

2024 年全球人力资本趋势报告

——超越边界的成长：无边界世界中的人员绩效

现在是时候改变过去的规则、运营结构和管理方式了，优先考虑人员绩效可以帮助组织实现飞跃，迈向无边界的未来。

当今世界中，工作的定义已经超越了传统的工作岗位，工作场所不再局限于物理空间，很多员工不再符合传统雇员的形象，人力资源部门也不再是一个孤立的职能部门。那些曾经被认为是事物自然规律的界限正在消失，传统的工作模式正在变得无边界。

在一年前的《2023 年全球人力资本趋势》报告中，我们介绍了许多持续演变的工作现实。从那时起，一切都在加速转变。

现在正在发生的许多技术变革，包括生成式 AI、虚拟世界，乃至我们自身的虚拟复制品，以及能够量化大脑神经活动的技术等等，这些看似科幻小说的情节，已然成为了现实。这是一个充满不确定性的时代，我们正在目睹不可预测的全球事件、技术和 AI 的光速发展、不断变化的工作场所文化和市场、日益突出的员工心理健康和幸福感问题，以及人们对工作和工作场所的看法也发生了革命性的转变。所有这些共同塑造了这个时代。在这些技术颠覆中重新构想无边界的工作已不再是理论上的假设，也不是可有可无的选项。传统的绩效衡量方法可能不再适用，在这个新环境中确保组织茁壮成长没有简单方案可循。那么，组织和员工该如何行动，才能在充满不确定的无边世界中，创造一个充满可能性和希望的未来？

我们的《2024 年全球人力资本趋势》研究指出，对“人”这一因素的关注正在成为了解未来工作变化与采取行动以创造积极成果这两者之间的桥梁。

在今年的全球调查中，来自 95 个国家的 14000 多名受访者表示，工作越是无边界，人类特有的能力（如同理心和好奇心）就越重要。

我们的研究指出，将人的可持续发展置于首位——即组织为人所创造的价值，包括提升他们的健康和幸福感、技能和就业能力，优质的工作体验¹、晋升机会、公平性，以及归属感和使命感——这不仅有助于员工实现更好的个人成果，在相辅相成的循环中，也能促进企业取得更好的业务成果。

好消息是，大多数领导者已经明白，关注人员绩效是建设一个能在今后茁壮成长的组织的关键。但是为了缩小“知”与“行”之间的差距，他们需要放弃过去的思维方式、运营结构和管理方式。

这种人力成果和业务成果的结合就是我们所说的“人员绩效”。在当今时代，真正推动业务绩效的是人才，而不是有形资产。组织比以往任何时候都更需要这样的人才来塑造和适应不断变化的未来工作。

人员绩效的新公式

我们将人员绩效定义为一个相辅相成的循环，它为员工、组织和社会创造了复合的、共享的价值。

$$\text{（人力成果）} \times \text{（业务成果）} = \text{人员绩效}$$

在今年的报告中，我们重点介绍了各组织在优先考虑人员绩效时，实施我们去年提出的新基本原则的具体方法：

- **像研究人员一样思考。**利用新的数据和技术来源，以员工信任的方式提高透明度，并与解决问题、创造性思维和创新等人类与生俱来的能力相结合，探索、发挥和试验以助于实现更大的价值。
- **重新构建人际关系。**与员工协作设计以人为本的实践、子文化和数字空间，共同构建与员工密切相关且支持人力成果的关系。

- **优先考虑人力成果。**摒弃工业时代遗留下来的工作和员工非人性化的思维模式，例如将员工视为一个数字、组织结构图上的一个方框或流程中的一个齿轮，要为员工、组织和所在社区创造共享价值。

不过，好消息是多数领导者已经认识到，关注人员绩效是建立一个繁荣发展的组织的关键。然而，为了缩小认知和行为之间的差距，需要摒弃过去的思维模式、运营结构和代理模式²。

