Today’s New World of Work
77% of CEOs expect the role of AI, Robotics, and Automation to “increase significantly” over the next 2 years.


Is the Fear and Hype True?

- 47% of today’s jobs will be gone in 10 years
- 41% of the workforce participates in crowd/gig economy
- Essentially all the “new jobs” created since 2008 fall into the category of “alternative work.”

Jobs Are Rapidly Shifting to Services not Labor
Shift to a service and IP-based economy


US BLS estimates that 65% of children entering primary school today will hold jobs that do not yet exist.
Unemployment Rate Nearing Record Lows
Hiring is as hard as it has been since 2001 and “time to hire” is even greater

Mean “time to hire” for new hires is 31 days, higher than it was in 2001.

https://www.thebalance.com/unemployment-rate-by-year-3305506
#1 CEO Issue: Attracting, Retaining, Developing Talent

CEOs, CFOs, CHROs agree on #1 issue: risk of retaining and attracting top talent

## HOT-BUTTON ISSUES*

<table>
<thead>
<tr>
<th>Issue</th>
<th>Global</th>
<th>US</th>
<th>Asia</th>
<th>Europe</th>
<th>Latin America</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to Attract, Retain Talent</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Creating new business models because of disruptive technologies</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Volatility in cash flow</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>New competitors globally</td>
<td>4</td>
<td>7</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Developing Next-Gen Leaders</td>
<td>5</td>
<td>3</td>
<td>9</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Cybersecurity</td>
<td>6</td>
<td>6</td>
<td>11</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Income inequality/disparity</td>
<td>7</td>
<td>13</td>
<td>4</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Threats to global trade systems</td>
<td>8</td>
<td>10</td>
<td>10</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>Healthcare for Employees</td>
<td>9</td>
<td>5</td>
<td>15</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Developing System for Performance</td>
<td>10</td>
<td>12</td>
<td>8</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Workforce Diversity</td>
<td>11</td>
<td>14</td>
<td>13</td>
<td>14</td>
<td>9</td>
</tr>
</tbody>
</table>

*The Conference Board C-Suite Challenge 2018, n=570*
Despite growth, productivity is suffering... is technology helping?

US productivity last ten years

Since 2008 productivity gains have slowed to crawl

- 2008: iPhone ® launched
- 2010: 1 billion Twitter users
- 2012: 1 billion smartphones

Index Points

SOURCE: www.tradingeconomics.com | U.S. BUREAU OF LABOR STATISTICS
Engagement remains a challenge

What are these companies doing?

Average 3.2

Source: Summer, 2016 Glassdoor Bersin by Deloitte Research
The “average” US worker now spends 25% of their day reading or answering emails.

More than 80% of all companies rate their business “highly complex” or “complex” for employees.

Fewer than 16% of companies have a program to “simplify work” or help employees deal with stress.

The average mobile phone user checks their device 150 times a day.

40% of the US population believes it is impossible to succeed at work and have a balanced family life.

The “average” US worker works 47 hours and 49% work 50 hours or more per week, with 20% at 60+ hours per week.
We are working more hours: a vacation crisis

• Since 2000, US workers lost an entire week of vacation, dropping average vacation days from 20.3 to 16.8

• In the UK 60% of workers say they have poor work-life balance and only 1/3 leave work on time.

• 39% “want to be seen as a work martyr” to their boss, yet these over-workers are less likely to receive a promotion or raise than their peers.

• Employees who forfeit time are less likely than non-forfeites to be promoted or receive a raise or bonus.

Cost of Stress at Work: $300 Billion per Year, £42 Billion in UK

According to CDC, 40% of US workers believe they have very stressful jobs, resulting in accidents, fatigue, nervousness, and lack of energy. UK mental health cost is 42 billion. This translates to $300B spent on employee wellness, healthcare, and absence costs every year.

Source: http://safetymanagement.eku.edu/resources/infographics/work-related-stress-on-employees-health/
Millennials: Citizenship on the rise

Millennials Are Concerned about A Threatening and Unfair World

- 64% expect economic and political conditions to get worse in the coming two years

- In mature markets, only 64 percent of millennials predict they will be financially worse off than their parents and 69% say they’ll be less happier.

