



# 2015 Survey Results: Evaluating the Global Business of HR

# Overview of Survey



## Reporting Scale

*Although the results are plotted on a 1-10 point scale template, only 1-5 will be relevant for our purposes. Please keep that in mind as you review the results.*

## Methodology

We looked at the responses to the survey statements and evaluated the results based on the following criteria:

- Where the majority of responses fell into either the agree or disagree category
- Was HR isolated or integrated into the business
- How the responses correlated with the recent global research
- Were the responses aspirational or existing best practice
- Were the responses consistent or were there inconsistencies across the statements

For your review, we have included results of recent global research on the topic of ***HR's Seat at the Table***. This research will be referred to in the commentary.

# Recent Global Research

## HR's Seat at the Table - Questions



*“Problems start at the top, or more accurately, with lack of access to the top.” – Oxford Economics, 2014*

### The questions:

- Workforce issues drive strategy at the board level
- HR advises the C-Suite, but does not have a voice in decision making
- HR is not consulted at all about business planning
- Workforce issues are an afterthought in business planning; HR is consulted after high-level decisions have been made.

# Recent Global Research

## HR's Seat at the Table - Answers



**22%** - Workforce issues drive strategy at the board level

**28%** - HR advises C-Suite, but does not have a voice in decision making

**26%** - HR is not consulted at all about business planning

**24%** - Workforce issues are an afterthought in business planning; HR is consulted after high-level decisions have been made.

### **Stress Test**

Where does your organization live on this continuum?

# Recent Global Research Current State of Strategy & Human Capital Alignment

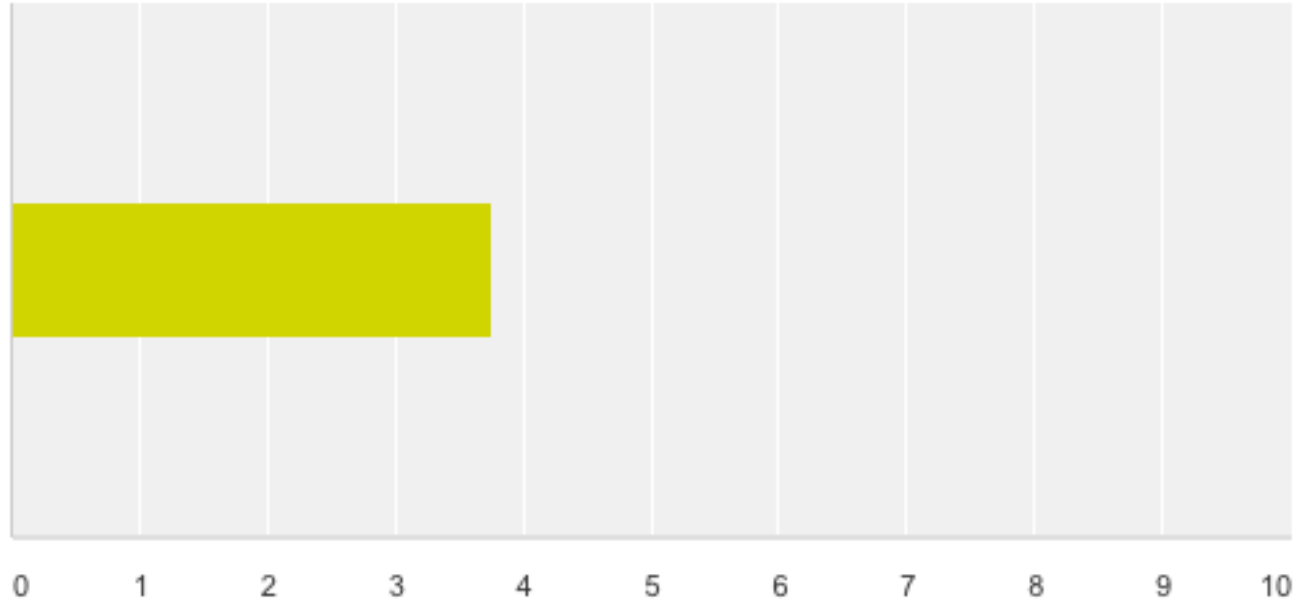
- The importance of human capital to corporate strategy is **NOT** reflected by its role in the C-Suite & Boardroom
- Impact: **Severe**
  - HR not in the information loop
  - HR lacks insights & status to be truly strategic

***Overall: Companies not making progress toward meeting workforce goals.***

***Business Performance Suffers***

## Statement for Evaluation:

The business of HR and how it contributes to the business is not defined enough to establish HR's real position at the execution table as an equal business partner.