过时的措施阻碍了我们的发展

从历史上看，组织一直试图通过实施更有利于员工工作的组织架构、流程、技术和系统来激发员工的潜能。近年来，为员工创造更好工作环境也成为了其中的一个举措³。我们正处于这不断探索的旅程的下一个阶段，因为组织正努力为员工及其影响的每一个人创造价值，包括非正式雇佣/劳务派遣/劳务外包的员工、未来的员工或社区成员。但是，依据大多数衡量标准来看，目前的努力还远远不够。大多数员工表示，他们在去年的幸福感或是降低，或是保持不变⁴。这种情况并不罕见：2018年，超过40%的员工表示他们在工作中感到压力很大，这种压力感知对工作效率、健康和家庭稳定均产生了负面影响⁵。职业倦怠是一种常见的情况，48%的员工和53%的管理人员表示他们在工作中感到筋疲力尽⁶，近一半的千禧一代和Z世代的员工表示每时每刻或在大部分时间里都感到压力巨大⁷。《2023年盖洛普全球职场状况研究》显示，全球59%的员工正在“悄悄辞职”⁸。

当我们聊到提升员工工作效率时，数据显示，有“组织效能偏执”（即担心远程工作的员工效率低下⁹）表现的人员比例正在上升，85%的领导者表示，尽管工作时间增加了，在当今混合工作模式下，他们仍难以相信员工的工作效率能继续保持在高水平¹⁰。随着越来越多的组织使用新技术和生成式

AI 来衡量和优化人员绩效，他们需要意识到创造和使用这些技术的人类本身的局限性和不足。

然而，大多数组织都没有采用合适的方法来衡量人员绩效，更不用说优化了：在《2024 年全球人力资本趋势》研究中，只有 3% 的受访者表示，他们的组织在衡量员工价值创造方面采取了非常有效的方式。自工业革命以来，随着生产规模的不断扩大和工作方式的日益复杂，出现了一些不够有效的替代方式来衡量工作和绩效。

我们一直使用“雇员”这一称呼来指代全职人员，却没能充分考虑到为组织创造价值的整个员工生态系统。

我们利用“工作”这一概念来描述一系列可重复的职能任务，却没有考虑到当前工作的动态性，即工作往往会超越传统的边界。

我们专注于塑造一种单一的、普遍适用的企业文化来指导组织的运作，而实际上，大多数组织都是由众多子文化组成的。

我们依赖“员工敬业度”来评估组织和员工之间的关系，但我们更应该关注员工与组织间的信任度，以及那些体现出为员工带来利益的指标。毕竟，衡量员工愿意为组织的利益投入多少额外精力对公司可能是有益的，但这对员工自身有多少帮助就显得不那么清晰。

我们一直使用“组织效能”这一指标来衡量员工的活动，但并没有充分考虑到组织所期望的人力成果和业务成果以及未来可能带来的价值。

这些替代指标曾经是有用的，但它们对于真正应该被衡量的东西来说是却是不完美的。当规模效率是实现差异化的重要手段时，它允许组织进行扩张，并且根据传统的工作边界来衡量进展¹¹。但这些指标只适用于简单的世界，一个不需要不断自我革新的工作世界。当组织没有先进的工具来评估

“应该”衡量的东西时，它们便被有意地抽象为“可以”用来衡量的工具。如今，那些曾经能帮助我们更轻松的组织、推动和衡量的指标，正在阻碍我们在无边界的世界中实现新的价值。

随着数据、技术和工具比以往任何时候都触手可及，我们有机会重新定义衡量人员绩效的方法，使我们更接近真正重要的目标：为组织、当前和未来的员工以及整个社会创造价值。

弥合知行差距

在这篇报告里，我们会带你一起想象这样一个世界：在这里，员工和雇主之间的信任成为了职场中的货币，人们有机会成长和发展那些对人员绩效至关重要的独特能力。请设想，当员工看到他们的组织在实现人的可持续发展目标方面取得显著成就，或者为它们提供一个安全的空间，让他们得以探索和实验多种可能的未来时，组织会发生什么变化。当人力资源专业技能成为每个人的能力和责任时，人力实践和文化将能够由员工自行定制、共同创造，而不是自上而下地利用权力强制推行。

