



Creating People Advantage 2023

EAPM webinar

DECEMBER 5, 2023



Agenda for today's Creating People Advantage Webinar

01	 Welcome & Introduction	~ 5 min	<ul style="list-style-type: none">• Berna Oztinaz, Board Member at WFPMA• Jens Baier, Managing Director & Senior Partner BCG
02	 Insights & Findings	~ 20 min	<ul style="list-style-type: none">• BCG study team
03	 Panel discussion incl. Q&A	~ 30 min	<ul style="list-style-type: none">• WFPMA experts from various country associations• BCG expert on People Strategy & HR
04	 Wrap-up	~ 5 min	<ul style="list-style-type: none">• Berna Oztinaz, Board Member at WFPMA• Jens Baier, Managing Director & Senior Partner BCG

Warm welcome from our hosts Even Bolstad, Jens Baier, Jens Baier and study lead Philipp Kolo



Berna Oztinaz
WFPMA Board Member,
EAPM Vice President



WFPMA
World Federation of People
Management Associations



Kai Helfritz
Moderator,
Manager at DGFP



Jens Baier
Managing Director and
Senior Partner



Fabio Tank
Principal



Set the Right People Priorities for Challenging Times

October 2023

By Jens Baier, Vinciane Beauchene, Julie Bedard, Jean-Michel Caye, Philipp Kolo, Fang Ruan,
Alexander Alonso, Anthony Ariganello, Kai Helfritz, Bob Morton, Lucas van Wees, and Wilson Wong



