



# HR Strategy Forum

4<sup>th</sup> & 5<sup>th</sup> February 2020

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**Research Report**

Total Delegate Group: **217**



This report is based on survey findings of the delegates for the HR Strategy Forum on the 4th and 5th February 2020, comprising of 217 VPs, Directors and Global Heads of HR within Global 500 companies.

To deepen our insights, we interviewed the highest decision makers in face-to-face and telephone interviews to discuss trends and issues being tackled in their organisations.



# 14%

Global Heads,  
VPs and C-Suite

# 18%

Directors

# 33%

Heads of  
Department

# 25%

Senior  
Management

# 10%

Talent and  
Workforce  
Leads

# MAIN FINDINGS OF THE REPORT



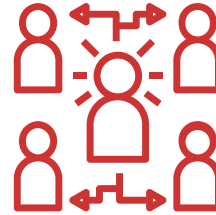
## PEOPLE ANALYTICS

HR leaders are urgently investing in more advanced data analytics software that give business leaders real-time information and the ability to review workforces at scale at every point of the employee lifecycle.



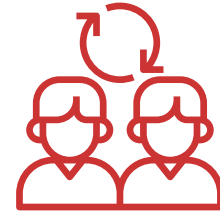
## AI & EMERGING TECHNOLOGIES

AI and machine learning technologies are enabling improved efficiencies across HR functions, from talent management to L&D. Chatbots utilising automation have become increasingly adopted by global companies seeking to deliver better employee experiences.



## LEADERSHIP DEVELOPMENT

Leadership development training is being heavily sought after to increase the resilience and effective decision-making of senior teams and enable organisations to respond more successfully to changing environments.



## CULTURE CHANGE

Culture change is a key strategic priority and the researched group are looking at methodologies to define, align and manage this. Key leadership teams are looking at ways of building enthusiasm, improving inclusivity and engaging more effectively with employees.



## **The key issues being tackled by the Global Head, Learning & Leadership Development at The LEGO Group:**

- How to sustain an organisational movement that leads to systemic culture and behavioural changes across the business.
- Leading a global organisational culture change designed around an interpretive behavioural model. Creating an employee empowered movement to make this happen.

## **The challenges being prioritised by the VP HR Talent Downstream at Shell**

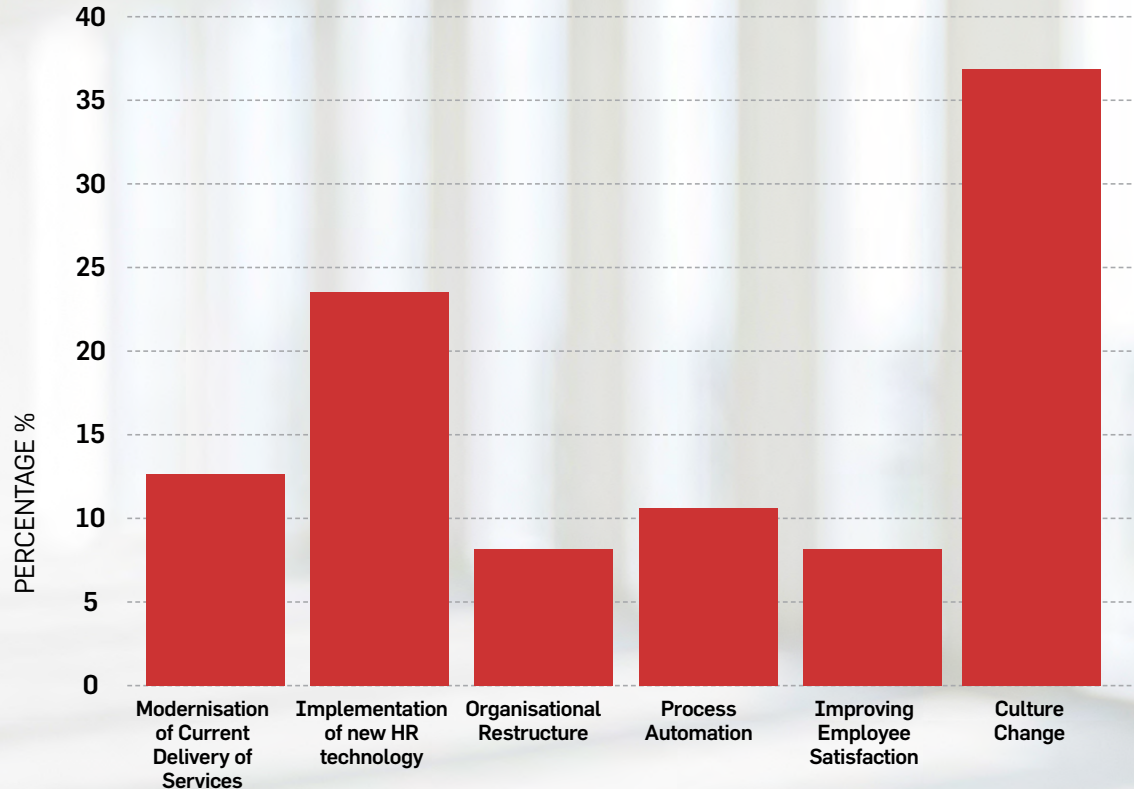
- Total Workforce Management - enabling management to make strategic and commercial decisions about the best resource approach
- Diversity
- Strategic Talent Management