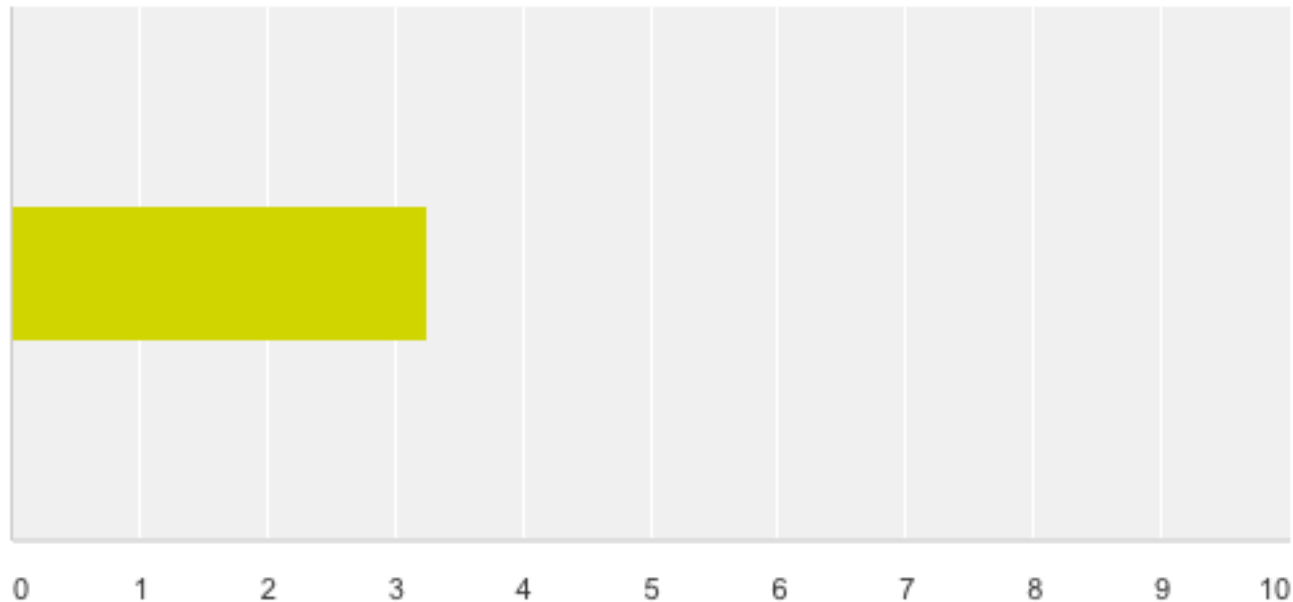
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0.00%	25.00%	0.00%	50.00%	25.00%

75% of respondents believe that HR needs to define their strategic capabilities to earn the right to participate as an equal business partner.

This is consistent with recently released global research

## Statement for Evaluation:

HR needs to be a strategic player and must articulate how it adds value to the business.