Creating
People
Advantage
Study 2023

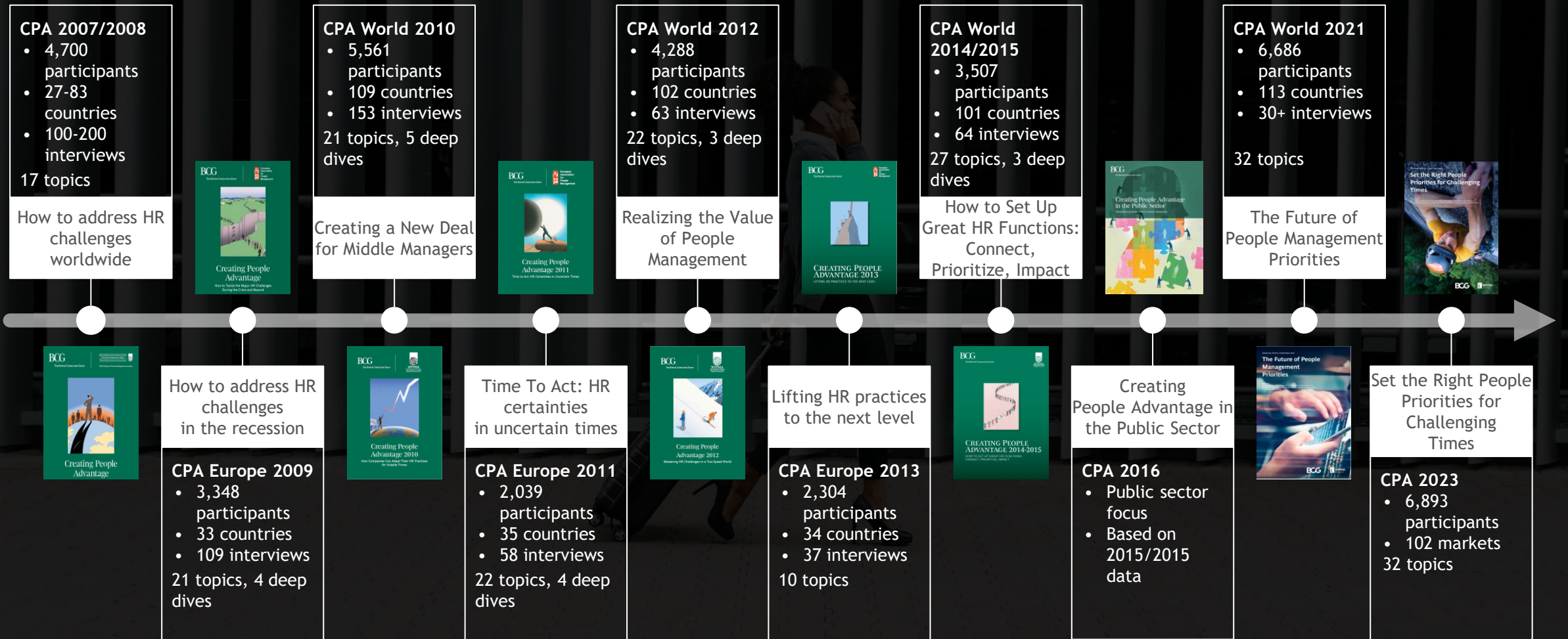


... to holistically **assess the status quo** of topics that are the most urgent in terms of improving HR departments' capabilities around the globe.

... to provide **in-depth perspectives and best practice** on key topics for the HR function.

... to **enable HR leaders** to drive future business success.

As the largest HR study, it has a unique track record covering trends and challenges in people topics



