

Harvard Business Review

TÜRKİYE

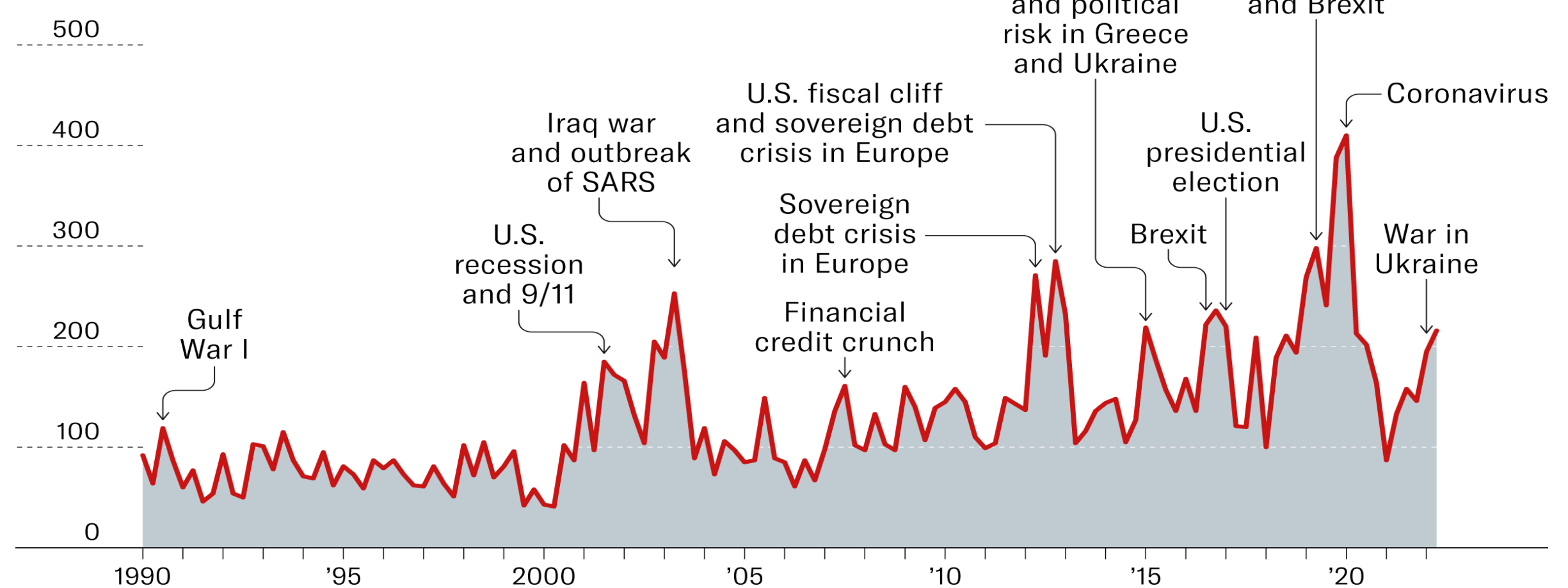


Hoşgeldiniz

Belirsizlik Çağına Hoşgeldiniz

World Uncertainty Index

Normalized, 1990-2010 is 100 on average



6 Macro Factors Will Reshape Business This Decade



gartner.com

Source: Gartner
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Top 10 geopolitical developments in 2024



There are two key themes for the top 10 geopolitical developments in 2024:

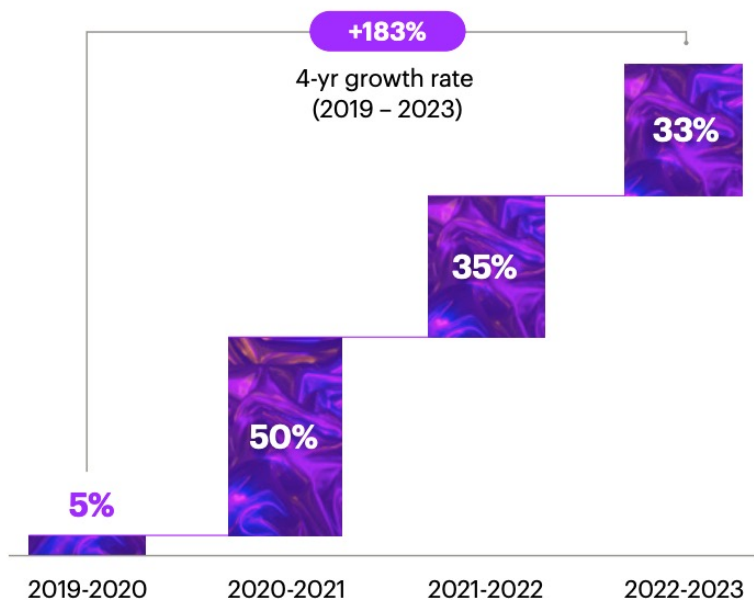


Multipolarity



De-risking

Annual growth rate of disruption between 2019 and 2023 (in %)



Accenture Pulse of Change: 2024 Index

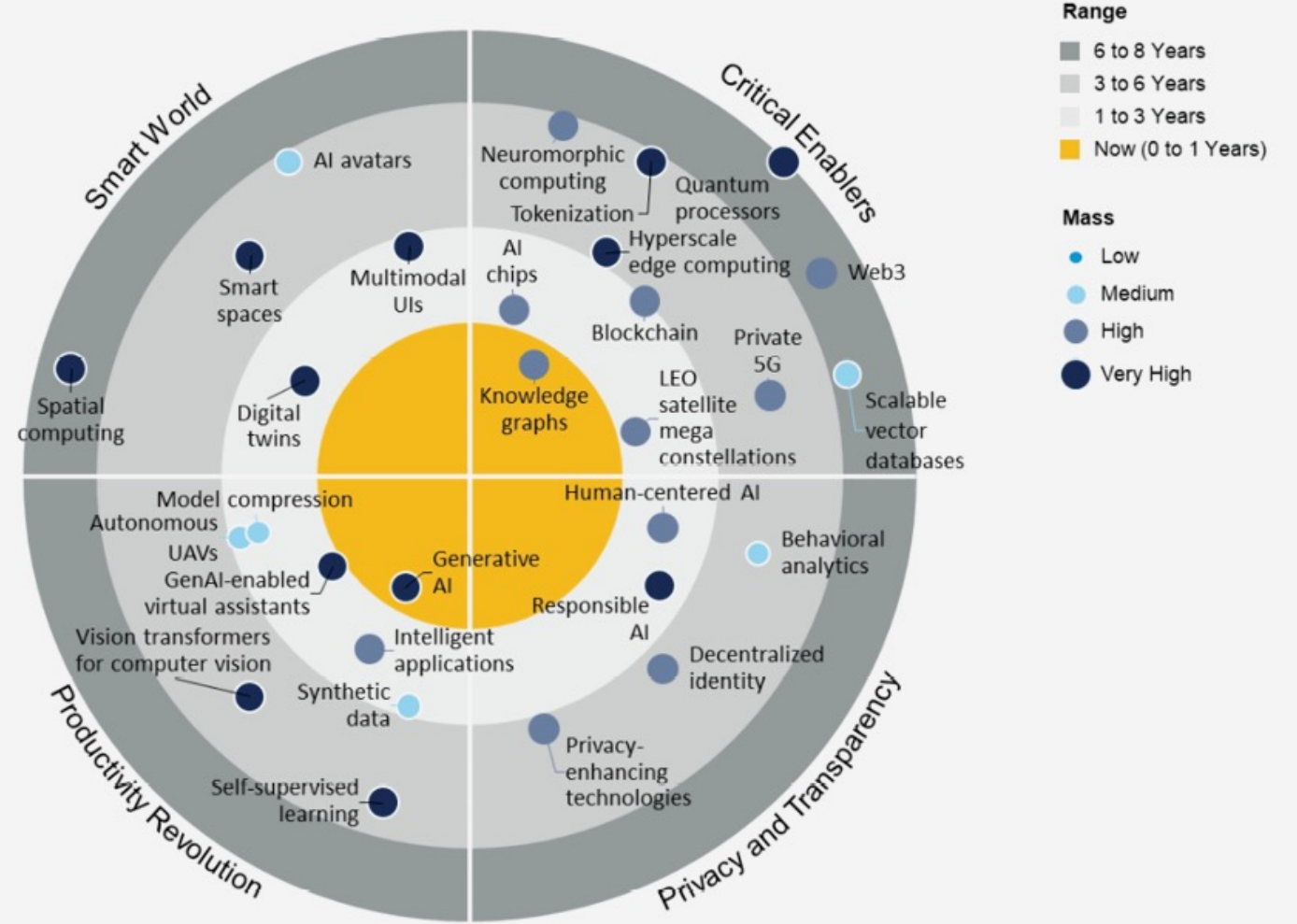
Analysis of business disruption		C-suite leaders' perception
2023	2022	2023
#1 Technology	Talent	#1 Technology
#2 Talent	Economic	#2 Geopolitics
#3 Climate	Geopolitics	#3 Consumer & Social
#4 Economic	Consumer & Social	#4 Talent
#5 Geopolitics	Climate	#5 Economic
#6 Consumer & Social	Technology	#6 Climate

