

# The Future of HR

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## Results from CEB's Annual CHRO Survey

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# ABOUT THE FUTURE OF HR ANNUAL SURVEY FOR CHROs

## CEB's Future of HR Survey

We surveyed heads of HR from organizations around the world to assess their priorities and expected challenges in 2017.

### Future of HR Survey: Key Statistics

**100+** participating heads of HR

**150+** data points collected per head of HR

**20+** countries represented

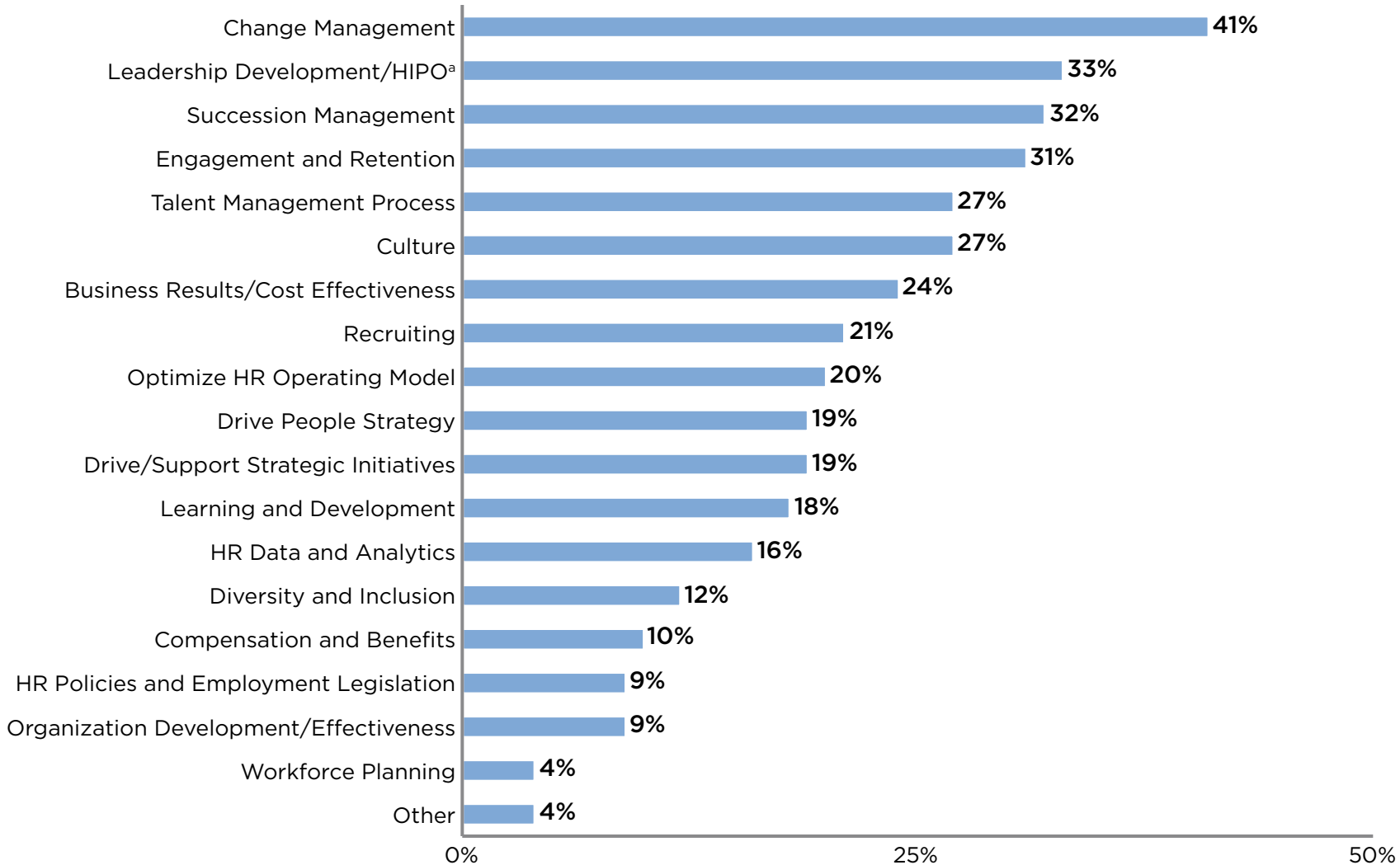
**All** major industries represented

### Major Areas of Investigation

- Key talent trends and HR priorities for 2017
- HR's role in culture change
- Board and CEO expectations around talent
- Cross-functional partnerships and initiatives

# CHROs ARE FOCUSED ON A WIDE ARRAY OF PROJECTS

Top Three Objectives for the Current Year  
*Percentage of CHROs*



*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

<sup>a</sup>High Potential.

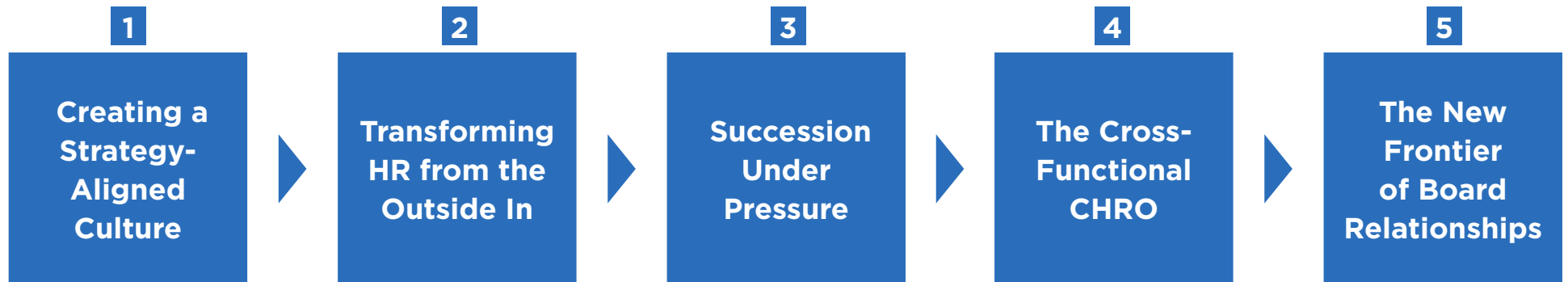
# CHROs' PERSONAL DEVELOPMENT PRIORITIES



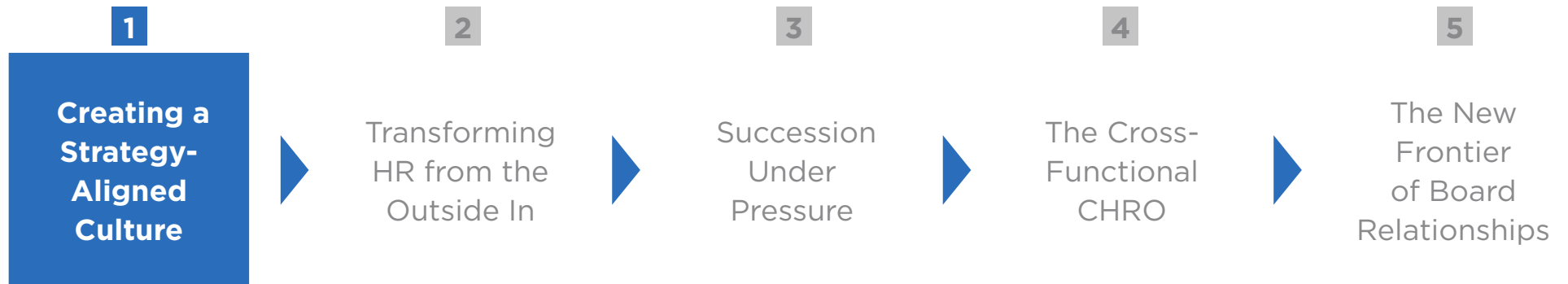
*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017

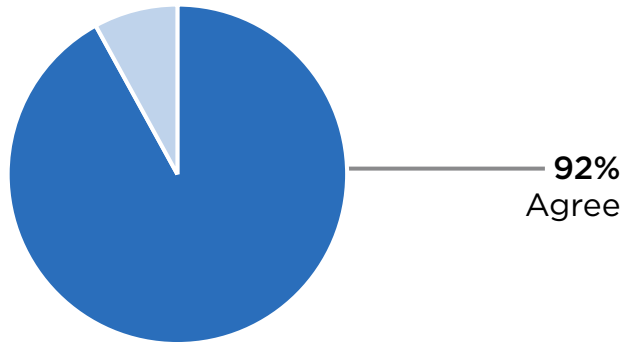


# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017



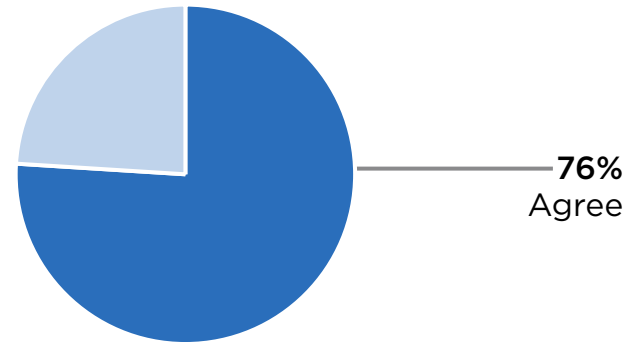
# CULTURE MOVING TO THE TOP OF THE CHRO-CEO AGENDA

Organizational Culture Has a Significant Impact on Financial Outcomes  
*Percentage of CHROs*



*n* = 106.  
 Source: CEB 2017 Future of HR Agenda Poll.

Organizations Anticipate Undergoing a Culture Change in 2017  
*Percentage of CHROs*



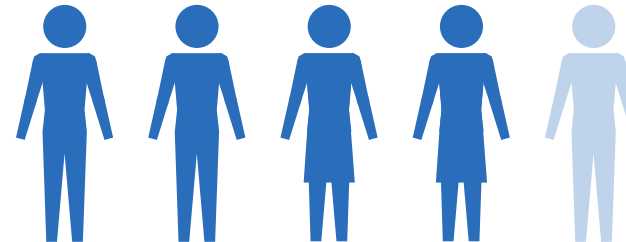
*n* = 106.  
 Source: CEB 2017 Future of HR Agenda Poll.

## Top Five Priorities for Heads of HR in 2017

| Talent Areas                    | Percentage |
|---------------------------------|------------|
| 1 Leadership Performance        | 36%        |
| <b>2 Organizational Culture</b> | <b>32%</b> |
| 3 Executive Succession          | 30%        |
| 4 High-Potential Talent         | 30%        |
| 5 Change Management             | 22%        |

*n* = 106.  
 Source: CEB 2017 Future of HR Agenda Poll.

