

Leading the Social Enterprise

Key findings from the Deloitte 2019 Global Human Capital Trends survey

Organizations leading the social enterprise are moving beyond purpose statements, reinventing themselves with a human focus to bring meaning back to the workplace and human identity back to the worker.

The future of the workforce

Reinvention means adapting to the forces restructuring job and work design, the open talent economy, and collaborative workplaces.



The future of HR

Reinvention means HR is accepting its new mandate to shape the future by redesigning its capabilities, technologies, and focus to lead transformation in HR and across the enterprise.



Talent access

- **45%** say their employees lack information on available roles inside their organization
- Only **6%** believe they have best-in-class recruitment processes and technology



Alternative workforce

75%

say HR supports sourcing alternative workers...but only **6%** say they have processes to manage and develop alternative workforce sources

Jobs

62%

are using automation to eliminate transactional work and replace repetitive tasks



Leadership

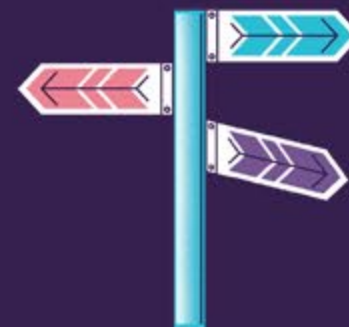
80%

rate leadership a high priority for their organizations...but only **41%** told us they think their organizations are ready or very ready to meet their leadership requirement



The future of the organization

Reinvention means driving business performance *and* meaning through new approaches to leadership, support for cross-functional teams, and a highly personalized worker experience.



Employee experience

Results are mixed. Respondents who believe their organization is effective/very effective at:

- Creating meaningful work **53%**
- Delivering supportive management **45%**
- Creating a positive work environment **59%**
- Providing the right opportunities for growth **43%**



Teams

32% say they now operate mostly in teams...but only **6%** rate themselves very effective in managing cross-functional teams



Learning

- **90%** told us their organizations are redesigning jobs
- **84%** are increasing their investment in reskilling programs



Mobility

- **56%** told us that it was easier for people to find a new job at an outside organization than with their current employer
- **38%** are looking at internal mobility to build better leaders and **32%** believe mobility is required to increase employee engagement...**46%** told us that managers resist internal mobility
- Only **6%** of respondents believe they are excellent at moving people from role to role



Cloud

- Only **5%** believe their HR technology is excellent at meeting full-time workers' needs
- **65%** still report their technology is inadequate or only fair at achieving its overall objectives



Enabling the social enterprise with Deloitte's SAP® solutions

The future of the workforce

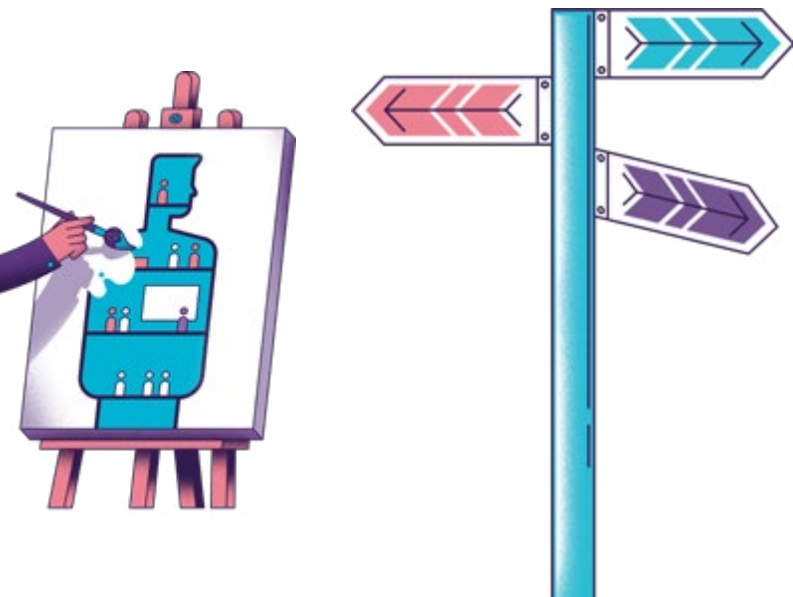
The alternative workforce: It's a business necessity	
From jobs to superjobs: The rise of the Digital Twin	Business Leadership for the 21st Century: What got you here, won't get you there

KEY SAP ENABLERS


With Deloitte's deep commitment to enabling organizations improvement of their business outcomes, we've designed SAP solutions to provide an integrated platform across your business ecosystem. From contingent staffing and alternative workforce integration to talent and learning development priorities, we've developed specific industry solutions designed around workforce optimization. The intelligent enterprise has never been more closer to reality than it is today.

