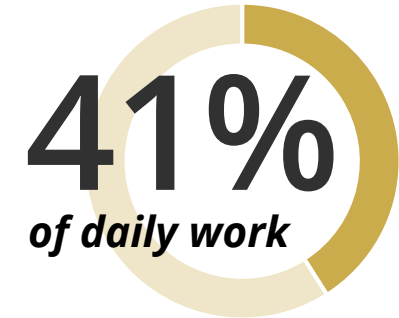
Reclaiming organizational capacity

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

There's little doubt that "busy" is an accurate description of what workers are currently feeling. New tools meant to increase productivity and efficiency often add new layers of complexity as well. As current efforts to rethink unnecessary or nonessential work appear to be falling flat, how can leaders and workers come together to reclaim organizational capacity for net new work, improved well-being, and improved responsiveness to market changes and challenges?



WHAT THE DATA SHOWS



is spent on non-value-added tasks



is extremely or very effective at finding and implementing ways to simplify work

WHEN **WORK** GETS IN THE WAY OF **WORK**

Reclaiming organizational capacity

ACTIONS

Adopting a new mindset

- Reframe how you think about and value slack with a focus on business and human outcomes. “Slack” doesn’t equate to “slacker”.



medibank

Health insurer Medibank launched a 4-day workweek experiment in 2023 – workers received 100% of their pay for 80% of the hours but were expected to maintain 100% of their productivity. To do this, they focused on reducing low-value work to give the extra hours back to the workers.

Results to-date of the experiment are promising. Productivity and performance levels remained the same; worker turnover intention and absenteeism dropped; workers experienced a 9.6% reduction in job stress and a 13% improvement in overall health.

Finding the slack

- Adopt a vertical and horizontal framework for rethinking work
- Use workforce data to identify value-added and value-robbing activities at a task level
- Help workers identify and understand the value of their roles and where efficiencies can be gained with simple tools such as job canvases
- Make AI your ally in identifying and addressing inefficiencies



DEW2I

German energy company Dortmunder Energie- und Wasserversorgung GmbH wanted to improve their customer service function, they identified case processing as a task that consumed much of their worker capacity.

In response, the team developed AI collaborators to process hundreds of thousands of standard cases, freeing up their human workers to handle more complicated cases and customers

Keeping the slack

- Co-create new metrics with workers that focus on the outcomes defined in the work reset
- Make ‘work resets’ an ongoing process via workforce planning and ongoing performance management



Zappos

Online retailer Zappos set an outcome for superior customer service.

So rather than evaluating its call center agents on how quickly they resolve an issue, their metric is how satisfied the customer was with the interaction—regardless of how long it took.

AI IS ***REVOLUTIONIZING*** WORK

You need a human value proposition for the age of AI.



WORK

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AI IS *REVOLUTIONIZING* WORK

You need a human value proposition for the age of AI.

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

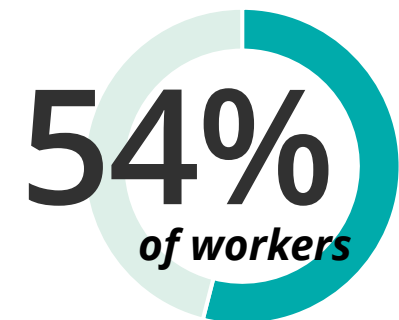
Artificial intelligence is reshaping work and the worker-employer value proposition. As workers increasingly collaborate with AI, it is changing the very nature of the workforce experience – often creating silent, unintended impacts such as burnout, loneliness and increased workloads. How can organizations create a compelling value proposition for workers that supports a mutually beneficial relationship between organizations and workers in an AI-powered world?



WHAT THE DATA SHOWS



are more likely to join and stay with an organization if its employee value proposition helps them thrive in an AI-driven world.



are concerned about the blurred distinctions between what is done by humans and technology.

AI IS *REVOLUTIONIZING* WORK

You need a human value proposition for the age of AI.

ACTIONS

Adopting a new mindset

- Study workers' use of AI and its silent impacts on your workforce
- Share the plan for AI with workers to build trust
- Strengthen the relationship between the HR and tech functions



IN PRACTICE

Consider global energy company Repsol, where workers at refineries analyze production options generated by AI, incorporate hard-to-quantify context, and feed their analyses back into the AI system—thereby changing its processes so it gets better at helping workers learn.

Evolving the EVP

Look at evolving all aspects of your EVP to in light of AI:

- How can you share the rewards AI creates with worker?
- How can AI improve work-life balance?
- How can AI help provide coaching and growth opportunities for all?
- How can AI improve worker learning and in turn improve how AI is used?
- How can democratized access to AI empower all workers?



Waste Management is piloting a program that lets drivers stray from AI-optimized routes for various reasons but gives them a financial incentive for generally following the routes and picking up more trash. "We're...sharing some of the productivity pickup in the form of wages back to the driver," says one executive.



Shutterstock trained its Shutterstock AI image generator on the library it had built over years working with photographers—but only after securing their permission and offering them royalties for the use of licensed images.

