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2025 Global Human Capital Trends

NEW TECH, NEW WORK YOUR OLD VALUE CASE ISN'T ENOUGH



It used to be relatively easy for organizations to make decisions on technology investments. No longer. In the face of a changing landscape with countless technologies emerging daily, leaders need a new calculus to identify the right tech, the right timing, and the right stakeholders.

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

LOSING THE NUMBERS GAME

said organizing and

orchestrating new tech is

critcally important

but only

are doing something meaningful about it

cited unrealistic business cases or a lack of data as key reasons investments fall short

said defining metrics was the top challenge to determining the value of tech investments

Needed: better measures, more realistic expectations.

WORK AND WORKFO TECH VALUE CASES

-5 tech players

2–3 use cases

Single functional owner

ROI driven by automation, labor savings

Enables existing operations

Hundreds of tech players

Now and in the future

Dozens of use cases

Multiple cross-functional owners

ROI driven by range of metrics

Enables new ways of working

Tech choices are tougher than ever.

In the

past

LIVING THE TREND



Identify new metrics that focus on both human and business outcomes



Develop a new portfolio approach, taking cues from R&D



Consider interdependencies and multiple stakeholders in governance

Find new ways to make the case for new tech.

CREATE MORE VALUE FOR YOUR **PEOPLE AND ORGANIZATION**