## Culture Change Is a Primary Part of the CHRO's Role



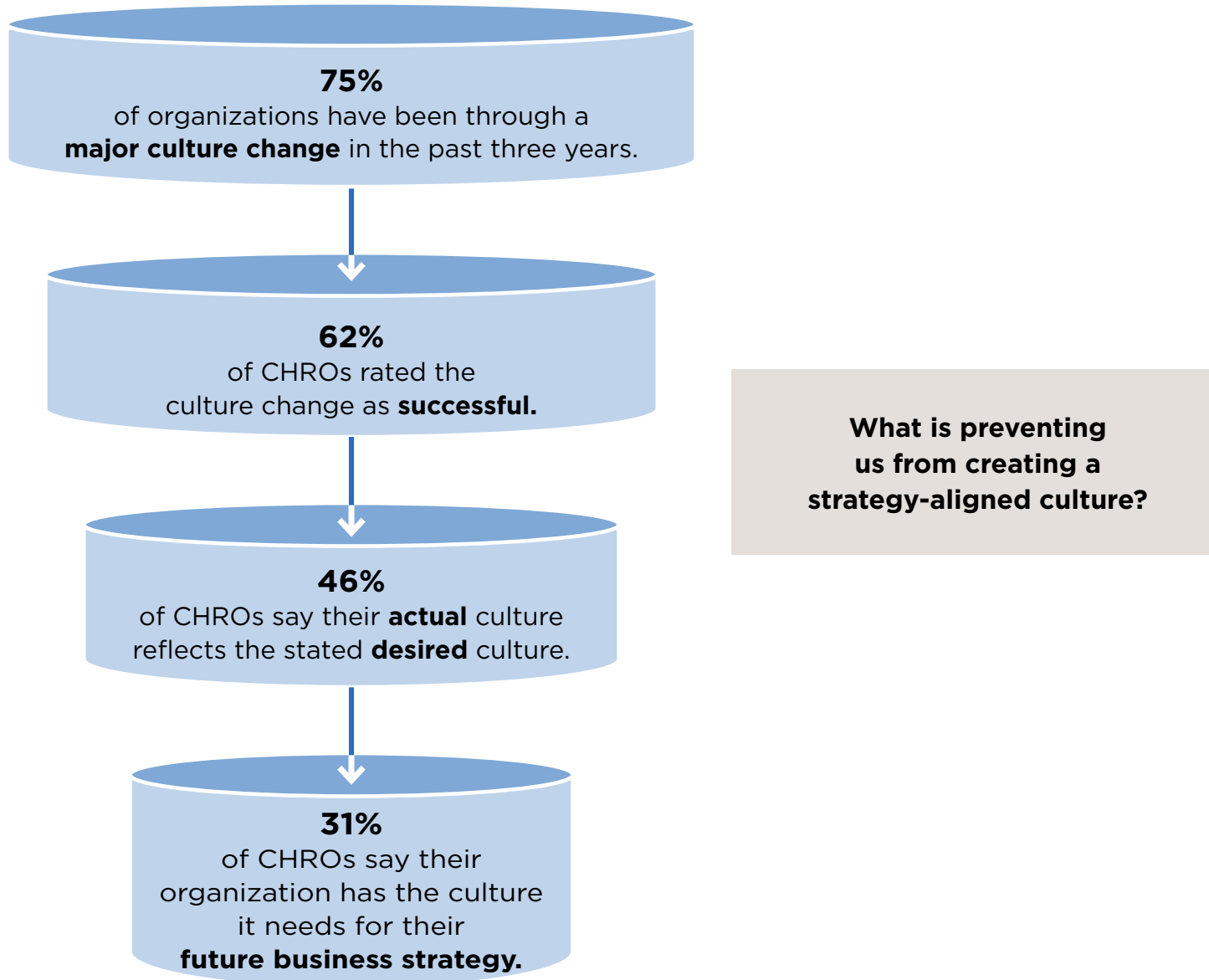
4 out of 5 heads of HR cite culture change as a major part of their role.

Source: CEB analysis.



# CULTURE NOT KEEPING PACE WITH BUSINESS STRATEGY

The Culture Transformation Funnel of Failure

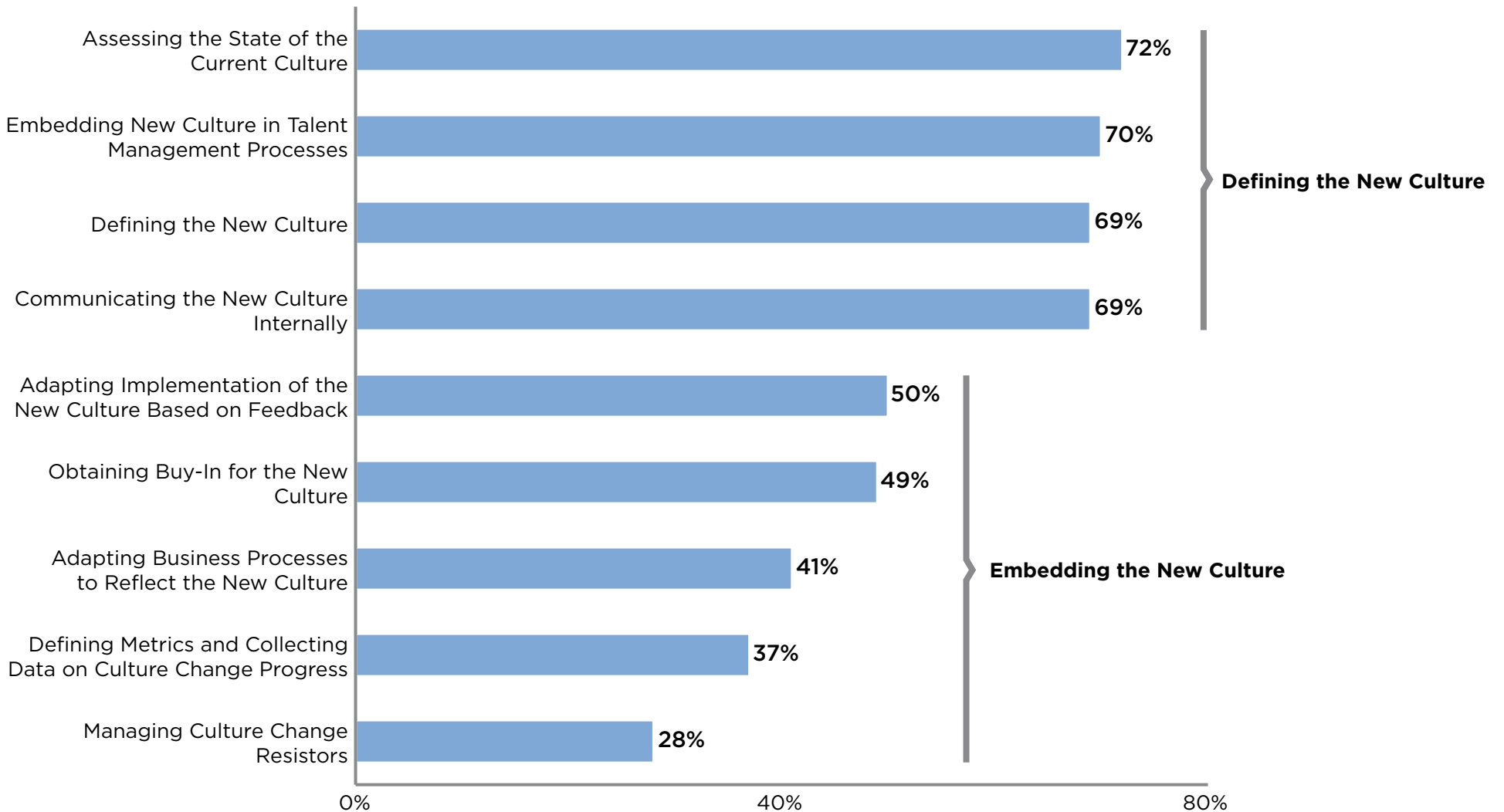


$n = 106$ .

Source: CEB 2017 Future of HR Agenda Poll.

# CULTURE CHANGE: STRONG START, UNINSPIRING FINISH

CHRO Confidence in HR's Ability to Execute Culture Change, by Phase

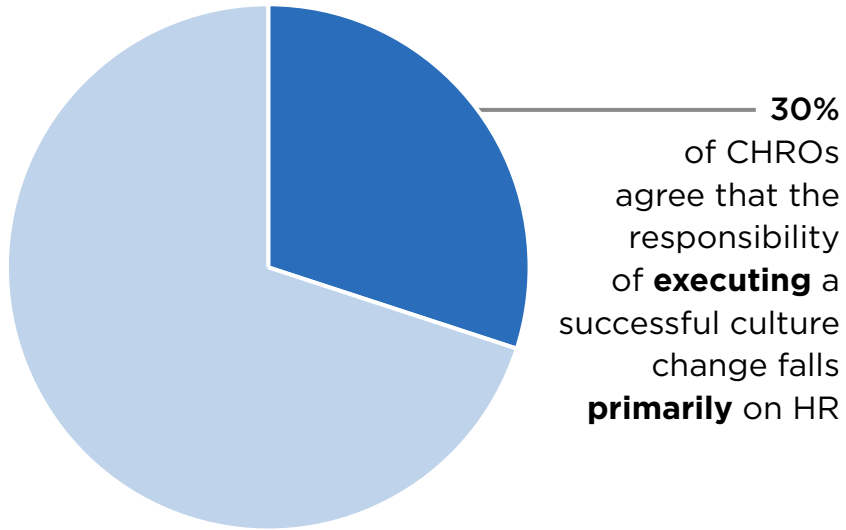


n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# HEADS OF HR RESPONSIBLE FOR CULTURE, BUT CAN'T DO IT ALONE

## HR Is Not Entirely Responsible for Culture Change



*n* = 106.  
Source: CEB 2017 Future of HR Agenda Poll.

## Differentiators of Successful Culture Changes

- 1 Adapt the new culture based on feedback.
- 2 Assess the state of the current culture.
- 3 Manage internal culture change resisters.

*n* = 106.  
Source: CEB 2017 Future of HR Agenda Poll.

# RESOURCES TO GET STARTED

## Creating a Strategy-Aligned Culture

### Resources for HR Leaders



#### Data-Driven Insights

[Change Management Topic Center](#)—Access all our resources to manage change effectively.



#### Best Practices

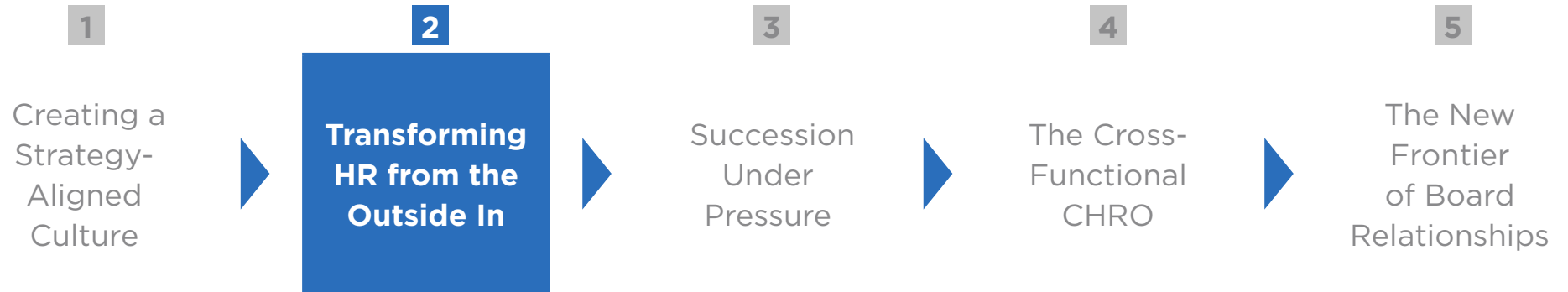
- [Adoption KPIs](#)—Philips measures change adoption, not just business outcomes.
- [Open Decision Framework](#)—Red Hat shows leaders when, how, and which employees should be included in decision making.
- [Strategic Metrics Alignment](#)—Verizon aligns HR metrics to business strategy through a cascade process.
- [V2MOM](#)—Salesforce helps employees align their tasks and priorities with organizational change objectives.
- [Workforce of Brand Ambassadors](#)—JetBlue empowers employees to own organizational culture.