*Ranking is based on % of increase measured from 2022 to 2023 for each of the six factors.

*Based on a global survey of 3,450 C-suite executives, across 20 countries and 19 industries.

Teknoloji Çağına Hoşgeldiniz

Impact Radar for 2024

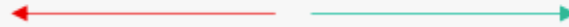


Source: Gartner
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Var ama Güvenemiyoruz

GLOBAL 28

I reject this innovation I embrace this innovation



Green energy

13

54

Innovation success:
More enthusiasm for green energy

AI

35

30

At a crossroads:
Both resistance and enthusiasm for AI and gene-based medicine

Gene-based medicine

34

29

GMO foods

58

14

Innovation failure:
GMO foods strongly resisted

Değişim Çağına Hoşgeldiniz

Employees are tired of all the change

● Change volume

● Change willingness

The Transformation Deficit

The gap that exists between the number of transformations and the capacity to make these changes happen

74%

2

10

43%



21%

of employees
are engaged at work.



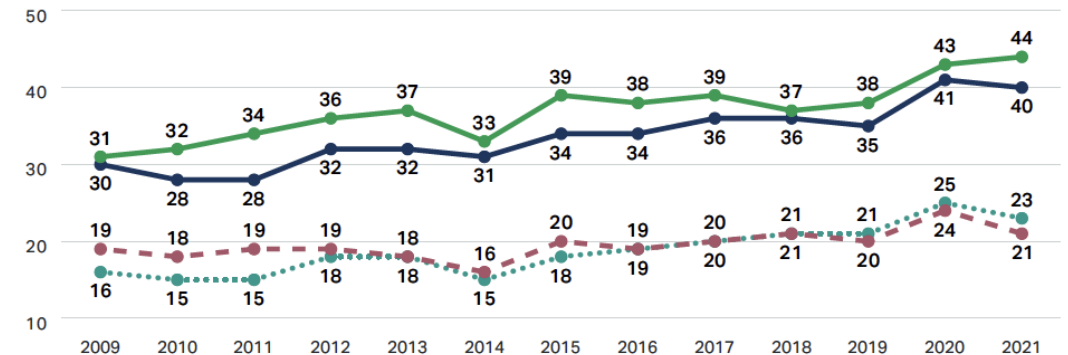
33%

of employees are thriving
in their overall wellbeing.

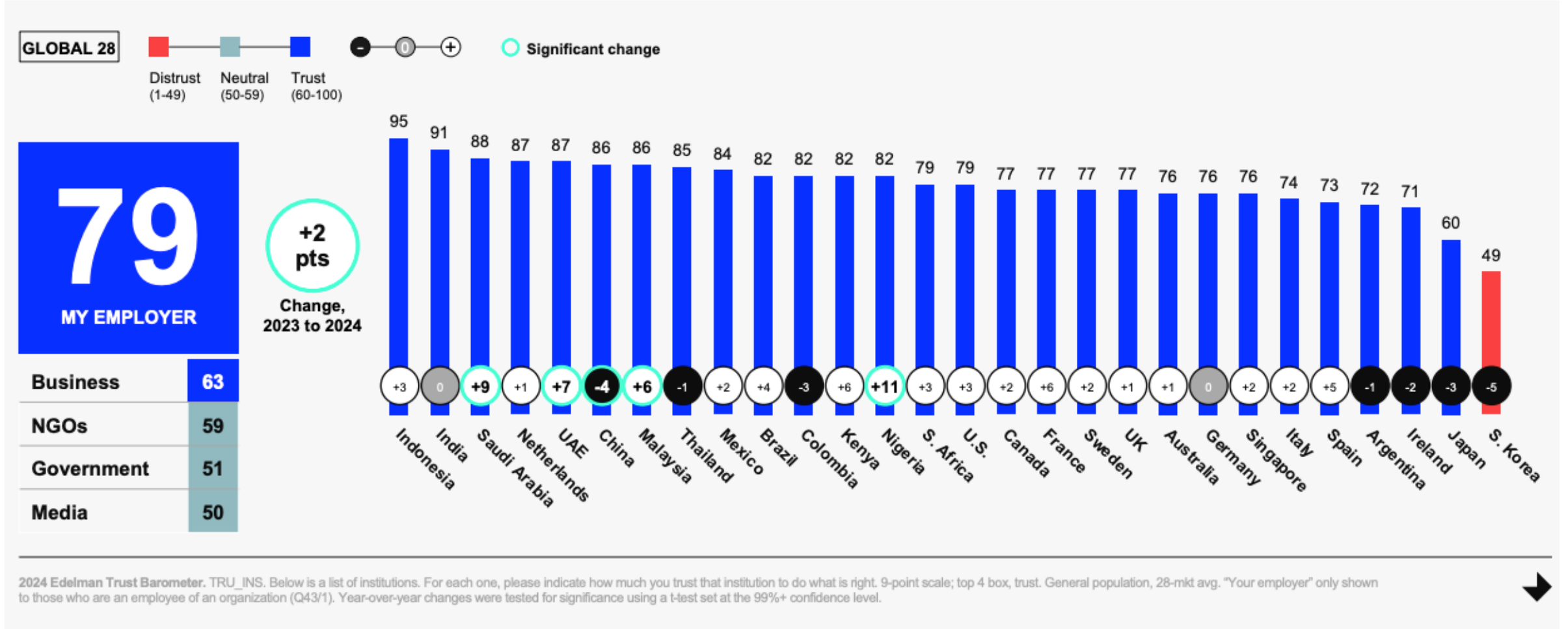
Daily Negative Emotions

Did you experience the following feelings during A LOT OF THE DAY yesterday? How about [worry, stress, anger, sadness]?