PRIMARY ENABLING SAP SOLUTIONS, REIMAGINED BY DELOITTE

- SAP® SuccessFactors®
- SAP S/4HANA®
- SAP Fieldglass®
- People analytics enabled by SAP Analytics Cloud
- Qualtrics® Experience Management solutions
- SAP Leonardo® capabilities for machine learning, IoT, and data intelligence



The future of the organization

From employee experience to human experience: Putting meaning back into work	Organizational performance: It's a team sport
Rewards: Closing the gap	

KEY SAP ENABLER

Deloitte Bersin research shows by generating higher employee engagement and satisfaction, with policies and programs strategically aligned to the business, you can drive improved customer service excellence and revenue growth. Evolving from segments and silos to an environment of multifunctional collaboration can spark creativity while enabling effectiveness and relevance at every stage of an employees career. A robust, thoroughly modern engagement platform designed to up-to-date data on what employees want from their rewards plan. Engaging today's workforce through their digital channel of choice has never been easier with SAP solutions. From digital assistants, mobile capabilities and personalized solutions, getting work done is simple and intuitive. Workers can bring their full self to work by taking advantage of talent profiles tailored with their specific interests and publishing to the broader organization. Collaboration provides opportunities for teams to be come high performing across the organization. Experience management solutions allow organizations to measure and take action with powerful insights into how the organization is doing and how they can improve in the future.

PRIMARY ENABLING SOLUTIONS

- SAP SuccessFactors modules for:
 - Recruiting Management and Onboarding
 - Learning and Development,
 - Performance and Goal Management
 - Compensation Management
 - Workforce Management
- SAP® Jam collaboration platform
- People analytics enabled by SAP Analytics Cloud
- Qualtrics Experience Management solutions



The future for HR

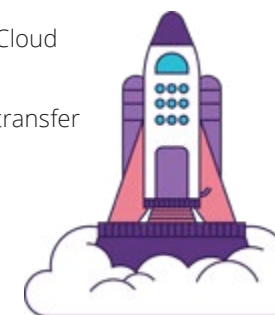
Accessing talent: It's more than acquisition	Learning in the flow of life
Talent mobility: Winning the war on the home front	HR cloud: A launch pad, not a destination

KEY SAP ENABLER


As jobs and career trajectories are redefined, the framework for preparing people for tomorrow's jobs also must be redefined. It's time to throw out the textbook for accessing talent. To unlock potential within the workforce, organizations should rethink internal mobility norms and processes. SAP solutions provide a connected environment where employees can advance their careers through embedded learning, career planning, and machine learning based 'nudging' to make them aware of jobs and opportunities that may be of interest to them. Learning and social communities enhance career development and on-the-job productivity by generating learning opportunities that aren't one way. Revitalizing HR includes investing in cloud-based systems that can help organizations prepare for the future of work. SAP Solutions provide natural language processing, machine learning, and other cloud-enabled innovations to help further improve every stage in the employee journey, from onboarding to retirement and beyond.

PRIMARY ENABLING SOLUTIONS

- SAP SuccessFactors modules for:
 - Recruiting Management and Onboarding
 - Learning, and Succession and Development
 - SAP Conversational AI
- People Analytics enabled by SAP Analytics Cloud
- SAP S/4HANA for data-driven insights
- SAP Enable Now for successful knowledge transfer
- SAP® Cloud Platform
- SAP Leonardo capabilities for machine learning and data intelligence
- SAP Conversational AI
- SAP Jam collaboration platform
- Qualtrics Experience Management solutions



Better Outcomes for Better Engagement

-  HR FastForward™
-  HR FedForward™
-  DataForward™
-  Bersin™ Research & Membership
-  HR Cloud Roadmap, Strategy and Implementation
-  Business-driven, HR Transformation
-  Human-Centered Design Approach
-  Momentum agile methodology for SAP SuccessFactors

2019 Human Capital Trends Report
trendsapp.deloitte.com



Let's Talk

Preparing your organization to be the destination of choice for your customers and employees requires a purpose-driven approach. With greater opportunities to engage in a more meaningful way, moving beyond the status quo is imperative. Let us show you the possibilities.

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