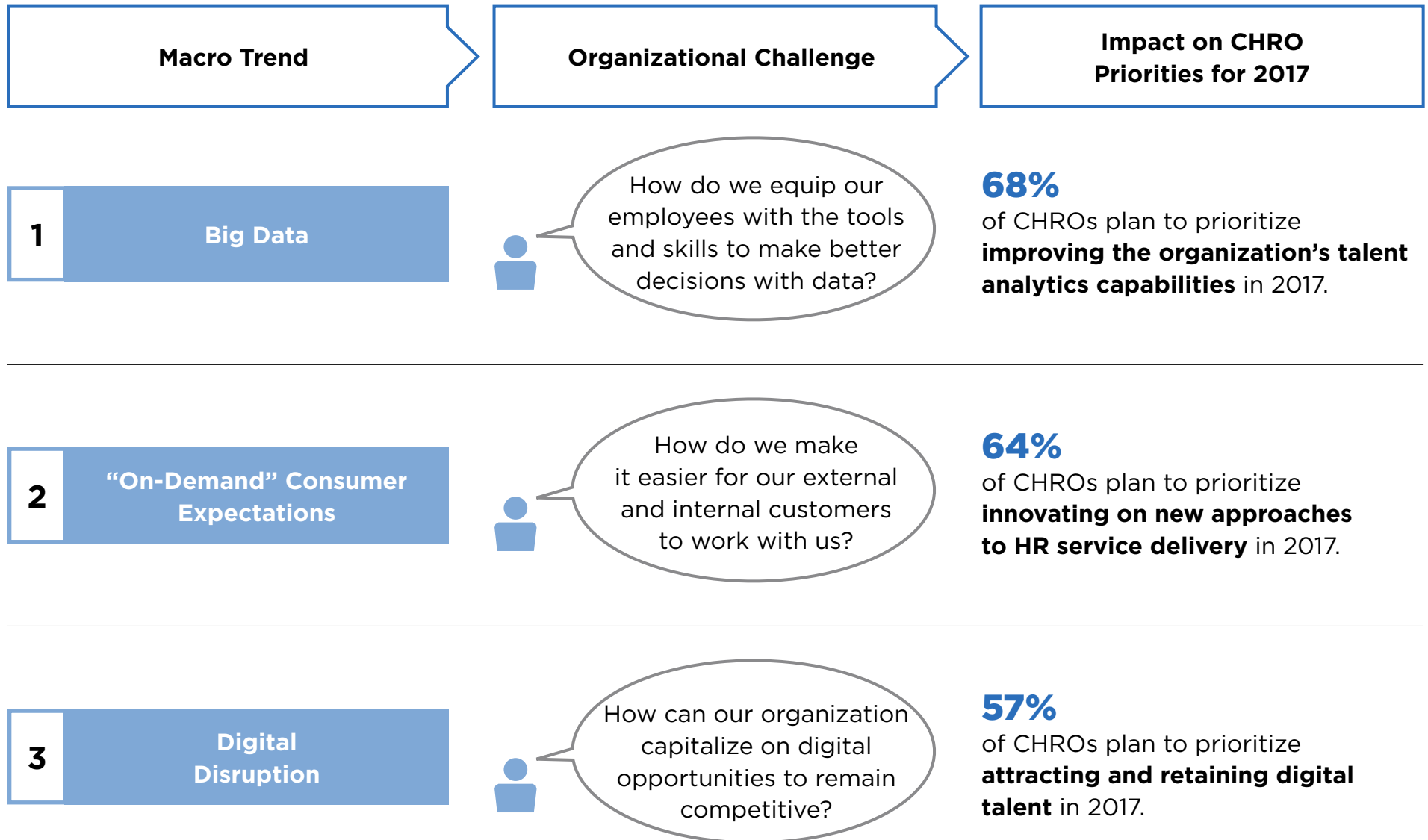
#### Implementation Tools

[CEB Ignition™ Guide to Assessing Corporate Culture](#)—Before changing culture, assess the state of your current culture.

# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017



# BIGGEST MACRO TRENDS IMPACTING CHRO PRIORITIES



n = 106.  
Source: CEB 2017 Future of HR Agenda Poll.

# THREE INNOVATION STRATEGIES CHARACTERIZE DIFFERENT PATHS TO TRANSFORM HR

## 1. Innovating on Talent Management Processes and Policies

(36% of CHROs)



### Examples of activities supporting this objective

- Eliminating performance ratings
- Increasing flexible working arrangements
- Increasing maternity and paternity leave benefits

## 2. Creating a Digital Employee Experience

(32% of CHROs)



### Examples of activities supporting this objective

- Applying digital product management discipline to create HR offerings
- Building HR apps to create a more consumer-like employee experience
- Gamifying talent management processes (e.g., recruiting)

## 3. Maximizing Organizational Speed and Scale

(32% of CHROs)



### Examples of activities supporting this objective

- Moving HR systems and services to the cloud
- Tapping into the “on-demand” workforce (i.e., the gig economy)
- Creating internal HR consulting teams made up of HRBPs and COE staff


*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.


# DYSFUNCTION WITHIN THE FUNCTION CHALLENGES TRANSFORMATION

**7 in 10** CHROs agree that problematic internal HR partnerships are damaging key outcomes.

*Breakdowns in internal partnerships most often affect...*



*...the quality of **HR-line partnerships.***



*...HR's influence in organizational **decision making.***



*...HR's **responsiveness** to business needs.*

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.



# RESOURCES TO GET STARTED

Transforming HR from the Outside In

## Resources for HR Leaders



### Data-Driven Insights

- [Article: Don't Let Your HR Transformation Spiral Out of Control](#)—Avoid the common traps to create a virtuous HR transformation cycle.
- [HR Transformation Topic Center](#)—Improve the strategic effectiveness of the function by driving HR-business alignment.
- [Strengthen HR Coordination Research Study Chapter](#)—Help the HR function navigate internal tensions.



### Implementation Tools

- [CEB Ignition™ Diagnostic for Human Resources](#)—Evaluate the effectiveness of your HR function using objective, peer-based performance standards.
- [HR Business Alignment Tool](#)—Uncover the line's perception of HR's ability to deliver against business priorities.
- [HR Strategy on a Page Template](#)—Share your vision and strategy for the HR function by crafting a memorable statement that captures the essence of your vision.

# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017



# PRESSURE OVER SUCCESSION IS INTENSIFYING

Top Talent Management Issues Where CHROs Feel Pressure from the Board

|    | Talent Management Issues | Percentage of CHROs |
|----|--------------------------|---------------------|
| 1. | Executive Succession     | 45%                 |
| 2. | High-Potential Talent    | 26%                 |
| 3. | Executive Compensation   | 24%                 |
| 4. | Diversity and Inclusion  | 23%                 |
| 5. | CEO Succession           | 20%                 |

n = 106.  
Source: CEB 2017 Future of HR Agenda Poll.

Questions Boards Are Asking About Succession

## Succession Planning Approach



Are we confident we have a rigorous approach for assessing and developing leadership capability in our leaders? How can I help?

## Current Bench Strength



How deep is our talent bench for key roles? How can we develop this talent faster?

## Talent Pipeline Sustainability



Where is the next group of executives coming from?

# CHROs ASKING NEW QUESTIONS ABOUT TRADITIONAL SUCCESSION PRACTICES

Top Questions CHROs Are Asking About Succession

## 34% of CHROs Need to Know

“How Can We Improve On the 9-Box Matrix for Evaluating Successor Readiness?”

## 18% of CHROs Need to Know

“How Do We Improve the CEO Succession Dialogue with the Board?”

## 32% of CHROs Need to Know

“What Is the Best Approach for Conducting Talent Reviews?”

## The Question CHROs Are Not Asking

*How can we improve the board's visibility into our top talent?*

**Only 11%** of CHROs think they need to change the current approach to introducing internal senior leadership candidates to the board.

At the same time, the **#2** most important talent issue into which boards want more insight is high-potential talent.

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# ARE WE READY FOR CEO SUCCESSION?

CHROs Are Not Asking CEOs to Prioritize CEO Succession  
*Talent Issues CHROs Want CEOs to Prioritize in 2017*



CEOs Don't Think Their Successors Need a Different Capability Profile

**Only 17%**

of CEOs think their successor should have a completely different or somewhat different capability profile.

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

**24%**

of CHROs don't discuss CEO succession with CEOs.

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# RESOURCES TO GET STARTED

## Succession Under Pressure

### Resources for HR Leaders



#### Data-Driven Insights

- [HIPO Topic Center](#)—Identify, develop, and evaluate high-potential employees.
- [Succession Strategies for the New Work Environment Research Study](#)—Rethink your approach to succession and move from pipeline to portfolio management.



#### Best Practices

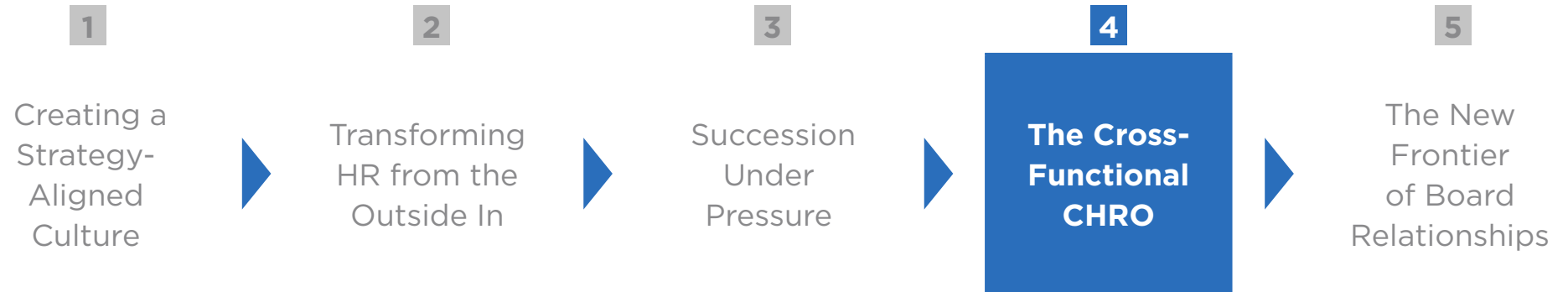
- [Future-Focused Leadership Deployment Strategy](#)—Australia Post identifies how key roles will evolve as the business changes.
- [Transparent Talent Planning Process](#)—Corning increases the visibility of talent to source successors from a wider pool.