● % Stress ● % Worry ● % Anger ● % Sadness



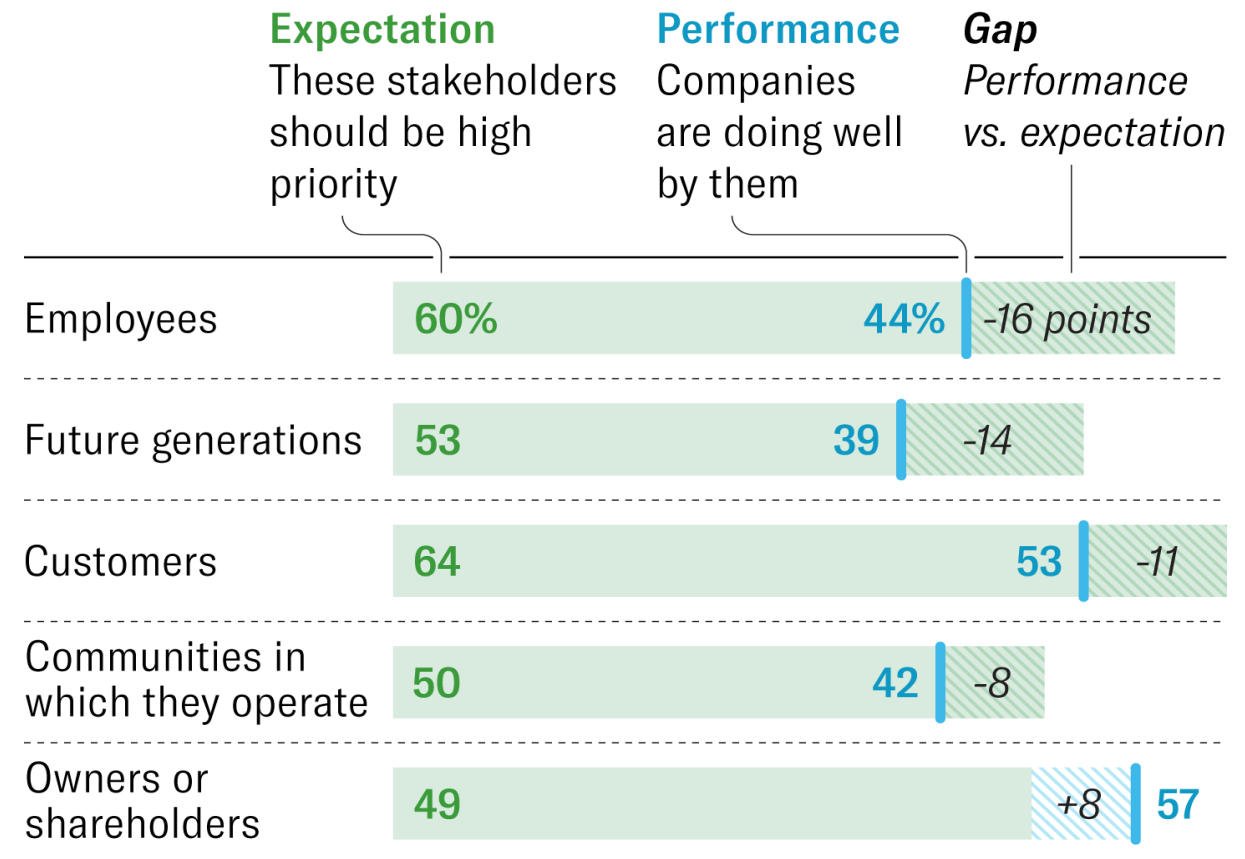
Yine de Şirketlere Güveniyoruz



Farklı Bakıyoruz

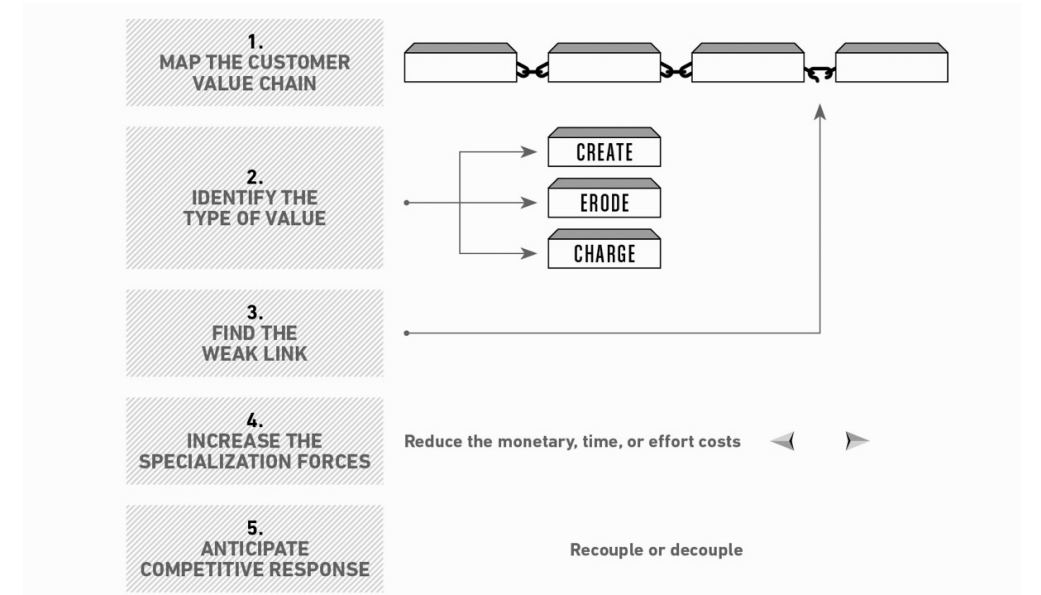
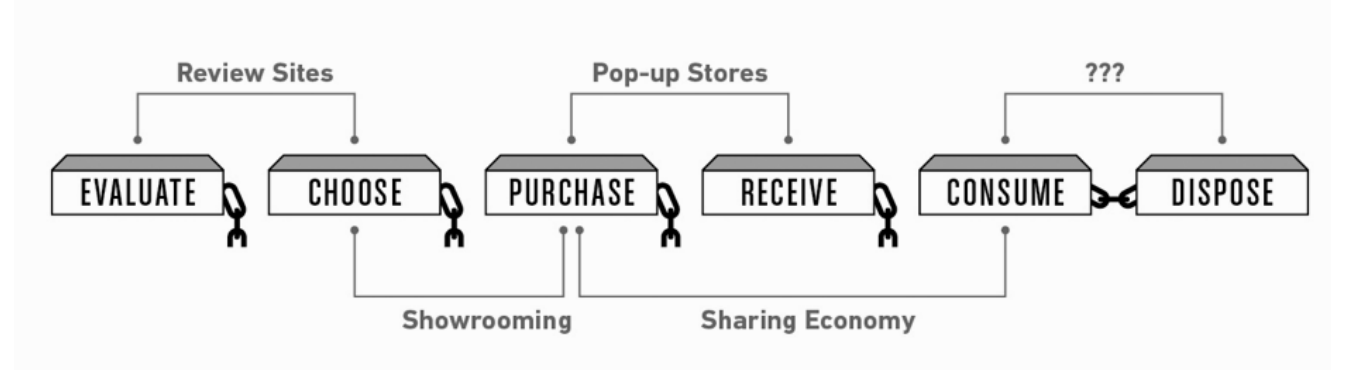
Stakeholder Management Is Falling Short

A large number of survey respondents characterized each of the five stakeholder groups below as deserving of companies' serious consideration. Fewer saw business as serving four of the five groups well.