THE **POTENTIAL** SILENT **IMPACTS** OF **AI**

There can be positive or negative impacts on workers based on how AI is used

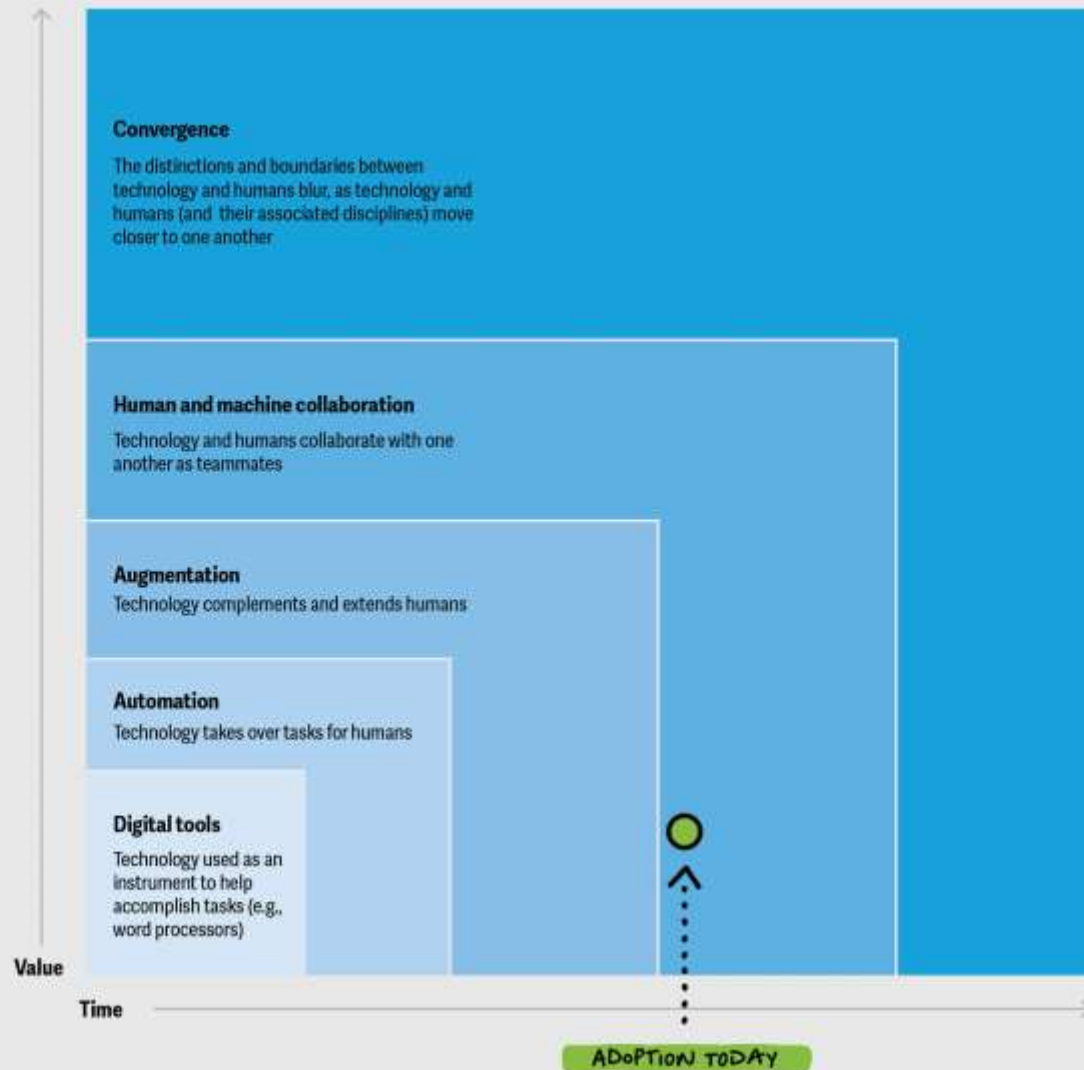
A COMMON NARRATIVE

- AI makes our work easier
- AI empowers us with new tools
- AI helps us learn with collective knowledge at our fingertips
- I get a new machine teammate
- AI reduces my workload to improve my wellbeing
- So much newly available and insights
- AI can help me generate content and learn from others' expertise

POTENTIAL SILENT IMPACTS

- AI can make work harder
- AI-structured work may decrease autonomy
- AI can become a "silent skills killer" and create an "experience gap"
- AI can blur the distinctions between what is done by humans and technology
- AI can increase workload and negatively impact wellbeing
- Privacy breaches and AI surveillance
- Loss of recognition for one's content and insights

ARE WE ENTERING A **NEW ERA** OF **AI** AND **HUMAN** CONVERGENCE?



9 SIGNS POINTING TO A POSSIBLE ERA OF CONVERGENCE

Technology becomes more human, with more human-like interfaces and capabilities

- The body electric: Technology becomes more human, with more human-centric interfaces
- Artificial EQ: Technology takes on more human capabilities
- The rise of humanoids: Robots increasingly resemble and mimic humans

