

### Leading the social enterprise: Reinvent with a human focus

Key UK findings from the Deloitte 2019 Global Human Capital Trends survey



*The pressures that have driven the rise of the social enterprise have become even more acute. They are forcing organisations to move beyond mission statements and philanthropy to learn to lead the social enterprise — and reinvent themselves around a human focus*

#### From employee experience to human experience: Putting meaning back into work

Human experience is an extension of employee experience which looks beyond benefits and processes to consider make-up of the work itself



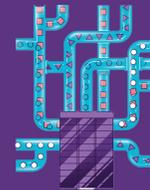
**81%** of UK respondents rated 'employee experience' as important or very important to their organisation

Yet only **42%** of UK respondents consider their organisation to be effective or very effective at providing meaningful work

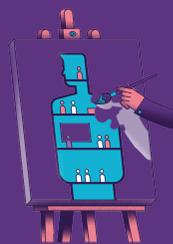


#### Learning in the flow of life

In today's businesses it is not enough to simply integrate learning into the flow of work. Given longer careers, the new focus is on lifelong learning, which requires continuous collaboration between L&D and HR



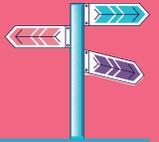
Only **10%** of respondents felt 'very ready' to address learning in their organisations today and **63%** percent of respondents in the UK believed making L&D a success should be a shared responsibility between L&D and the business



**66%** of respondents leaned towards training internal capability rather than hiring in the UK, yet **63%** of respondents believed that new capabilities are more prevalent outside of their organisation



#### Leadership for the 21st century: The intersection of the traditional and the new



To be effective, leaders must take a nuanced approach to pursuing traditional business goals that takes into account the new context in which such goals must be achieved

**85%** of UK respondents believe that leadership has new requirements driven by technology, shifting demographics and an accelerated pace of change. However **63%** believe that the top transformation leaders are driving is digital or technological automation

**Fewer than 10%** think that their company's current leadership programmes are effective or very effective in preparing leaders to move rapidly into the digital economy

