

2026 Global Human Capital Trends

**From tensions to tipping points:
choosing the human advantage**

Frokostseminar | 1. september 2026

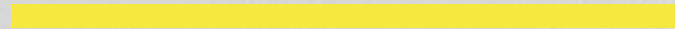


Deloitte Human Capital Trends – Frokostseminar 2026

09:00 Velkommen



09:05 Årets rapport og dypdykk i trendene



09:30 Panelsamtale



09:55 Oppsummering og avslutning





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In our
**2025 Global Human
Capital Trends** report,
we explored tensions and the
need to navigate the polarities
at play.

← **Control *or*
empowerment?** →

← **Automation *or*
augmentation?** →

← **Stability *or*
agility?** →

INTRODUCING THE **2026 GLOBAL HUMAN CAPITAL TRENDS**

FROM TENSIONS TO TIPPING POINTS: *Choosing the human advantage*

FROM HUMANS + MACHINES
to humans x machines

FROM COST EFFICIENCY
to value creation

FROM STATIC PLANS
to dynamic orchestration

We must decide how we create value, build trust, and unleash human potential in an AI powered world.



Getting human and machine relationships right

How do we maximize the value of humans and machines working together?



Fact or fabrication? AI is blurring the line when it comes to people and work

How do we know what is true about people and work?



AI and the future of human-decision making

Who's accountable when both humans and AI are making decisions?



Dealing with AI's cultural debt

How is AI changing our culture?



The orchestration advantage

How do we orchestrate capability and capacity at speed?



Have organizational functions outlived their function?

How do we get more value from our functions?



Staying relevant in a world that won't sit still

How do we stay relevant?

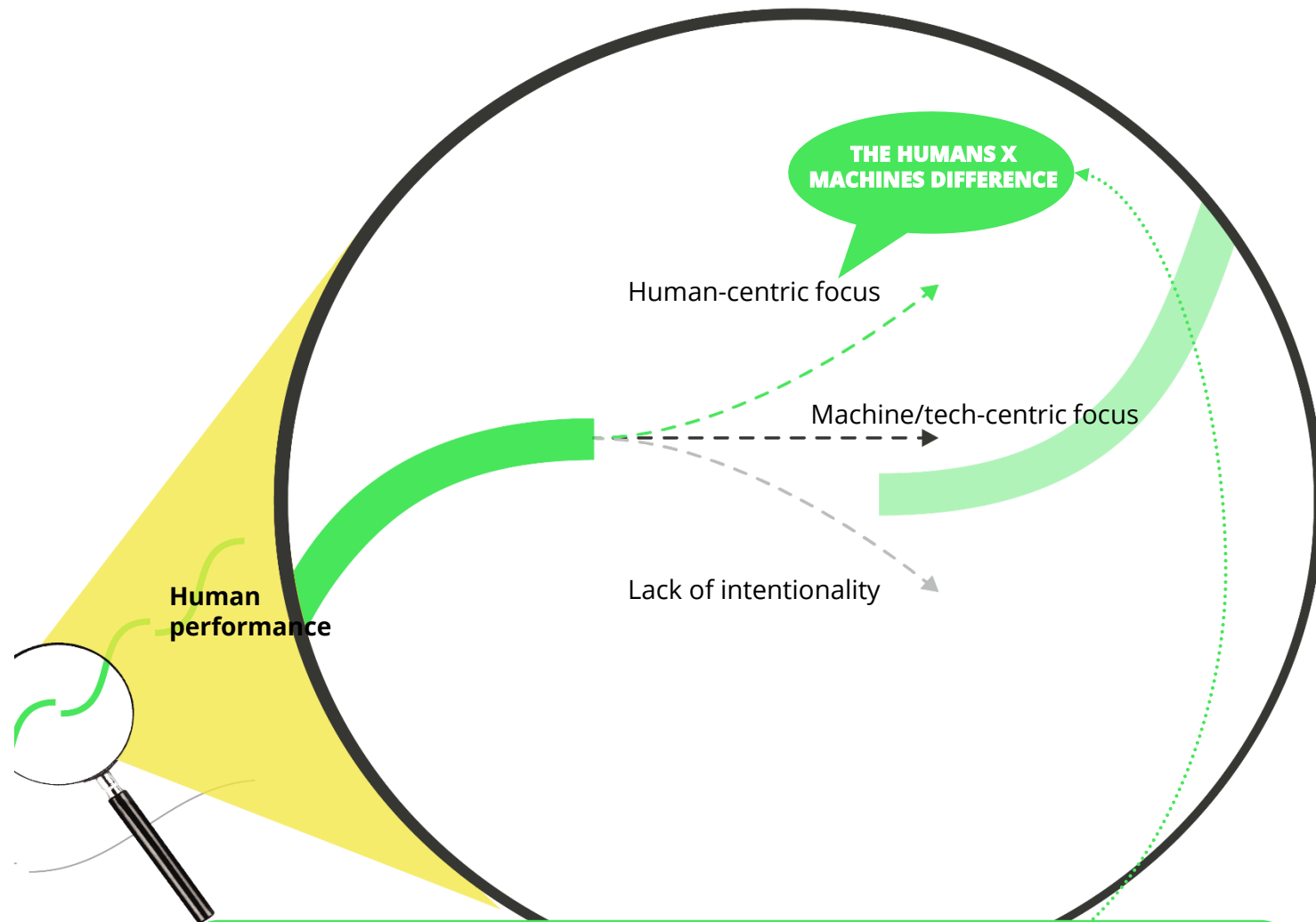
**Getting human
and machine
relationships right**



