

Bersin by Deloitte.

## BOLD HR

Leading in the new  
world of work



# Why boldness matters now

The HR function is at a crossroads. The world of work has shifted, and HR is often struggling to keep up.

Deloitte's Global Human Capital Trends 2015 survey of more than 3,300 business and HR leaders from 106 countries uncovered a major gap between the needs of the business and the capabilities of HR. Only 5 percent of HR leaders surveyed believed their organizations' talent and HR programs are "excellent" and only 34 percent rate them as "good." The rest—about 61 percent—believe their HR solutions are barely adequate or falling behind. As businesses grow and change, HR is evolving and improving at a much slower pace.

The problem is not a lack of dedication. It's not that we don't work hard enough. And it's not that we're not committed to our jobs. The real problem may be that we are not bold.

It's time for a bold new approach to engage and develop our people. We should adopt new technologies more rapidly. We need more confidence and creativity. And we should be business leaders, not just HR leaders.

Now is the time for Bold HR.



## Four elements of Bold HR

### **B**uild an irresistible organization

Everything we do in HR has an impact on employee engagement. If your performance management process is poor, or your onboarding is weak, or you aren't recruiting people with the right fit—you're part of the problem. Take a fresh look at every single HR program you design and ask yourself: Is it easy? Is it engaging? Does it add value to the employee? Is it aligned with our culture? Your role in Bold HR is to take the lead in simplifying, streamlining, and humanizing the entire work environment.

### **O**wn the leadership agenda

Our research shows that the most important way HR can help impact business results is through its ability to coach, develop, and support leaders. Yet leadership continues to be among the most urgent business concerns of those companies surveyed. Companies with effective leadership programs tend to invest consistently year after year to develop people at all levels. They recognize that many people learn to lead by doing, so they embed learning in work experiences. And most teach their people how to coach rather than direct.

### **L**everage learning everywhere

Learning and development are two of the most important drivers of employee engagement. If you can't engage people with your learning, then you likely can't engage them on the job. In fact, most effective companies embed learning in work so that people learn continuously through smarter systems, tools, and job design.

### **D**emand data

We are the stewards of perhaps the largest untapped source of data in business: information about our people. To stand toe to toe with business executives, you need sound, credible data to support your decisions. We can help leaders understand why people are disengaged—and why they leave. Why some people are better sales people. Which areas are more likely to incur fraud. People analytics delivers new insights into practically everything that happens within your company. Now is the time to commit to it.

# Be bold

This is the year for change. The world of work has evolved, and we in HR should reinvent ourselves. By focusing on the four elements of Bold HR, you can help lead the way in transforming HR from a transaction-execution function into a valued consultant that brings innovative solutions to business leaders at all levels.

Bersin by Deloitte research validates this approach. Our research shows that organizations that take a bolder approach to HR reap substantial benefits. For example, organizations that:

- Make it easy for employees to set clear goals are four times more likely to score in the top 25 percent of business outcomes
- Promote effective succession management see improved employee engagement and improvement in career opportunities
- Have a strong learning culture outperform their peers in innovation, productivity, and customer satisfaction
- Have a mature talent analytics function realize improved financial, leadership, and recruiting performance

Unless HR embraces this transformation, it will likely struggle to address problems at the pace the business demands. Most of today's challenges require a new playbook—one that enables HR to be more agile, forward thinking, and bolder in its solutions.

To gain insight into transforming your organization for the new world of work, access the Deloitte Global Human Capital Trends 2015 report by visiting [www.bersin.com/hc-trends-2015](http://www.bersin.com/hc-trends-2015).

Bersin by Deloitte has helped some of the world's leading companies develop effective strategies for engaging their talent and reinventing their HR functions. To learn more about ways to create your own Bold HR organization, please contact us.

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## For more information

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