这一转变对组织、员工和社会都带来了好处：激发了创新和解决复杂问题的能力，设定了更高的工作标准，培养了一群更健康、更忠诚、以目标为导向的员工，他们对更广泛的组织目标有较强的主人翁意识。

组织向人员绩效的转型以业务成果和人力成果两者的结合为起点。但是，要实现这一飞跃，组织必须转变思维方式，摒弃过去将人视为成本而非资产的传统思维，以及重视效率而非价值和成果的商业实践。幸运的是，我们的研究表明，大多数领导者已经充分意识到这些变革的必要性。只有少数受访者（33%）认为，缺乏认知是阻碍组织取得进展的主要原因。相反，内部限制如变革能力不足、资源有限和领导层不共识，被普遍视为造成组织惰性的

主要原因。鉴于此，组织要想在无边界世界中提高员工绩效和领导力，不仅要克服思想障碍，还要扫清运营障碍。

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生成式 AI 和新兴技术的崛起为组织创造价值提供了更加多样和快速的途径，因此，摆脱对问题的传统认知，重新界定和拥抱新的工作方式变得尤其重要。这些新技术为我们组织内部的运作带来了前所未有的透明度，更好地推动人员绩效；同时它们也带来了新的挑战，要求组织建立新的责任框架，确保这些技术的应用能够增强而非削弱信任。

今年的趋势以人员绩效为主题，每种趋势都提供了一套实用指南以帮助人们了解人员绩效，弥合“知”和“行”之间的差距。

我们首先深入探讨人的可持续发展的细微差别，更深入地了解人力成果和业务成果之间的关系，也就是我们所定义的人员绩效的本质。基于此，我们会寻找新的衡量指标，这些指标将帮助我们评估组织在实现人员绩效目标方面的成效。在认识到信任是提高人员绩效的关键之后，我们将探讨透明度如何促进或妨碍员工建立这种信任。

下一组趋势我们会聚焦于“如何”实施：组织应如何推动人员绩效的提升？我们将讨论生成式 AI 等新兴数字技术的进步如何暴露出想象力的局限性，以及如何利用好人类独有能力，并通过为员工提供安全的“数字游乐空间”来实践和发展这些能力，以克服这些局限。延伸提升员工能力这一主题，我们将探讨如何摒弃单一的企业文化，转而拥抱多种多样的子文化，以支持自主性、敏捷性和良好的员工体验。最后，我们将探讨如何让人员绩效转变成为全员的责任，将人力资源从一项专业职能转变为一门无边界的学科，与

它所服务的人员、企业和社区共同创造和整合价值。

今年的人力资本趋势包括：

拥抱人的可持续发展。对于许多组织来说，没有什么比人更宝贵的资产了，无论是内部员工、外部员工，还是客户和社区成员。这些人际关系驱动着组织的价值创造，包括收入、创新和知识产权、效率、品牌影响力、组织效能、适应性和风险管理等多个方面。尽管如此，目前组织在优先考虑和维护关键人际关系方面的努力似乎还不够。部分原因可能在于，许多组织仍然受限于传统的思维模式，即侧重于从人身上获取价值，而不是致力于为人们创造价值。领导者应该以人的可持续发展为核心，重新调整组织的理念。

超越传统组织效能，全面衡量人员绩效。各行各业的领导者开始认识到传统的组织效能指标在当前工作环境中的局限性。传统的衡量员工生产率的方法采用一系列投入与产出的指标，但这都是站在组织的视角考虑的。相比之下，新的衡量方法应当将员工视为完整的个体，从更细致的层面考虑他们如何为组织做出贡献。然而，如果传统的组织效能指标已不足以全面评估人员绩效，那么组织应该采用哪些更有意义的衡量标准呢？新的衡量方法涉及业务和人的可持续发展之间的平衡，旨在让组织和员工相互促进、共同成长。

