

Iclif's Human Capital Consulting Survey



The Iclif
Leadership and
Governance
Centre

Level 5, Block A, Platinum Sentral, Jalan Stesen Sentral, KL Sentral, 50470 Kuala Lumpur, Malaysia

+603 2725 9000 +603 2725 9001 contact@iclif.org www.iclif.org

Michele Sagan - michele@iclif.org Paul Surprenant - paulsurprenant@iclif.org

LinkedIn/company/iclif Facebook/Iclif Twitter @iclifasia Youtube/Iclif

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

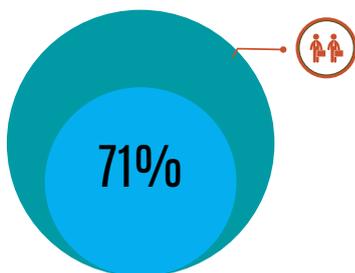
Unsurprisingly, respondents tended to rate **IMPORTANCE** of the pillars more highly than their current **PERFORMANCE** in them. Notwithstanding normal modesty, this reflects a reality in organisations today – high standards, strong demands, and limited time and resources.



01 Translating **IMPORTANCE** into **PERFORMANCE**

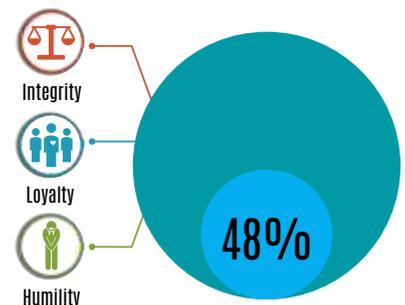
GOOD

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**.



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**.



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.

02

Focus remains on ORGANISATION CULTURE

68%

rate **Strengthening Organisation Culture** as **VERY IMPORTANT**. Just **4%** believe they are outperforming while **52%** believe they **MEET EXPECTATIONS**.



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.

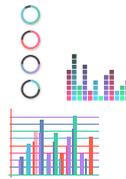


03

HR is less focused on extracting value from DATA ANALYTICS



77% consider **Integrating People Data Analytics** into decision making **IMPORTANT** or **VERY IMPORTANT** to their current strategy, although just more than half, **56%**, believe they **MEET** or **EXCEED EXPECTATIONS**.



Predictive performance
Healthcare analytics
Predictive turnover
Productivity analysis
Workload optimisation
Perceived value analysis
Labor cost and time allocation analysis

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.

04

Building our EMPLOYER PROPOSITION

Just about

90%

Nearly all respondents agree **Building Employee Experience** and **Communicating their Employer Brand** are **IMPORTANT** or **VERY IMPORTANT**.



30%

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



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.

05

Where VALUES are INTEGRAL TO PERFORMANCE

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.

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**.



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**.

06

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.

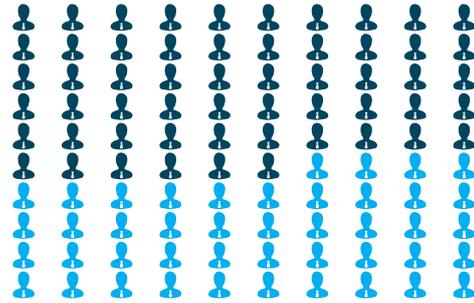
Succession Management is a top concern

59%

Rated as **VERY IMPORTANT**

56%

Performance **SOMEWHAT MEETS EXPECTATIONS**



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.

07

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

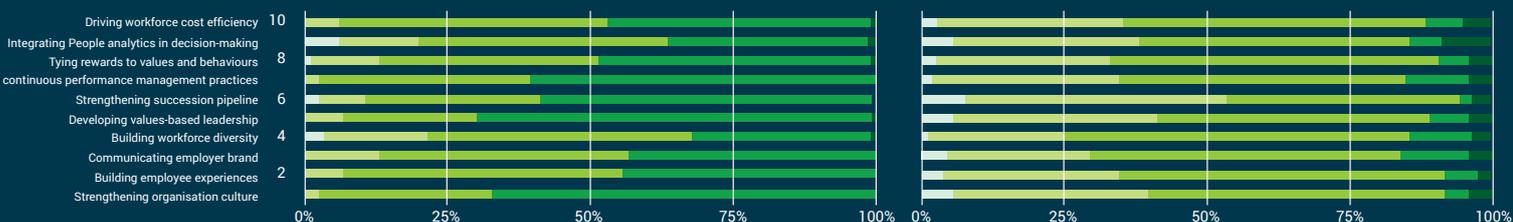


THANK YOU!

Full survey response found below:-

Importance

Performance



1 - Unimportant
3 - Important
0 - Unclear what pillar means

2 - Somewhat important
4 - Very important

1 - Actions planned but not started
3 - Meets expectations
0 - Unclear about pillar/no plans

2 - Less than expected
4 - Exceeds expectations