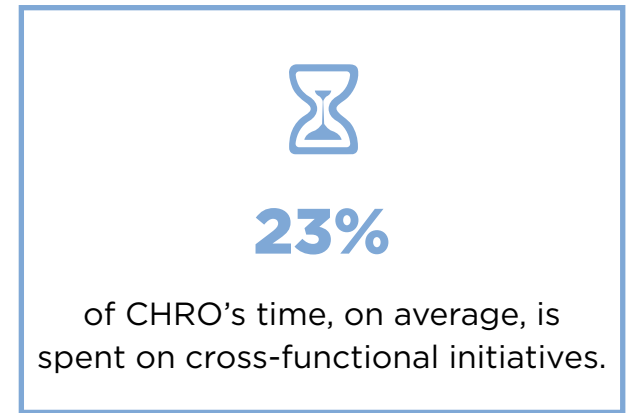
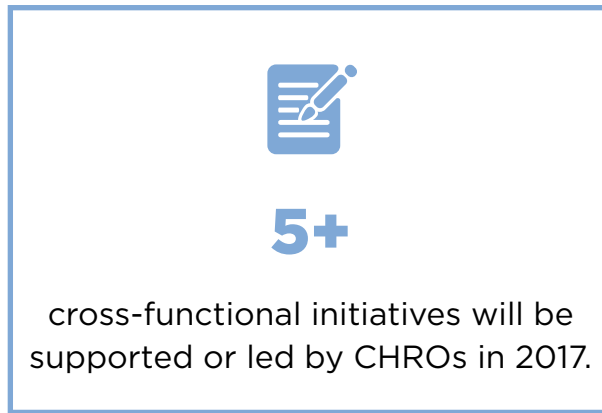
#### Implementation Tools

- [A CHRO Guide to CEO Succession Planning](#)—Effectively execute the six critical roles of a CHRO during the CEO succession process.
- [CEB Ignition™ Guide to Identifying Critical Roles](#)—Improve your understanding of which roles and capabilities are critical to supporting business strategy.
- [Succession Management Dashboard Tool](#)—Gauge the effectiveness of succession management programs by tracking key metrics over time.

# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017

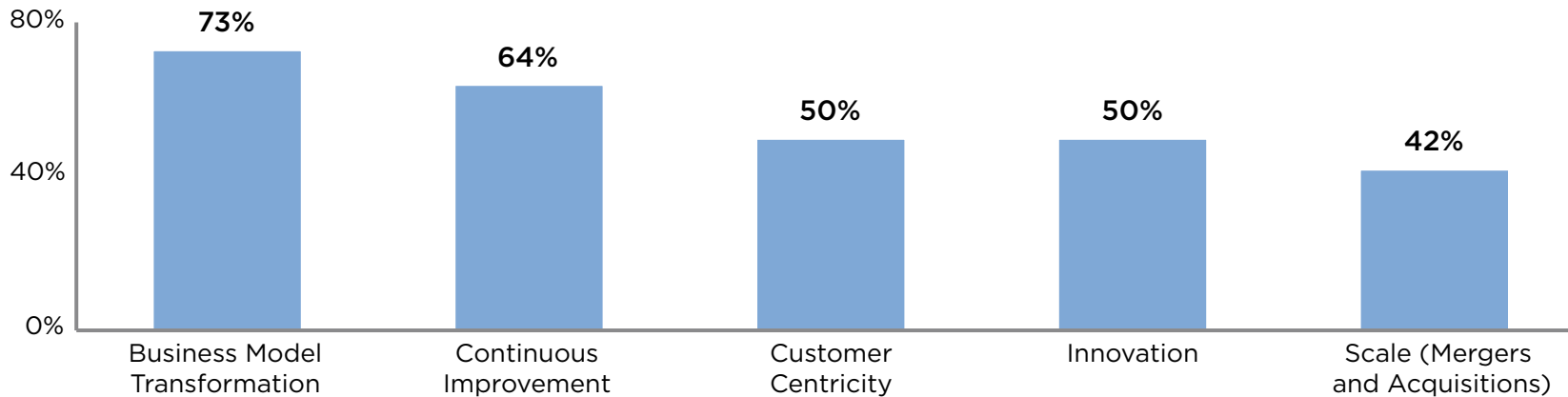


# HEADS OF HR ARE TAKING ON A MORE CROSS-FUNCTIONAL ROLE



n = 106.  
Source: CEB 2016 HR Agenda Poll; CEB 2017 Future of HR Agenda Poll.

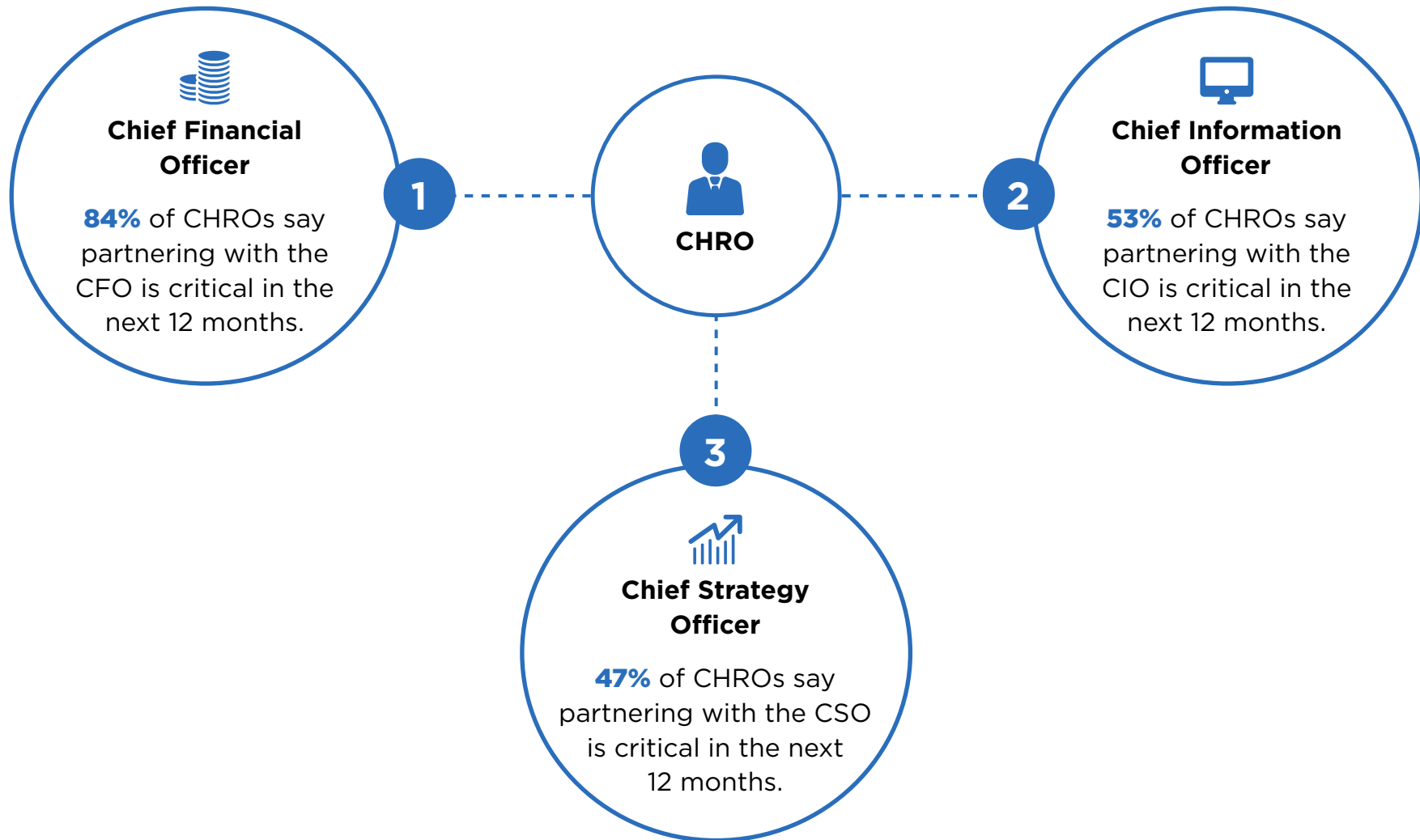
## Top Objectives of CHROs' Cross-Functional Initiatives



n = 106.  
Source: CEB 2016 HR Agenda Poll; CEB 2017 Future of HR Agenda Poll.



# CHRO SUCCESS ON CROSS-FUNCTIONAL INITIATIVES DEPENDS ON THREE KEY PEERS



n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# KEY ISSUES WITH KEY PEERS



## **CFO Area of Focus**

Fund the right “big bets” that simultaneously sustain long-term growth and improve margins.

## **HR Partnership Opportunity**

Redesign talent processes and policies that cause managers to redirect resources away from large growth projects.



## **CIO Area of Focus**

Build next-generation digital platforms and digitally enabled revenue streams.

## **HR Partnership Opportunity**

Develop succession and workforce plans that anticipate the rapidly evolving need for digital talent and leadership.



## **CSO Area of Focus**

Close the gap between planning and execution of corporate strategy initiatives.

## **HR Partnership Opportunity**

Create a change-capable HR function and apply a more open-source approach to manage change.

# RESOURCES TO GET STARTED

The Cross-Functional CHRO

## Resources for HR Leaders



### Data-Driven Insights

- [Create Cross-Functional Partnerships Research Study Chapter](#)—Enable HRBPs to improve the quality and integration of HR service delivery.
- [Create Talent Champions Research Study](#)—Increase your peers' commitment and ability to manage talent.
- [Executive Guidance on Cross-Functional Issues](#)—Stay up-to-date on new insights and practices across the executive suite.



### Best Practices

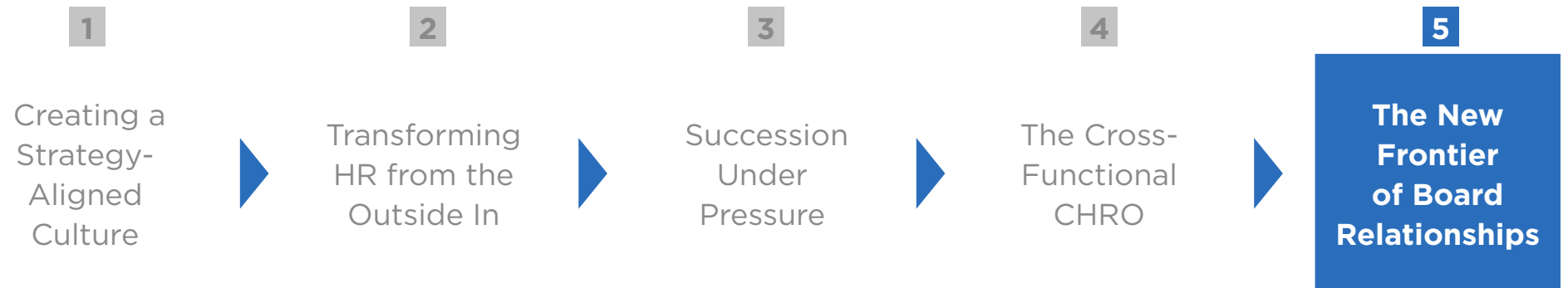
- [Business Partner Boot Camp](#)—Sygenta defined a new role and delivery model to gain greater visibility and strengthen integrated service delivery.



### Implementation Tools

- [Cross-Functional Business Partner Coordination Guide](#)—Allow HRBPs to design their coordination efforts with peers in other support functions.

# FIVE KEY AREAS OF FOCUS FOR HEADS OF HR IN 2017

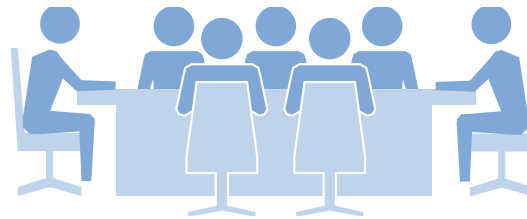


# CHROs LOOK TO BETTER LEVERAGE THE BOARD

Boards Starting to Understand How Talent Drives Outcomes, But There Is Room For Improvement

**56%**  
of heads of HR agree  
that the board understands the  
talent issues impacting the  
company's financial performance.