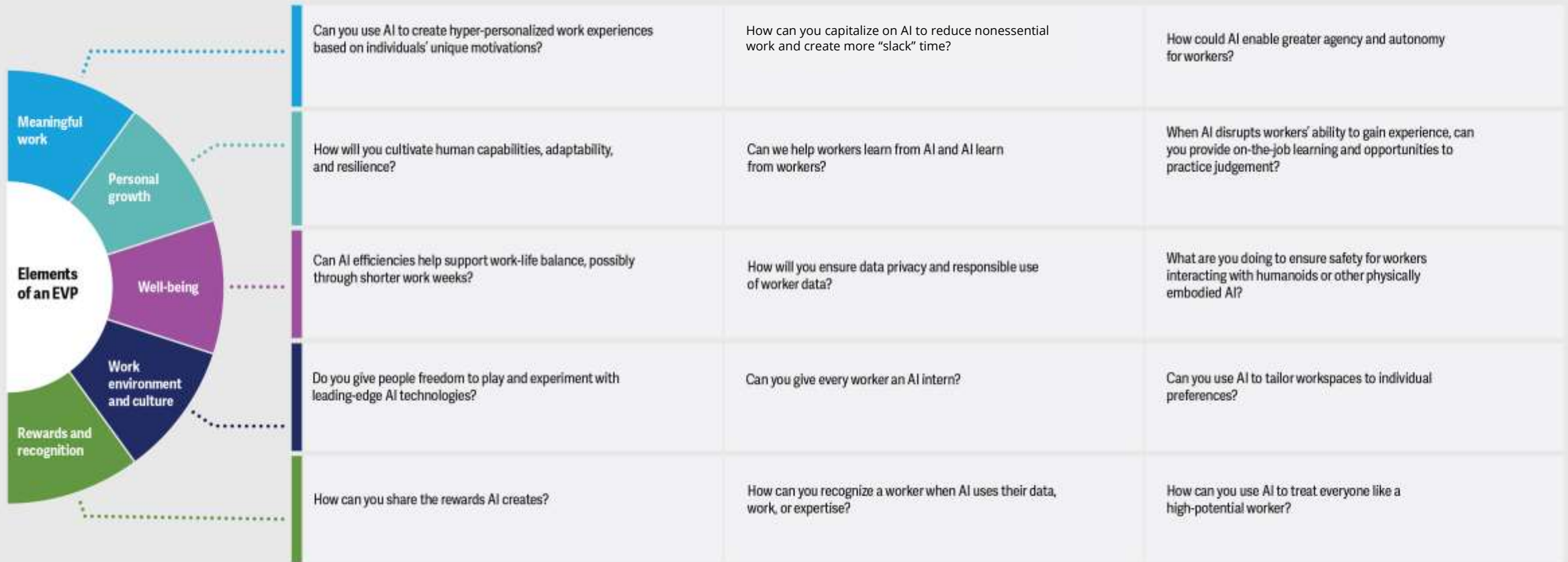
Technology increasingly acts as an extension of an individual

- From centaurs to cyborgs: AI becomes integrated into human workflow, acting with us more like an integrated “cyborg” than a “centaur” with a clear-cut division of labor
- Digital doppelgangers and agents: Digital agents act on people’s behalf
- Machine-student learners: Humans teach AI, and AI teaches humans

Disciplines converge as technology advances

- Every human is a coder: All talent can now be tech talent
- Engineering and humanities unite: Multi-disciplinary skill sets are in demand
- Quali-quant-itative: Qualitative data joins quantitative data, helping us understand the “why” and the context behind the insights

CONSIDERATIONS FOR **UPDATING AN EVP** FOR THE **AGE OF AI**



CLOSING

THE EXPERIENCE

GAP



WORK

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CLOSING THE EXPERIENCE GAP

Why are my new hires not ready to contribute?

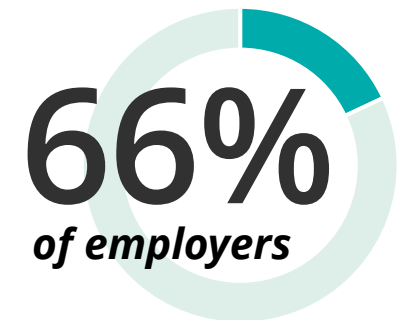
Organizations struggle to find talent with the experience they need— just as workers struggle to find foothold roles where they can gain it. This is growing even more challenging as AI takes on entry level work, apprenticeship models are eroding in the face of remote work, and organizations seek more and more varied types of experience. How then can we bridge the experience gap?



WHAT THE DATA SHOWS



say their recent hires weren't fully prepared—most citing lack of experience



have recently increased experienced requirements—most “entry level” roles now require 2-5 years experience

CLOSING THE EXPERIENCE GAP

ACTIONS

Sourcing and development

- Upskilling in context
- Create micro-opportunities to develop judgement
- Capitalize on internships
- Partner with higher education
- Reconsider apprenticeships



SIEMENS

As part of Australia's Industry 4.0 initiative, Siemens has partnered with Swinburne University to offer an apprenticeship program in which students gain practical experience and earn an associate degree. The combination of academic learning and practical experience helps apprentices be more resilient and versatile in their careers

IN PRACTICE

Reimagining work

- Design for gateways and possible future paths
- Design for teams



Medtronic

Medtronic, looking to diversify its workforce and remove barriers for job seekers, partnered with workforce education provider InStride to implement a skills-based hiring approach—removing degree requirements, recertifying 65 roles across 17 job families, and targeting developmental to the contextual pathways in which skills are used. They are now attracting a broader pool of talent: half of IT workers are now in roles without a degree requirement.

