

AUDIENCE INTELLIGENCE REPORT

NOVEMBER 2022



The community is growing

Our super users in the last month included:

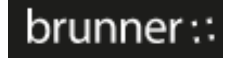


Chief People Officer



Dussmann Group

Head of HR



HR Manager



HR Manager



Chief HR
Officer



Head of Talent
Management and
Attraction



HR Director



Interim Director of Talent



L&D and Reward
Manager



Director of Culture &
Inclusion



Head of
International HR
& Benefits



VP People &
Organization



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:

Optimizing Productivity

As the economic downturn continues, our community is working to optimise every aspect of the business and ensure people are working as productively as they can. This isn't just productivity paranoia from the leadership team (although that is also being mentioned), but a genuine acknowledgement that hybrid working needs to be organised differently. How can productivity be better linked to performance (what does performance even mean)? Our community is thinking about the tools that will help them analyse how their people work best, and how to translate that into actionable practical guidance.

“

The conversation we're trying to have is 'why are you working the way you are, what are you trying to achieve and is it working?' But some people don't really understand what we're looking for and they feel over-inspected and monitored, like we don't trust them. When really what we're trying to do is create something better for them and for the business

”

– SVP Employee Experience, Insurance, North America

Maintaining a focus on retention

Our community is expecting a potential slow down in talent movement – hiring budgets are under scrutiny and employees are also less likely to take the risk of moving during economic uncertainty. People leaders are focusing on not getting complacent with regards to retention, so that they are in a good position for the future. This means ensuring engagement and experience policies are up to scratch, and understanding the factors that make their business stand out – flexibility and development opportunities ranking high on the list.



“

We still need to commit to the retention of staff. Some of the pressure is off because of worries about the recession, but that's only temporary. My team needs to be ready for when things start moving again, because who knows when that could be

”

***– CHRO, Manufacturing,
North America***

Doing more with less

Across specialities there is a concern that even if budgets and resource hasn't been affected yet, it could be soon. Our community is revisiting their strategies to ensure that every decision will have a measurable impact on the business. They're looking for ways to support their internal storytelling on what investment is needed and why. They are also preparing their teams to do more with less – what can be compromised on?



“

I'm creating plans to do more with less – less resource, less tech investment, less everything... Conversations with the rest of my leadership are 'why do you need this?' and 'why now when it's worked so far?' even for systems that are not fit for purpose anymore.

”

– People Director, Finance Tech, North America

Top reads this month

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

1



[Leadership 3.0 is both evergreen and ever-changing — Dave Ulrich's ten leadership requirements](#)

2



[Creating a psychologically and emotionally safe organization](#)

3



[Terence Mauri: Leadership keys to a bold and resilient future](#)

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

We recently ran a roundtable on Leading Change through Data-Driven Decision Making, here's what the audience shared...

How do we get the most out of upskilling and reskilling?

With an estimated 133 million new roles to be created by 2025, upskilling and reskilling is a pre-requisite for the success of any business. But how do we ensure that upskilling and reskilling happen in the right areas of an organisation? How do we ensure the skills being addressed are indeed the skills that will help an organisation most moving forward? How do we know when it is time to upskill, reskill, or hire someone new?



Identifying upskilling and reskilling requirements

The starting point here for one participant was to look to the future to understand where their industry is heading. For instance, in the construction industry, they're asking themselves how we'll be constructing buildings in the future. The construction industry itself has a large demographic of employees who have been at the company for 20-30 years. Therefore, there is the need to take them on a journey to see where the future of the company is heading, whilst creating a vision for them, and making the prospect attractive even when their jobs might be changing.

What challenges are getting in the way of upskilling and reskilling debate

Often, it's the fact that HR and people leaders are operating in an industry that hasn't experienced change for a long time. So, the prospect of asking someone to put a VR headset on can feel incomprehensible. It requires the leadership of an organisation to show the employees the benefit that would be felt by the employee and the value to the business. People are triggered by the fear of the unknown, especially when things feel new, so the uncertainty regarding the impact of technology is huge..



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