## Board of Directors



**52%**  
of heads of HR believe board  
decisions would benefit from  
**more talent insights.**

**67%**  
of heads of HR think **HR needs  
to better communicate** talent  
management insights with the board.

**In Addition: Two Trends Emerging in CHRO-Board Relationships**

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# TREND 1: ALIGNING CHRO WORK AND BOARD PRIORITIES

Talent Issues That Boards Want Better Information on Compared to Those That CHROs Are Prioritizing



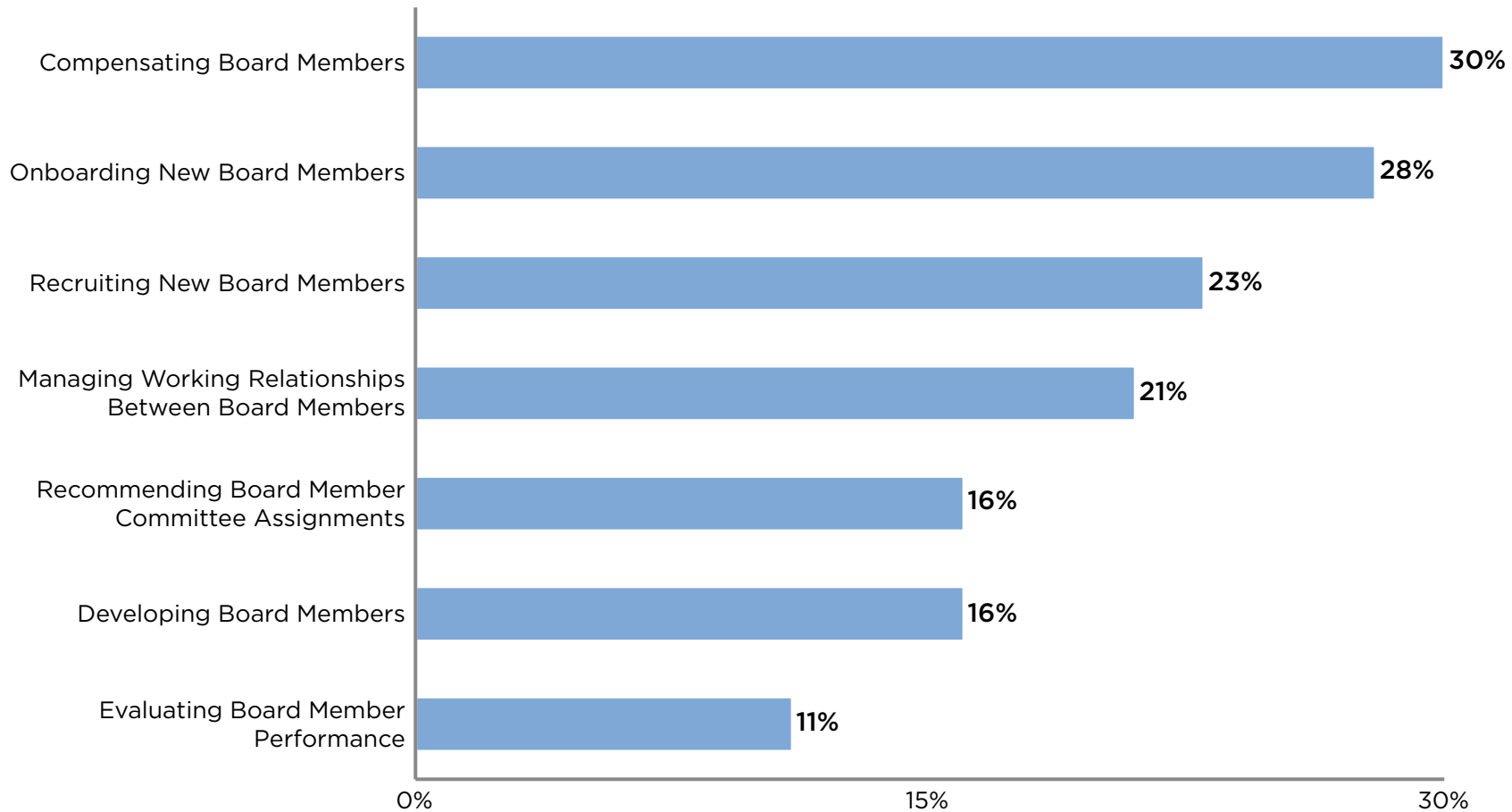
n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

<sup>a</sup> Bottom left corner includes CEO Performance, Employment Value Proposition (EVP), Executive Recruiting, and Health Care.

## TREND 2: CHROs BECOMING MORE INVOLVED IN BOARD MANAGEMENT

CHROs Are More Accountable for Rewarding and Finding New Board Members  
*Percentage of CHROs Who Are More Accountable for Activity Versus Three Years Ago*



*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

# RESOURCES TO GET STARTED

The New Frontier of Board Relationships

## Resources for HR Leaders



### Data-Driven Insights

- [Telling Stories with HR Metrics Research Report](#)—Use HR metrics to tell a compelling story.
- [Three Critical Talent Conversations for Every Board of Directors Presentation or White Paper](#)—Learn what talent agendas should look like today.



### Implementation Tools

- [CHRO Board Presentation Guide & Template](#)—Get guidance on reporting and educating the board on critical talent issues impacting strategy.
- [CHRO Board Presentations Library](#)—View sample board presentations.



# KEY TAKEAWAYS

## Five Key Areas of Focus for Heads of HR in 2017

### 1 Creating a Strategy-Aligned Culture

- Culture changes are regarded as successful; however, only a small number of CHROs think they have the culture they need for the future.
- The breakdown in aligning culture and strategy occurs when trying to embed it into the organization.
- HR leaders must partner with organizational stakeholders to successfully embed culture.

### 2 Transforming HR from the Outside In

- Heads of HR are prioritizing talent objectives to stay ahead of macrolevel trends.
- HR leaders must ensure that their transformation path aligns with business strategy.
- Before embarking on a transformation, HR must address internal functional challenges.

### 3 Succession Under Pressure

- The pressure is on to improve the quality of executive succession.
- HR executives are asking pointed questions about the effectiveness of traditional succession processes.
- Most organizations are not sufficiently prepared to address CEO succession.

# KEY TAKEAWAYS (CONTINUED)

Five Key Areas of Focus for Heads of HR in 2017

## 4 The Cross-Functional CHRO

- Heads of HR have an increasingly large role in enterprise-wide initiatives that vary in scope.
- To ensure enterprise initiatives succeed, CHROs must partner most closely with the CFO, CIO, and CSO.
- HR should partner more with other functions to uncover overlooked, talent-related challenges.

## 5 The New Frontier of Board Relationships

- Heads of HR acknowledge the need to provide better talent insights to the board.
- CHROs can do this in two ways:
  - Ensure alignment between HR and the board on key priorities.
  - Actively incorporate talent discussions into board management activities.

# ADDITIONAL DATA AND INSIGHTS FROM THE FUTURE OF HR SURVEY

## Survey Participant Demographics

- Q: What types of organizations are represented in the survey? [p.36](#)
- Q: What is the profile of participating CHROs? [p.37](#)

## Talent Management Trends

- Q: How valuable do CEOs think talent management is to corporate strategy? [p.38](#)
- Q: What talent management topics are CEOs most concerned about? [p.39](#)
- Q: What new talent management trends are CHROs considering? [p.40](#)

## Culture Change

- Q: What prompts culture change? [p.41](#)
- Q: What is the CHRO's role in culture change? [p.42](#)
- Q: Where are CHROs feeling the most pressure regarding culture change? [p.43](#)
- Q: What kind of culture are organizations aiming to build? [p.44](#)
- Q: How well do stakeholders understand their organization's stated culture? [p.45](#)

## Cross-Functional Partnerships

- Q: How strong are CHROs' partnerships with their peers? [p.46](#)
- Q: How successful are HR teams at working with other functions? [p.47](#)

Source: CEB 2017 Future of HR Agenda Poll.

# WHAT TYPES OF ORGANIZATIONS ARE REPRESENTED IN THE SURVEY?

| Survey Participants by Industry     |     |
|-------------------------------------|-----|
| Financial Services                  | 18% |
| Manufacturing                       | 9%  |
| Technology                          | 8%  |
| Utilities                           | 7%  |
| Consumer Goods                      | 7%  |
| Government                          | 6%  |
| Insurance                           | 4%  |
| Health Care                         | 4%  |
| Distribution, Delivery, and Storage | 4%  |
| Transportation                      | 3%  |
| Retail                              | 3%  |
| Oil and Gas/Mining                  | 3%  |
| Telecommunications                  | 2%  |
| Professional Services               | 2%  |
| Pharmaceuticals                     | 2%  |
| Leisure/Hospitality                 | 2%  |
| Construction                        | 2%  |
| Wholesale                           | 1%  |
| NGO and Nonprofit                   | 1%  |
| Media and Entertainment             | 1%  |
| Education                           | 1%  |
| Aerospace and Defense               | 1%  |
| Other                               | 9%  |

| Survey Participants by Region              |     |
|--|-----|
| US   | 53% |
| Europe                                     | 13% |
| Asia                                       | 11% |
| Australia, New Zealand, and Oceania        | 9%  |
| Canada                                     | 6%  |
| Mexico, Central America, and South America | 5%  |
| Africa and Middle East                     | 3%  |

| Survey Participants by Organization Size |     |
|--|-----|
| Less Than US \$1 Billion                 | 14% |
| US \$1 Billion to \$3 Billion            | 36% |
| US \$3 Billion to \$5 Billion            | 21% |
| US \$5 Billion to \$10 Billion           | 12% |
| US \$10 Billion to \$20 Billion          | 8%  |
| Over US \$20 Billion                     | 11% |

n = 106.  
 Source: CEB 2017 Future of HR Agenda Poll.  
 Note: Totals may not equal 100% due to rounding.

# WHAT IS THE PROFILE OF PARTICIPATING CHROs?

## Survey Participants by Tenure at Organization

|                    |     |
|--------------------|-----|
| 0-1 Years          | 10% |
| 1-5 Years          | 37% |
| 5-10 Years         | 22% |
| 10-15 Years        | 12% |
| 15-20 Years        | 9%  |
| More Than 20 Years | 9%  |

## Survey Participants by Employees Served

|                  |     |
|------------------|-----|
| Less Than 1,000  | 5%  |
| 1,001-4,999      | 28% |
| 5,000-9,999      | 20% |
| 10,000-19,999    | 20% |
| 20,000-29,999    | 8%  |
| More Than 30,000 | 19% |

## Survey Participants by Tenure in Role

|                    |     |
|--------------------|-----|
| 0-2 Years          | 33% |
| 2-5 Years          | 40% |
| 5-10 Years         | 22% |
| More Than 10 Years | 6%  |

## Survey Participants by Reporting Relationship

|  |     |
|--|-----|
| CEO  | 69% |
| Chief Administrative Officer/ Head of Corporate Services | 7%  |
| Chief Operating Officer                                  | 4%  |
| CFO  | 3%  |
| Other  | 18% |

*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

Note: Totals may not equal 100% due to rounding.