平衡隐私和透明度以建立信任。技术进步几乎让组织中的一切都变得公开透明了。这种透明对领导者来说可能非常具有吸引力：因为它能帮助领导者全面了解组织和员工的工作情况。然而这种透明既可能带来巨大的价值，也可能成为潜在的风险。如果管理得当，透明度可以为衡量和提升人员绩效创造新的机会；但它也很有可能被滥用，如隐私泄露、由 AI 驱动的监控，以及通过电子手段控制员工的行为等。虽然人们普遍认为透明度越高，信任

度就越高，但实际情况要复杂得多。许多组织发现，在透明度和隐私权之间找到恰当的平衡是建立和维护信任的关键。如果处理不当，过度的透明度可能会严重损害信任。

克服想象力的局限性。技术的颠覆性超出了许多组织和员工的预期，他们难以想象出新的工作方式，以最大限度地发挥人类和技术优势。因此，许多组织可能很快就会面临想象力不足等问题。为了防止出现这种情况，组织需要拓展和培养员工好奇心、同理心和创造力等能力，他们应赋予员工和团队更多的自主权，来塑造和创新自己的工作方式。同样重要的是，随着AI和其他颠覆性技术在人们工作生活中扮演的角色日益重要，员工个人也需要凭借这些能力来想象自己的未来。

创建数字乐趣空间，激发组织创新。随着颠覆的步伐加快，人们对安全空间的需求日益增长。在这个空间中，组织和个人可以自由地想象、探索和共创未来，从而以更快的速度和更大的规模创造更好的人类体验和成果。德勤将这些空间称为“数字游乐空间”。数字游乐空间并非一个特定的物理场所或虚拟平台，相反，它是一种思维方式和方法论。这种思维方式和方法论能够巧妙地利用技术，确保每个人都能平等地使用这些工具。员工可以在这里得到充分的机会和心理安全感来进行实验、合作和探索多种可能的未来。

培养工作场所的子文化。传统观念认为，企业文化应当是统一且固定的，确保每个人都以相同的方式工作¹²。但实际上，组织通常由众多的子文化构成——在不同的职能、地域、员工队伍，甚至是特定的团队中，工作方式都存在着微妙的差异。当组织接纳并拥抱子文化时，他们可以吸引和留住顶尖人才，更敏捷地预测和应对变化，更好地满足员工的独特需求。发挥子文化力量的关键在于激发不同工作团队的自主性，为他们提供所需的资源以建立

自己的工作方式（同时符合监管要求），并将这些子文化和整体业务战略相结合，确保所有团队遵循相同的、广泛且简洁的组织指导原则。

向无边界人力资源转型。如今的工作越来越强调敏捷性、创新和协作，这些都是帮助企业取得业务成果的关键要素。新的人力资源运营模式并非是对这些转变的唯一途径。相反，一种新的思维方式，以及一套新的实践、衡量标准、技术等，都可以将人力资源部门从一个承担所有劳动力责任的专业职能转变为一个无边界的学科，与它所服务的人员、业务和社区共同创造和整合。无边界人力资源部门可以帮助组织发展人力资源领域的专业知识，并将其贯穿于业务结构中，为日益复杂的问题提供多学科解决方案。

无边界世界的发展速度可能会继续加快。尽管我们的研究显示，许多组织尚未在思维和运营层面做出关键转变以应对未来的挑战，但认知差距并不是阻碍进步的关键，组织普遍面临的挑战在于如何在实践中提升人员绩效，以取得实质性的进展。

尽管组织正面临无边界的巨大挑战，我们仍有理由保持乐观。

我们的研究表明，那些能够弥合知行差距的组织更有可能实现卓越的业务和人力成果。正如我们在本年度的趋势报告中所阐述的那样，组织正面临提升人员绩效的机遇，它可以帮助组织在无边界的世界上蓬勃发展。

研究方法

《德勤 2024 年全球人力资本趋势》调研了来自 95 个国家、多个行业和领域的 14,000 名商业和人力资源领导者。这次全球范围的调研为《全球人力资本趋势》报告提供了基础数据。此外，德勤今年的研究还增加了针对员工和高管的调研，以反映员工视角，并揭示领导者的观点与员工的实际情况之间可能存在的差距。这项与牛津经济研究院合作的高管调研对全球 1000 名

