

Reinventing the Workplace with a Human Focus

Deloitte's 2019 Global Human Capital Trends report *Leading the social enterprise: Reinvent with a human focus*¹ (based on a survey of nearly 10,000 respondents in 119 countries) explores the concept of the social enterprise, why social enterprises are on the rise, and why organizations need to get on board.

What is a social enterprise?

It's an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network



Social enterprises are guided by human principles

- Purpose and meaning
- Ethics and fairness
- Growth and passion
- Collaboration and personal relationships
- Transparency and openness

Why is it important to become one?

- CEOs ranked societal impact as the top measure of success in 2019²
- Deloitte's report shows a positive link between social enterprises and financial performance
- 73% of respondents who considered their organization an industry leader as a social enterprise anticipated growth in 2019

How can organizations make the shift?

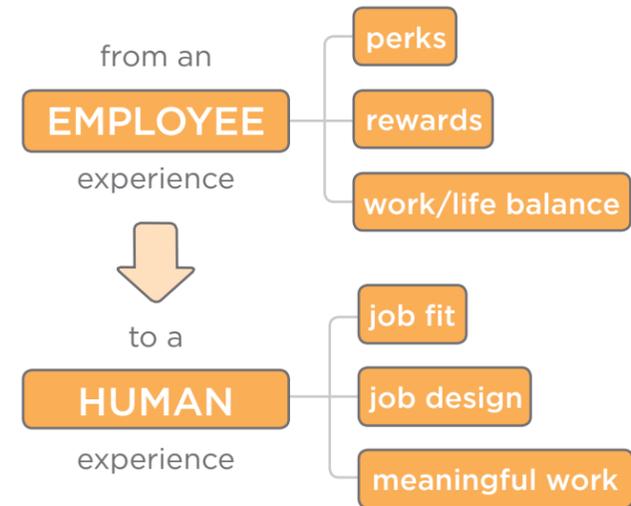
Deloitte suggests that organizations reinvent themselves in one of three ways:

REFRESH Update and improve the way things happen now

REWIRE Create new connections that change the strategic direction

RECODE Start over and design from scratch

Organizations need to shift their focus



But there's an awareness-action gap

Companies recognize that they need to take action, but most fall short of seeing human experience as an urgent priority



AND only about half of respondents said their organizations were effective at:



Where should organizations direct their efforts to make an impact?

Survey respondents ranked learning, human experience, and leadership as 2019's most important human capital trends

1 86% said they must reinvent their ability to learn



DELOITTE RECOMMENDS: Creating a culture that supports continuous learning and helps employees identify and develop new skills

2 84% said they need to rethink their workforce experience to improve productivity



DELOITTE RECOMMENDS: Focusing on building relationships and creating work that has an impact on the organization and society as a whole

3 80% said they need to develop leaders differently



DELOITTE RECOMMENDS: Recognizing the forces affecting today's business environment and the competencies needed to adapt to them

Want to learn more? Read the full report at deloitte.com/insights.

¹ Deloitte Insights, *Leading the Social Enterprise: Reinvent with a Human Focus*, April 11, 2019.

² Deloitte Insights, *Success Personified in the Fourth Industrial Revolution: Four Leadership Personas for an Era of Change and Uncertainty*, January 20, 2019.