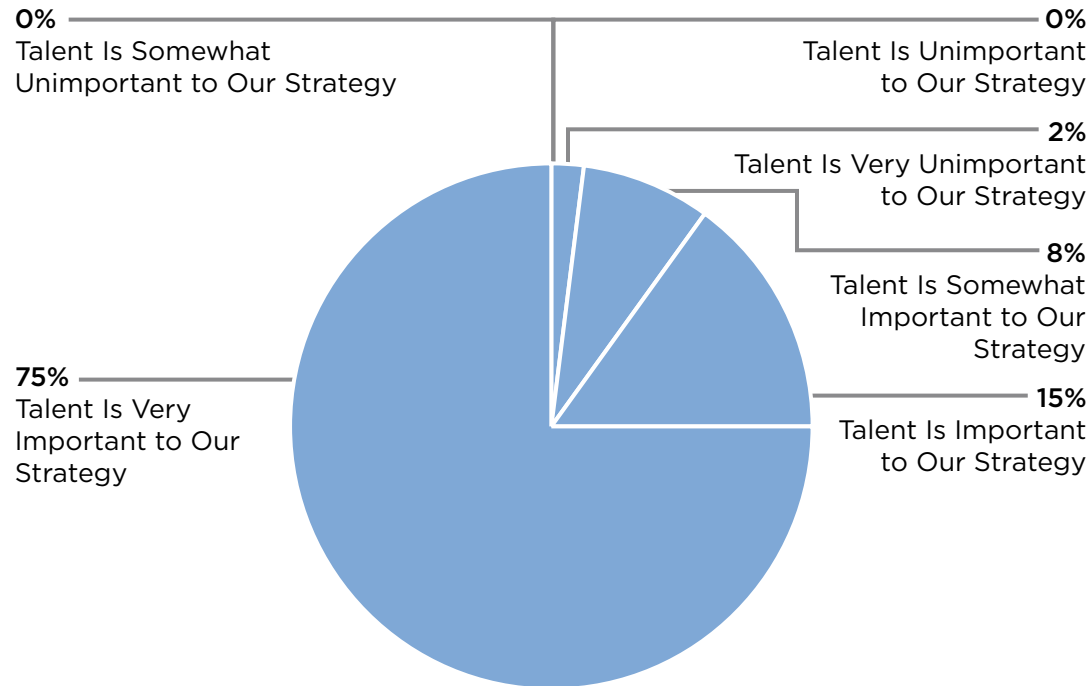
An overwhelming majority of CEOs understand the importance of talent to organizational strategy.

- After years of building the business case for the value of talent, CHROs can now turn their attention to executing on objectives that will further talents' impact.

# HOW VALUABLE DO CEOs THINK TALENT MANAGEMENT IS TO CORPORATE STRATEGY?

How CHROs Characterize Their CEO's Perspective on Talent

*Percentage of CHROs*



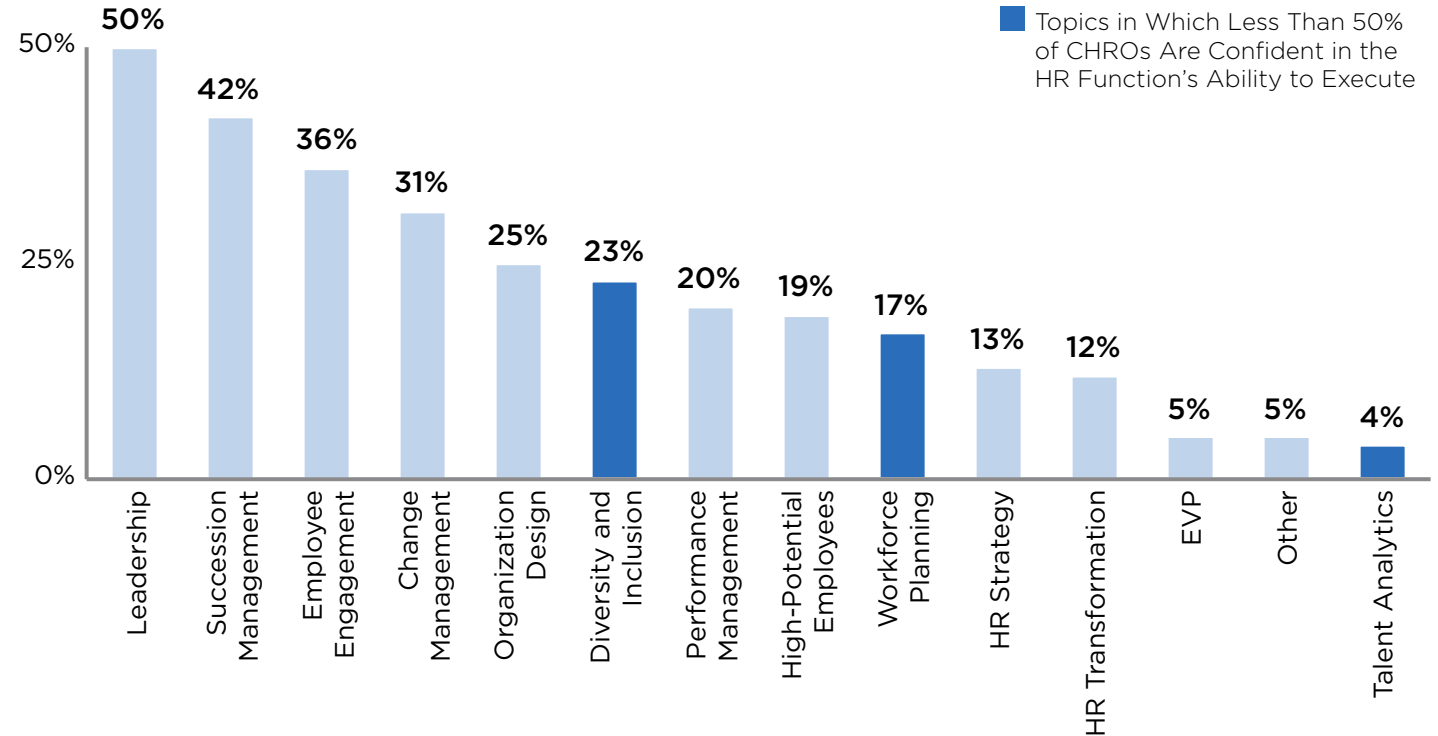
*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

CHROs expect CEOs to be most concerned with leadership, succession management, and employee engagement in 2017.

# WHAT TALENT MANAGEMENT TOPICS ARE CEOs MOST CONCERNED ABOUT?

Talent Management Topics Expected to Receive the Most Attention From CEOs  
*Percentage of CHROs Selecting Topic as a Top-Three Issue*



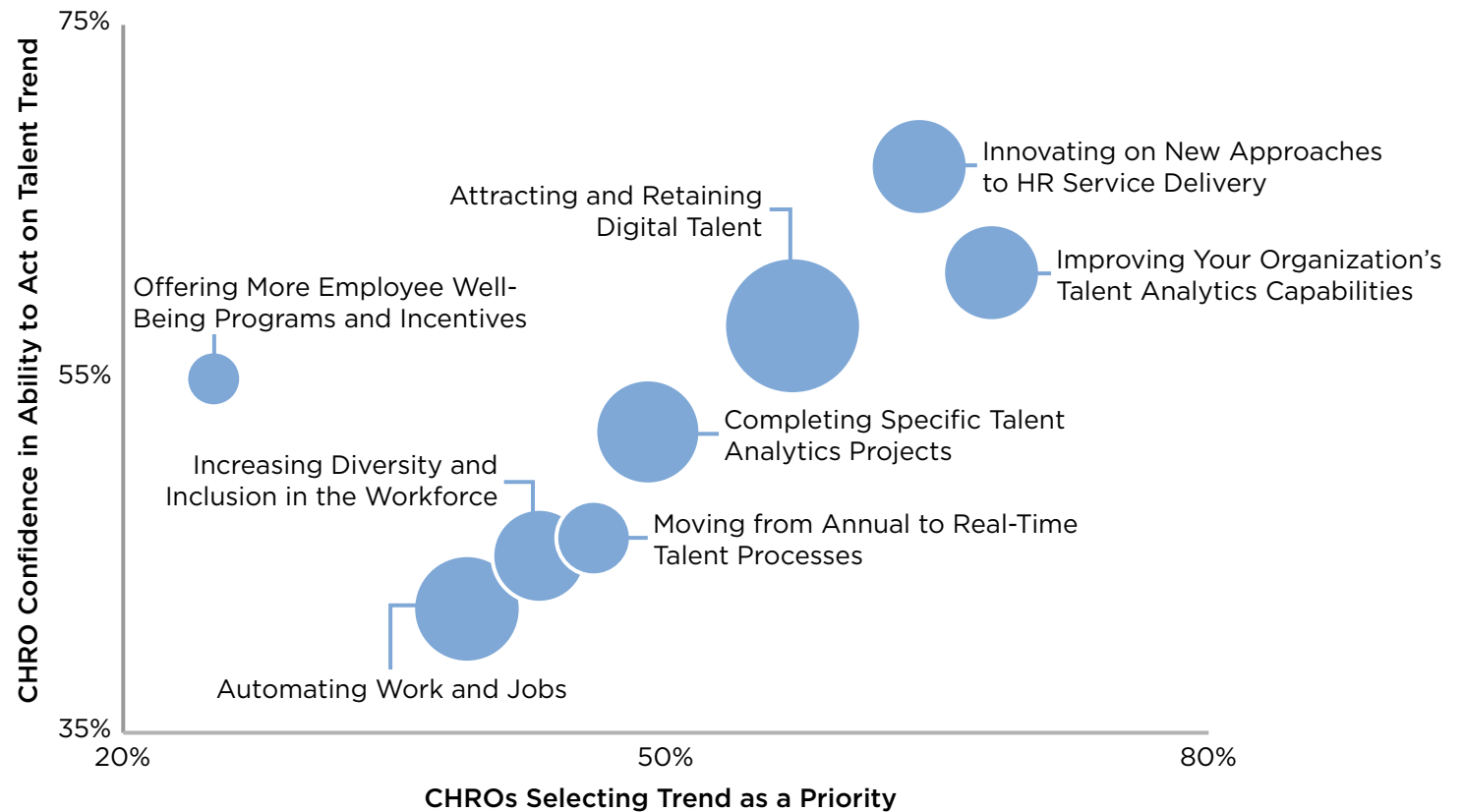
*n* = 106.  
 Source: CEB 2017 Future of HR Agenda Poll.

For resources related to each topic, visit the Topic Centers on the [our member website](#).

CHROs are confident in their team's ability to execute on priority talent management trends.

- CHROs may be able to achieve a quick win by executing on high-priority trends that HR already has the ability to act on and that pose a high risk if not done successfully (i.e., attracting and retaining digital talent).

## WHAT NEW TALENT MANAGEMENT TRENDS ARE CHROs CONSIDERING?



$n = 106$ .

Source: CEB 2017 Future of HR Agenda Poll.

Note: Size of bubble indicates the magnitude of risk associated with failing to effectively address each trend.

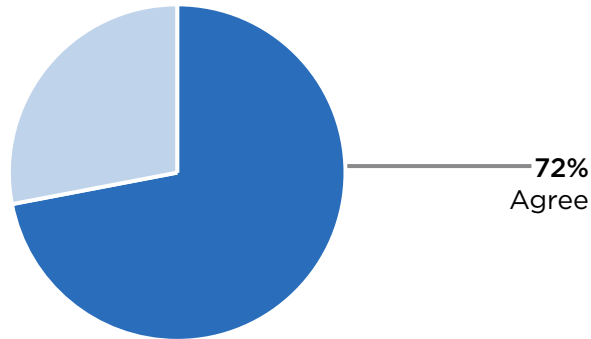


Organizations tend to undergo culture change after a major event or in response to other types of change, but not when things go wrong.

- Given the speed of change in today's work environment, changing the organizational culture after other events may mean changing the culture often.