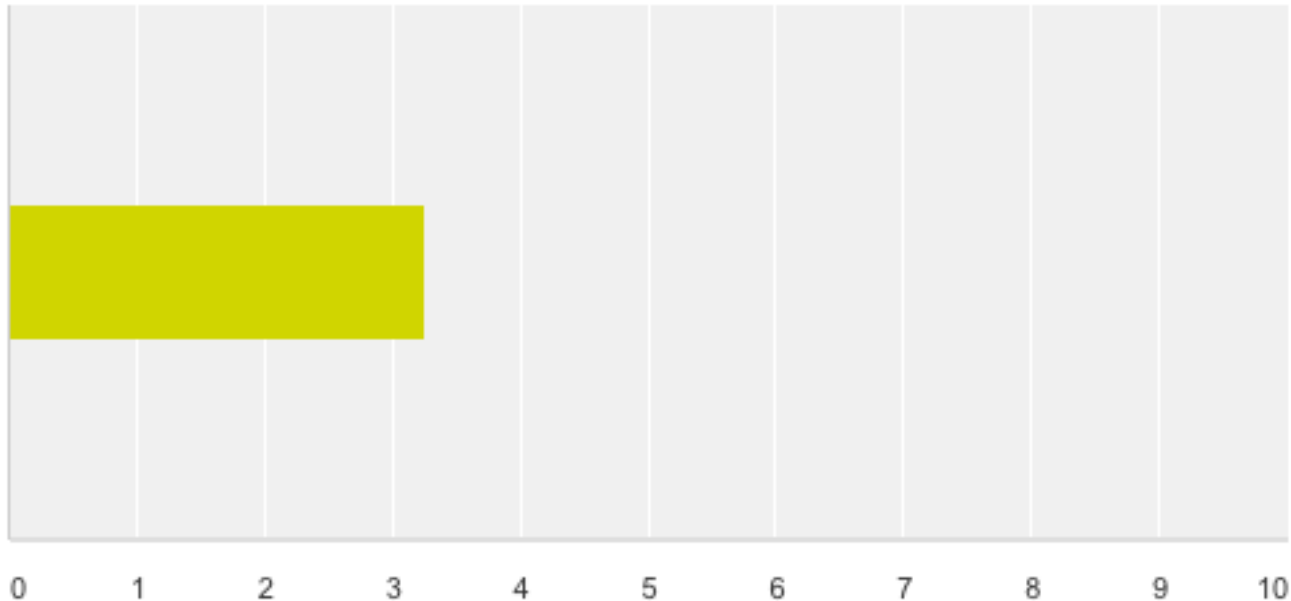
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
37.50%	0.00%	0.00%	25.00%	37.50%

There were polar responses to this statement. It appears that respondents are either very valued by their organization or they are not.

These responses are consistent with recent global research.

## Statement for Evaluation:

There is little to no integration of HR into the structure and function of your company.



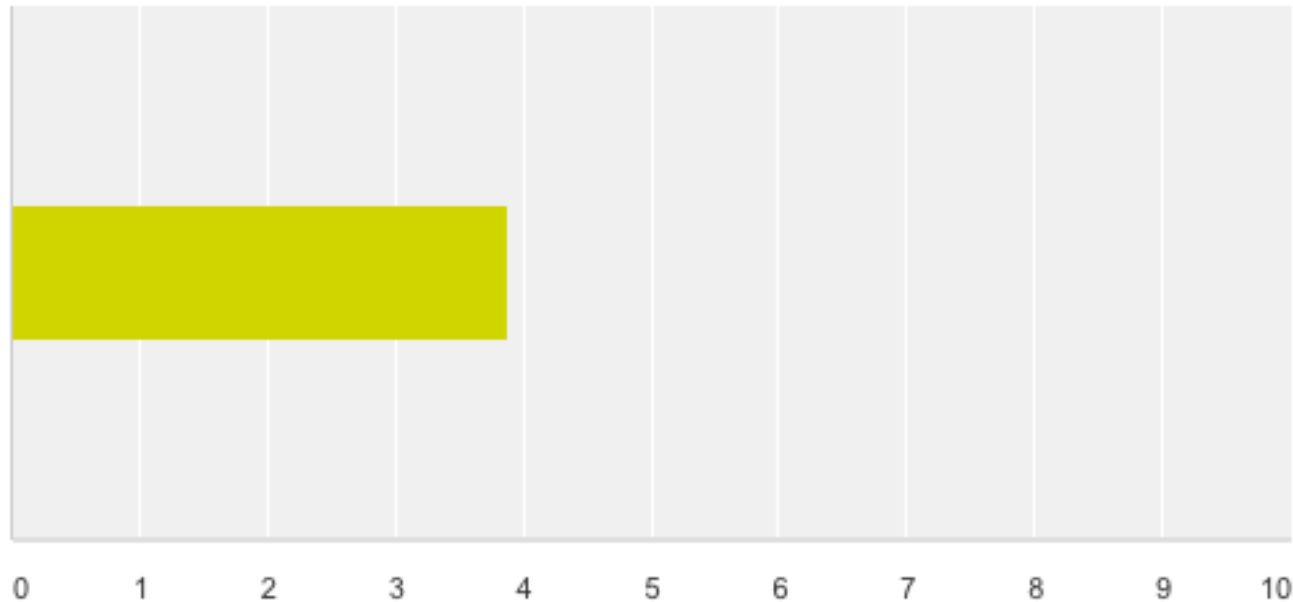
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0.00%	37.50%	12.50%	37.50%	12.50%