The *human edge*, not just tech investment, will determine how organizations “jump the curve”

The *human edge*

Humans create competitive differentiation through adaptivity, creativity, and judgement amidst uncertainty. While AI can amplify uniquely human strengths, **it can't replace them.**

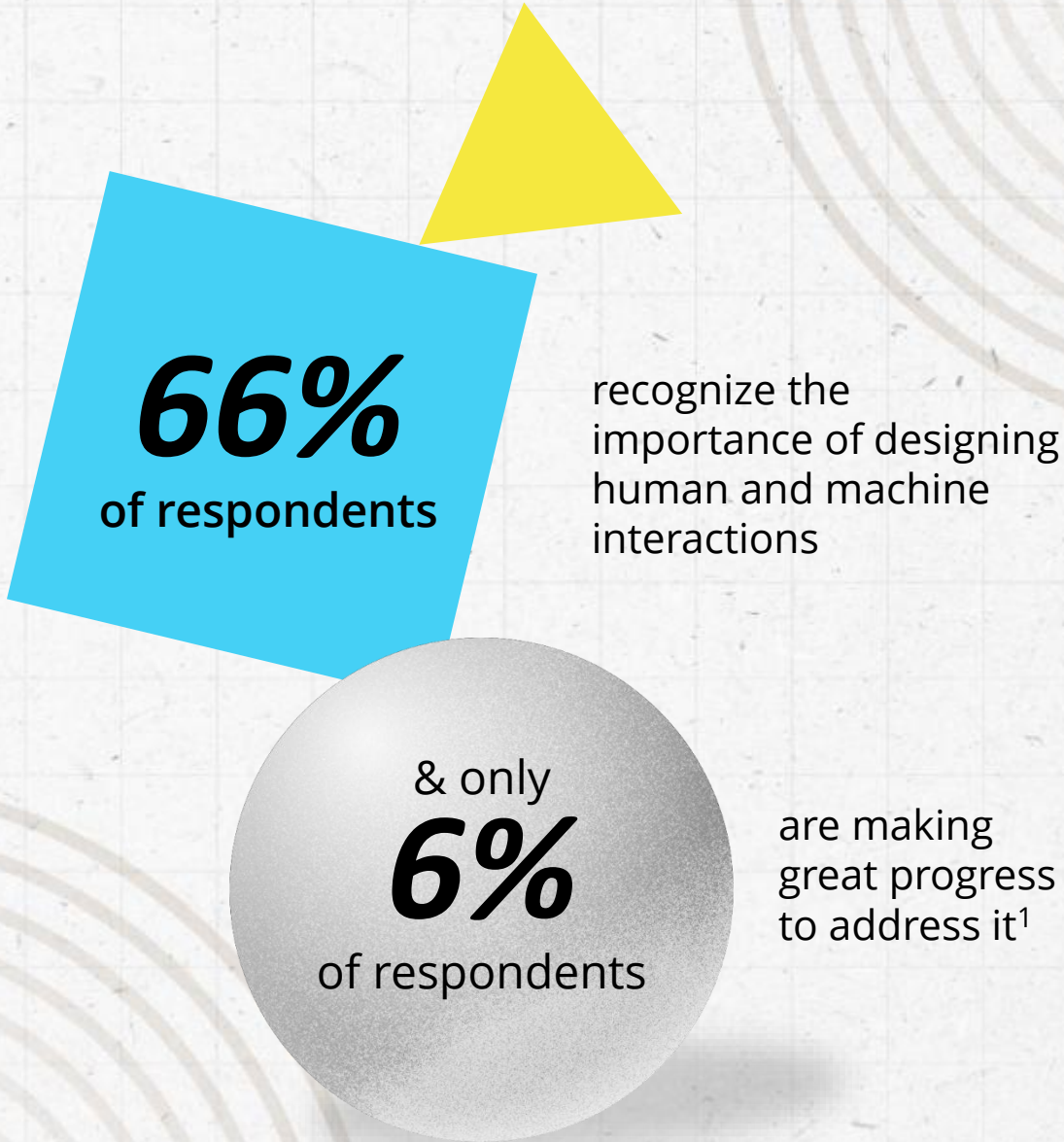


What is the **humans x machines difference**?

The multiplier effect created when people apply intention and skill to AI—turning human judgment plus machine speed into higher-quality work and outsized value

Getting human and machine relationships right

How do we maximize the value of humans and machines working together?



