In this survey, we look at the real-world correlation between IMPORTANCE and PERFORMANCE for 10 critical pillars in human capital management.

We asked participants to assess the 1) IMPORTANCE of each pillar for achieving the objectives of their organisation’s current business plan (or strategy), and 2) their organisation’s current PERFORMANCE or progress in that pillar.

Our respondents comprised public and private sector organisations from 17 industries and with headquarters in 18 countries.

While not a scientific survey, the results provide useful insights into the challenges HR leaders are facing when executing their Talent agendas. There are clear patterns, such as the high importance leaders place on culture, values, and employee experience. Not surprisingly, cost management remains an emphasis, which aligns with the general economic conditions in the countries where most respondents are from.

People data analytics, though rated important by a majority, is a performance laggard. Given the importance being placed on evidence-based decision-making and investments, we anticipate this to change in the near future. As one executive HR leader said recently, “If you’re not going to the meeting with data, you’re not going to be taken seriously.”

We welcome your feedback. Tell us your thoughts about this survey. Let us know what else you would be interested in.

**IMPORTANCE PERFORMANCE**

Unsurprisingly, respondents tended to rate IMPORTANCE of the pillars more highly than their current PERFORMANCE in them. Notwithstanding normal modesty, this reflects a reality in organisations today – high standards, strong demands, and limited time and resources.

**CONCERN**

70% of respondents state Developing Values Based Leadership is VERY IMPORTANT if they are to achieve their business strategy, but only 48% believe they even MEET EXPECTATIONS.

**GOOD**

78% of participants say Building Workforce Diversity is IMPORTANT or VERY IMPORTANT for meeting their organisation’s strategy. A large majority, 71%, are confident their performance MEETS or EXCEEDS EXPECTATIONS.

What’s important is not always what is acted upon. We believe HR leaders benefit tremendously from frequent STRATEGY CHECK-INS run solely to address obstacles diverting staff from value-add activities and to recapture the energy needed to focus on what matters.
Rate Strengthening Organisation Culture as VERY IMPORTANT. Just 4% believe they are outperforming while 52% believe they MEET EXPECTATIONS.

Nearly all respondents agree Building Employee Experience and Communicating their Employer Brand are IMPORTANT or VERY IMPORTANT, although just more than half, 56%, believe they MEET or EXCEED EXPECTATIONS.

Just about 90% of respondents agree that Values-Based Leadership is IMPORTANT or VERY IMPORTANT.

Values-based leadership stands out as a critical success factor for organisations to achieve their strategy goals, with 93% ranked Values-Based Leadership as IMPORTANT or VERY IMPORTANT. 36% report performance at LESS THAN EXPECTED.

Culture is what your people do when no one is looking. We believe positive work cultures are actively managed. They are anchored in purpose and principles, socialised via everyday behaviours and communications, and reinforced through performance management and rewards systems.

HR and data are not new together, though they have not always been close partners. But that has changed. People data analytics is the NOW FRONTIER for understanding and improving business performance and is fast becoming integral to strategic HR planning and management.

Employee experience is seeing the world through the eyes of employees. To create richer, more varied experiences, organisations are investing in physical environments, engaging technologies, and personalised learning programs, all designed to enhance employees’ commitment and sustain performance at a high level.

We research leadership performance extensively. It is values, not competencies, position, or innate aptitude, that drive leaders to perform at the highest level. Values, when coupled with purpose, harness the intrinsic energy leaders must possess to drive performance and create better futures for their organisations.

But slightly more than 3 in 10 are struggling, believing they don’t MEET EXPECTATIONS in either pillar.

Consistent with surveys globally, 86% think Tying Rewards to Values and Behaviours is IMPORTANT or VERY IMPORTANT.

A surprising 3 in 10 respondents don’t believe they MEET EXPECTATIONS.
Strategic HUMAN CAPITAL PLANNING

A strong indicator for the strategic importance of HR, the majority of organisations embrace multi-year strategy planning.

69% of organisations PERFORM multi-year planning.

Pioneering techniques derived from crowd sourcing are proving to be very effective for identifying talent. Coupled with creative development programmes, organisations today have more innovative tools than ever for building robust succession pipelines.

Central to HR's mission must be the unrelenting quest to improve workforce productivity and build organisation capability, using all levers available:
- Strategy
- Supporting Architecture
- Culture
- Information

COST EFFICIENCY - still a critical success factor

93%

NOT SURPRISINGLY, organisations view labor productivity as critical for achieving strategy objectives, with nearly all rating Driving Workforce Cost Efficiency as IMPORTANT or VERY IMPORTANT.

SURPRISINGLY, only 61% believe they MEET or EXCEED EXPECTATIONS.

Central to HR’s mission must be the unrelenting quest to improve workforce productivity and build organisation capability, using all levers available:
- Strategy
- Supporting Architecture
- Culture
- Information

Driving Workforce Cost Efficiency

Full survey response found below:

Driving workforce cost efficiency
Integrating People analytics in decision-making
Tying rewards to values and behaviours
Embedding continuous performance management practices
Strengthening succession pipeline
Developing values-based leadership
Building workforce diversity
Communicating employer brand
Building employee experiences
Strengthening organisation culture

Thank you!