- As a result, 77% of Millennials actively take part in volunteerism and charity work to help their community

- 88% of Millennials believe business can be a major force for positive social change
So what’s going on?

The Future of Work is all about People

HR’s Essential Role
Five Keys To Success
Embrace the New Organization:

a network of teams
Organization design will be challenged everywhere
A network of teams

How things were
A
B
C
D
E

How things “are”
A
B
C
D
E
F
G

How things work

Shared values and culture
Transparent goals and projects
Free flow of information and feedback
People rewarded for their skills and abilities, not position

# Moving to the New Organization Model

<table>
<thead>
<tr>
<th></th>
<th>Today</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization Structure:</strong></td>
<td>Hierarchical Business Functions</td>
<td>Projects, Squads, Teams, Shared Services</td>
</tr>
<tr>
<td><strong>Teams and Projects:</strong></td>
<td>Teams formed slowly over time</td>
<td>Teams assemble and stop quickly</td>
</tr>
<tr>
<td><strong>Jobs and Roles:</strong></td>
<td>Job descriptions, job levels, job titles</td>
<td>Assignments, tasks, expert roles</td>
</tr>
<tr>
<td><strong>Managers:</strong></td>
<td>Managers “own” teams and people’s careers</td>
<td>Managers manage projects and “sponsor” people</td>
</tr>
<tr>
<td><strong>Careers:</strong></td>
<td>Jobs are “owned” by the manager and not shared</td>
<td>Jobs open in transparent marketplace</td>
</tr>
<tr>
<td><strong>Flexibility and Space:</strong></td>
<td>People “assigned” jobs by management</td>
<td>People sought out based on skills, work on multiple projects</td>
</tr>
<tr>
<td><strong>Rewards:</strong></td>
<td>People rewarded by level, tenure, experience</td>
<td>People rewarded by outcomes, reputation, sponsorship</td>
</tr>
<tr>
<td><strong>Culture:</strong></td>
<td>Inclusion, Sustainability, Diversity</td>
<td>Citizenship, Collective Thinking, Shared Values</td>
</tr>
</tbody>
</table>
Reinvent Management:
Leaders as coach not boss
The Leadership Gap Widens:
Youth, teams, and digital skills define leadership

The leadership gap has become larger; organizational capabilities to address leadership dropped by 6%

5% feel they have strong digital leaders in place

72% developing new leadership programs focused on digital management

39% Of people now work for leaders younger than they are – generational leadership reversal

Today’s leaders act as coach, not boss, and lead through followership, not position
Like human DNA, Digital DNA carries the 23 underlying instructions, development, functioning, and replication for being “digital’.

These are expressed as digital traits and characteristics. They are present in all areas of the organization: business models, operating models, customer interaction, organization structure, talent, technology, cyber-security, culture, etc.

There are four levels of Digital Maturity: Exploring, Doing, Becoming, and Being.

Source: 2017 Bersin Predictions
How does feedback work today?
Continuous Performance Management has arrived

**Fundamental Changes**

- Annual Process → Continuous
- Manager-Centric → Team-Centric
- Hierarchical → Multi-Directional
- Competitive → Developmental
- Subjective → Data-Driven
- Secret → Transparent
- Single Rating → Richer Rating

**Continuous Performance Management**

- Check-ins
- Peer Feedback
- Feedback to Manager
- Engagement Survey
- Individual Assessment
- Team Assessment
- Transparent Goals
- Integrated into Workflow
- Mobile App
- Regular Evaluation
- Continuous Micro-Learning
Feedback: the new killer app

- Problems known to top managers: 4%
- Problems known to middle managers: 9%
- Problems known to supervisors: 74%
- Problems known to front line workers: 100%

1979 study of workers in 8 Japanese factories, Sidney Yoshida
Building an enterprise feedback architecture

- Pulse surveys
- Annual survey
- Anonymous feedback tools
- Integrated reporting & analytics
  - Sentiment analysis
  - Network analysis
- Performance check-ins
- Performance appraisals
- Exit interviews
- Employment brand
- Social media monitoring
- Customer satisfaction
- Job boards & ads

---

Copyright © 2018 Deloitte Development LLC. All rights reserved.
Feedback = Performance at Deloitte

Questions that Predict High Performance at Deloitte

---

**Pulse Survey items**

1. I am really enthusiastic about the mission of the firm
2. At work, I clearly know what is expected of me
3. In my team, I am surrounded by people who share my values
4. At work, I have the chance to use my strengths every day
5. My teammates have my back
6. I know I will be recognized for excellent work
7. I have great confidence in the firm’s future
8. In my work, I am always challenged to grow

Source: Deloitte pilots FYs14-15

Questions © Marcus Buckingham Company.