# COMBINED SPENDING POWER OF GROUP

# £1.6 Billion



# TOP STRATEGIC PRIORITY

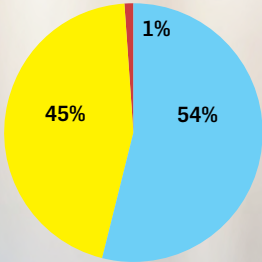


Whilst keeping up with technological advancement the group are looking to build a culture that's conducive to attracting new talent and cost reduction strategies.

Besides this, there is a drive to implement new people technologies that improve employee engagement, retention and experience.

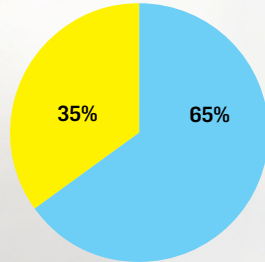
# SPEND MAPPING

HR CLOUD SOLUTIONS



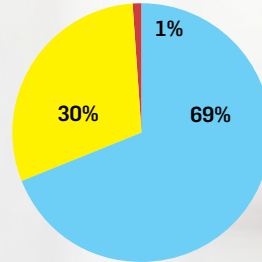
● Increase ● Stay the same  
● Decrease

ROBOTIC PROCESS AUTOMATION (RPA)



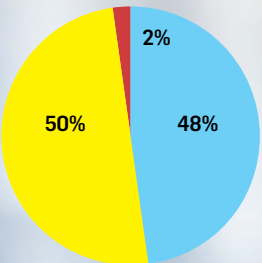
● Increase ● Stay the same  
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ARTIFICIAL INTELLIGENCE



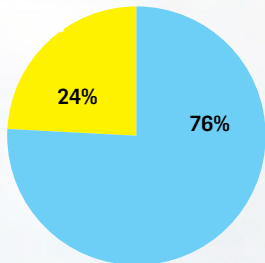
● Increase ● Stay the same  
● Decrease

EMERGING TECHNOLOGIES (E.G CHAT-BOTS, IOT TECH, GAMIFICATION ETC)