Kopuş Çağına Hoşgeldiniz

Aileler
İlişkiler
Kariyer
Mülkiyet



Çağ Değişimine Hoşgeldiniz

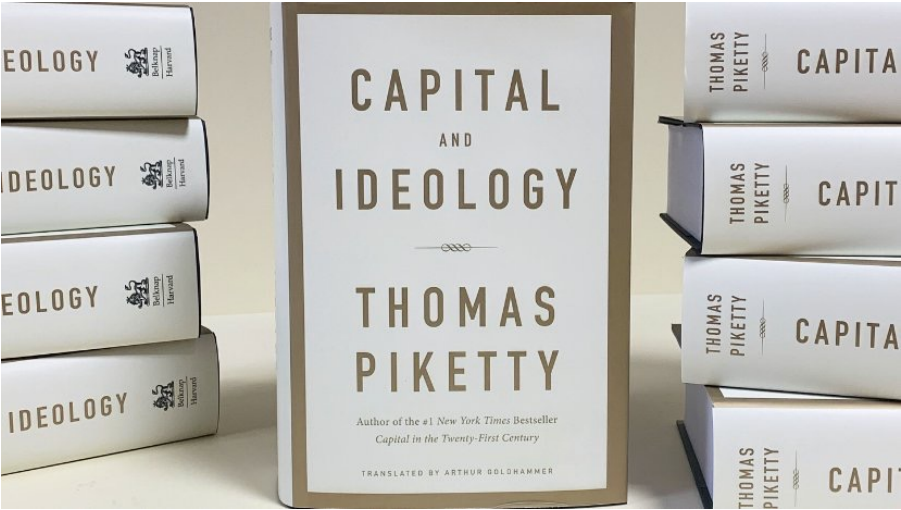
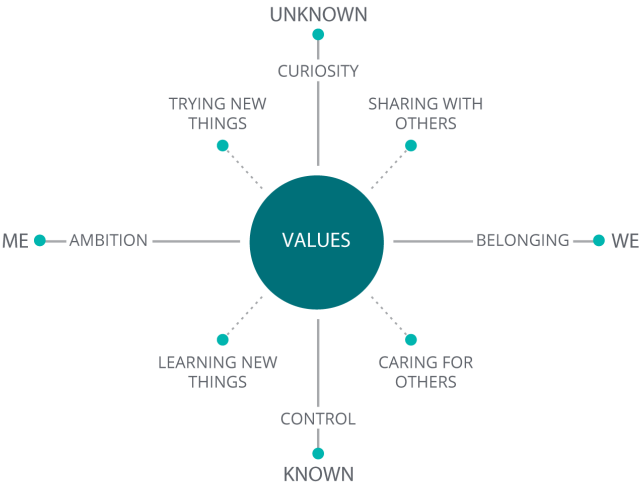
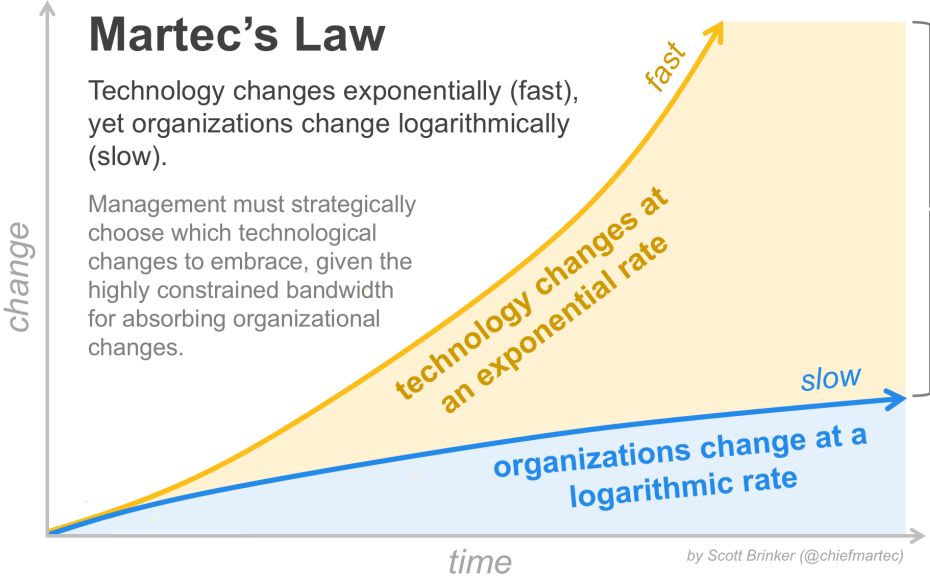
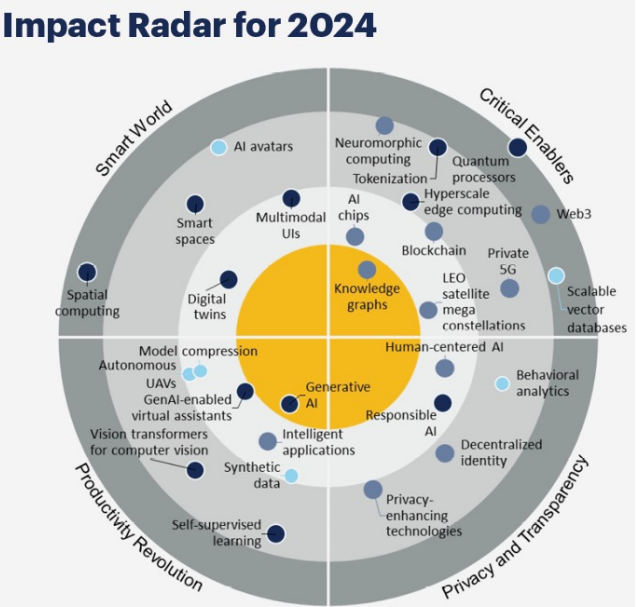


World order	<div></div> Globally interconnected world built on factor-cost arbitrage and cooperative economic rules	<div></div> Multipolar world with global connectedness coexisting with increased polarization?
Technology platforms	<div></div> Digital emanation: connected and enabled	<div></div> Postdigital world where transversal technologies take off?
Demographic forces	<div></div> Global convergence to small, urban family with better health and education	<div></div> Aging gracefully as health improves and social inequalities are reduced?
Resource and energy systems	<div></div> Fossil fuel–abundant world with global access but climate damage	<div></div> Affordable and feasible transition to low-carbon energy amid growing resource competition?
Capitalization	<div></div> Massive debt expansion with low inflation, supply–demand shock as billions enter global market economy	<div></div> Outgrowing debt enables orderly stabilization of the large global balance sheet?

Oh FUD

FEAR UNCERTAINTY DOUBT

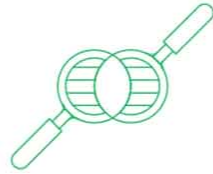
Bir Bakışta: Umut





Ne Yapmalıyız?

İnsan Ne İster?