66%
of respondents

recognize the importance of designing human and machine interactions

& only
6%
of respondents

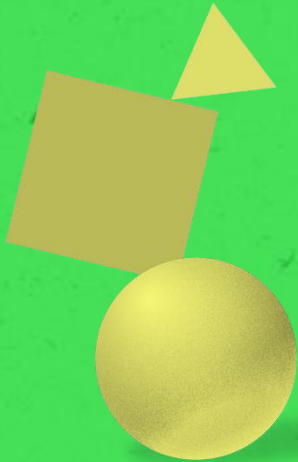
are making great progress to address it¹

¹ Deloitte Insights, "Getting human and machine relationships right", 2026

The imperative for intentional interaction design



Getting human and machine relationships right



How can we accelerate the intentional collaboration to capture the value on the table?

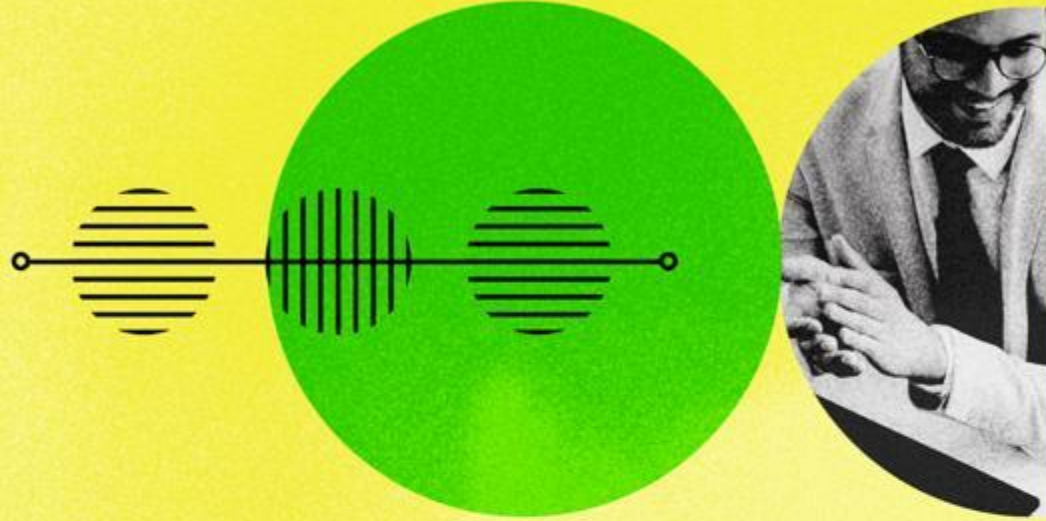
Questions to Consider

How can I demonstrate the value of proactive intentional re-design for my key stakeholders, so it gets prioritized?