高管和董事会领导进行了探访，以了解他们对新兴人力资本问题的观点。除调研数据外，也有十余位当今领先企业的高管参与了访谈。这些见解对本报告中趋势的打造提供帮助。

注释

1. Jeff Schwartz, Kraig Eaton, David Mallon, Yves Van Durme, Maren Hauptmann, Shannon Poynton, and Nic Scoble- Williams, *The worker-employer relationship disrupted: If we're not a family, what are we?*, Deloitte Insights, July 21, 2021.
2. Jeffrey Pfeffer and Robert I. Sutton, *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action* (Boston: Harvard Business School Press, 1999).
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2024 Global Human Capital Trends - Thriving beyond boundaries: Human performance in a boundaryless world

It's time to trade in the rules, operating constructs, and proxies of the past. Prioritizing human performance can help organizations make the leap into a

We're operating in a world where work is no longer defined by jobs, the workplace is no longer a specific place, many workers are no longer traditional employees, and human resources is no longer a siloed function. These boundaries, once assumed to be the natural order of things, are falling away and traditional models of work are becoming boundaryless.

Just a year ago, we introduced many of these shifting work realities in our 2023 Global Human Capital Trends report. Since that time, things have only accelerated. Many of the technological changes happening now—the emergence of generative artificial intelligence, the rise of virtual worlds and even virtual replicas of our own selves, and the development of neurotechnology that can now quantify the brain—may seem like they've been plucked straight out of the pages of a science fiction book, but these concepts are already becoming an everyday reality. It's a time of uncertainty, shaped by unpredictable global events, lightning-fast advances in technology and AI, evolving workplace cultures and markets, growing worker mental health and well-being concerns, and transformative shifts in how people think about work and the workplace.

Reimagining boundaryless work amidst these disruptions is no longer hypothetical—or optional. The old proxies previously relied upon to measure performance may no longer apply, and there's no easy playbook to follow that will enable organizations to thrive in this new environment. So, what's next for organizations and workers? What steps can we take to create a future full of possibility and hope in the uncertainty of a boundaryless world?

Our 2024 Global Human Capital Trends research reveals that a focus on the human factor is emerging as the bridge between knowing what shifts are shaping the future of work and doing things to make real progress toward putting them into action to create positive outcomes. It's clear from the responses to this year's global surveys—over 14,000 respondents from 95 countries—that the more boundaryless work becomes, the more important uniquely human capabilities—like empathy and curiosity—become.

Our research points to the idea that prioritizing human sustainability—the degree to which the organization creates value for people as human beings, leaving them

with greater health and well-being, stronger skills and greater employability, good jobs,¹ opportunities for advancement, more equity, and heightened feelings of belonging and purpose—can drive not only better human outcomes, but better business outcomes, too, in a mutually reinforcing cycle. This combination of human and business outcomes is what we call “human performance.” Because it is humans, more than physical assets, that truly drive business performance today. This is needed more than ever by organizations to both shape and adapt to the ever-evolving future of work.

The good news is that most leaders already understand that focusing on human performance is key to building an organization that can thrive today and tomorrow. But to close the gap between knowing and doing, they will need to let go of the mindsets, operating constructs, and proxies of the past.

THE NEW MATH OF HUMAN PERFORMANCE

We define human performance as a mutually reinforcing cycle with compounding, shared value for workers, organizations, and society.

(Human outcomes) x (Business outcomes) = Human performance

In this year’s report, we highlight tangible ways in which organizations can implement the new fundamentals we introduced last year as they prioritize human performance:

- **Thinking like a researcher** by leveraging new sources of data and technology to create greater transparency in ways that foster workforce trust, and that are used in collaboration with innately human capabilities like problem-solving, creative thinking, and innovation to explore, play, and experiment with ideas that support the greater realization of value.
- **Cocreating the relationship** by collaborating with workers to design people practices, microcultures, and digital spaces so they are relevant for them and support human outcomes.
- **Prioritizing human outcomes** by moving past the industrial-era mindset that led to a dehumanization of both work and worker—for example, viewing the worker as a number, a box on the organization chart, or a cog in the process—to create shared value for workers, organizations, and the communities in which they operate.