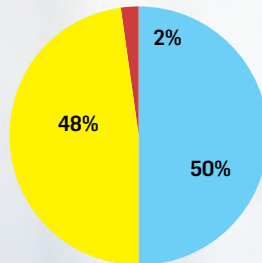
● Increase ● Stay the same  
● Decrease

ANALYTICS & BIG DATA SOLUTIONS



● Increase ● Stay the same  
● Decrease

FLEXIBLE / REMOTE WORKING SOLUTIONS



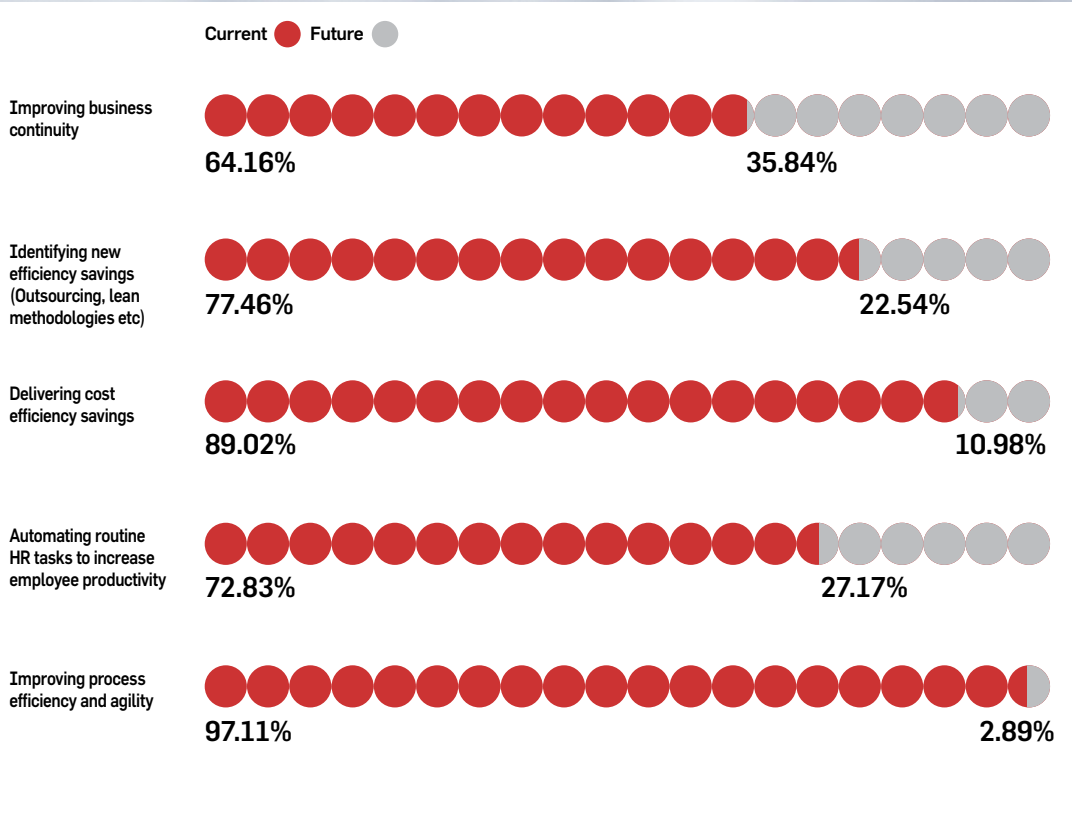
● Increase ● Stay the same  
● Decrease

There is a significant push for increased spending towards HR cloud solutions which enable HR teams in global businesses to transform their processes and become more efficient.

Companies are investing heavily in programs to use data for all aspects of workforce planning, talent management, and operational improvement.