What is the desired outcome and result we want to achieve?

What workflows should we start with to learn and experiment with?

What will happen to governance, roles and people when you implement 20 new agents and do not implement structural changes?



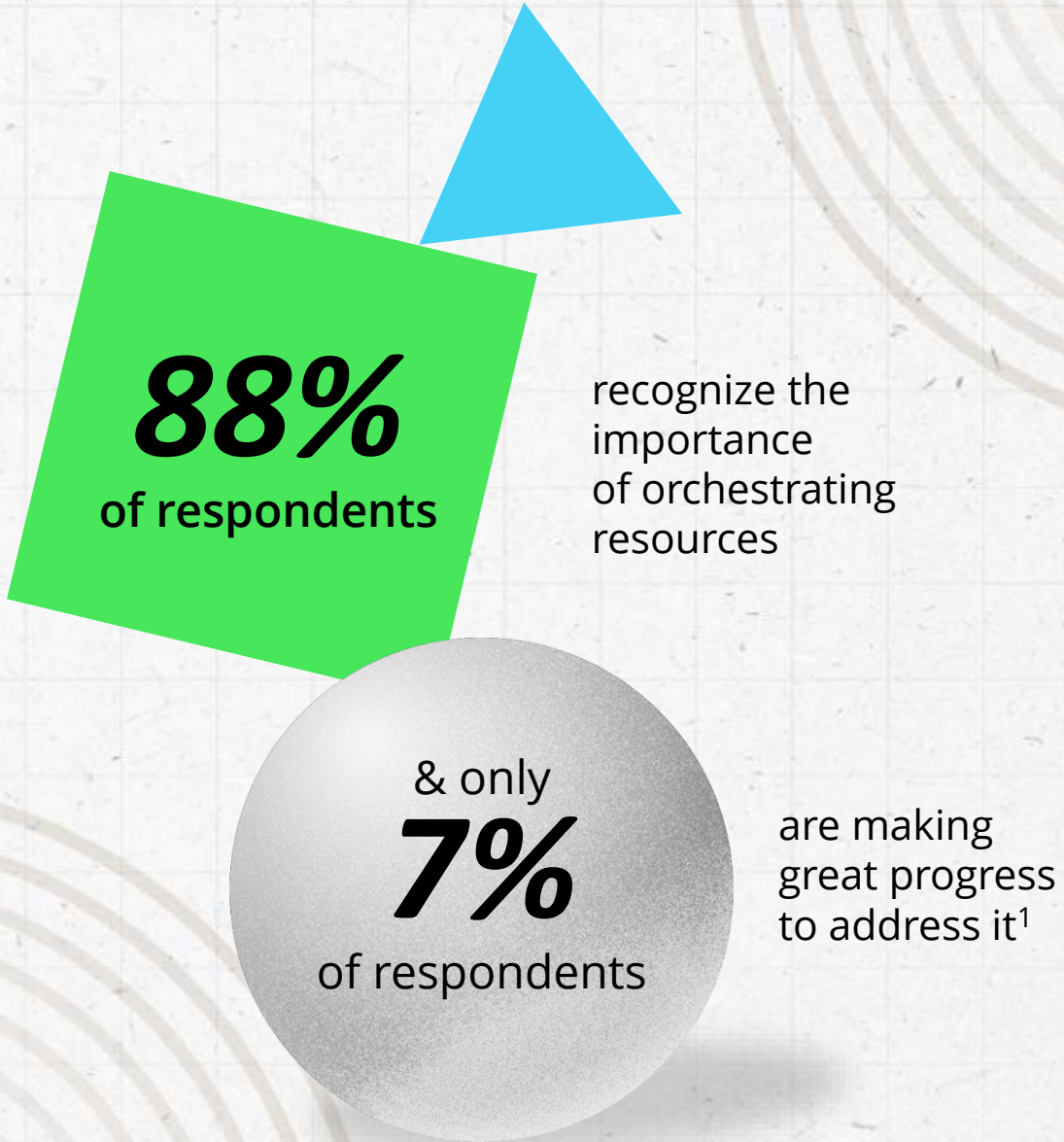
The orchestration advantage:

Accelerating capability and capacity at speed

The orchestration advantage

Accelerating capability and capacity at speed

How do we orchestrate capability and capacity at speed?



