

AUDIENCE INTELLIGENCE REPORT

OCTOBER 2022



The community is growing

Our super users in the last month included:



HR VP



Global Head of Talent
Acquisition



Vice President
People



Vice President Of
Human Resources



Chief People Officer



Red Bull

Human Resource Business
Partner/Vice President



Training Project
Manager



HR Generalist



Executive Vice President,
Chief Human Resources
Officer



Director of Business
Development



Chief Human Resources
Officer



Director - Regional HR &
Global Organizational
Development



Associate Solutions
Director



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:

Economic Landscape

As we go into the winter months with a negative economic outlook globally, people leaders are thinking about how to support their business through tough decisions. In particular, their pay and reward frameworks. It is unlikely that they will be able to offer blanket pay rises but is the framework fair? What else is going into reward to support – employee assistance, loans, discount programmes? Where can they get more creative?

“

My main concern is the cost-of-living crisis and how employers should respond. Pay structures were created in times of low inflation, so is this still an effective reward?

”

– HR DIRECTOR, EUROPEAN CIVIL SERVICE

Leadership Development

The right leaders will be needed across the coming months to help steer businesses through difficult times. HR leaders are focusing on developing leaders with the skills to build strong connections with their teams, as well as make quick, well-informed decisions in moments of uncertainty. 'Entrepreneurial' leaders with the mindsets associated with leading startups (quick to pivot, innovative and creative) will be in high demand and HR leaders will be investing heavily in these capabilities.



“

We've started talking to the more cutting-edge parts of the business about taking risks and gambles, even though there is uncertainty. Our leadership needs help, because the anchor-points for their decision making no longer exist. How do we help them become confident taking gambles?

”

**- VP LEADERSHIP & TALENT, EUROPEAN
AUTOMOTIVE INDUSTRY**

Workforce planning

The landscape continues to be volatile, and so any strategic planning needs to be as agile as possible. Talent and skills shortages are a focus for people leaders, and they will be revisiting their workforce planning strategies with the goal of not only plugging gaps but anticipating future requirements. Traditional methods of hiring and developing skills are proving less effective and so our community will be looking for guidance on how to attract, develop and engage in new creative ways.



“

Our strategic workforce planning needs to be much more agile. We need to get more comfortable with test and learn, experimenting, failing fast and moving on.

”

– CHIEF PEOPLE OFFICER, EUROPEAN TRAVEL

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



Why HR needs a continuous performance management process more than ever -

2



Dave Ulrich: Creating a multi-generational playbook to engage employees -

3



Quiet firing: Let's call it what it is – toxic workplace culture -

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...

Leading Change through Data-Driven Decision Making

People analytics has been touted as the future of driving business success. HR teams have a huge opportunity to influence the direction of their organisations. 40% of c-suite leaders say they currently use HR data to make business decisions – How can HR team ensure they are supplying the data they need? How do we show the value and close the gap with the other 60% of our leaders that aren't there yet?

What steps do we need to take to enable our teams to understand and confidently deliver people insights, and strengthen the relationship with the c-suite?

Challenges in starting to use datacamera

HR teams can sometimes go with their gut feeling, rather than truly using the data. They may not be as data literate as functions that have been using it during their day to day for a long time, like finance teams for example. This is a skill that needs to be developed, in order to be able to take concrete decisions to the leadership team.



Data in action

One use case that businesses can start using people data for is in reward and recognition processes. One participant shared their experience with using data in their pay review process, supplying managers with performance data to help inform pay decisions. The goal here is to move away from a yearly review process based on numbers crunched within the HR function, which can feel removed from the employee's day to day as well. Instead, employees and managers set and feedback on their own goals, which are then translated into ratings.

Informing strategic decisions

The appetite for data varies across the business – one of the roles of HR moving forward is to show how valuable it can be. Some elements are already front of mind (pay and gender gap reporting for example) but things like organisational health or recruitment statistics can be less appealing to work with.



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



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