Augment judgement and adaptability with AI

- Harvest tacit knowledge
- Supplement actions of less-experienced workers
- Accelerate the development of conceptual frameworks



amazon

Amazon introduced a culture coach—using a generative AI model trained on internal documents such as performance reviews to offer employees guidance on navigating daily work interactions. Per Amazon's senior vice president of people experience, "This coach is able to draw from the experience of all of the people that we've hired [and] evaluated, what we said was good [...] maybe not as good, or what could have been improved, and give that kind of feedback."

CLOSING THE EXPERIENCE GAP

What do we mean by experience, anyway?

What do leaders want from experience? Adaptability in different contexts. How do they get it?

Traditional view of experience

Number of years of directly related experience as a proxy

WHAT LEADERS **THINK** THEY WANT FROM EXPERIENCE

Expanded view of experience

Application of human capabilities and technical and functional skills in real-world contexts

WHAT LEADERS **REALLY MEAN** AND NEED BY EXPERIENCE

NEW **TECH.**
NEW **WORK.**

Your old value case
isn't enough.



WORK

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NEW **TECH.** NEW **WORK.**

Your old value case isn't enough

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

It used to be relatively easy for organizations to decide whether to invest in technology and which technologies to choose. No longer. In the face of a changing tech and work landscape with a myriad of new work and workforce technologies emerging daily, leaders need a new calculus to identify the metrics, approaches, and governance needed to create a value case that will realize human and business outcomes.



WHAT THE DATA SHOWS



cited unrealistic business cases or lack of data as key reasons for tech investments failure



listed the inability to define metrics as their top tech investment challenge

NEW **TECH.** NEW **WORK.**

Your old value case isn't enough

ACTIONS

Reframe the value measures

- Identify goals and metrics for human outcomes as well as business outcomes
- Identify when the investment case warrants a nontraditional approach
- When you need a nontraditional approach, take a cue from R&D



IN PRACTICE

Eaton, a global power management company, needed to establish new metrics to measure the value of modernizing its talent acquisition process using AI. Their value case began with metrics that would improve the candidate experience and then expanded to include improved metrics for hiring managers and recruiters. The AI implementation helped them achieve double-digit increases in these metrics, including time to market, time to present, and time to offer. In addition, the company saw a 30% to 40% increase in candidate velocity and a four-fold increase in their talent network.

Expand the stakeholders

- Include interdependencies and multiple stakeholders in a portfolio business case
- Decide what you will do with the value your investments create



A Fortune 100 food and beverage company sought to justify the value case of implementing a digital Experience Hub for its 300,000-plus global employees. Their value case focused on three key pillars: Faster- Give time back to workers to focus on value-add tasks, Stronger- Reduce cost to serve and enhance resilience and agility, and Better- Improve the employee experience to increase engagement and retention. The company identified two million hours of time as part of its value case that would be given back to workers each year, and The Experience Hub played a pivotal role in setting the foundation for adoption of more advanced technologies in the company's future roadmap.

NEW **TECH.** NEW **WORK.**

Your old value case isn't enough

Work and workforce tech value cases

<i>IN THE PAST</i>	<i>NOW AND IN THE FUTURE</i>
Four to five tech players	Hundreds of tech players
Two to three use cases	Dozens of use cases
ROI driven by automation, labor savings	ROI driven by wide range of metrics
Platform/ERP-driven tech	Ecosystem of tech options
Enables existing operations and processes	Enables new ways of working
Single functional owner/stakeholder	Multiple cross-functional owners/stakeholders

Emerging workforce technology ecosystem





WHAT ***MOVES*** YOUR ***PEOPLE?***

Tapping into motivation at the unit of one

WORK

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WHAT **MOVES** YOUR **PEOPLE**?

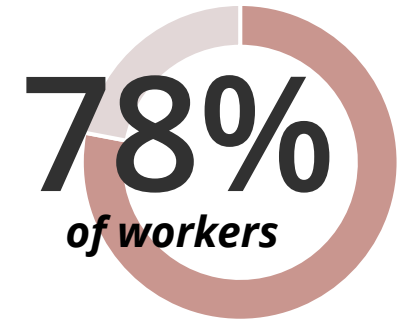
Tapping into motivation at the unit of one

How can we motivate people to do what needs to be done to unleash human performance?

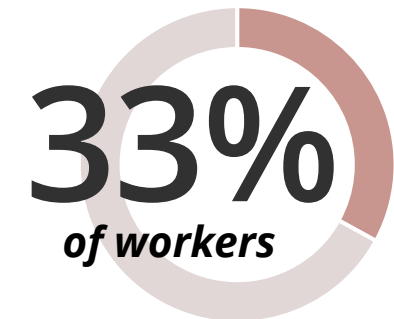
What is the last mile of realizing human performance? Understanding and capitalizing on what makes the people in your organization tick—at an individual level. Technologies have long been used to influence consumer behavior by tapping into motivations. But most organizations have yet to use similar approaches to understand and tap into motivations of individual workers—the unit of one – boost performance, inspire innovation and drive change.

Standardization   **Personalization**
Control   **Empowerment**

WHAT THE **DATA SHOWS**



know what motivates them



believe leadership
understands their
motivations

WHAT **MOVES** YOUR **PEOPLE?**

Tapping into motivation at the unit of one

ACTIONS

Understand individual motivations

- Understand worker motivations through the collection and analysis of data, and turn this data into insights
- Co-create use cases on why, how, where, when, and who workers work with

Act by hyper-personalizing based on individual motivations

Take a **manager-driven** approach



Johnson & Johnson

Johnson & Johnson takes a whole-person approach that considers the skills, experiences, aspirations, traits, and motivations of its people. The organization collects people data largely through employee-completed profiles and psychometric tests, then encourages employees and managers to bring insights from this data into one-on-one check-ins and workforce planning conversations to determine what work and roles best suit employees.