Clarity

I understand the issue



Meaning

What I do matters



Trust

I believe in the leaders

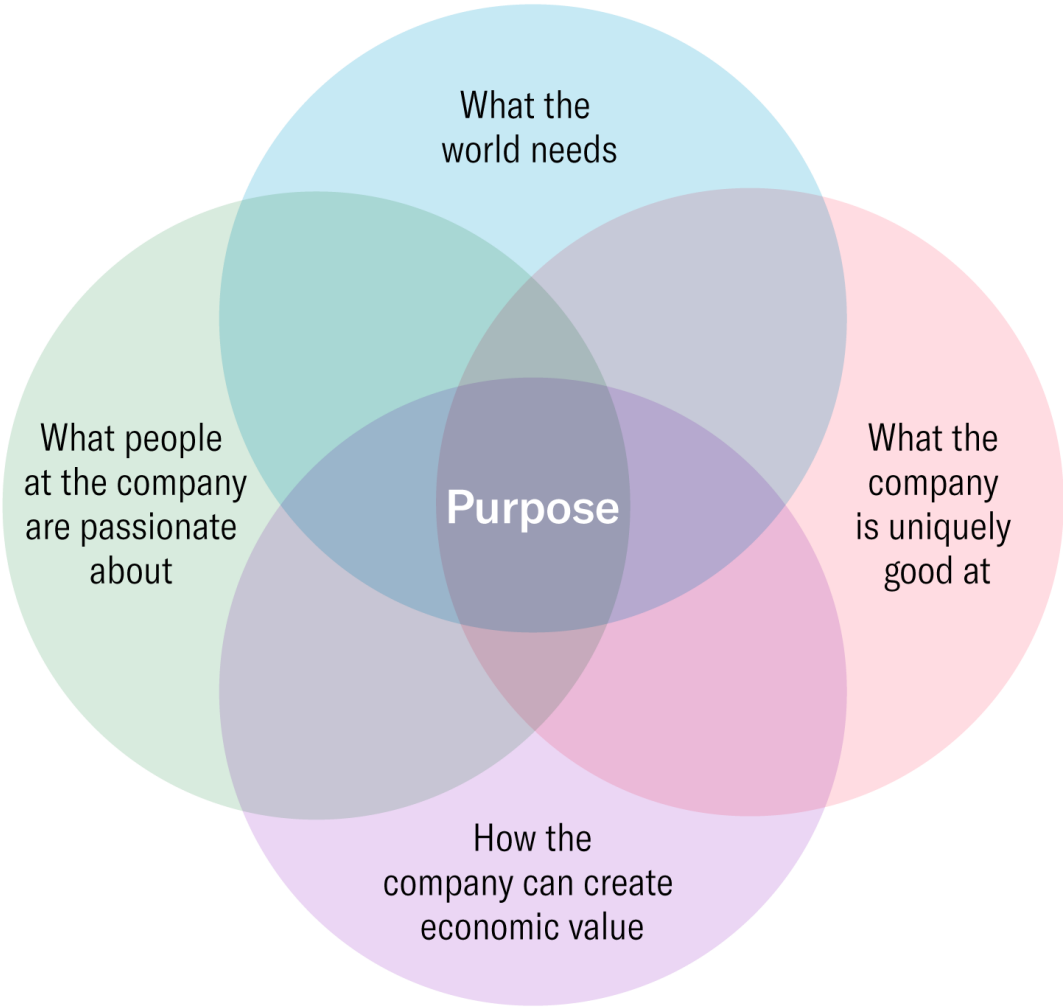


Belonging

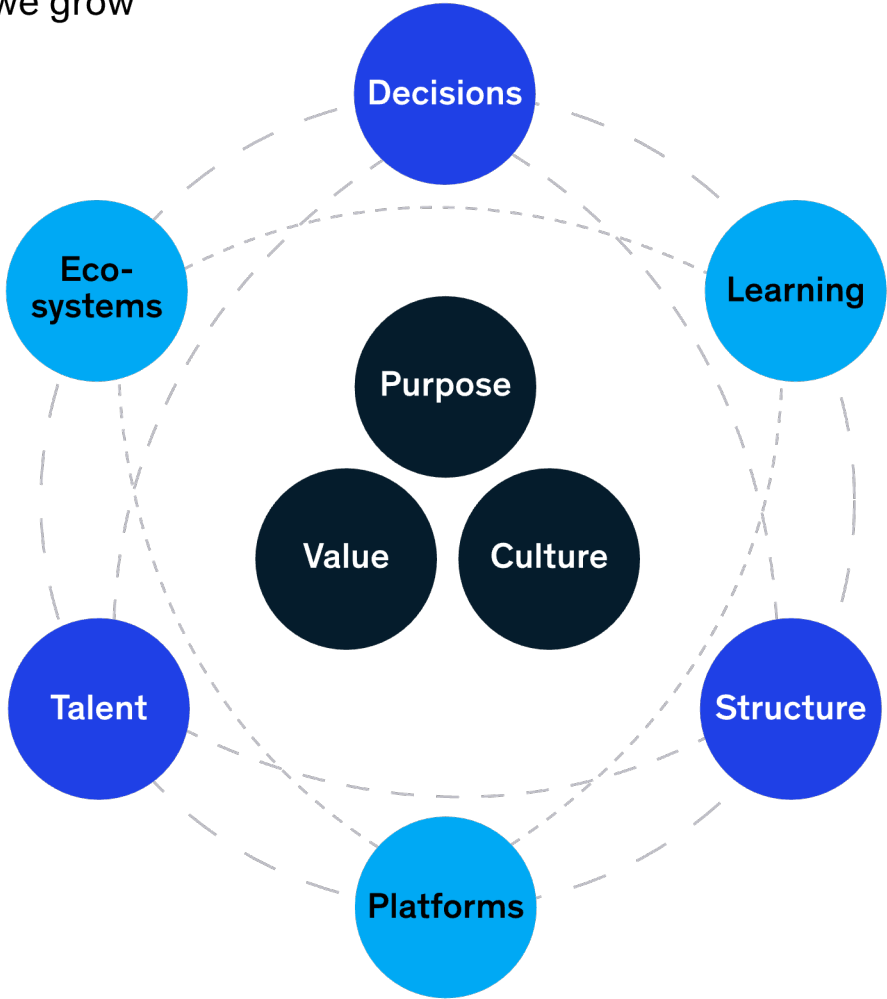
I'm part of the group

Looking for Your Company's Purpose

It lies at the intersection of these four circles.



- Who we are
- How we operate
- How we grow



Çalışan Beklentilerindeki Değişimler



Flexibility

52% of employees say **flexible work policies** will **affect the decision to stay** at their organizations.

n = 3,500 employees

Source: 2021 Gartner Hybrid and Return to Workplace Sentiment Survey



Shared Purpose

53% of employees want their organizations to **take actions on issues** they care about.

n = 5,000 employees

Source: 2021 Gartner EVP Employee Survey



Well-Being

70% of companies have introduced **new well-being benefits** or increased the amount of existing well-being benefits

n = 77 HR leaders

Source: 2021 Gartner EVP Benchmarking Survey



Person-First Experience

82% of employees say it's important for their organization to **see them as a person**, not just an employee.