## WHAT PROMPTS CULTURE CHANGE?

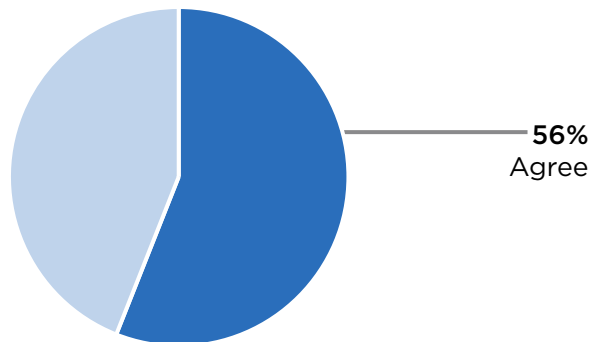
Failing to Change Culture After Major Change Initiatives Would Cause Operational Problems  
*Percentage of CHROs*



*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

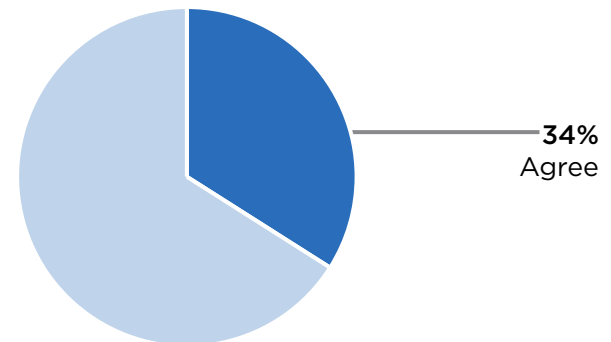
Culture Change Is a Response to Other Types of Change  
*Percentage of CHROs*



*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

Leaders Use Culture as a Scapegoat When Things Go Wrong  
*Percentage of CHROs*



*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

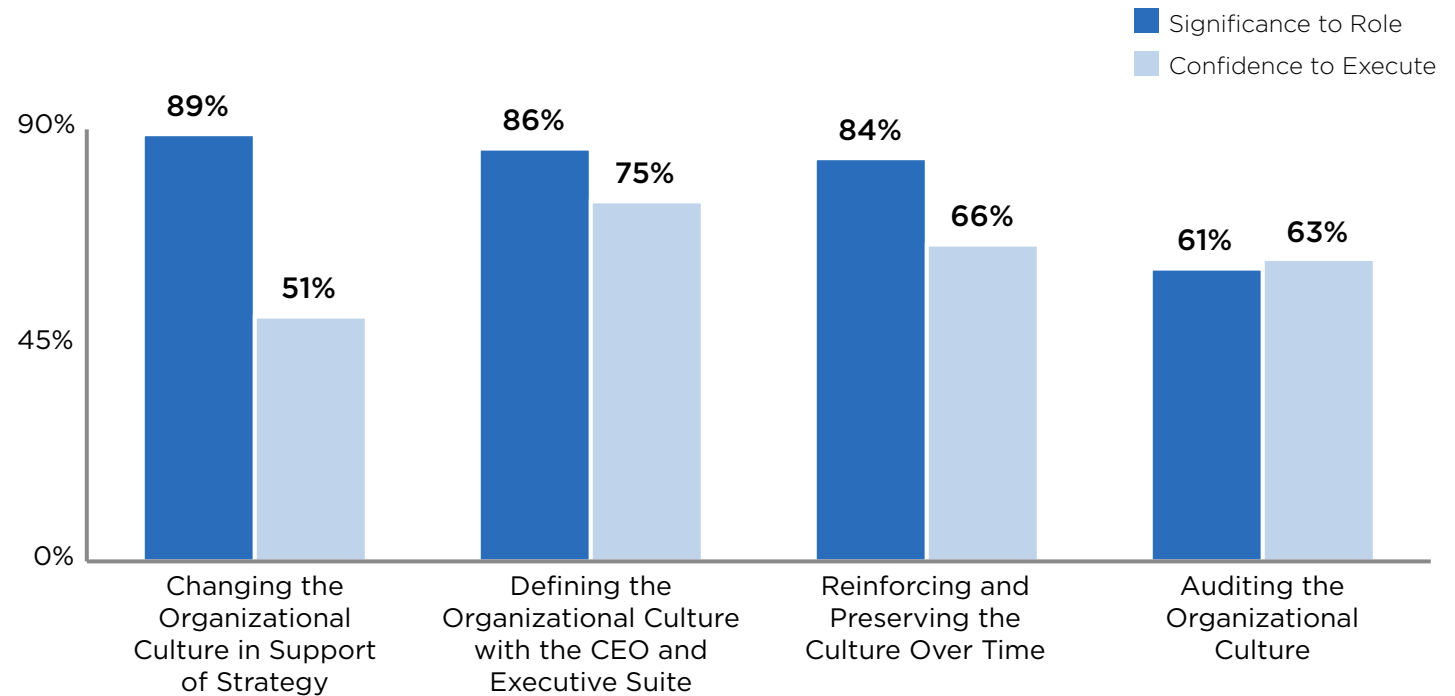
Defining, reinforcing, and changing the culture—but not auditing it—are a formal part of the CHRO's role.

- While changing culture is the aspect most commonly cited as a formal part of a CHRO's role (89%), it is the aspect that CHROs are least confident in their ability to execute on (51%).

## WHAT IS THE CHRO'S ROLE IN CULTURE CHANGE?

Extent to Which Culture Change Activities Are a Formal Part of the CHRO's Role and Their Confidence in Executing the Activity

Percentage of CHROs



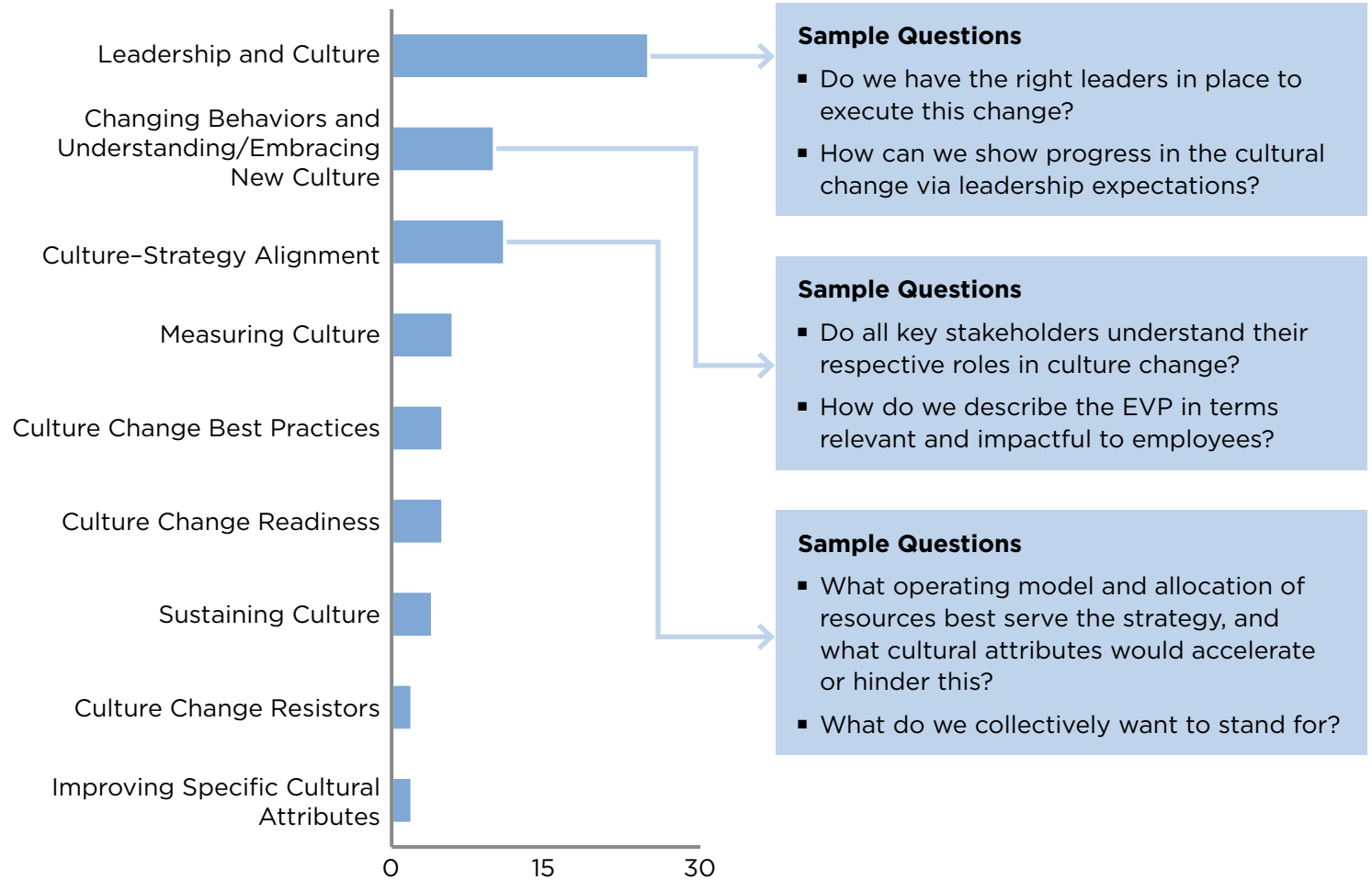
n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

CHROs are asking the most questions about culture in terms of leadership and getting employees to embrace the new culture, but not about managing culture change resistors.

# WHERE ARE CHROs FEELING THE MOST PRESSURE REGARDING CULTURE CHANGE?

Most Urgent Questions CHROs Need to Answer to Successfully Manage Culture



n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

Organizations are looking to build many different cultural attributes, the most common being collaboration or teamwork, high performance, and accountability.

# WHAT KIND OF CULTURES ARE ORGANIZATIONS AIMING TO BUILD?

Rank Order of Cultural Attributes Being Pursued by Organizations



*n* = 106

Source: CEB 2017 Future of HR Agenda Poll.

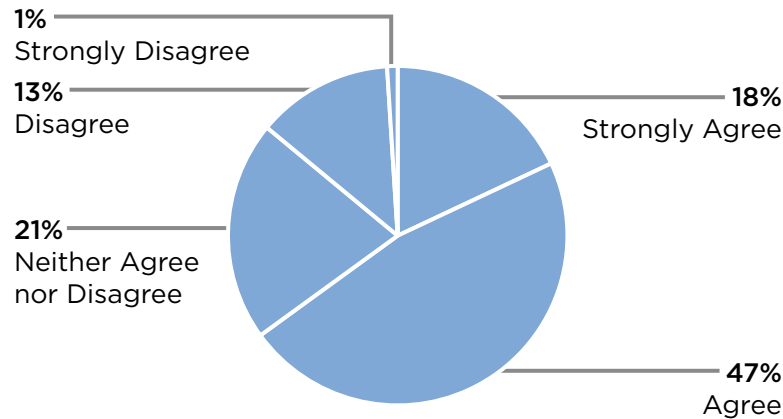
Over half of CEOs, boards, and workforces are able to articulate organizational culture, but there is still room for improvement.

- Due to the low success rate of culture change, CHROs may need to look beyond a lack of stakeholder understanding as a root cause.
- CHROs might consider areas such as ability and willingness.