Take a **modular** approach



Panasonic

Modular approaches can transform time management, too. In Japan, Panasonic offers four-day work weeks, allowing workers to choose how they use the fifth day based on their unique motivations—be it for rest, personal appointments, hobbies, reskilling, side jobs, community service, or deep-thinking work.

Take a **tech-driven** approach

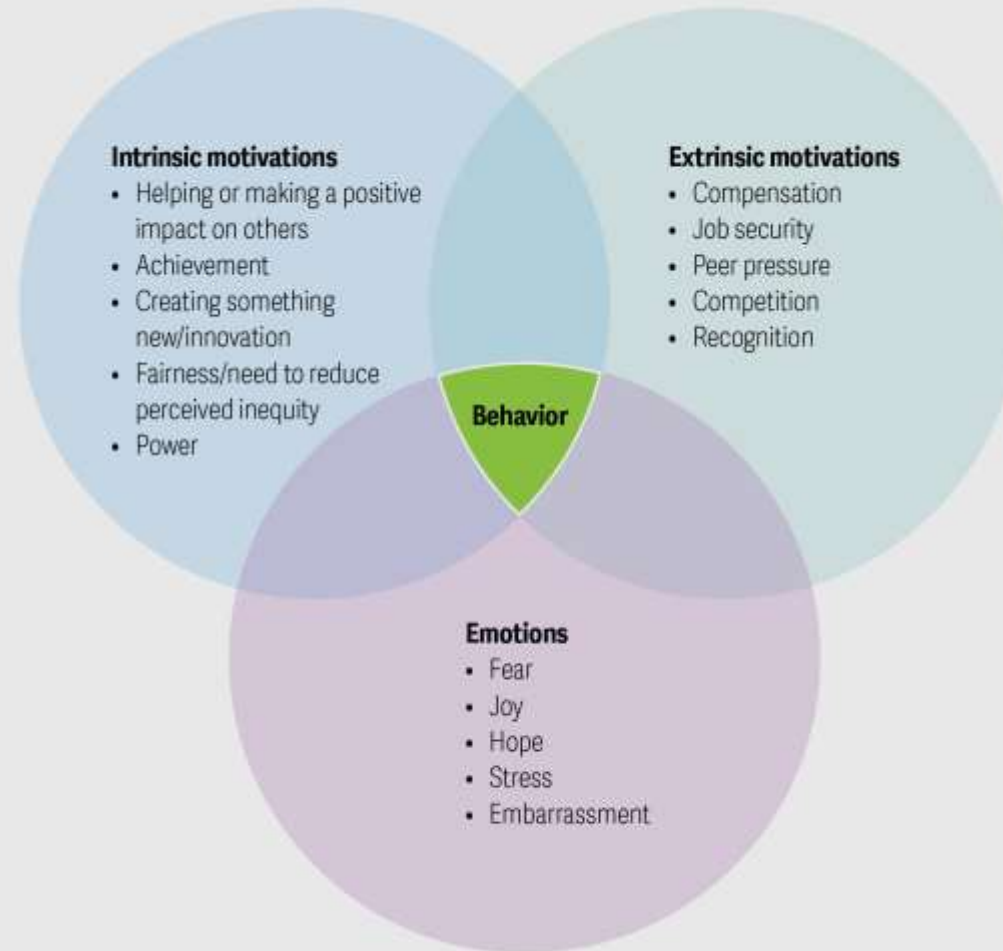


swissport 

Swissport is forging deeper connections between frontline manufacturing workers and the company's mission, values, and goals using the Firststep intelligent communication platform. Embracing consumer marketing-inspired strategies, they analyze behavioural data to personalize content, optimizing message timing, format, and language, and even fine-tune message frequency using communication fatigue metrics to maintain engagement without overwhelming the workforce.

WHAT **MOVES** YOUR **PEOPLE**?

Tapping into motivation at the unit of one



WHAT **MOVES** YOUR **PEOPLE**?

Tapping into motivation at the unit of one

UNDERSTAND

Collect data about individual worker motivations through:

- Passive data collection
- Self assessments and surveys
- Manager interviews

When possible, combine with other individual data such as:

- Skills (including human capabilities)
- Interests and passions
- Personality traits
- Work styles and preferences

Turn the data into insights using:

- Analytics
- AI
- Human judgment

Responsibly use data and tech by:

- Allowing choice (opt-in)
- Auditing for bias
- Offering workers benefits in exchange for their data
- Guarding worker privacy



ACT

Identify your use cases:

Why I work:

- Customized rewards and benefits
- Recruiting outreach based on motivations

What I work on:

- Matching people to meaningful work based on motivations
- Customizing work responsibilities based on motivations

How and where I work:

- Development and learning based on what motivates people most
- Customized communications
- Flexible work based on motivations
- Tailored change initiatives to motivations (eg. change stories, nudges, work activities, and rewards)

Who I work with:

- Team alignment or intentional diversity based on motivations
- Identification and creation of microcultures based on varying worker motivations in groups



Choose your hyper-personalization approach:

Manager-driven:

- Managers and colleagues personalize their interactions with individuals based on the individual's motivations

What I work on:

- Matching people to meaningful work based on motivations
- Customizing work responsibilities based on motivations

Modular choices:

- Provide workers with a standard set of options from which they can choose based on their own personal motivations

Tech-driven:

- Use technology to provide customized practices based on an individual's unique motivations

REINVENTING PERFORMANCE MANAGEMENT

**processes won't unlock
human performance.
Here's what will.**



WORK

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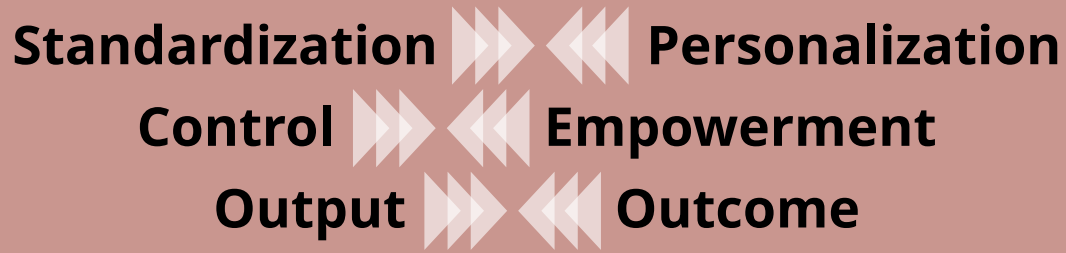
REINVENTING PERFORMANCE MANAGEMENT

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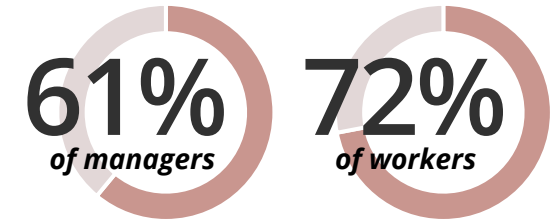
Why doesn't performance management work?

Despite decades of reinvention, people still don't like performance management.

While we can (and should) continue to improve it, the real issue is that we are expecting too much from a process, as if it is the primary driver of human performance. But unlocking human performance requires a broader, long-term effort to engineer human performance in the flow of everyday work.



WHAT THE DATA SHOWS



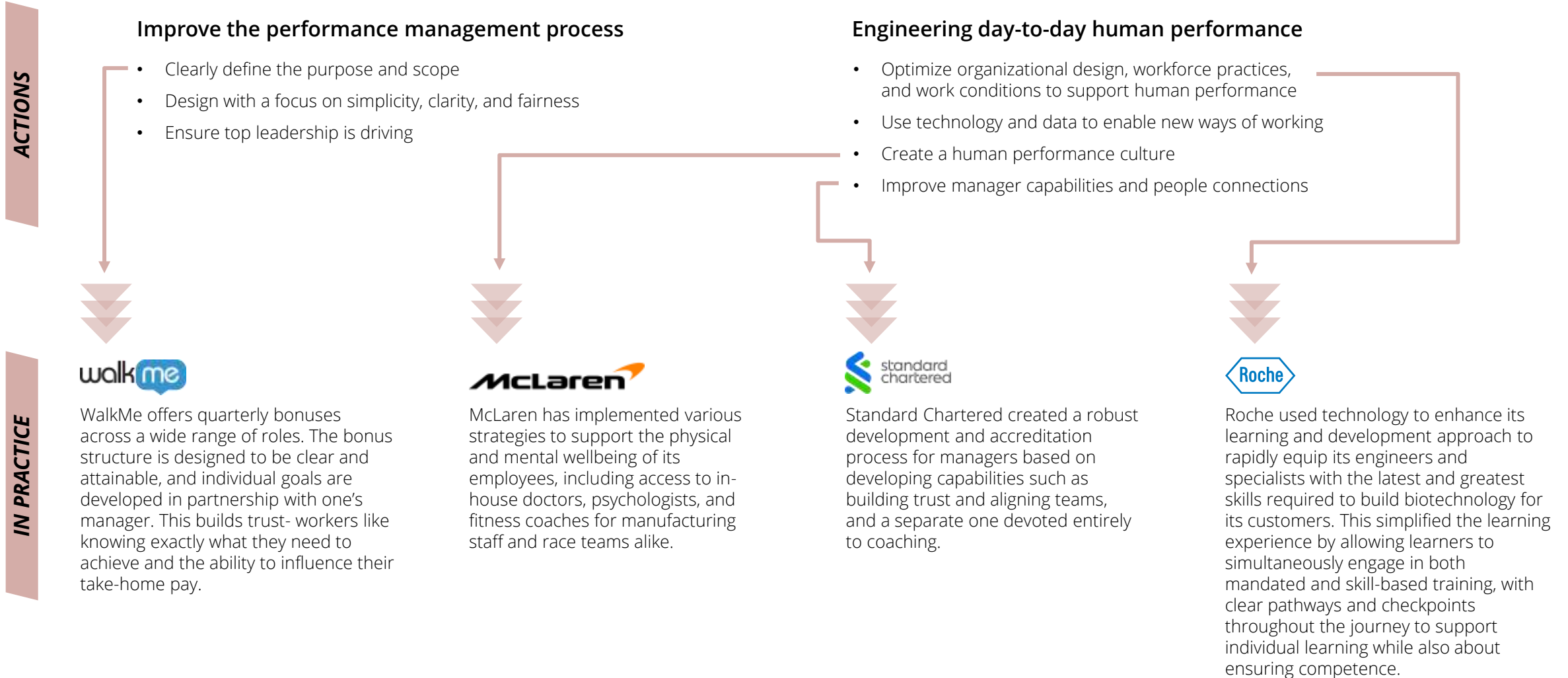
do not trust their organization's performance management process to adequately measure their value



said they're doing great things using data and evidence to capture the value of workers' performance while enhancing worker trust