50% of respondents feel that there is little to no integration of HR into the business. This is Similar to the percentages reflected in recent global research.



## Statement for Evaluation:

Within each of the HR functions there is little integration – between talent management and performance management, organizational development and learning.

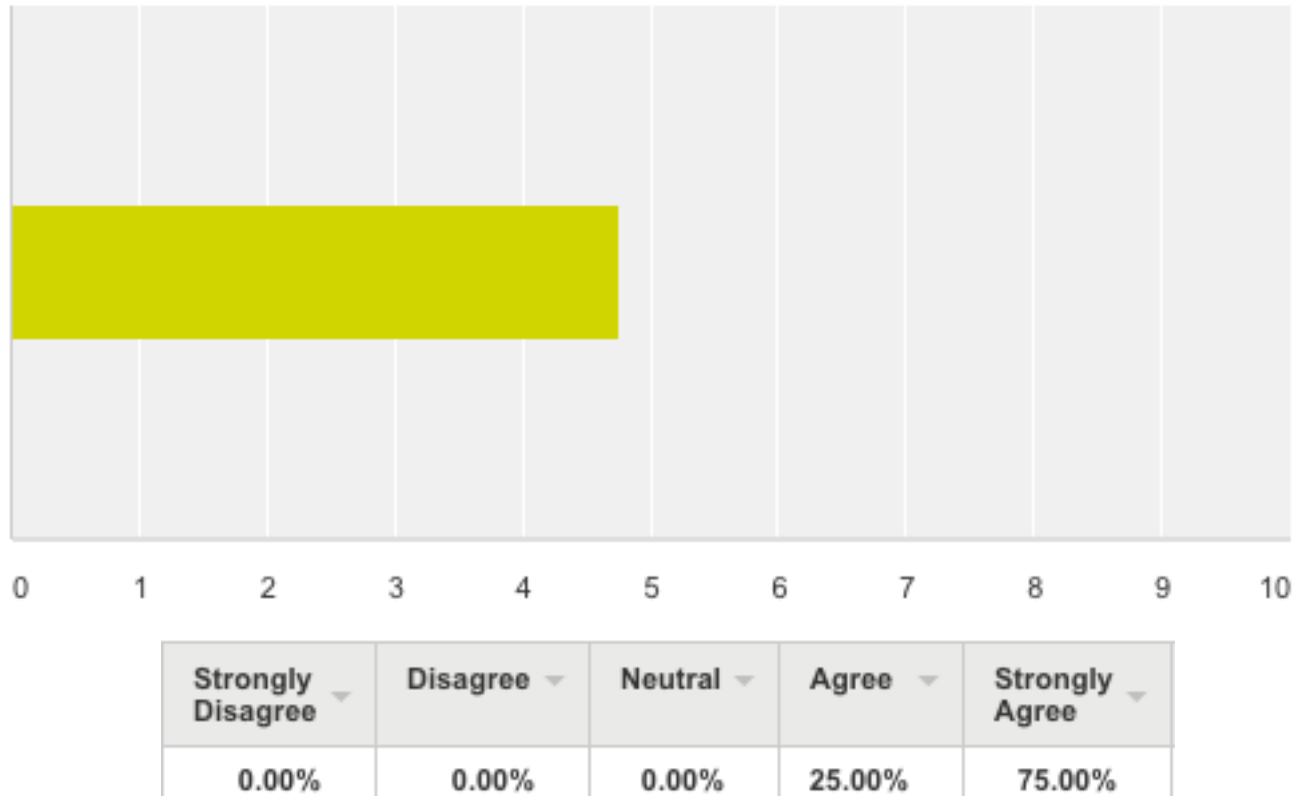


Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0.00%	37.50%	0.00%	0.00%	62.50%