Presentation of our insights and findings by the BCG study team



Jens Baier
Managing Director and
Senior Partner

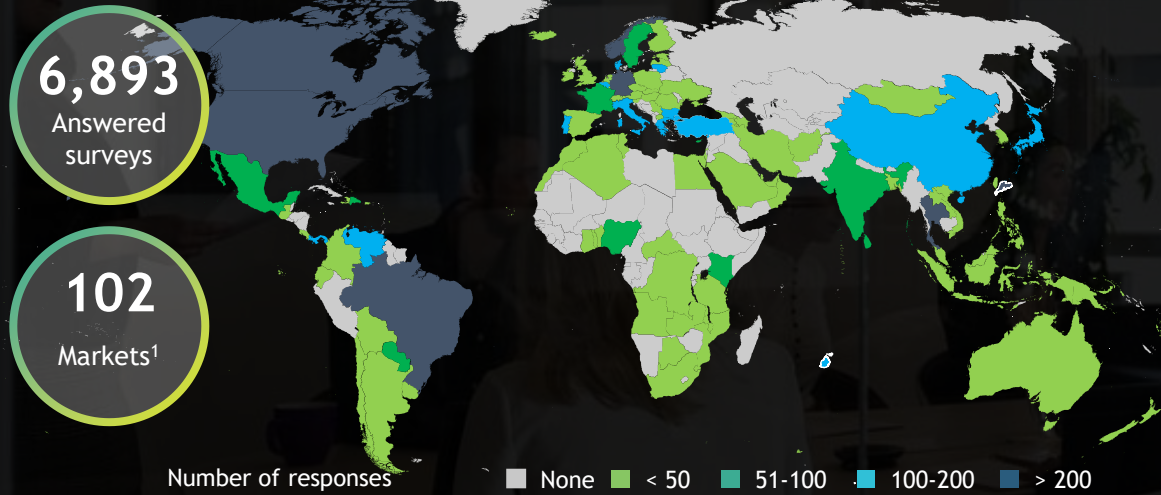


Fabio Tank
Principal



Creating People Advantage—A survey of 6,893 respondents in 102 markets

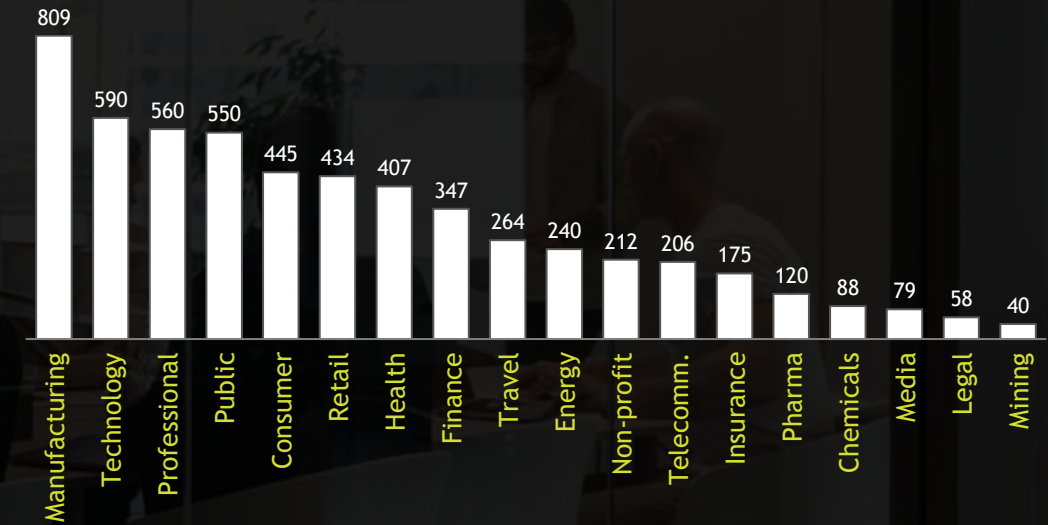
Geography



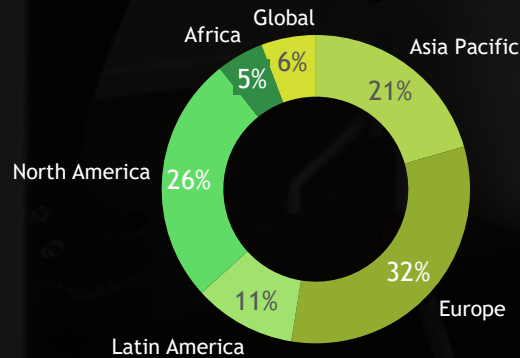
6,893
Answered surveys

102
Markets¹

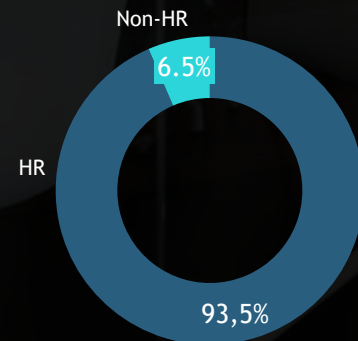
Industry split



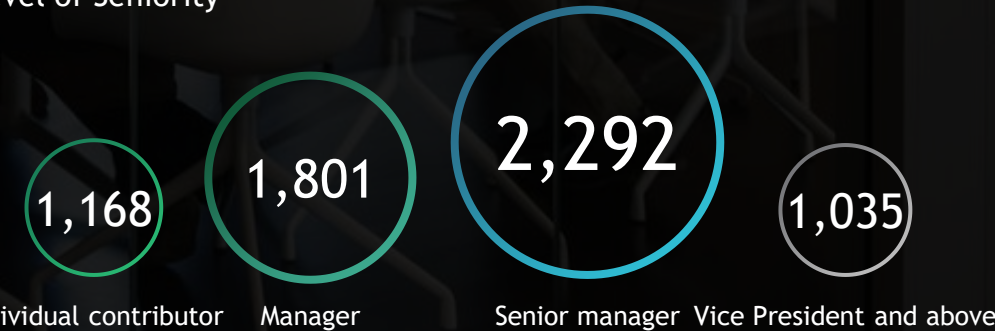
Regional split



Current position



Level of Seniority



Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,893).

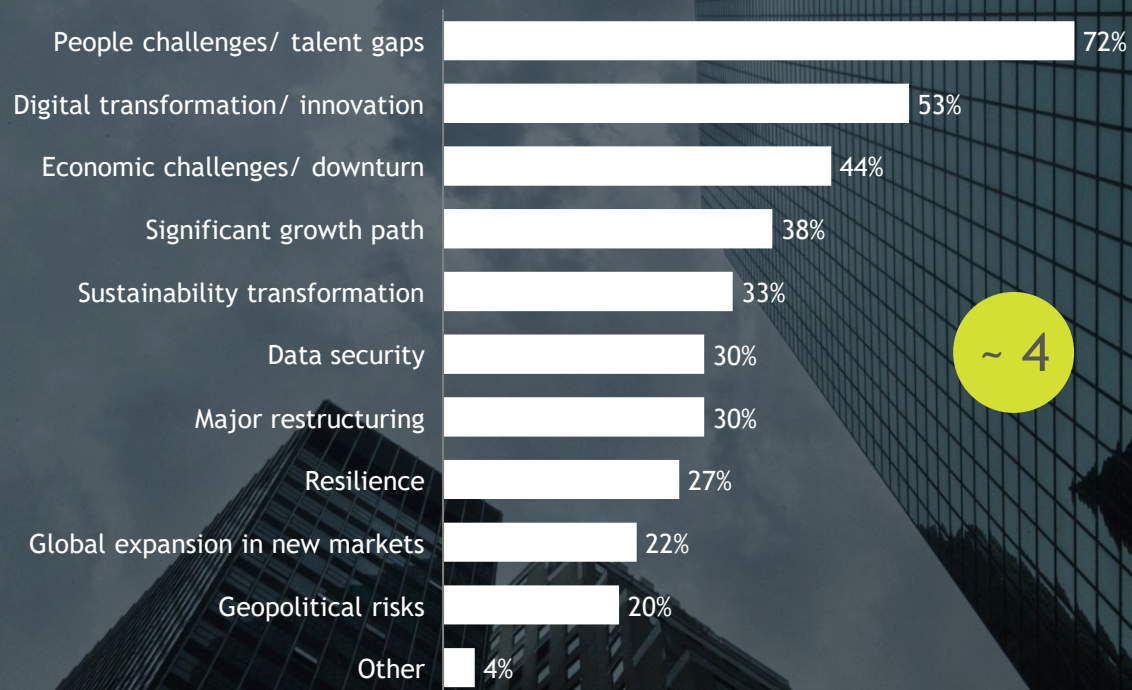
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