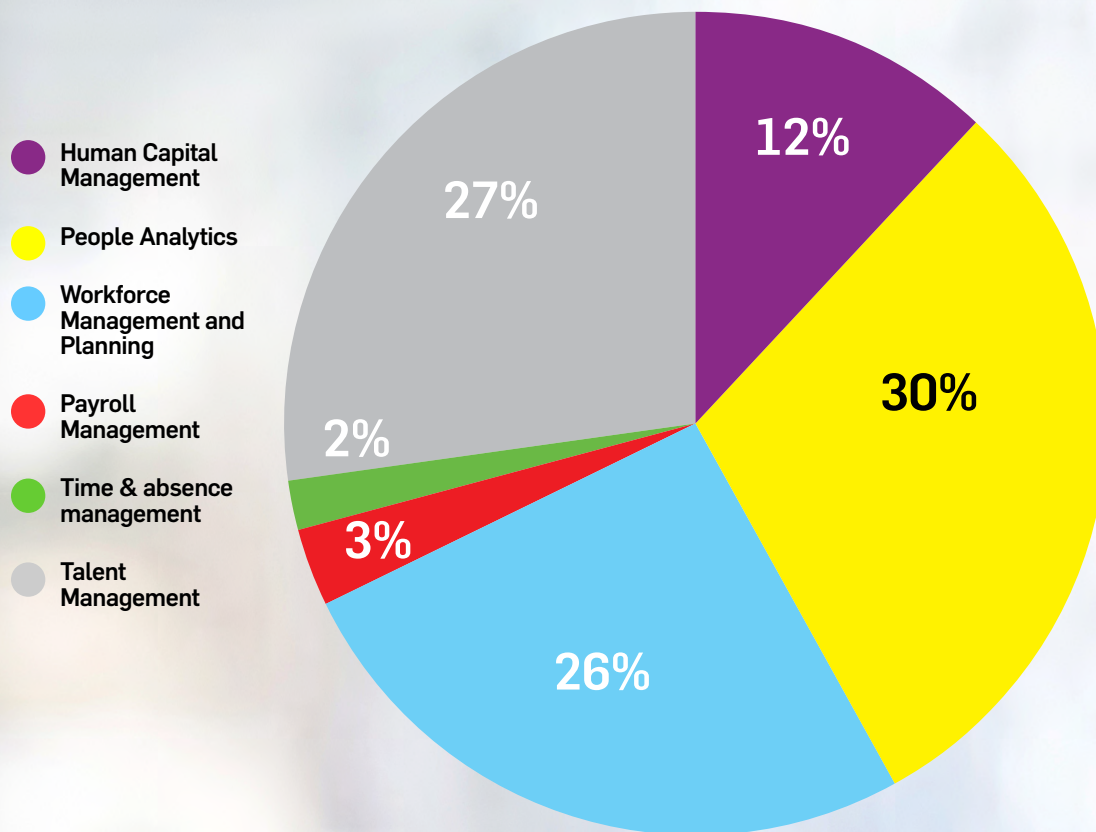
# CURRENT OR FUTURE STRATEGIC PRIORITIES



Efficiency and cost savings are at the top of the agenda for the group, with HR leaders adapting to technological and cultural change with new innovations and processes.

As organisations look to become more agile and customer-centric, HR risks being regarded as an internal hurdle to high performance. HR leaders have been searching for a way to meet this challenge.

