Embedding continuous performance management practices are from. 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.”

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 integrating People analytics in decision-making while believing they are outperforming in that pillar.

**Importance and Performance**

- Integrating People analytics in decision-making
  - Highest importance: 77%
  - Performance: 48%
- Tying rewards to values and behaviours
  - Highest importance: 52%
  - Performance: 36%
- Strengthening organisation culture
  - Highest importance: 90%
  - Performance: 77%
- Developing values-based leadership
  - Highest importance: 88%
  - Performance: 71%
- Communicating employer brand
  - Highest importance: 71%
  - Performance: 56%
- Strengthening succession pipeline
  - Highest importance: 93%
  - Performance: 80%
- Driving workforce cost efficiency
  - Highest importance: 100%
  - Performance: 93%
- Central to HR’s mission must be the unrelenting quest to improve workforce productivity and build organisation capability, using all levers available:
  - Supporting Architecture
  - Strategy
  - Analytics

We believe positive work cultures are what your people do when no one is looking. Culture is what your people do when no one is looking. We believe positive work cultures are what your people do when no one is looking. Culture is what your people do when no one is looking.