88%
of respondents

recognize the importance of orchestrating resources

& only
7%
of respondents

are making great progress to address it¹

¹ Deloitte Insights, "The orchestration advantage", 2026

Competitive advantage today depends on more than what organizations own

2x

Organizations leading the way in this area are **2x** as likely as their peers to report better financial results¹



67%

of leaders say their primary competitive advantage over the next three years will come from being fast and nimble

& **only**

28%

believe scale will be their main differentiator²

51%

of leaders now consider human and machine collaboration when planning workforce size/composition³

Orchestrating capability and capacity involves *four critical actions*

Identify and create
capability and
capacity

Right people, right
decision, right time

Create plug-and-play
modularity

Use AI to help
orchestrate
capabilities and
capacity

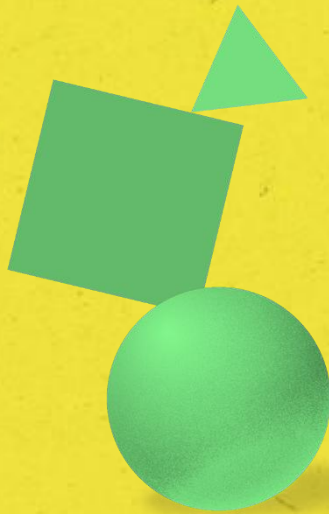


Walmart formed an integrated squad of cross-functional c-suite leaders to reimagine how work is orchestrated across human workers, digital workers (AI), and contract workers to rapidly responding to business shifts.



Levi-Strauss rapidly assembled cross-functional, human- AI teams to sense customer demand and deliver new products, resulting in a 15% sales boost in three months. They have moved away from humans + machines to humans X machines.

The orchestration advantage



How do we orchestrate capability and capacity at speed?

Questions to consider

In what situations are speed more important than strategy?
And what will it take to rig yourselves for more speed?

How fast do you need to be able to go from “intent to action” in what area?

How can AI help orchestrate this?

With today’s rate of change, where are we in 3 years if we do not increase our orchestration capability?

A black and white photograph of a person's hand raised, with fingers spread. A bright green vertical bar is positioned on the left side of the image. Overlaid on the green bar and the hand is a white line graphic consisting of a horizontal line with a central circle and two smaller circles at the ends, connected by dotted lines. The text "Have organizational functions outlived their function?" is written in white, bold, sans-serif font across the middle of the image, partially overlapping the green bar and the hand.