The good news is that most leaders already understand that focusing on human performance is key to building an organization that can thrive today and tomorrow. But to close the gap between knowing and doing,² they will need to let go of the mindsets, operating constructs, and proxies of the past.

Outdated measures are holding us back

Historically, organizations have sought to unlock the power of their workforce by implementing structures, processes, technologies, and systems meant to make humans better at work. In more recent years, those efforts have expanded to include attempts to make work better for humans.³ We are on the cusp of the next step on that journey as organizations seek to create value for workers and every other human being they impact, including extended off-balance sheet workers, future workers, or people in their communities. But by most measures, current efforts are falling short. Most workers say their well-being either worsened or stayed the same last year.⁴ And this isn't a new trend: In 2018, over 40% of workers reported feeling high stress in their job, with negative impacts on productivity, health, and family stability.⁵ Burnout is a common experience, with 48% of workers and 53% of managers saying they are burned out at work⁶ and nearly half of millennial and Gen Z workers report feeling stressed all or most of the time.⁷ The 2023 Gallup State of the Global Workplace study reveals that 59% of the global workforce are “quiet quitting.”⁸

As for making humans better at work, productivity paranoia—a concern that remote workers aren't being productive⁹—is on the rise, with 85% of leaders saying the shift to hybrid work has made it challenging to have confidence that workers are productive, despite increases in hours worked.¹⁰ And with more organizations using new technologies and generative AI to measure and optimize human performance, they need to be cognizant of the flaws and shortcomings of the humans that created and use them.

Yet most organizations don't have appropriate measures in place to capture human performance, let alone optimize it: Only 3% of respondents from our 2024 Global Human Capital Trends research say that their organization is extremely effective at capturing the value created by workers. Since the Industrial Revolution, the increasing scale and growing complexity in ways of working have led to the creation of imperfect substitutes to measure work and performance.

We've used the concept of the “employee” to capture the singular notion of full-time staff, not considering the full ecosystem of workers that create value for the organization.

We've leveraged the idea of the “job” to document a set of repeatable functional tasks, not accounting for how the dynamism of work today often means work is performed outside of traditional job boundaries.

We've focused on creating a monolithic, one-size-fits-all corporate culture to define how organizations should operate, when in reality, most organizations are made up of an abundance of microcultures.

We've relied on "employee engagement" to evaluate the relationship between organizations and workers when what we should be measuring is trust—and metrics that benefit the worker. After all, measuring how much discretionary effort workers are willing to expend for their organization's benefit helps a company, but whether it helps workers is far less clear.

And we've relied on the idea of "productivity" to measure worker activity, without fully accounting for desired human and business outcomes and potential future value.

These proxies—imperfect placeholders for what should truly be measured—were once useful; they allowed organizations to scale when scalable efficiency was the primary means of differentiation, and they allowed organizations to measure progress against the traditional boundaries of work.¹¹ But they were designed for a simpler world, a world of work that's not constantly reinventing itself, and served as intentional abstractions of what "could" be measured when organizations didn't have the advanced tools to evaluate what "should" be measured. Today, the proxies that once made it easier to structure, drive, and measure organizational activity are holding us back from applying the tools and learnings of the past decade to inspire the realization of new value in the boundaryless world.

With more data, technology, and tools at our fingertips than ever before, we have an opportunity to redefine how we measure human performance to get us closer to what really matters: value creation for the organization, for current and future workers as human beings, and for society at large.