Copyright © 2018 Deloitte Development LLC. All rights reserved.
Recreate The Employee Experience
healthy, productive, inspiring
Culture, engagement, and beyond

Focus on the employee experience

- 22% are excellent at building a differentiated employee experience
- 14% believe internal processes for collaboration are working well
- 23% believe their employees are fully aligned with the corporate purpose
- 10% are using design thinking as part of crafting the employee experience
- 38% say problem is urgent

Source: Deloitte and Facebook, “Transitioning to the future of work and the workplace,” November 2016
## Reinventing the Employee Experience

### The Simply Irresistible Organization®

<table>
<thead>
<tr>
<th>Meaningful Work</th>
<th>Hands-On Management</th>
<th>Supportive Environment</th>
<th>Growth Opportunity</th>
<th>Trust in Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Clear goal setting</td>
<td>Flexible, humane work environment</td>
<td>Facilitated talent mobility</td>
<td>Mission and purpose</td>
</tr>
<tr>
<td>Selection to fit</td>
<td>Coaching and feedback</td>
<td>Recognition rich culture</td>
<td>Career growth in many paths</td>
<td>Investment in people, trust</td>
</tr>
<tr>
<td>Small teams</td>
<td>Leadership development</td>
<td>Open flexible work spaces</td>
<td>Self and formal development</td>
<td>Transparency and communication</td>
</tr>
<tr>
<td>Time for slack</td>
<td>Modern performance management</td>
<td>Inclusive, diverse culture</td>
<td>High impact learning culture</td>
<td>Inspiration</td>
</tr>
</tbody>
</table>

Source: Bersin’s Simply Irresistible Organization model
89% of companies, rate culture as an urgent issue yet only 14% really know what “good culture” looks like.

Companies with a strong mission and purpose outperformed the S&P 500 by 8-fold over a 20 year period.

These companies performed 4x higher than “Good to Great” companies.

Culture is by far the #1 driver of employment brand

Correlation of employment factors to Glassdoor recommendations as place to work

Culture and values: 0.30
Senior leadership: 0.28
Career opportunities: 0.22
Work life balance: 0.13
Compensation & benefits: 0.12
Year founded (age): 0.00

Glassdoor data, August 2017

Culture and leadership are 3X more important than salary in your employment brand.
Career development and learning are almost 2X more important than comp, benefits, and work environment.
From Wellness to WellBeing to Performance

Business Performance

Employee Vitality

Health
- Medical Benefits
- Employee Assistance
- Monitoring
- Cost Reduction
- Labor Productivity
- Retention

Fitness
- Exercise
- Sleep
- Challenges
- Nutrition
- Stress

Wellbeing
- Self Discovery
- Career
- Purpose
- Recognition
- Drive
- Skills and Training
- Work Environment
- Rewards
- Leadership
- Management
- Clear Goals
- Growth Opportunities

Sustainable Performance

Copyright © 2018 Deloitte Development LLC. All rights reserved.
Wellbeing apps are now proven to work

290% reduction in workers compensation claims

65% more engaged than non-users

9% greater work productivity

VirginPulse Client Research, 2017
A flexible, open, productive place to work
And.. we know that Inclusion really matters

The Bersin Talent Management Maturity Model

Level 4
Inclusive talent system
Talent strategies integrated with inclusion, diversity, and culture
10%

Level 3
Managed talent relationships
Workforce planning, development planning, leadership development integrated into talent strategy
19%

Level 2
Critical talent growth
Critical talent segments, focus on hiring, training, performance
59%

Level 1
Essential talent activities
Standalone disconnected staffing, training, and performance practices
12%

4

Hack the Career
always learning, always growing
And... We are living longer... stretching the talent cycle

“Since 1840 there has been an increase in life expectancy of three months for every year.”