**Have organizational
functions outlived
their function?**



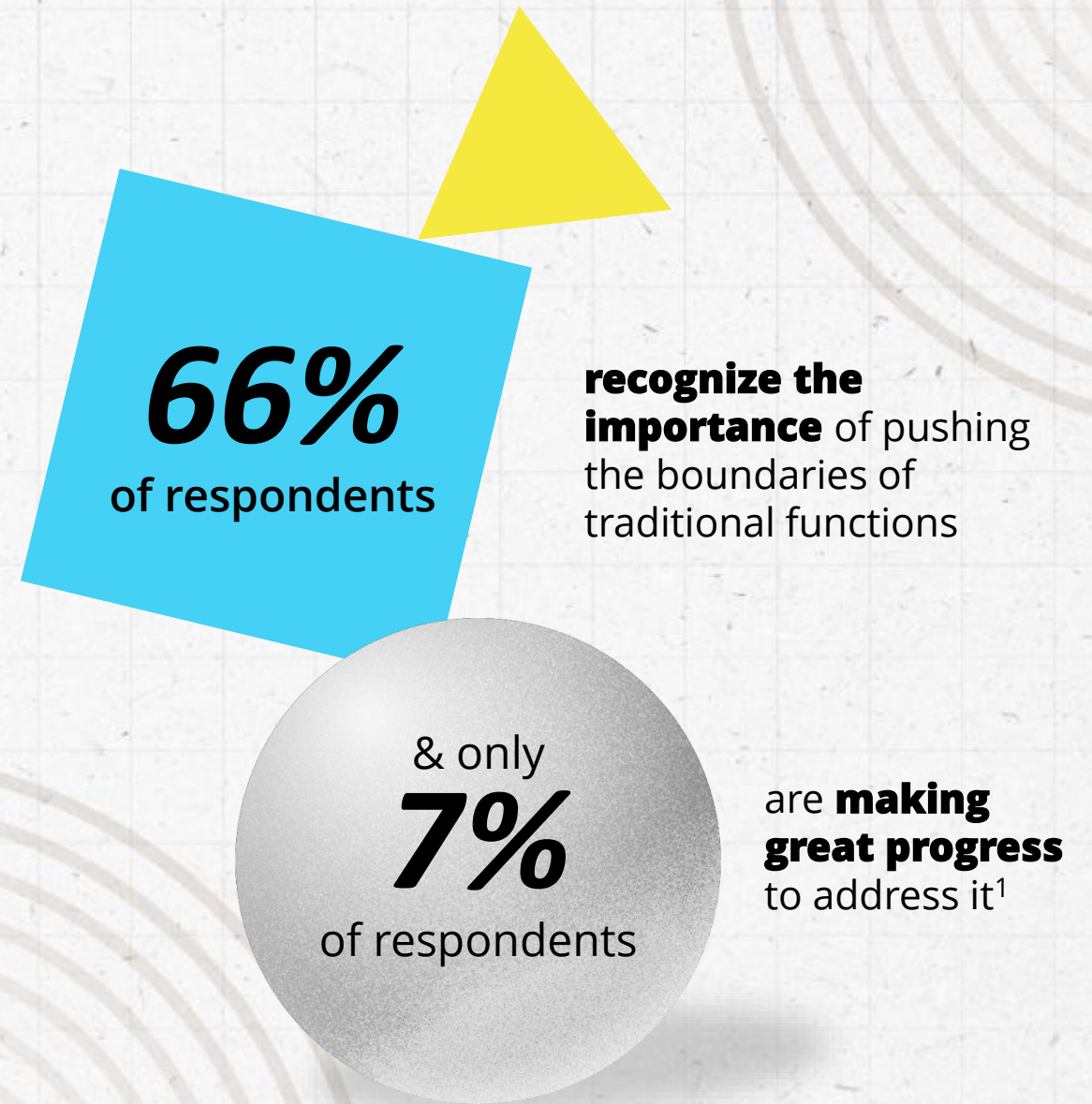
Have organizational functions outlived their function?

Traditional corporate functions were built for efficiency and reliability.

Today's rapid business evolution expose their limitations.

Now, **leaders must break silos** using cross-functional teams, technology, and agentic AI.

Are your organization's functions fit-for-purpose, or is it time to rethink how value is delivered?



¹ Deloitte Insights, "Have organizational functions outlived their function?", 2026

Reimagining corporate functions:

Separating “run” vs. “grow” the business

Separate “run” vs.
“grow”
responsibilities and
capabilities

Right-size the
transformation to
match complexity
appetite

Organize around
data/technology
across functions and
decouple expertise
from structure

Strengthen cross-
functional
accountability to
unlock new insights
and capabilities

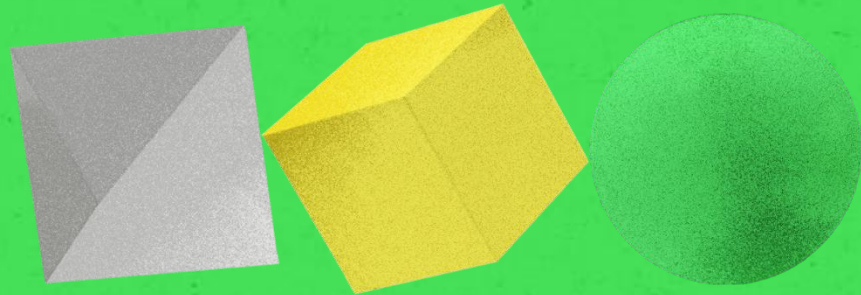
moderna[®]

Moderna merged HR and IT under a Chief People & Digital Officer, using >3,000 specialized AI agents to streamline support and performance management.

workleap

Workleap combined HR and IT to redesign global onboarding with tech-enabled, seamless support for remote staff.

