

# AUDIENCE INTELLIGENCE REPORT

**DECEMBER 2022**



# The community is growing

Our super users in the last month included:



Chief People Officer



Vice President  
Talent  
Management



Communications  
Officer



Vice President  
Talent Manager

TWO'S COMPANY

HR Vice  
President



Strategic Analyst



Vice President  
Talent Analytics



HR



Head of Performance  
and Leadership



CEO



Head of  
International HR  
& Benefits



Deputy Director, HR  
Projects



## 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:

### **Strategic workforce planning & management**

HR leaders are taking a strategic approach to workforce planning and management. This means creating long-term views on the organization's workforce needs, identifying the necessary skills, determining where and when those skills are needed, and determining the appropriate headcount and budget. Additionally, they're exploring how to incorporate scenario planning to anticipate and prepare for potential changes. By taking this approach, they'll be better equipped to make informed decisions about the workforce and ensure that their organization has the right people in the right places at the right time.

# Changing expectations from the employer-employee relationship

HR leaders are becoming much more aware of changing expectations in the employer-employee relationship. Workers today expect more flexibility, work-life balance, and career development opportunities. To meet these needs, leaders are focusing on becoming more agile and on providing a positive employee experience whilst also meeting business goals. This may involve implementing remote work policies, offering training and development programs, and being responsive to employee feedback. Additionally, HR must consider generational differences in employee expectations and tailor their approach to meet the unique needs of different age groups.



# Top reads this month

Delve deeper into the content our audience are engaging with to solve challenges across culture, value creation and a multigenerational workforce.

1



[Earth University: Aligning purpose, passion and profits at Patagonia](#)

2



[Dave Ulrich: How human capability creates value for all stakeholders](#)

3



[Millennials at the helm: Effectively managing a multigenerational workforce](#)

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

We recently led a roundtable on boosting manager communication skills to build engaged teams, here's what the audience shared. ...

Managers should be the glue that hold teams and organizations together. Monitoring performance, supporting through change, and acting as the front line for any concerns from their teams. However, many organizations are finding that their managers are not equipped with the tools to communicate effectively in this new digital first world. How can we better support our managers to connect with our employees and give us that engagement edge?

As Leaders of People, communication whether informative, inspirational or feedback oriented must be current, consistent, and concise. Knowing your audience and the purpose of the communication (what do you want your team to leave with) starts with organizing your thoughts and content. The most effective leaders leverage all types of communication formats (in person, virtual, email) to drive engagement and empower their teams.





## Measuring

The first challenge is understanding the level of communication in the organization – are leaders communicating effectively and how are communication styles perceived and received by employees? The aim is for open and honest 2-way communication between the business and employees. Exit interviews are an opportunity for this, though 'stay interviews' may find a problem before it is too late. Surveys were the main tool however that the group discussed. One participant shared how they break down their survey information by community, so they can identify which parts of the business are reporting differently and go to the relevant managers to explore further. This is for both good and bad feedback so that they can identify what works, as much as what doesn't. In this example they had also been tracking for 3 years and so are now able to track their progress.

## Onboarding

Although there is a shift towards more continual feedback mechanisms, often surveys only happen every few months or even once a year. For someone newly joined, they need a check in sooner than at 6 months, and with current turnover trends, someone could already have left the business in that time. The group discussed a range of processes, with standard check-ins across 30, 60, 90 days. Having check-ins with team members from different parts of the business can help ensure all bases are covered, e.g., with their direct manager, but also with HR and a member of the executive team.



# THANK YOU

Hopefully you find the insights from this month's report beneficial.

If you'd like more information and insights on the HRD Connect audience let us know

 [partnerships@contentive.com](mailto:partnerships@contentive.com)