n = 5,000 employees

Source: 2021 Gartner EVP Employee Survey

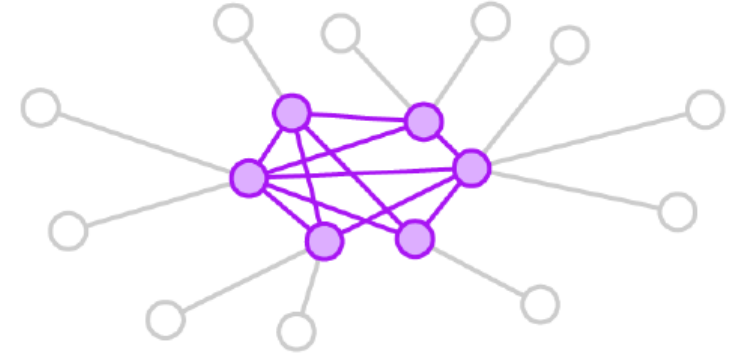
Anlamlı Bağlar Kurmak



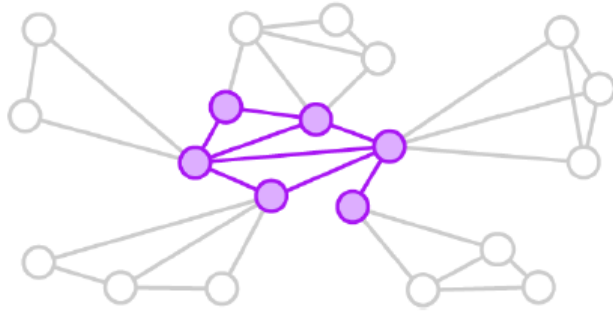
Ideation Signature



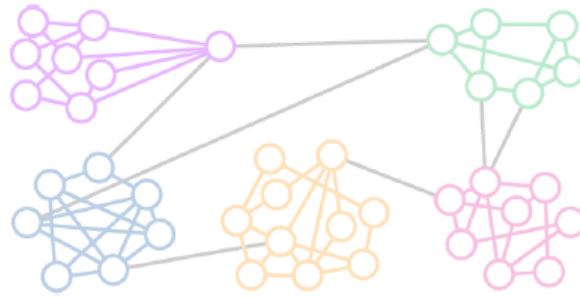
Influence Signature



Efficiency Signature



Innovation Signature

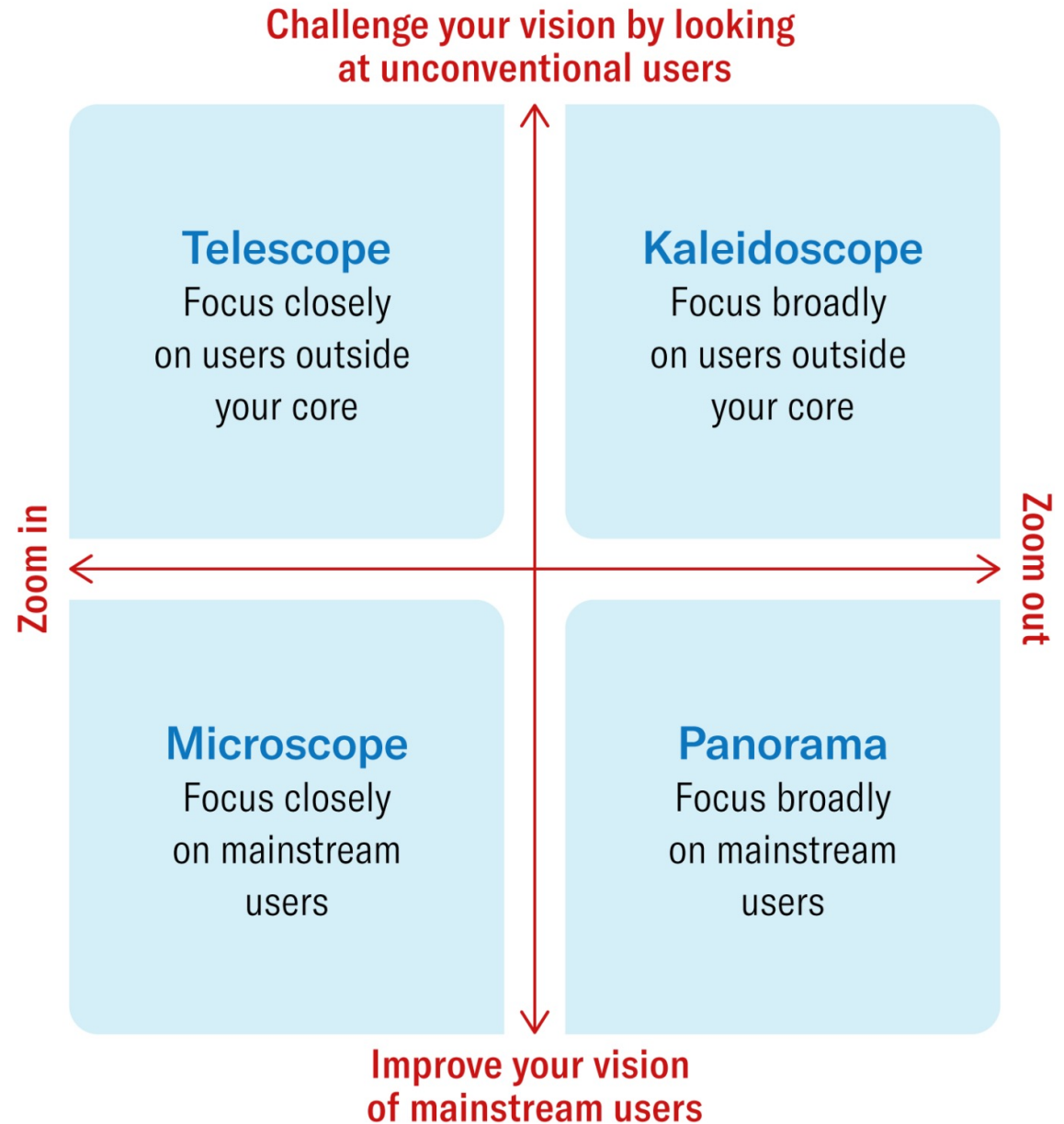


Silo Signature

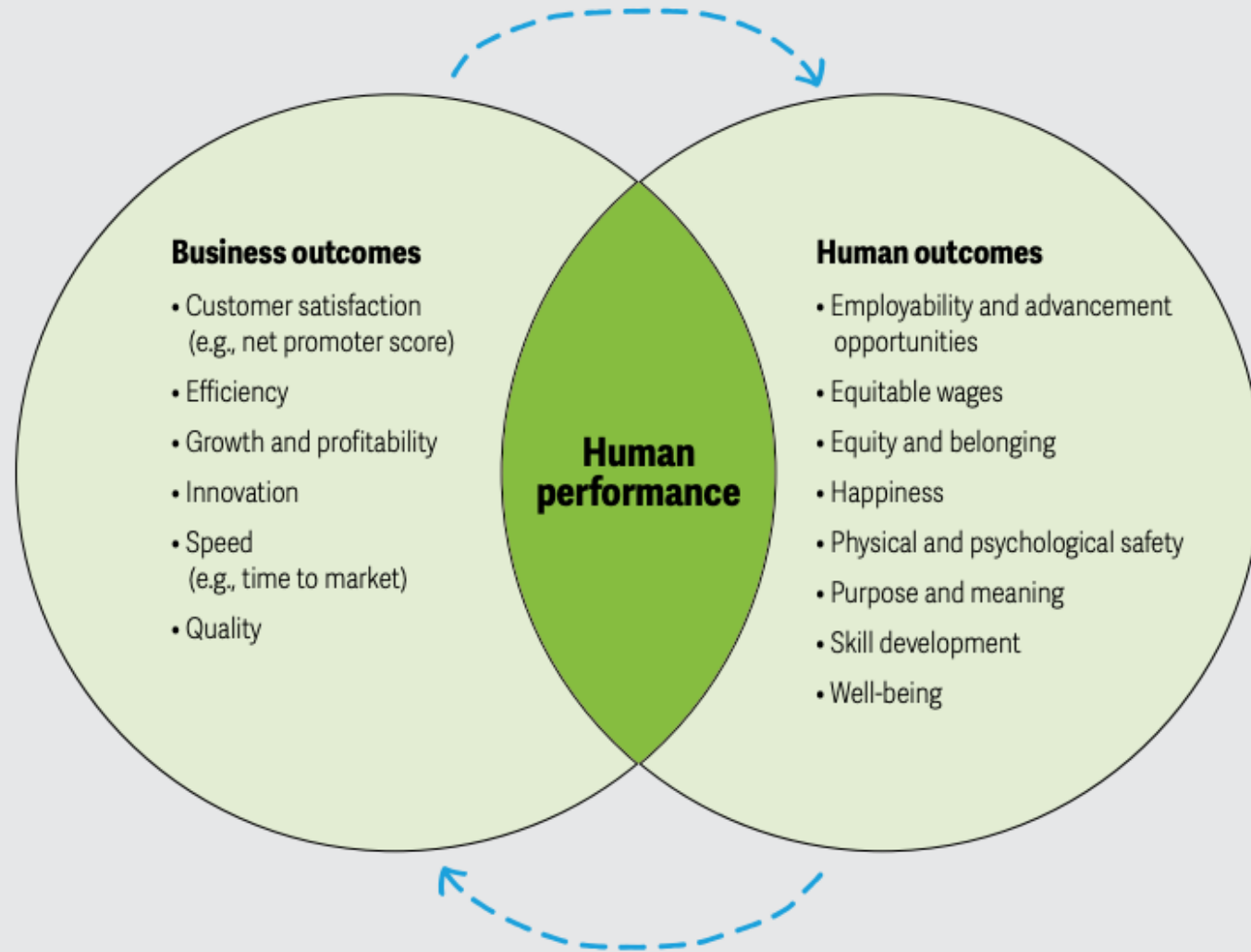


Vulnerability Signature

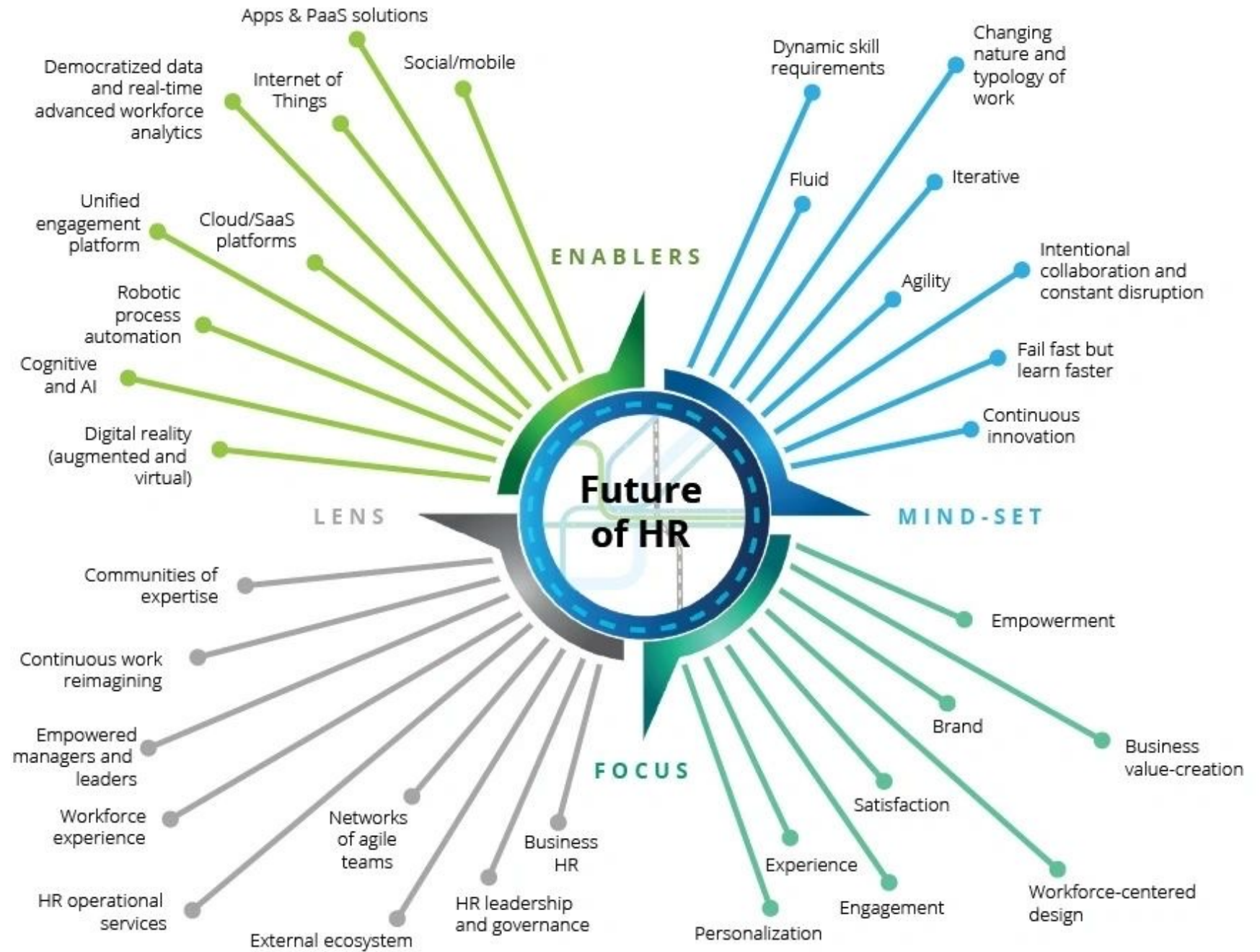
Herkese Farklı Bakmak



Performansı Doğru Anlamlandırmak



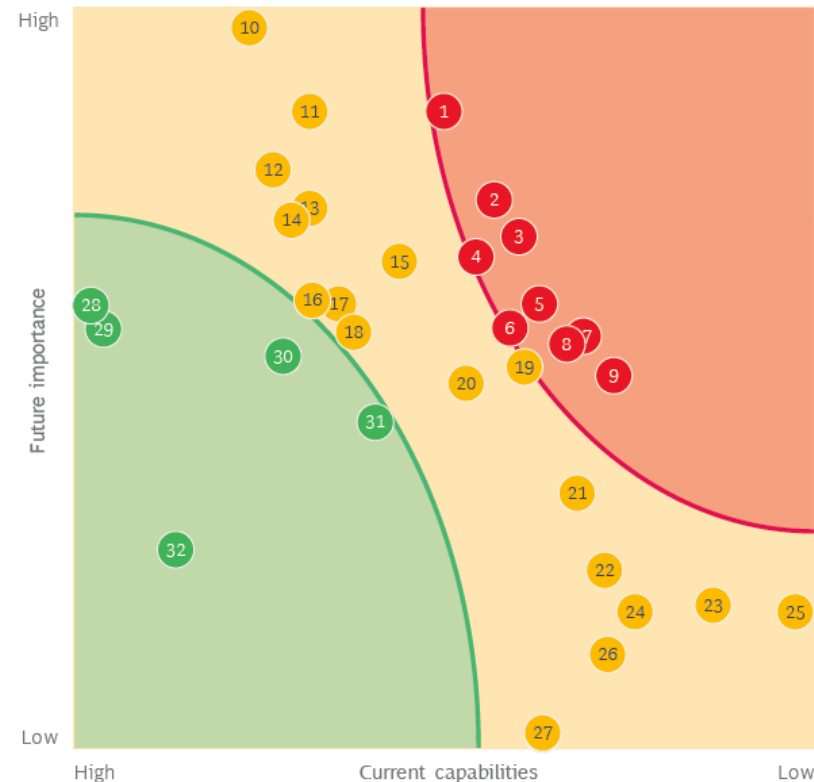
Future of HR



Clusters

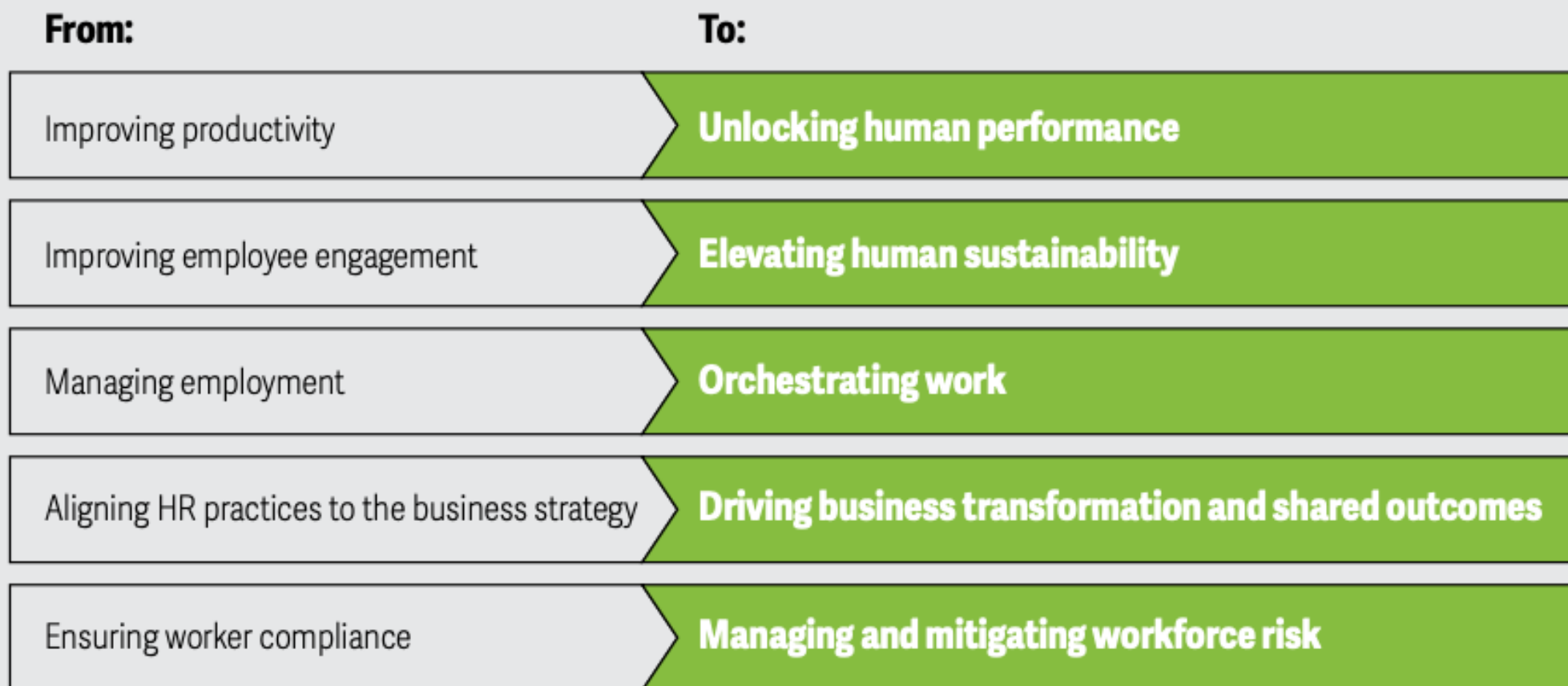
HR and people management topics

People and HR strategy, planning, and analytics	People and HR strategy		Strategic workforce planning		People analytics and reporting		
Talent acquisition	Employer branding		Talent sourcing ecosystem	Recruiting strategy and process		Onboarding	
People development	Upskilling and reskilling at scale		Career pathing		Top talent management		Staffing and placement management
Performance, rewards, and engagement	Performance management		Rewards and recognition			Employee engagement and well-being	
