

# The social enterprise at work: Paradox as a path forward

**Deloitte.**  
Insights

## Key findings from the 2020 Deloitte Global Human Capital Trends survey

Deloitte's survey of 9,000 business and HR leaders in 119 countries revealed that organizations are moving boldly to activate the social enterprise. In focus are purpose, potential, and perspective as organizations seek to remain distinctly human in a technology-driven world.

### Purpose: Belonging amid individuality

**50%** categorize their organizations' purpose as broadening extensively to include all stakeholders, including the communities they serve and society at large

**79%** say that "fostering a sense of belonging in the workforce" will be important or very important to their organizations' success in the next 12 to 18 months

**WHAT IF** instead of creating divisions, individuality could become a source of strength born of bringing together unique, complementary abilities in the pursuit of shared goals?

**Organizations need to optimize the power of individuals by connecting them with one another through their purpose at work.**

### Potential: Security through reinvention

**53%** say that between half and all of their workforce will need to change their skills and capabilities in the next three years

**91%** believe that the number of jobs at their organizations will either stay the same or increase as a result of artificial intelligence (AI)

**WHAT IF** instead of being perceived as a threat, reinvention could become the means for finding security in the midst of ongoing change?

**Organizations need to leverage reinvention as a way to increase their people's potential for long-term success at work.**



### Perspective: Boldness into uncertainty

**90%** say that the accelerating need for organizations to change at scale and speed will be important to their success over the next 10 years, yet...

**55%** feel that their organizations are ready to change at the scale and speed required

**WHAT IF** instead of prompting doubt, uncertainty could give rise to new possibilities: the opportunity to shape the future through decisive action?

**Organizations need to transform uncertainty into an informed perspective that helps them confidently navigate the future of work.**

## The social enterprise at work embodies a new set of attributes: purpose, potential, and perspective



Source: 2020 Deloitte Global Human Capital Trends

# Putting the social enterprise to work with Deloitte and SAP® solutions



## Purpose: Belonging amid individuality

<b>Belonging:</b> From comfort to connection to contribution
<b>Designing work for well-being:</b> Living and performing at your best
<b>The postgenerational workforce:</b> From millennials to perennials

### INSIGHTS FOR MOVING FORWARD

The COVID-19 crisis has brought a new focus on resiliency, well-being, and work that is meaningful. New priorities include using intelligent solutions to understand workforce sentiment, to shift “busy work” away from humans and toward machines, and to allow workers to do their jobs more flexibly. As new ways of working emerge, the dynamics of workforce planning shift considerably—as do the tools that organizations will require.

### KEY SAP SOLUTIONS IN PLAY

- Qualtrics® experience management platform
- SAP S/4HANA® digital core ERP, for end-to-end workforce collaboration
- SAP® SuccessFactors® HXM suite
- SAP embedded intelligent technologies, including machine learning and AI



## Potential: Security through reinvention

<b>Superteams:</b> Putting AI in the group
<b>Beyond reskilling:</b> Investing in resilience for uncertain futures
<b>Knowledge management:</b> Creating context for a connected world

### INSIGHTS FOR MOVING FORWARD

Can artificial intelligence or a bot be a team leader? Using AI to identify skills, tap talent, and promote diversity/inclusion are all real possibilities today. As knowledge becomes the realm of both people and machines, spotting trends, sharing knowledge, learning, working as a team, supporting career development, and creating new experiences all can become easier. They become more fluid, more borderless, and more collaborative—giving workers potentially more control over how they engage and how they pursue their own paths.

### KEY SAP SOLUTIONS IN PLAY

- SAP SuccessFactors HXM suite
- SAP intelligent technologies: Machine learning, robotic process automation, AI, digital twin, digital assistant
- SAP Jam Collaboration



## Perspective: Boldness into uncertainty

<b>The compensation conundrum:</b> Principles for a more human approach
<b>Governing workforce strategies:</b> New questions for better results
<b>Ethics and the future of work:</b> From “could we” to “how should we”

### INSIGHTS FOR MOVING FORWARD

The value equation is changing for individuals and organizations. Formulas for results and rewards are evolving. Beyond monetary compensation, workers are increasingly looking for flexibility and nontraditional incentives, demanding that organizations make compensation strategies more transparent and measurable. At the same time, the governing of workforce strategies is becoming more data-driven—and there’s simply too much data for humans to process on their own. Linking operational data (O) with sentiment and experience data (X) can help you zero in on what’s important—providing new insights when evaluating compensation programs and helping bridge the gap between leadership perception and employee reality. As technology shoulders more of the load—especially around private data—new ethical questions emerge. Yes, technology can help mitigate unconscious bias. But how much should you rely on technology to make decisions about humans and human data. Does it go too far? Not far enough?.

### KEY SAP SOLUTIONS IN PLAY

- SAP Analytics Cloud
- SAP Digital Boardroom
- SAP SuccessFactors HXM suite
- SAP embedded intelligent technologies, including machine learning and AI
- Qualtrics experience management platform

## The Future of Work with Deloitte solutions



HR FastForward™:  
For better SAP HXM outcomes



HR FedForward™:  
For Public Sector SAP solutions



DataForward™:  
Migrating your complex HR data effectively



Human Capital Platform: Research & Sensing



HR Cloud Roadmap,  
Strategy and Implementation



Business-driven HR Transformation enabled by  
SAP SuccessFactors HXM solutions



Human-Centered Design Approach within  
Momentum Agile Methodology



Workforce Experience enabled by Qualtrics  
Experience Management solutions

## 2020 Deloitte Human Capital Trends

### Let’s Talk

As the work, the workforce, and the workplace evolve, more critical decisions lie ahead. What’s your plan for creating a more human organization that can unlock meaningful value for your business and the people who drive it? A conversation with Deloitte is a great place to start. Contact us to learn how we can help you reimagine everything—an entire universe of possibilities with SAP solutions.

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