Bridging the knowing-doing gap

The 2024 Global Human Capital Trends report invites you to imagine a world where trust between workers and their employers is the currency of work, and where people are given opportunities to grow and develop those uniquely human capabilities that are so critical to human performance. To imagine what could happen when workers see their organization making tangible progress towards human sustainability goals or providing workers with safe spaces to play and experiment with many possible futures. And where people expertise becomes a capability and responsibility of all, with customized people practices and cultures cocreated with workers themselves rather than mandated and pushed out from a central authority.

The results can be good for the organization, the worker, and for society: more innovation and complex problem-solving. Higher standards of work. Healthier, more committed, purpose-driven workers who feel a sense of ownership over broader organizational goals.

The shift to human performance begins here, at the intersection of business outcomes and human outcomes. But the ability to make this leap requires a mindset shift as organizations let go of the proxies of the past; for example, viewing humans

as costs rather than assets, or business practices that reinforce efficiency of activity over value and outcome. Fortunately, our research shows that most leaders are already well aware that these changes are needed. A small proportion of respondents (33%) cited insufficient understanding as the reason for their organization's inability to make progress to date. Instead, internal constraints, such as capacity for change, limited resources, and lack of leadership alignment were consistently shared as the justification for organizational inertia. With that in mind, fueling human performance and leading in the boundaryless world will likely come from not only clearing the mental obstacles in the way, but the operational ones as well.

Moving past knowledge of the problem and beginning to define and embrace new ways of working is especially important as generative AI and new technologies offer more diverse and accelerated pathways for organizations to create value. These new technologies offer unprecedented transparency into the inner workings of our organizations that can be used to better drive human performance, but they present unprecedented challenges as well, requiring organizations to develop new frameworks of responsibility to ensure they are used in a way that elevates, rather than diminishes, trust.

The shift to human performance begins here, at the intersection of business outcomes and human outcomes.

With human performance as the theme for this year's trends, each trend provides a set of practical guidelines that can help unlock it and bridge the gap between knowing and doing.

We begin by delving into the nuances of human sustainability, gaining a deeper understanding of the relationship between human and business outcomes—the very essence of what we define as human performance. With that in mind, our next trend explores the new metrics that will be needed to understand how well an organization is doing in achieving those human performance goals. Recognizing that trust underscores efforts to bring human performance to the fore, we then explore how transparency can help—or hinder—efforts to build that trust.

Our next set of trends focus on the how: How can organizations drive human performance? We discuss how new digital advances like generative AI are exposing an imagination deficit, and how operationalizing uniquely human capabilities and providing workers with safe “digital playgrounds” to practice using them can help solve it. Continuing the thread of empowering workers, we explore how moving away from monolithic corporate cultures and embracing many diverse microcultures can support autonomy, agility, and workforce experience. Finally, we tackle the shifts that can make human performance a shared accountability for all,

with HR moving from a specialized function to a boundaryless discipline that is cocreated and integrated with the people, business, and community it serves.

Our trends this year include:

Embracing human sustainability. For many organizations, nothing is more important than its people, from employees, to external workers, to customers and community members. These human connections drive the majority of value for an organization, including revenues, innovation and intellectual property, efficiency, brand relevance, productivity, adaptability, and risk. Yet organizations' current efforts to prioritize these allimportant connections appear to be falling short, partly because many organizations may be stuck in a legacy mindset that centers on extracting value from people rather than working to create value for them. Leaders should reorient their organizations' perspective around the idea of human sustainability.

Moving beyond productivity to measure human performance. Leaders across industries are beginning to recognize the limitations of legacy productivity metrics in the current work environment. Traditional methods of measuring worker productivity as a series of inputs and outputs solely reflect the perspective of the organization. New approaches, by contrast, can and should consider the worker as a human being, with a more nuanced perspective on how they contribute to the organization. But if traditional productivity metrics no longer tell the full story, what else should organizations be measuring to meaningfully assess human performance? The new math involves a balance of business and human sustainability, creating shared, mutually reinforcing outcomes for both the organization and the worker.