Purpose, behavior, leadership, and culture change	Purpose and culture activation	Change management capabilities	Leadership behaviors and development	Diversity, equity, and inclusion management		Sustainability and ESG standards	
Labor and employee relations	Policy management		Employee relations			Health and safety	
Organizational transformation	Agile principles	Organizational development and design	Flexible work schemes	Restructuring management		Employee journey management	
HR tech stack	HR IT architecture, operation, and cloud software				HR digital solutions		
HR operating model	HR organization and governance		HR shared services			HR staff capabilities	



- High need to act**
 - 1 Leadership behaviors and development
 - 2 Strategic workforce planning
 - 3 Change management capabilities
 - 4 Upskilling and reskilling at scale
 - 5 Top talent management
 - 6 Talent sourcing ecosystem
 - 7 HR IT architecture, operation, and cloud software
 - 8 People analytics and reporting
 - 9 Career pathing
- Medium need to act**
 - 10 People and HR strategy
 - 11 Employee engagement and well-being
 - 12 Employer branding
 - 13 Recruiting strategy and process
 - 14 Purpose and culture activation
 - 15 Rewards and recognition
 - 16 Onboarding
 - 17 Performance management
 - 18 HR staff capabilities
 - 19 Organizational development and design
 - 20 Diversity, equity, and inclusion management
 - 21 Agile principles
 - 22 Sustainability and ESG standards
 - 23 Employee journey management
 - 24 Staffing and mobility management
 - 25 HR digital solutions
 - 26 Restructuring management
 - 27 HR shared services
- Low need to act**
 - 28 Health and safety
 - 29 Employee relations
 - 30 Flexible work schemes
 - 31 HR organization and governance
 - 32 Policy management

Boundaryless HR involved a shift from compliance and deliverables to cross-disciplinary strategy



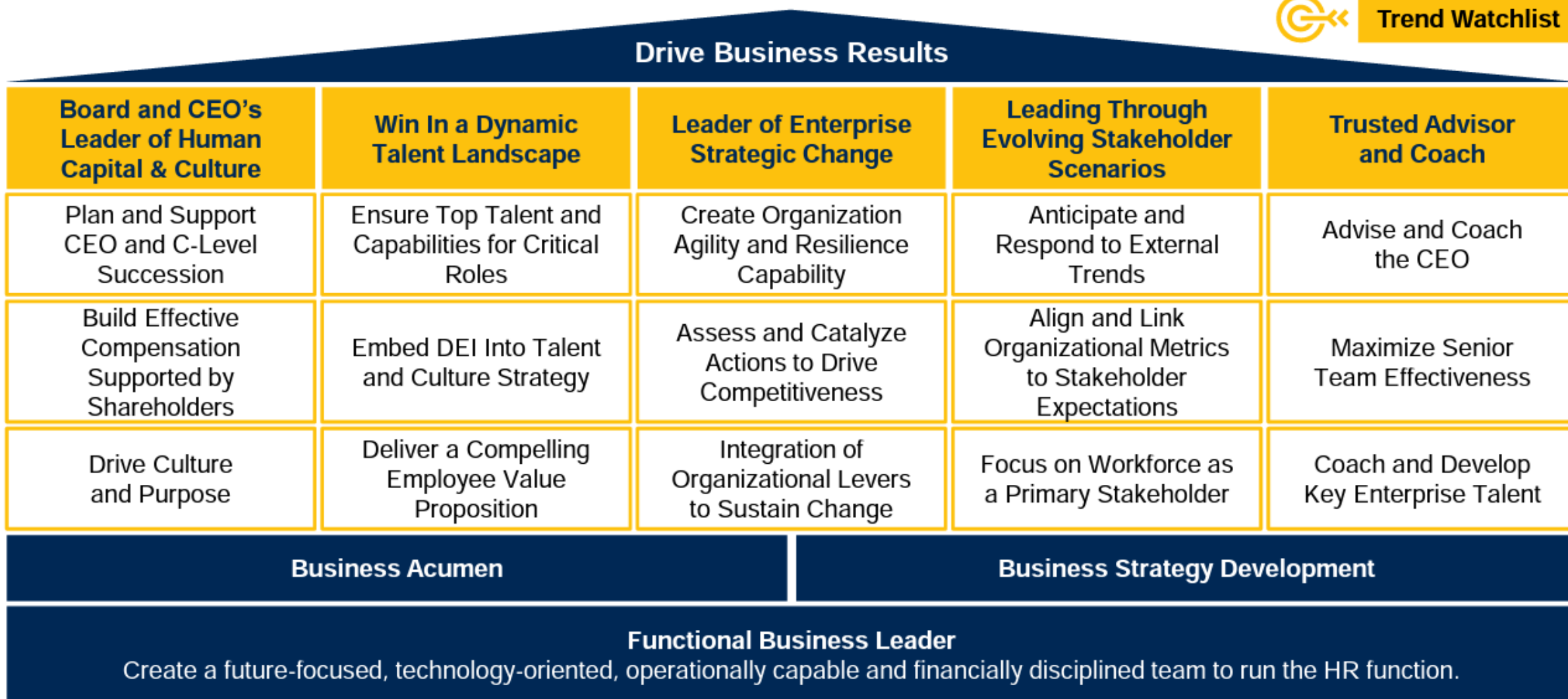
Source: Deloitte analysis.

Model of a World-Class CHRO

Developed with the input of Gartner's CHRO Global Leadership Board and validated by the most talented CHROs and CEOs in business today, this model establishes a global standard for CHRO excellence.



Trend Watchlist



İnsan
Kaynaklarının Yeni HOŞGELDİNİZ
Çağına