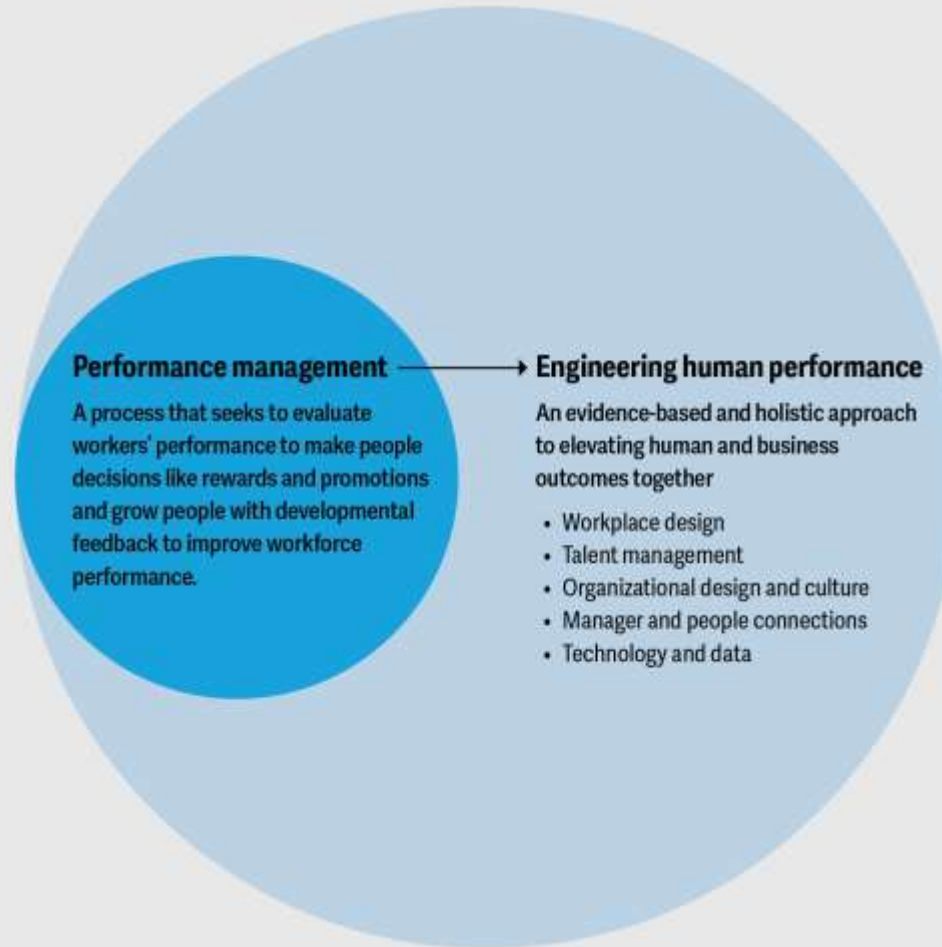
REINVENTING PERFORMANCE MANAGEMENT

processes won't unlock human performance. Here's what will.



REINVENTING PERFORMANCE MANAGEMENT

processes won't unlock human performance. Here's what will.



Engineering human performance includes performance management, but goes beyond it

IS THERE STILL VALUE IN THE ***ROLE OF MANAGERS?***



WORK

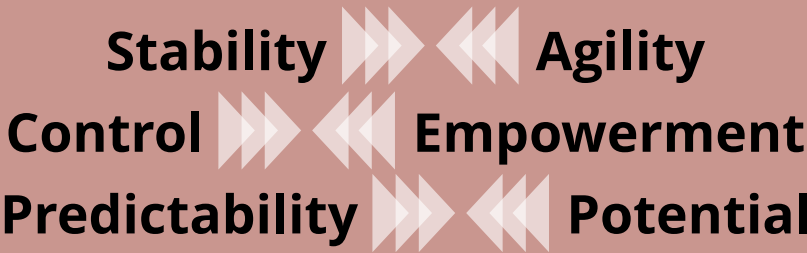
WORKFORCE

ORG & CULTURE

IS THERE STILL VALUE IN THE **ROLE OF MANAGERS?**

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

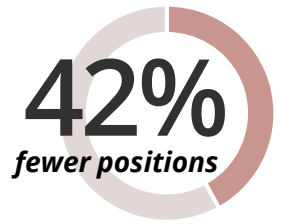
For a role under distinct pressure, unlocking value won't come with eliminating the role or ignoring the need for change. There's a third path: reinvention. As organizations reinvent managers to focus on what matters most—developing people, redesigning work and reallocating resources to drive human performance in the age of AI, and catalyzing agility and strategic problem-solving—AI can help.



