

2023 Global Human Capital Trends

Framing the challenge: Think like a researcher

To lead in this boundaryless world, organisations and workers should activate their curiosity. Differentiation and winning will come not from always believing you must have the right answer at the start, but by being able to challenge orthodoxies, operate with humility and empathy, and learn from new information so you can refine as quickly as possible. Three of the trends in this year's HC Trends report exemplify the need for organisations and workers to think like a researcher:

Navigating the end of jobs

Many organisations are experimenting with using skills, not jobs, as the baseline for how workforce decisions are made.

Powering human impact with technology

Forward-leaning organisations are exploring how to use technology in ways that encourage humans both to be their best selves and to do better work.

Activating the future of workplace

Digital and virtual technologies are redefining the concept of the workplace, giving organisations the opportunity to experiment with, not "where," but "how" work should be done.

Charting a new path: Cocreate the relationship

To be successful, organisations and workers will need to learn to navigate this new world together, cocreating new rules, new boundaries, and a new relationship. That means ownership models and value must shift. Three of the trends in this year's HC Trends report exemplify where organisations and workers must cocreate their relationship:

Negotiating worker data

Beyond ownership alone, conversations about what is workforce data, the transparency of that data, and the mutual benefits of data-driven insights are on the rise as data is becoming a new "currency."

Harnessing worker agency

Traditional work, workforce, and workplace models that assume organisations have sole decision-making authority are fading as workers demand more meaningful work, flexible workplace models, and personalised career paths.

Unlocking the workforce ecosystem

Organisations that adapt their strategies and practices to fit the real-world talent pool, will gain access to skills and experiences to accelerate growth, innovation, and agility.

Reach out to discuss any of these topics further



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Designing for impact: Prioritise human outcomes

Organisations should create impact not only to their business, their workers, or their shareholders, but to the broader society as well. Over half of organisations surveyed this year aspire to create greater connections with the society they work in. Three of the trends in this year's HC Trends report exemplify how organisations and workers are prioritising human outcomes:

Taking bold action for equitable outcomes

The idea of diversity as a metric is dissolving. Organisations will be held accountable less for their activities and efforts and more for their ability to achieve equitable outcomes in support of larger societal goals.

Advancing the human element of sustainability

Addressing workforce demands to move past rhetoric about sustainability in favour of delivering observable outcomes, organisations must focus on the human elements.

Elevating the focus on human risk

Organisations should expand their view of human risk beyond compliance and reporting, considering how a broad set of risks are significantly affecting and being affected by humans.