2/3 of respondents strongly agree that there is little integration of functions within HR. This suggest that HR is aligned with the business but not aligned among themselves suggesting a silo structured, internally HR-focused operation not impactful in the business operations

## Statement for Evaluation:

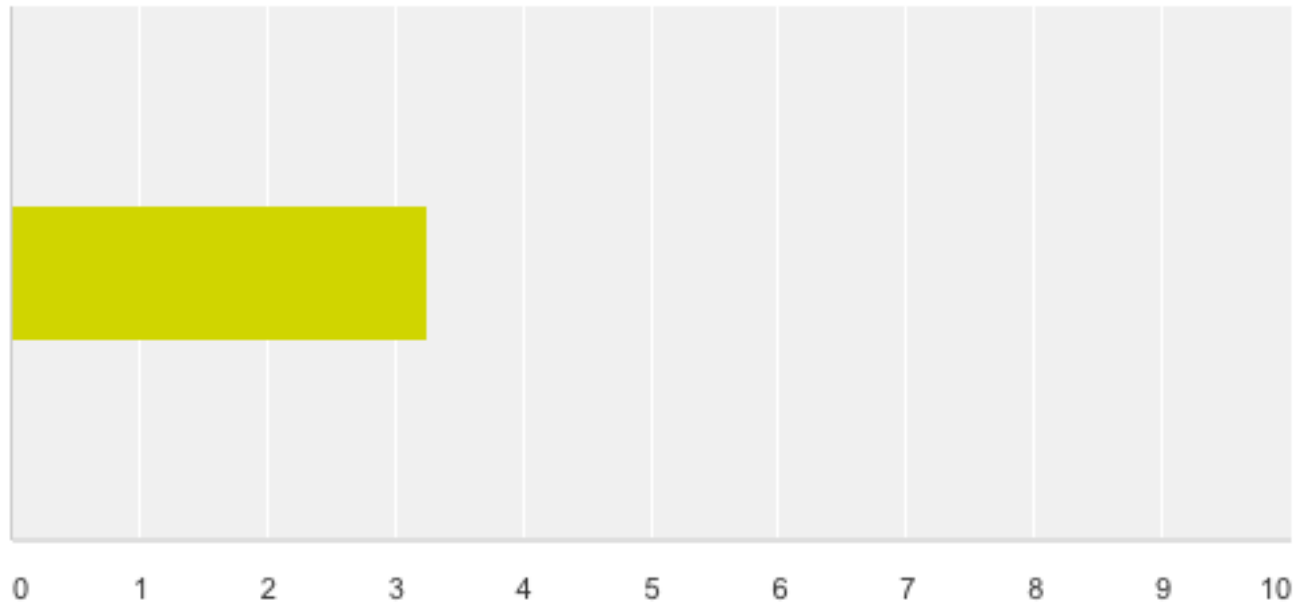
HR needs effective and integrated metrics to establish whether learning interventions truly add value.



There appears to be strong consensus that HR needs to measure the learning transfer effect of learning and development initiatives. Without metrics, there is no way to ensure the optimization of business impact from the cost of the learning initiatives.

## Statement for Evaluation:

Human Resources tends to act in isolation from key stakeholders of learning across department.

