



Audience Intelligence Report

September 2022



The community is growing

Our super users in the last month included:

Senior Director, Human Resources



SVP, Learning and Development Director



SVP Human Resources



Group HR Director



VP People and Culture



VP, Head of Global Talent Development



VP Talent Analytics



SVP Talent



VP Human Resources



HR Director



Director Human Resources



VP People



What we're hearing from the audience

Our content team has spent over 1,000 hours each year conducting primary research across all our communities, this is what they discovered in the past month:

L&D

Leadership development, upskilling and reskilling are at front of audience's mind.

They are looking for analytics to measure the impact of learning and development strategies, and to identify skill gaps and move skills around the business.

“

People are the asset that will differentiate us from the competition; we must invest in our people. If we agree on that as a principle, then we need a coherent investment strategy. A coherent strategy will allow us to upskill talent to make a greater contribution and create an attraction strategy for future talent who can see it as a place to grow. Making a coherent investment is something we all have to figure out. It shouldn't be huge amounts of money, but we have to commit at scale and duration to enable the whole organisation to operate at a higher level. The challenge for me now is managing the investment and showing a return. L&D is an investment business and showing the impact of that investment is difficult and disappointing that I still can't find the right tools to enable it.

VP Human Resources, Global Pharmaceuticals Company

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Culture

Our audience is sharing a marked shift to a more people centric culture, driven by changes to employee expectations, great resignation, and a candidate driven market. Especially, in the context of norms around employment which are so different (“at will” states etc), within North America and organisations who have undergone so much change and churn in these last two years, how do they re-build/improve culture to keep people engaged and motivated?

“

Turnover makes it difficult to run as business effectively. The senior team wants answers to fix problems, but we can't throw everybody out if they don't have the skills; that's just more churn.

Last year we made 4 acquisitions and added over 1,000 employees, some via recruitment in addition.

We also introduced new HRIS, and lost a of lot of people in the HR team as well. So, it's a very unstable lean environment. The number of new people in the organization is maybe 40% and 50% have less than a years' worth of service. So, the culture is effectively gone, and integration is compounding the hardship! ”

VP Human Resources, US Based Telecommunications



Talent acquisition and analytics

- Talent acquisition might be changing as the great resignation balances out but new challenges, now include technology to support speed and experience across HR touchpoints, and deeper issues around personalised attraction amid new trends and needs in employee experience.
- Analytics to support understanding of the employee lifecycle, including signs of resignation risk continue to be an area of challenge, following the business risk highlighted during the great resignation and technology investment is coming.

“
How do you attract a set of individuals that have different circumstances, wants, needs, beliefs? Some argue that the era of personalization has arrived, so you can no longer treat people as a number but a person. But what does that mean – how do you attract an individual? If we're all honest, we are looking at buckets, aren't we? It's purely about mass. How do we really personalize that experience further and evolve quickly?”

VP Talent Acquisition, European FMCG Manufacturer

The great resignation is hopefully levelling out but we're still feeling it, for now meaning we have to post, recruit and onboard very quickly! We're trying to improve that process for both ends. The candidate experience and the business - for people involved to feel good and prepared, but also streamline and make it smoother to move at the speed that they need. We need a really tight seamless approach.

Group HR Director, Bank



Top reads this month

Delve deeper into the content our audience are engaging with to solve challenges across culture, talent acquisition and talent analytics.

Culture

[Dave Ulrich Simplifying The Culture Playbook](#)

Talent Acquisition

[Futureproofing Talent Onboarding A Multi Generational Workforce](#)

Talent Analytics

[Data Analytics Paving The Way For Schneiders Future Of Work](#)



What the audience are sharing with each other and our other partners

We recently ran a roundtable on Tackling Attrition and Retention Through Employee Listening, here's what the audience shared...

Employees' priorities around the world are continuing to change, with the ongoing aftereffects of the pandemic only accelerating this transformation. We saw this manifest earlier in the year in the Great Resignation trend, and we should expect to see further market challenges in the months to come. How can organizations keep close touch with their employees and avoid being swept up in these external trends?

How are we tackling lack of growth opportunities?

Some organizations are focussing in on the critical roles, with a goal to develop a sustainable line of successors. How do we narrow down to the set of people that we really need to invest in retaining? The highest attrition levels are often at entry level – people coming in with little or no experience. These may not be critical roles, but stopping these gaps helps drive continuity for the business. How do we create launching pads for new joiners to really inject fresh ideas and capability into the business?

How do we listen more?

The group was generous with sharing strategies that they have found success in boosting their listening, these included:

- Access to the CEO – this could look like a CEO breakfast. One participant shared how they have set this up monthly, with random employees to get a broad, viewpoint and make access to the CEO flat.
- Creating cohorts or Employee Resources Groups to assign action. Employees want to feel part of developing the solutions, so get them involved with task groups.

Survey fatigue

Survey fatigue is more about lack of follow up than fatigue at taking surveys. Where is the incentive when no change is made? When changes are made, we need to concretely loop them back to feedback. Make it clear that these changes were made because they were requested –and this is how you can impact the organization! Data openness is key –teams need access to the results (where appropriate), but also the skills and tools to interpret and do something with that data. This should not just sit with HR.

We also need to think about where else we can listen and infer useful information. What other contexts can we look at for some of the feedback? Where else do people communicate and where are they engaged beyond the channels we create for feedback. Where are the silent problems and the people afraid to speak up?

To read the full report, click here: <https://www.hrdconnect.com/events/hrd-roundtable-report-know-your-people-tackling-attrition-and-retention-through-employee-listening/>





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