1. Responses from 100 countries and 102 markets - Taiwan, Hong Kong and Mainland China are grouped as The People's Republic of China.



“Managing challenging times”: Companies face multifold internal and external challenges

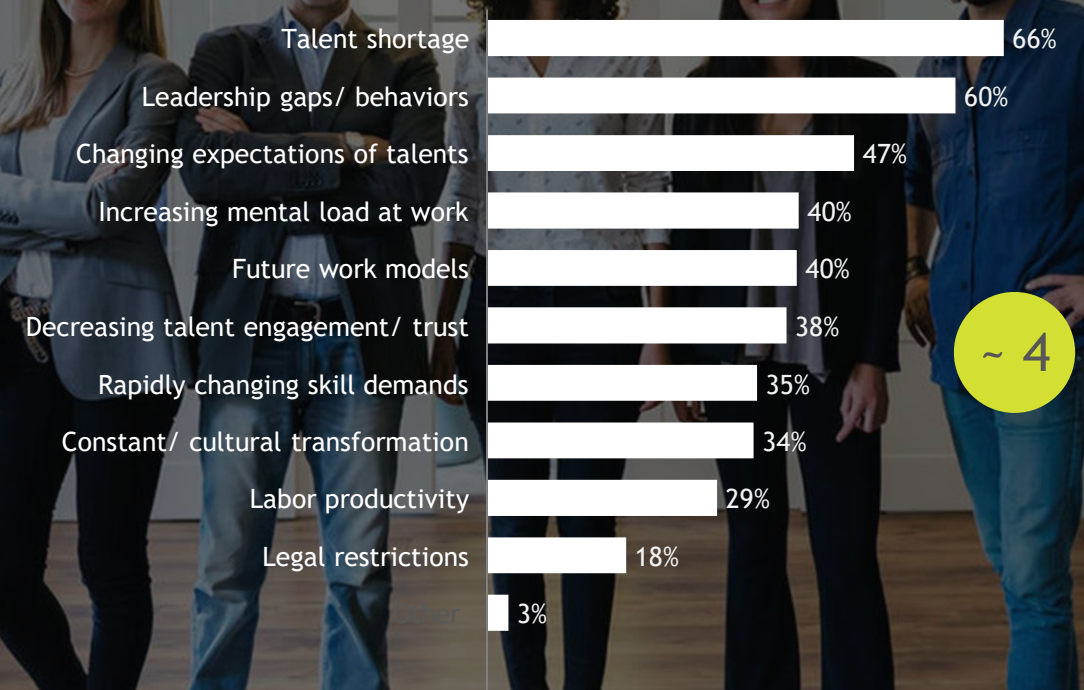
What are the biggest business challenges that your company is facing? Select all that apply



X Average numbers of challenges named per company

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,158).
Note: Agreement by answers “yes” or “no” to the listed hypotheses.