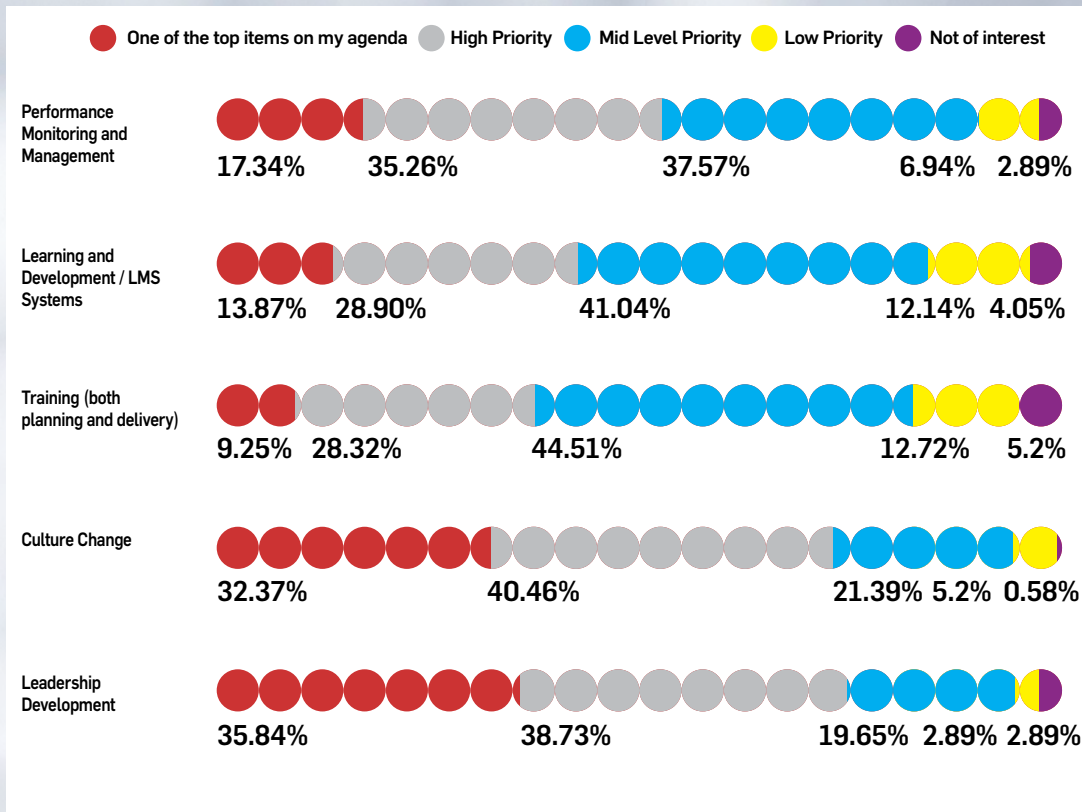
# HIGH IMPORTANCE TECHNOLOGY INVESTMENTS



Having the capability to generate actionable insights through analytics and predict the pathway of people, product and processes across the enterprise is a key area of investment, enabling the organisations to respond to new business opportunities more proactively.

Workforce management was also highlighted, with HR Directors urgently seeking assistance in tracking attendance, absences and productivity.

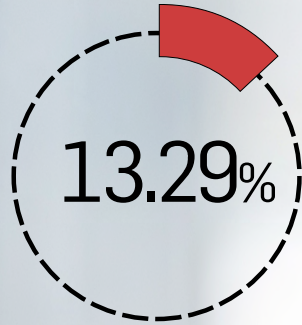
# STRATEGIC DEVELOPMENT PLANNING



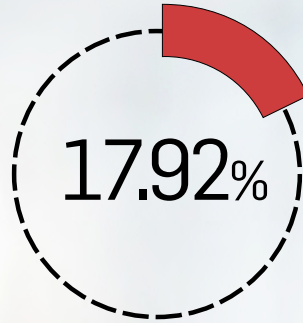
Global 500 companies are keen to develop their leaders and ensure they are equipped to deliver strategies that support the business' goals and long-term vision plus support the organisation culture.

Formal company training is being blended with informal autonomous and social learning, continuous development and flexible career paths as teams transition to new ways of working.

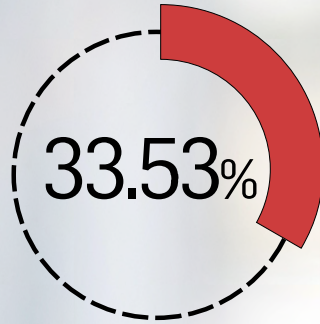
# TOP PRIORITY IMPROVEMENT INITIATIVES



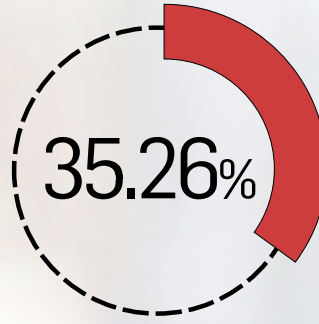
Improving HR  
Operational  
Performance