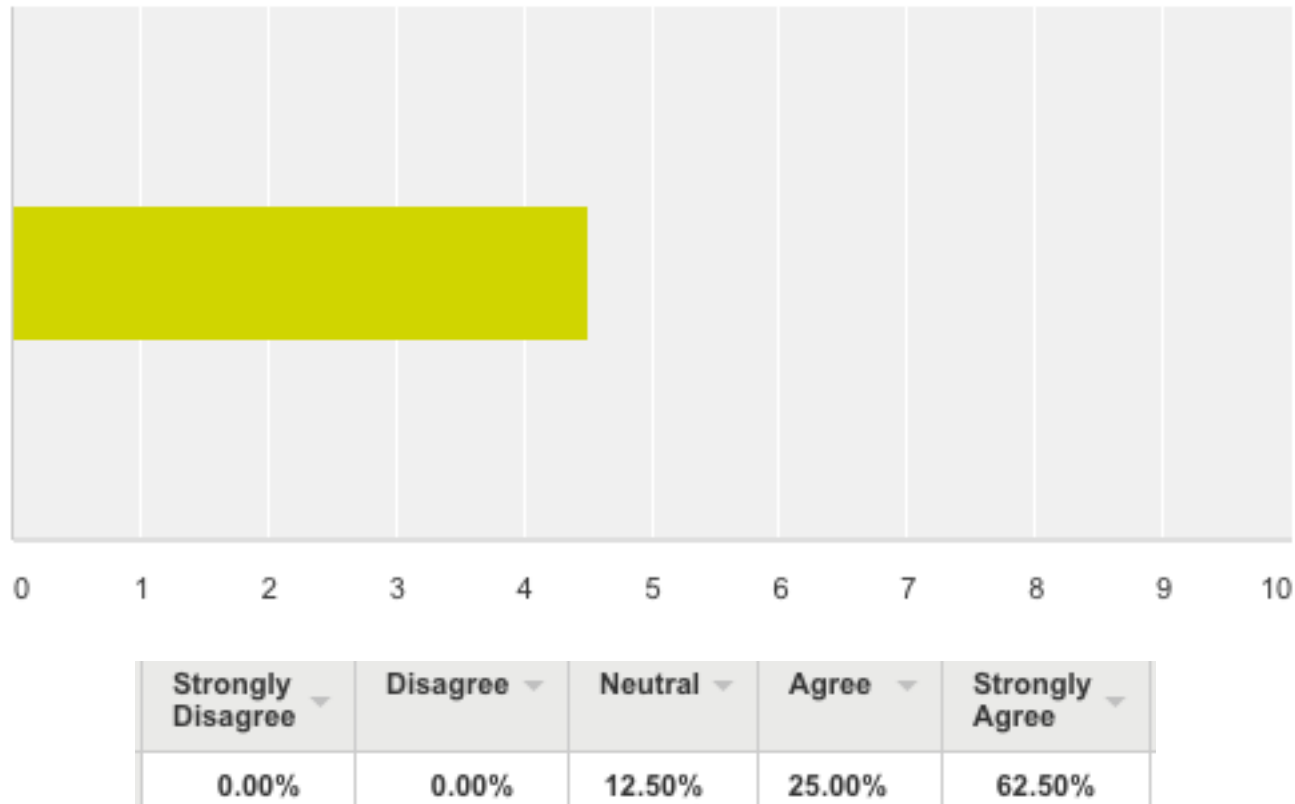


Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12.50%	12.50%	25.00%	37.50%	12.50%

While all categories scored on this question, 50% of respondents fell into the Agree – Strongly Agree categories, again, reflecting the sentiment that HR functions for HR and not for the value HR can demonstrate to the business. This will further disconnect HR from business issues.