The future function of functions



How can better access to data, insight and new capabilities create more value across the organization?

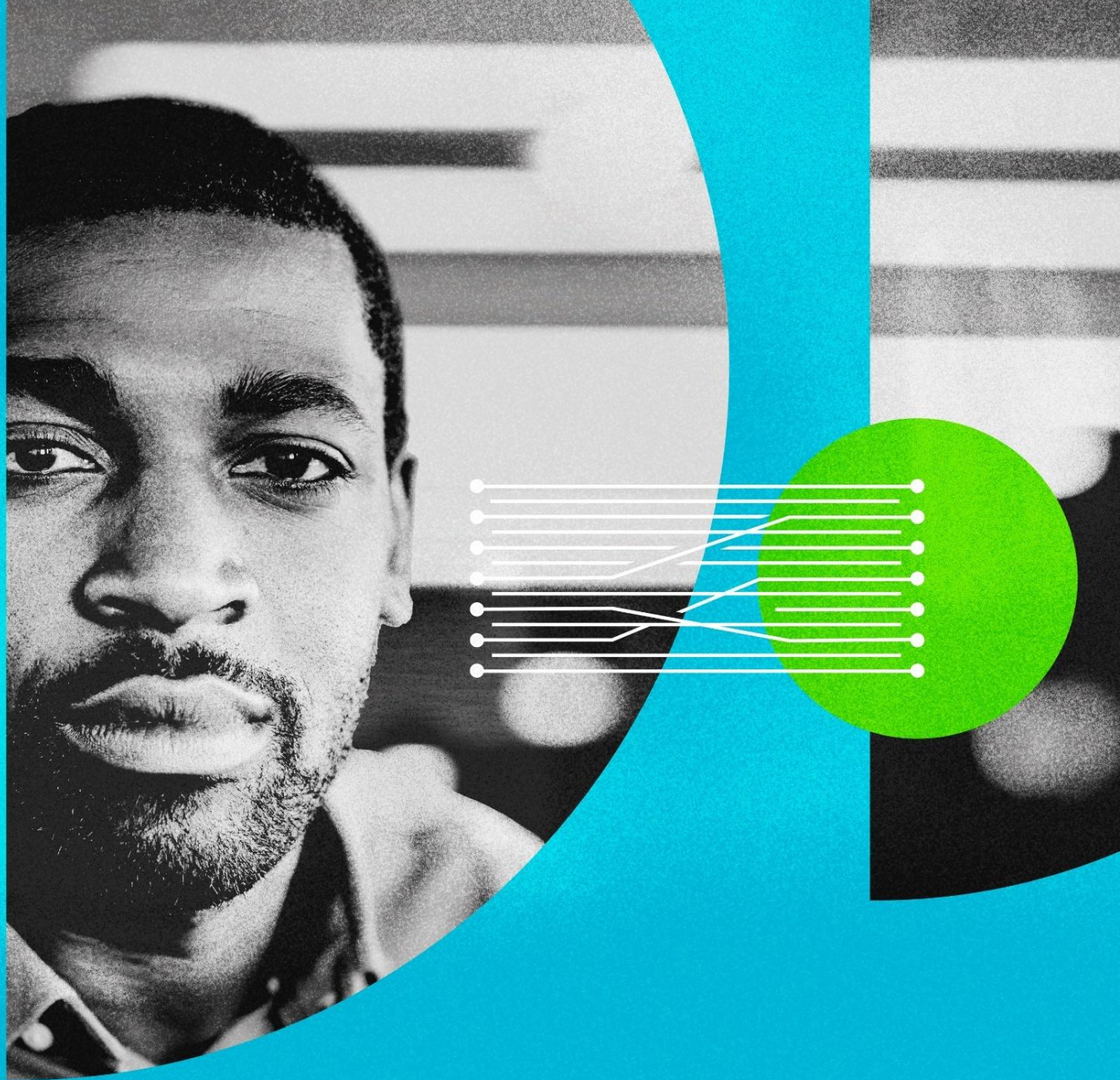
Questions to consider

If we designed our organization from scratch today – with AI, data and cross-functional teams – would we organize ourselves around the same functions we have today?