Increasing Employee  
Productivity



Increasing Employee  
Engagement

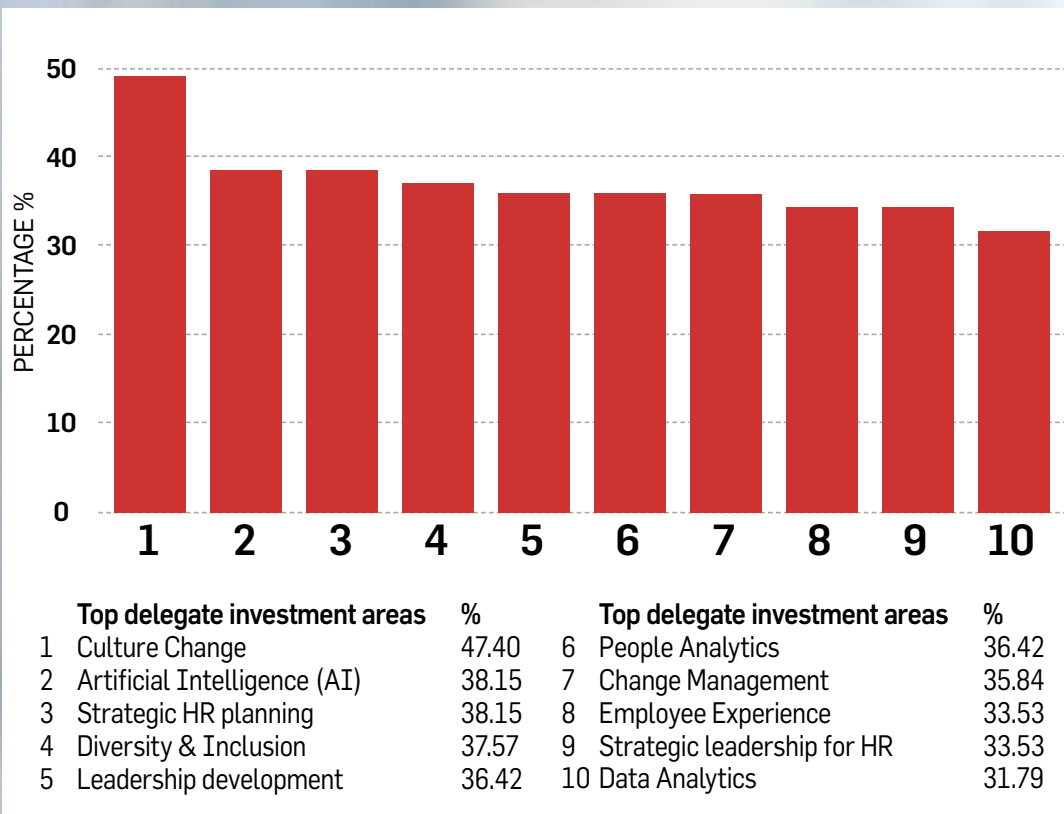


Ability to Gain  
Actionable Insights  
through Data Analytics

There is a significant amount of resources that Global 500 leaders need harness to undertake running a HR function in a 24/7 business environment. Top improvement initiatives are built around engaging the employee and utilising people analytics more effectively with the aim of building this capability.



# DELEGATE INVESTMENT AREAS



There is a drive to draw on professional expertise and build employee engagement into culture change, with the goal of developing inclusive and productive workplaces that facilitate positive business outcomes and foster trust.

Besides this, AI remains a key issue that teams are keen to exploit for the efficiency savings and opportunities that such emerging technologies provide.



All our Strategy Forums combine industry leading searchable analytics through Forum IQ - our delegate discovery platform. Key client investment data is blended with enhanced networking capability via our Forum Link app for everyone to intelligently connect through multi-channel exchanges during our live Strategy Forums.

Deep understanding and clever tech connecting smart people in smooth interactions. Goodbye static conferences, hello evolution.

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