Balancing privacy with transparency to build trust. New advances in technology can make almost everything in an organization transparent to almost anyone. Leaders may find this degree of transparency alluring: It offers microscopic visibility into the workings of their organizations and their people. But this newly available transparency can be both a gold mine and a land mine. On the one hand, if responsibly managed, the ability to use this kind of transparency can create new opportunities to measure and unlock human performance. On the other hand, there is significant potential for misuse—for example, privacy breaches, AI-driven surveillance, and efforts to control workers' every move. Although common wisdom equates greater transparency with greater trust, it's not that simple. Many organizations are finding that how well they walk the tightrope between transparency and privacy is a key factor in driving trust today, and that mishandling it can severely undermine trust.

Overcoming the imagination deficit. Technological disruption is outpacing the capacity of many organizations and workers to imagine new ways of working that get the best out of both humans and technology. Consequently, many organizations may soon be facing an imagination deficit. To prevent this deficit, organizations

will need to scale and operationalize the cultivation of distinctly human capabilities like curiosity, empathy, and creativity, and they should give workers and teams the autonomy to use these to shape the kinds of work they do. Just as importantly, individual workers will likely need these capabilities to imagine their own futures, as AI and other disruptive technologies take on ever more prominent roles in their working lives.

Creating digital playgrounds to explore, experiment, and play. As the pace of disruption accelerates, there is a growing need for safe spaces in which both organizations and individuals can imagine, explore, and cocreate a future that delivers better human experiences and outcomes at speed and scale. Deloitte calls these spaces “digital playgrounds.” A digital playground is not a singular space or a virtual platform. Rather, it’s a mindset and an approach in which technologies are curated with intention and opportunities to use them are democratized, giving workers the opportunity and psychological safety to experiment, collaborate, and explore multiple possible futures.

Cultivating workplace microcultures. According to conventional wisdom, corporate culture should be one-size-fits-all—a fixed, uniform culture that ensures everyone is working in the same way. ¹² In reality, organizations typically consist of a diverse set of microcultures—subtle variations in how work gets done in different functions, geographies, workforces, and even specific teams. When organizations embrace microcultures, they can attract and retain top talent, anticipate and respond to changes with agility, and better meet workers’ unique needs. A key to harnessing the power of microcultures is encouraging the autonomy of various work groups, providing them with the resources they need to establish their own ways of working (while conforming to regulatory requirements), and orienting these localized blends of culture and business strategy toward the same broad, simple organizational guiding principles.

Making the shift to boundaryless HR. Work is increasingly demanding agility, innovation, and collaboration to achieve outcomes. A new HR operating model is not the only solution to respond to these shifts. Rather, a new mindset, along with a new set of practices, metrics, technologies, and more can transform HR from a specialized function that owns all workforce responsibility to a boundaryless discipline, cocreated and integrated with the people, business, and community it serves. Boundaryless HR can develop people-discipline expertise and weave it throughout the fabric of the business, creating multidisciplinary solutions to increasingly complex problems.

The speed at which the boundaryless world is evolving will likely continue to accelerate. While our research shows that many organizations haven’t yet made the important mindset and operational shifts needed to respond to this imminent future, it also shows that knowing is not the barrier. Where organizations are generally

getting stuck in the doing: making real, actionable progress toward unlocking human performance.

But there are reasons to be optimistic.

Our analysis shows that organizations who bridge the gap between knowing and doing are more likely to achieve both better business and human outcomes. As we outline in this year's trends, organizations now have a window of opportunity to elevate human performance and thrive in a boundaryless world.

RESEARCH METHODOLOGY

Deloitte's 2024 *Global Human Capital Trends* survey polled 14,000 business and human resources leaders across many industries and sectors in 95 countries. In addition to the broad, global survey that provides the foundational data for the Global Human Capital Trends report, Deloitte supplemented its research this year with worker- and executive-specific surveys to represent the workforce perspective and uncover where there may be gaps between leader perception and worker realities. The executive survey was done in collaboration with Oxford Economics to survey 1,000 global executives and board leaders in order to understand their perspectives on emerging human capital issues. The survey data is complemented by over a dozen interviews with executives from some of today's leading organizations. These insights helped shape the trends in this report.

Endnotes

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