Source: Gratton, Lynda; Scott, Andrew. 
The 100-Year Life

Today’s Millennials have a 50% chance of living to 100+

Will Generational Bias Be the Hot Button of 2018?

Source: http://www.mortality.org/
How life has changed
“The Three Boxes of Life,” by Dick Bowles

From
Education → Work → Retirement

To
Education → Work → Leisure

The skills of the future are not only technical

### Most In-Demand Jobs 2018

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Demand Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Learning Engineer</td>
<td>9.8</td>
</tr>
<tr>
<td>Data Scientist</td>
<td>6.5</td>
</tr>
<tr>
<td>Sales Representative</td>
<td>5.7</td>
</tr>
<tr>
<td>Customer Success Manager</td>
<td>5.6</td>
</tr>
<tr>
<td>Full Stack Engineer</td>
<td>5.5</td>
</tr>
<tr>
<td>Big Data Developer</td>
<td>5.5</td>
</tr>
<tr>
<td>Brand Partner</td>
<td>4.5</td>
</tr>
<tr>
<td>Personal Loan Consultant</td>
<td>4.4</td>
</tr>
<tr>
<td>Head of Partnerships</td>
<td>3.6</td>
</tr>
<tr>
<td>Licensed Realtor</td>
<td>3.4</td>
</tr>
<tr>
<td>Guest Experience Manager</td>
<td>3.1</td>
</tr>
<tr>
<td>Marketing Content Manager</td>
<td>3.0</td>
</tr>
<tr>
<td>Reliability Engineer</td>
<td>2.9</td>
</tr>
<tr>
<td>Head of Customer Experience</td>
<td>2.8</td>
</tr>
</tbody>
</table>

### Most In-Demand Skills

1. Management
2. Sales
3. Communication
4. Marketing
5. Start-Ups
6. Python
7. Software Development
8. Analytics
9. Cloud Computing
10. Retail

### Most In-Demand Capabilities

1. Adaptability
2. Culture Fit
3. Collaboration
4. Leadership
5. Growth Potential
6. Prioritization

Technical professional skills are becoming “soft”

... *Data Scientist, the Hottest Job in 2017, has changed*


Middle-skill jobs remain fractured between the digital haves and have-nots. The number of jobs with digital skill requirements is growing faster, and the jobs pay more and offer greater opportunity for career advancement than jobs without those requirements. By contrast, the jobs that don’t require digital skills are concentrated in only a few industries, such as transportation and construction.
People Can Transition To New Jobs Faster Than You Think

• 96% of all transitions have “good-fit” options
• 65% of transitions will increase wages
• Average increase in wages is $19,000 per year
• Average 1.7 additional years of work experience
• Average 1.0 years of work education needed

• Example:
  • Office clerk to Customer Service Representative
  • Executive secretary to paralegal or training specialist
  • Assembly line worker to construction laborer

• This research proves that “reskilling” can and often is much less expensive than “hiring for skills”
Career Models Are In Disruption

58% of companies are redesigning or planning to redesign their career model
Deloitte HC Trends 2017

83% of companies expect to have an “open” or “highly flexible” career model within the next 3-5 years
Deloitte HC Trends 2017

While 33% of companies promote vertical career moves, 67% now promote horizontal or project based career progression
Deloitte HC Trends 2017

31% of companies expect careers to be 3-5 years long
60% expect them to be 10 years or less
Deloitte HC Trends 2017

Learning and career management software is the #1 fastest growing segment in HR technology
(Sierra-Cedar 2016–2017 Survey HR White Paper)
A new demand for digital learning