## Statement for Evaluation:

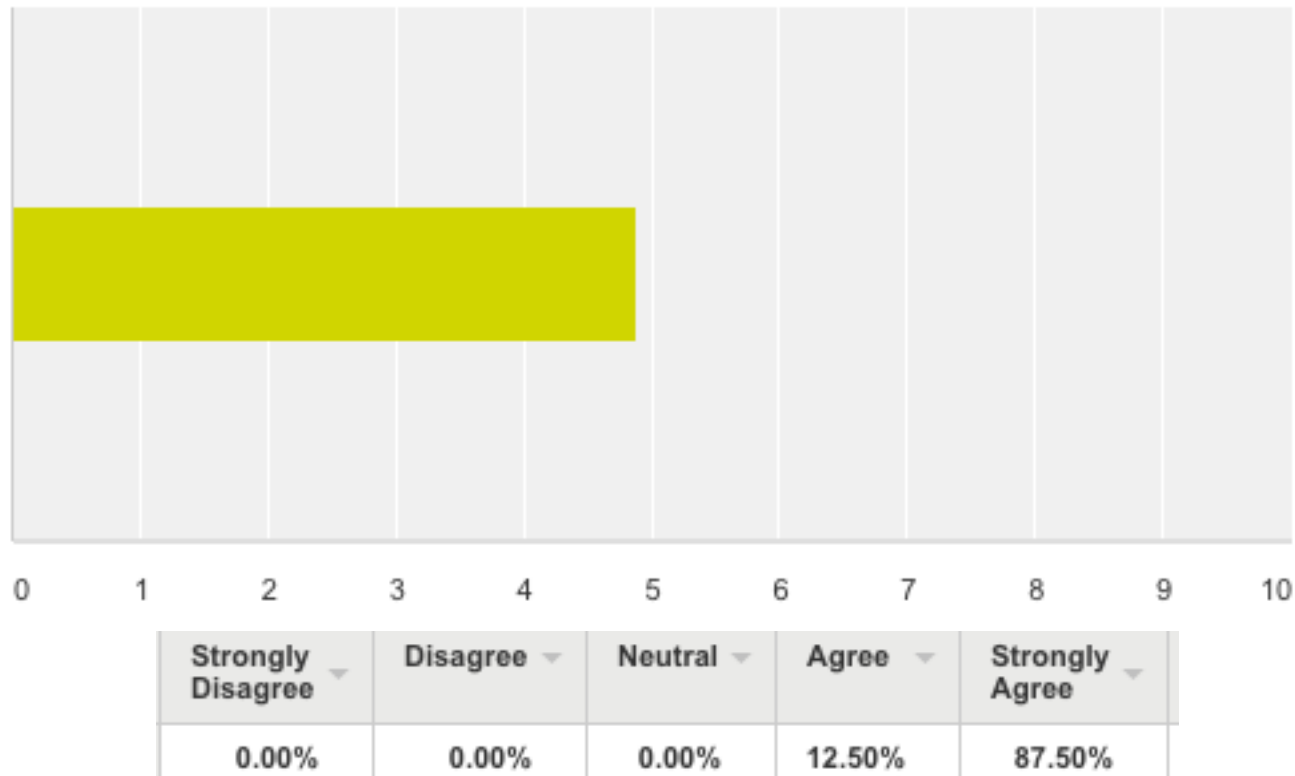
As people developers, HR needs to capture and ensure that people have meaning in their work and consider themselves to be empowered achievers delivering business success.



These responses agree with the positive side of this statement. If looked at in isolation, they reflect a strategic orientation. However, when evaluated in conjunction with former responses, these responses would appear more aspirational than existing best practice.

## Statement for Evaluation:

HR needs to speak the language of business.



100% of the respondents agree with this statement. This suggests that HR does, in fact, aspire to be involved with the business of the business. This statement, in isolation, appears positive. When evaluated in conjunction with former responses, it appears aspirational, and, consistent with recent global research.

# Overall Conclusions

- There appears to be an overall aspiration for HR to be integrated into the business.
- The responses suggest that while this is an aspiration, it is not currently embedded in practice as strongly as it should be.
- As long as HR remains unintegrated internally, it will have difficulty presenting itself to the business units in a strong, united way.
- The strong responses to the statement, *HR needs to speak the language of the business*, suggests that HR wants to be involved with the business aspirationally. However, other responses regarding integration into the business suggests that, in practice, a gap exists that must be bridged before true HR-business integration can take place.

Questions?

Joanne Flynn

**Phoenix Strategic Performance**

[www.phoenixstrategicperformance.com](http://www.phoenixstrategicperformance.com)

[jflynn@phoenixstrategicperformance.com](mailto:jflynn@phoenixstrategicperformance.com)