## HOW WELL DO STAKEHOLDERS UNDERSTAND THEIR ORGANIZATION'S STATED CULTURE?

Most CEOs and Boards Can Articulate Culture's Impact on Business Performance

*Percentage of CHROs*

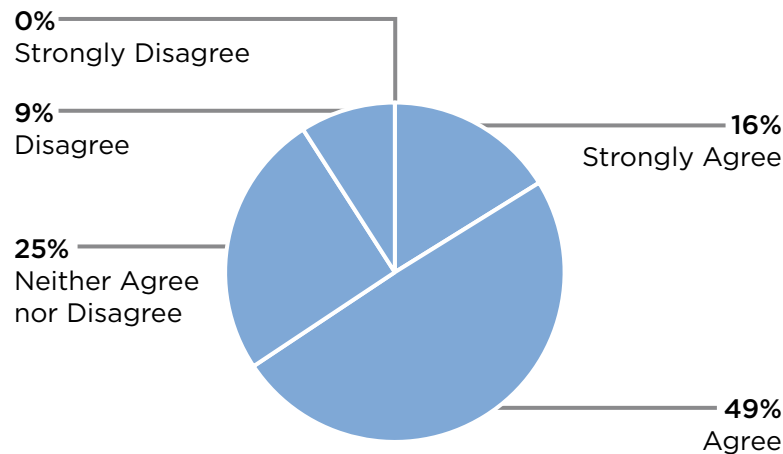


*n* = 106.

Source: CEB 2017 Future of HR Agenda Poll.

Most Workforces Can Clearly Articulate the Organization's Culture

*Percentage of CHROs*



*n* = 106.

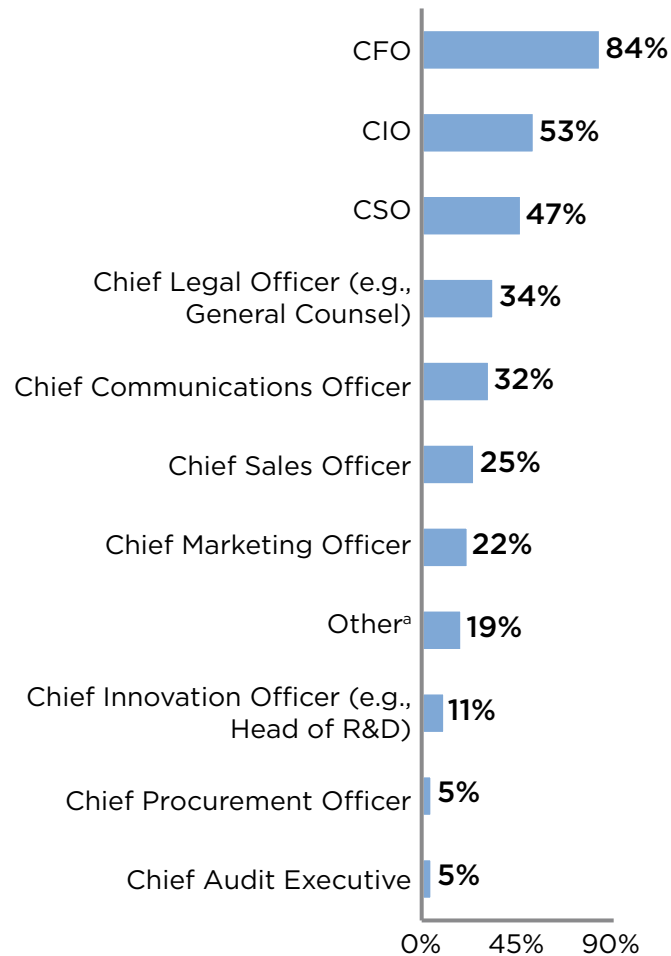
Source: CEB 2017 Future of HR Agenda Poll.

Note: Total does not equal 100% due to rounding.

CHROs are generally confident in their ability to successfully partner with their cross-functional peers.

# HOW STRONG ARE CHRO PARTNERSHIPS WITH THEIR PEERS?

C-Suite Peers Most Important to Collaborate with to Ensure Successful Cross-Functional Initiatives (Select Three)  
Percentage of CHROs

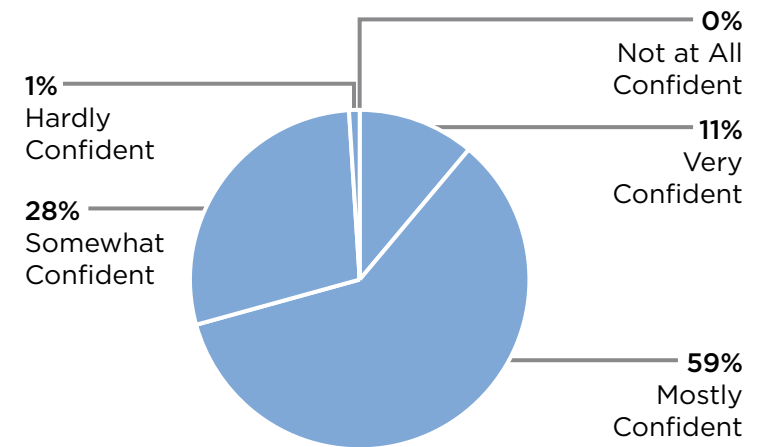


n = 106.

Source: CEB 2017 Future of HR Agenda Poll.

<sup>a</sup> Other C-suite peers that CHROs need to partner with include the Chief Manufacturing Officer, Chief of Engineering, head of Region, Chief Operating Officer, and Chief Digital Officer.

CHRO Confidence in Achieving Objectives of Cross-Functional Initiatives  
Percentage of CHROs



n = 106.

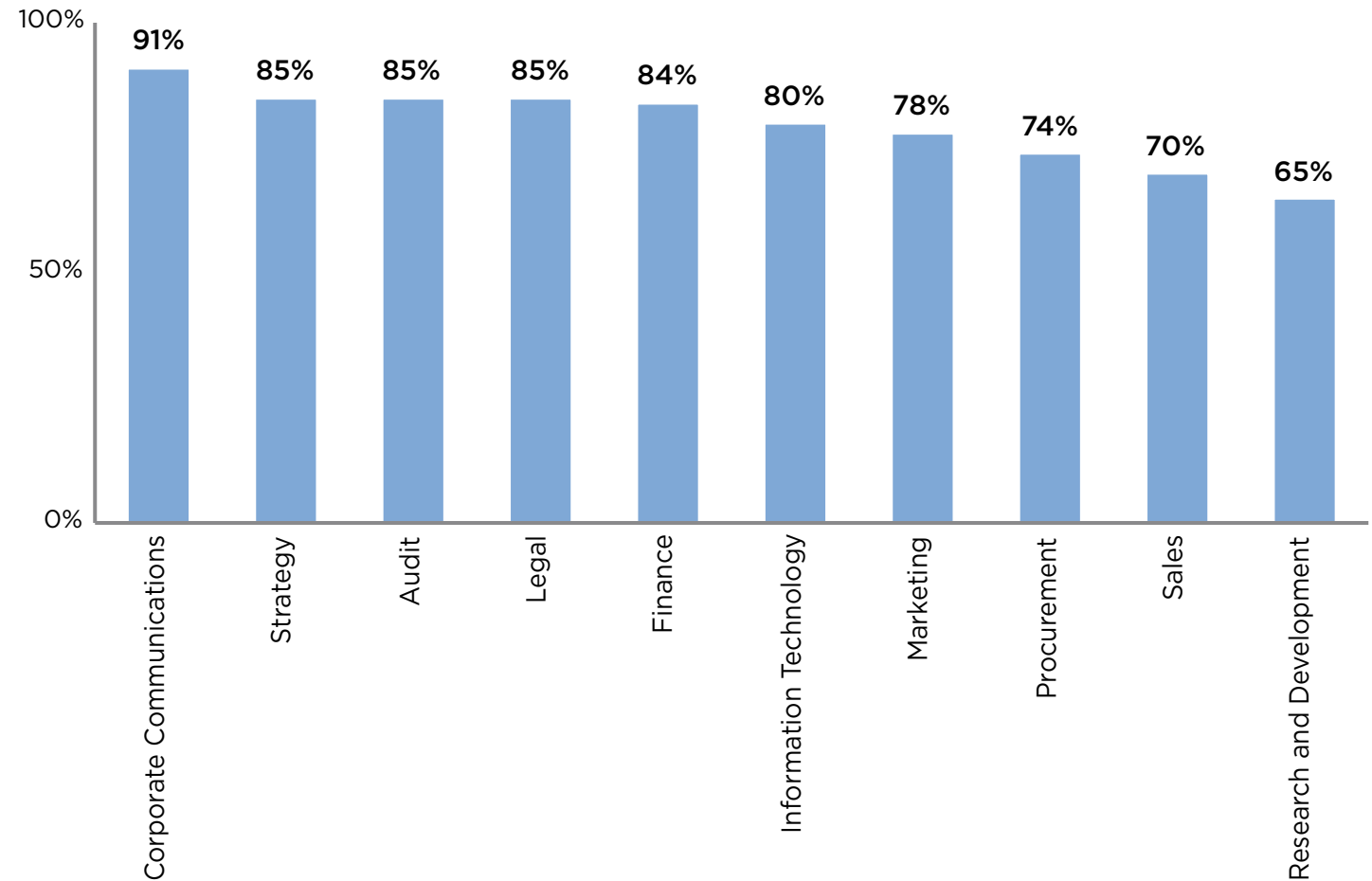
Source: CEB 2017 Future of HR Agenda Poll.

Note: Total does not equal 100% due to rounding.

CHROs are confident in their team's ability to partner with most functions.

## HOW SUCCESSFUL ARE HR TEAMS AT WORKING WITH OTHER FUNCTIONS?

Percentage of CHROs Confident in HR Team's Ability to Partner with Other Functions



$n = 106$ .

Source: CEB 2017 Future of HR Agenda Poll.

# ADDITIONAL DATA AND INSIGHTS FROM THE FUTURE OF HR SURVEY

## Survey Participant Demographics

- Q: What types of organizations are represented in the survey?  
**Survey participants are from organizations of every major industry, continent, and size.**
- Q: What is the profile of participating CHROs?  
**Survey participants have been at their organizations, and in their roles, for a variety of years and typically report to the CEO.**

## Talent Management Trends

- Q: How valuable do CEOs think talent management is to corporate strategy?  
**An overwhelming majority of CEOs understand the importance of talent to organizational strategy.**
- Q: What talent management topics are CEOs most concerned about?  
**CHROs expect CEOs to be most concerned with leadership, succession management, and employee engagement in 2017.**
- Q: What new talent management trends are CHROs considering?  
**CHROs are confident in their team's ability to execute on priority talent management trends.**

## Culture Change

- Q: What prompts culture change?  
**Organizations tend to undergo culture change after a major event or other types of change, but not when things go wrong.**
- Q: What is the CHRO's role in culture change?  
**Defining, reinforcing, and changing the culture—but not auditing it—are a formal part of the CHRO role.**
- Q: Where are CHROs feeling the most pressure regarding culture change?  
**They feel pressure in terms of leadership and getting employees to embrace the new culture.**
- Q: What kind of culture are organizations aiming to build?  
**Collaboration or teamwork, high performance, and accountability are most common.**
- Q: How well do stakeholders understand their organization's stated culture?  
**Most CEOs, boards, and workforces are able to articulate organizational culture, but there is still room for improvement.**

## Cross-Functional Partnerships

- Q: How strong are CHRO partnerships with their peers?  
**CHROs are generally confident in their ability to successfully partner with their cross-functional peers.**
- Q: How successful are HR teams at working with other functions?  
**CHROs are confident in their team's ability to partner with most functions.**