<table>
<thead>
<tr>
<th>E-Learning &amp; Blended</th>
<th>Talent Management</th>
<th>Continuous Learning</th>
<th>Digital Learning</th>
<th>Learning On Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Catalog</td>
<td>Learning Path</td>
<td>Video, Self-Authored</td>
<td>Micro + Macro-Learning</td>
<td>Intelligent, Personalized</td>
</tr>
<tr>
<td>Online University</td>
<td>Career Track</td>
<td>Mobile, YouTube</td>
<td>Video everywhere</td>
<td></td>
</tr>
<tr>
<td>Instructional Design</td>
<td>Blended Learning</td>
<td>70-20-10 Taxonomies</td>
<td>Design Thinking</td>
<td></td>
</tr>
<tr>
<td>Kirkpatrick</td>
<td>Social Learning</td>
<td>Learning Experience</td>
<td>Learning Experience</td>
<td></td>
</tr>
<tr>
<td>Self-Study</td>
<td>Career Focused</td>
<td>Learning On Demand</td>
<td>What You Need</td>
<td></td>
</tr>
<tr>
<td>Online Learning</td>
<td>Lots of Topics</td>
<td>Embedded Learning</td>
<td>Where You Need It</td>
<td></td>
</tr>
<tr>
<td>LMS as E-Learning</td>
<td>LMS as Talent</td>
<td>LMS as Experience</td>
<td>LMS invisible</td>
<td></td>
</tr>
<tr>
<td>Platform</td>
<td>Platform</td>
<td>Platform</td>
<td>Data Driven, Mobile</td>
<td></td>
</tr>
</tbody>
</table>

## Explosive Growth In MicroLearning

<table>
<thead>
<tr>
<th>Micro-Learning</th>
<th>Macro-Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image_url" alt="Image of a table" /></td>
<td><img src="image_url" alt="Image of a table" /></td>
</tr>
</tbody>
</table>

- **I need help now.**
- Several hours or days
- Definitions, concepts, principles, and practice
- Exercises graded by others
- People to talk with, learn from
- Coaching and support needed

- **I want to learn something new.**
- 2 minutes or less
- Topic or problem based
- Search by asking a question
- Video or text
- Indexed and searchable
- Content rated for quality and utility

- **Is the content useful and accurate?**
- **Is the author authoritative and educational?**

- **Videos, articles, code samples, tools**
- **Courses, classes, MOOCs, programs**

---

Copyright © 2018 Deloitte Development LLC. All rights reserved.
New Learning Tech Segments Are Becoming Clear

<table>
<thead>
<tr>
<th>1. Learning Experience Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degreed, EdCast, PathGather</td>
</tr>
<tr>
<td>Jam, Fuse, Percipio, Cornerstone,</td>
</tr>
<tr>
<td>Valamis, Tribridge, ...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Program Experience (Delivery) Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrepid (Vitalsource), NovoEd</td>
</tr>
<tr>
<td>EdX, Everwise, OpenEdX, Blackboard,</td>
</tr>
<tr>
<td>Instructure, ...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Micro Learning Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Axonify, Grovo, Qstream, Practice,</td>
</tr>
<tr>
<td>Rehearsal, Jubi, Wisetail, Mindtickle, etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Assessment, VR, Development Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Authoring, Intelligent assessment, spaced learning,</td>
</tr>
<tr>
<td>gaming, virtual reality, collaboration, simulations, ...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Content Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Udacity, Coursera, EdX, Udemy, Pluralsight,</td>
</tr>
<tr>
<td>SkillSoft, CrossKnowledge, hundreds of others</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. LMS Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional: Cornerstone, Saba, SuccessFactors, SumTotal</td>
</tr>
<tr>
<td>Modernized: Workday, Oracle, SAP, Bridge, D2L, Litmos, Intellum, Docebo, others</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Learning Record Store</th>
</tr>
</thead>
<tbody>
<tr>
<td>GrassBlade, Learning Locker,</td>
</tr>
<tr>
<td>Saltbox, Yet, Watershed</td>
</tr>
</tbody>
</table>

Source: Bersin by Deloitte, Deloitte Consulting LLP
The Future: Slack, Facebook, Office 365 as Learning Platform
Embrace New Technology
from engagement to productivity
## Shift from talent management to team and work management

<table>
<thead>
<tr>
<th>Automated talent management</th>
<th>Integrated talent management</th>
<th>Engagement, fit, Culture, analytics</th>
<th>Productivity, performance, teams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Talent management:</strong></td>
<td><strong>People management:</strong></td>
<td><strong>Team and work management:</strong></td>
<td></td>
</tr>
<tr>
<td>integrated processes and</td>
<td>focus on culture,</td>
<td>optimizing productivity,</td>
<td></td>
</tr>
<tr>
<td>systems, talent as core to</td>
<td>engagement, environment,</td>
<td>alignment, connection of the</td>
<td></td>
</tr>
<tr>
<td>HR and business agenda</td>
<td>leadership, and fit</td>
<td>&quot;network of teams&quot;, tools to</td>
<td></td>
</tr>
<tr>
<td><strong>Systems of automation</strong></td>
<td><strong>Systems of engagement</strong></td>
<td>make work better.</td>
<td></td>
</tr>
<tr>
<td>Practice-driven solutions</td>
<td>Empowerment solutions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Automate</th>
<th>Integrate</th>
<th>Engage</th>
<th>Perform</th>
</tr>
</thead>
</table>
Core HR is shifting its focus