WHAT THE DATA SHOWS



don't feel prepared to manage people, this same percentage of managers say the organization is not providing tech to help them manage people



US middle-management positions were being advertised at the end of 2024 than they did in the spring of 2022



time is eaten up on fire drills or on low value-added administrative work

IS THERE STILL VALUE IN THE **ROLE OF MANAGERS?**

ACTIONS

FOCUS ON BUILDING THREE CRITICAL CAPABILITIES FOR MANAGERS:

1. Ability to develop, coach, motivate, and nurture people

- Use AI to help managers gain real-time performance insights
- Require training, development, and accreditation of managerial coaching and development skills
- Create opportunities to practice having difficult conversations



Intel managers use AI to help guide them in providing development opportunities and feedback to their workers. Having a built-in AI coach can help managers get insights about the team that they're managing and the activities that they've taken on.

2. Ability to redesign work, reallocate resources, and optimize human and machine interactions

- Use AI to help support managers in optimizing work for AI and human collaboration
- Create a safe environment for AI and other work redesign experimentation
- Provide education, training, and development on AI



NASA used commercially available AI software to reinvent the design process for specialized one-off parts, with workers collaborating with AI to produce complex structure designs in just hours rather than months

3. Ability to serve as a catalyst for agility, strategic problem solving, and reinvention

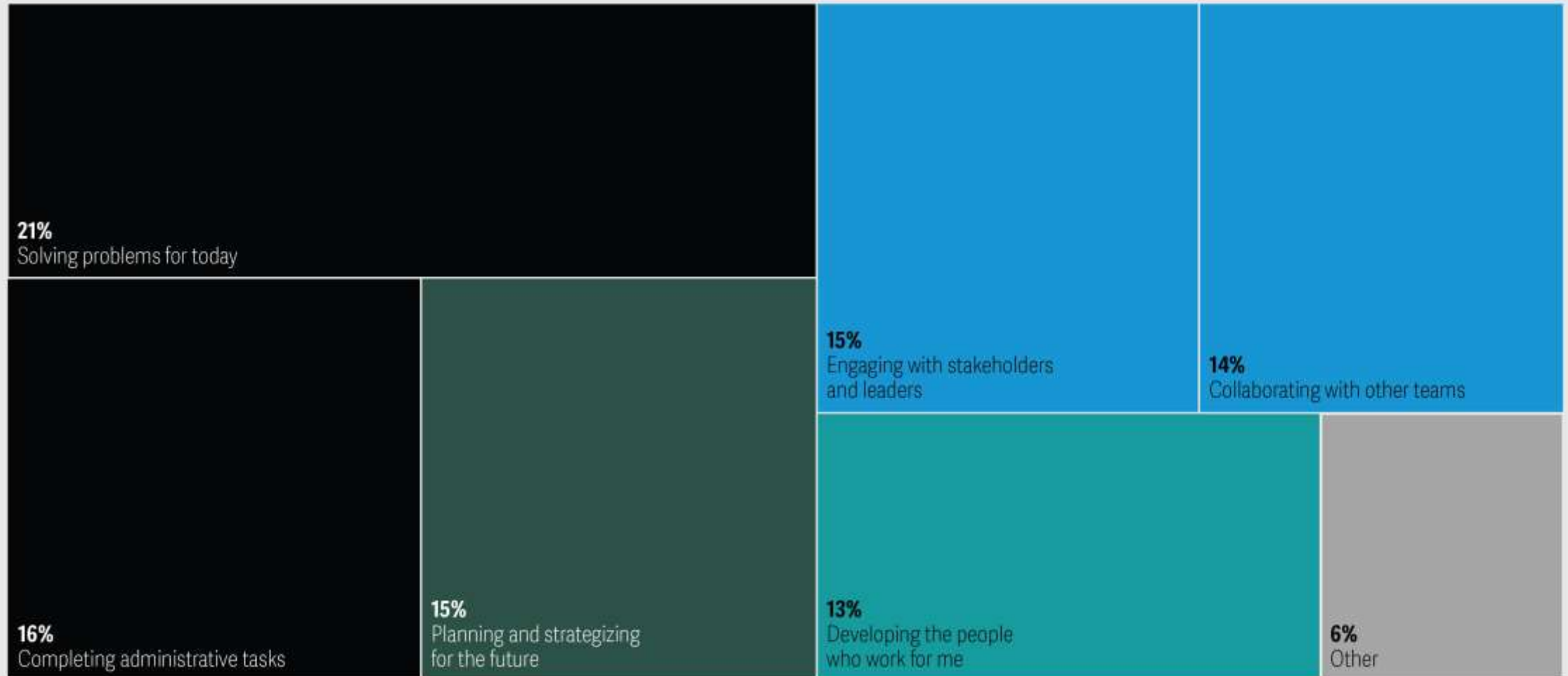
- Focus on drawing better connections among managers within your organization
- Empower decision making and how to push decision rights
- Develop managers' judgement skills in strategic decision making and problem solving



Klick Health's machine-learning technology, "Genome," analyzes every project at every stage in the firm, suggesting rewarding more responsibility to people who have demonstrated consistent competency and success.

IN PRACTICE

IS THERE STILL VALUE IN THE **ROLE OF MANAGERS?**





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