Where in our organization do we see the most friction between functions and what does that tell us about how we have chosen to organize ourselves?

Are our functions primarily protecting expertise or are they helping making it easier to create value together across the organization?

**Staying
relevant in a
world that
won't sit still**



Staying relevant in a world that won't sit still

Today's disruption demands continuous adaptation, and **traditional change management and training aren't enough.**

AI is upending traditional approaches to enable **continuous adaptiveness** powered by AI-enabled feedback, learning, and experimentation.

How do we stay relevant?

Only **27%** of respondents say their organizations **manage change effectively**, and only **8%** believe their organizations are meeting their continuous **learning needs**.¹

1/3 of workers surveyed experienced **15+ major changes last year**²

Workers report that **traditional change approaches lead to** **68% drops** in well-being, **60% increased** workload, **50% loss** of engagement.³

Organizations that effectively cultivate this **adaptive approach** are **2.4x** more likely to report **better financial results and provide more meaningful work** to workers⁴

Our recommendation: Build worker resilience *on the fly*

Create a surround-
sound system

Create continuous
feedback loops

Shift to change and
learning at the unit of
one

Empower workers to
sense & respond

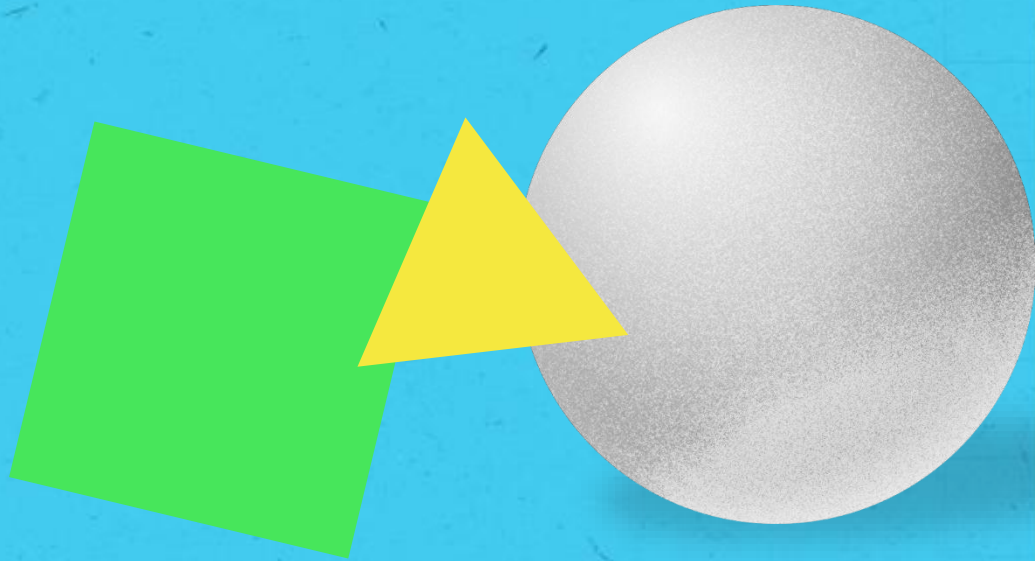
The challenge:

Enable individuals and teams to **sense, respond, and grow in real time**, not as a one-off project but as a skill and muscle built into daily operations.



Unilever uses AI labs so employees can test product formulations and marketing ideas. AI analyzes work in real time and suggests improvements, enabling processes that adapt as conditions change.

Change is constant



How do we unlock the potential for human development and learning through the right use of technology?

Questions to consider

Is our organization designed for continuous change or are we still operating in a structure built for stability?

How do we ensure that people develop their capabilities in step with the work itself, as it continues to evolve?

Which roles in our organization are most likely to be impacted by change in the near future, and what are we already doing to prepare people in those roles?



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HR-LEDER, TV2



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KONSERNDIREKTØR STAB, EVINY



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Scann QR koden for
hele rapporten