Integration & new talent apps

Process automation

Analytics driven “Systems of engagement”

Apps that “Make work life better”

Benefits & compensation
Hiring recruiting
E-learning
Performance talent
Network based applications

Core HR is shifting its focus

Market growth - adoption

Process automation

Integration & new talent apps

Analytics driven “Systems of engagement”

Apps that “Make work life better”

Benefits & compensation
Hiring recruiting
E-learning
Performance talent
Network based applications

2000
2018
Progression over time

Core HR is shifting its focus

Integration & new talent apps

Process automation

Analytics driven “Systems of engagement”

Apps that “Make work life better”

Benefits & compensation
Hiring recruiting
E-learning
Performance talent
Network based applications

2000
2018
Progression over time

Core HR is shifting its focus

Integration & new talent apps

Process automation

Analytics driven “Systems of engagement”

Apps that “Make work life better”

Benefits & compensation
Hiring recruiting
E-learning
Performance talent
Network based applications

2000
2018
Progression over time

Core HR is shifting its focus

Integration & new talent apps

Process automation

Analytics driven “Systems of engagement”

Apps that “Make work life better”

Benefits & compensation
Hiring recruiting
E-learning
Performance talent
Network based applications

2000
2018
Progression over time
AI comes to HR (hourly and shift work)

Smart chatbots are here

What Role?

What Pay?

What Experience?

What Shifts?
Video and AI based interviewing

Cell phone camera can identify 40,000 facial location points

Video-based assessment can capture up to 1 million data elements in a 15 minute interview

Facial recognition has been studied since the 1960s and is now well understood

Cartoonists have understood how faces reflect emotion since 1950s


Language | Tonality | Facial Expression

Copyright © 2018 Deloitte Development LLC. All rights reserved.
Relationship Analytics (ONA) and Team Based Software
The HR Technology Architecture Of The Future

### Teams@Work
- (productivity, services, team management, wellness, feedback, recognition, learning)

### Leaders@Work
- Candidates@Life (Candidates (products, jobs, projects, opportunities))
- People@Work (productivity, services, team management, wellness, feedback, recognition, learning)

### Self Service
- Sourcing
- Recruitment
- Assessment

### Case Mgt.
- Learning
- Career
- Coaching

### AI/Voice
- Performance
- Goals
- Succession

### App Interfaces
- Engagement
- Feedback
- Recognition

### Intelligent Services
- Wellbeing
- Rewards
- Benefits

---

Senior Geographic Business Partners
- Talent Specialists (OD, sourcing, recruiting, learning, organized in networks of excellence)
- Senior Geographics
- Business Partners

Junior Geo Bus Partners
- Wellbeing, safety, culture, engagement, recognition
- Analytics, Monitoring, Predictive, WF Planning

Candidates
- HR Tech, App development
- HR Prof Development
- Research, Market Best Practices,

Candidates (products, jobs, projects, opportunities)
- Comp, Ben, Rewards
CEOs need your help

• 67% of CEOs responding to a recent Korn Ferry study believe that technology will create more value than human capital.

• 44% of leaders in large global businesses believe that the prevalence of robotics, automation, and ATI will make people “largely irrelevant” in the future of work.

• More than 70% of CEOs believe business should provide sustainable growth for individuals and society
Today’s World of Work: HR’s Essential Role

**HR’s New Role: The Chief Productivity Officer**

1. **Embrace the New Organization:**
   A network not a hierarchy

2. **Reinvent Management:**
   Leaders as coach not boss

3. **A new employee experience**
   Healthy, productive, inspiring

4. **Hack the career:**
   Always learning, always growing

5. **Embrace new technology:**
   From engagement to productivity