What are the biggest people challenges that your company is facing? Select all that apply





The analysis considered 32 HR and People Management topics in nine clusters

Clusters

HR and People Management Topics

People and HR Strategy, Planning and Analytics	People and HR Strategy	Strategic Workforce Planning (incl. job architecture & skills taxonomy)		People Analytics and Reporting	
Talent Acquisition	Employer Branding	Talent Sourcing Ecosystem	Recruiting Strategy and Process		Onboarding
People Development	Upskilling and Reskilling at Scale	Career Pathing	Top Talent Management		Staffing and Mobility Management
Performance, Rewards and Engagement	Performance Management		Rewards And Recognition		Employee Engagement And Well-being
Purpose, Behavior, Leadership and Culture Change	Purpose and Culture Activation	Change Management Capabilities	Leadership Behaviors and Development	Diversity, Equality and Inclusion Management	Sustainability and ESG Standards
Labor and Employee Relations	Policy Management		Employee Relations		Health and Safety
Organizational Transformation	Agile Principles	Organizational Development and Design	Flexible Work Schemes	Restructuring Management	Employee Journey Management
HR Tech Stack	HR IT Architecture, Operation and Cloud Software			HR Digital Solutions (e.g., HR Robotics)	
HR Operating Model	HR Organization and Governance		HR Shared Services		HR Staff Capabilities



Ranking of 32 topics for Future Importance

Ranking Future Importance	Ranking CPA '23	Ranking CPA '21	'23 vs. '21
People and HR Strategy	1	1	0 →
Leadership Behaviors and Development	2	2	0 →
Employee Engagement and Wellbeing	3	3	0 →
Employer Branding	4	6	2 ↑
Strategic Workforce Planning	5	5	0 →
Recruiting Strategy and Process	6	10	4 ↑
Purpose and Culture Activation	7	7	0 →
Change Management Capabilities	8	8	0 →
Upskilling and Reskilling at Scale	9	4	-5 ↓
Rewards and Recognition	10	17	7 ↑
Onboarding	11	13	2 ↑
Top Talent Management	12	14	2 ↑
Performance Management	13	11	-2 ↓
Health and Safety	14	9	-5 ↓
Talent Sourcing Ecosystem	15	21	6 ↑
Employee Relations	16	22	6 ↑
HR Staff Capabilities	17	15	-2 ↓
HR IT Architecture, Operation And Cloud Software	18	12	-6 ↓
People Analytics and Reporting	19	19	0 →
Flexible Work Schemes	20	16	-4 ↓
Organizational Development and Design	21	20	-1 ↓
Career Pathing	22	26	4 ↑
Diversity, Equality and Inclusion Management	23	18	-5 ↓
HR Organization and Governance	24	23	-1 ↓
Agile Principles	25	24	-1 ↓
Policy Management	26	29	3 ↑
Sustainability and ESG Standards	27	N/A	
Employee Journey Management	28	27	-1 ↓
Staffing and Mobility Management	29	28	-1 ↓
HR Digital Solutions	30	25	-5 ↓
Restructuring Management	31	30	-1 ↓
HR Shared Services	32	31	-1 ↓

■ High Importance ■ Somewhat High Importance

Key highlights

- Future importance rank of **Rewards and recognition, Talent sourcing ecosystem** and **Employee relations** are increased the most compared to 2021
- Future importance rank of **HR IT, Upskilling and reskilling, Health and safety, DEI management** and **HR digital solutions** decreased the most compared to 2021

Note: Ranked by highest number of responses in “high” and “somewhat high”.

Advanced AI HR solutions has not been ranked in 2023.

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Ranking of 32 topics for Future Importance

Ranking Future Importance	Ranking Europe	Ranking Global	Europe vs. Global
People & HR strategy	1	1	0 →
Employee engagement & well-being	2	3	1 ↑
Leadership behaviors & development	3	2	-1 ↓
Employer branding	4	4	0 →
Onboarding	5	11	6 ↑
Change management capabilities	6	8	2 ↑
Purpose & culture activation	7	7	0 →
Strategic workforce planning	8	5	-3 ↓
Recruiting strategy & process	9	6	-3 ↓
Upskilling & reskilling at scale	10	9	-1 ↓
Flexible work schemes	11	20	9 ↑
Rewards & recognition	12	10	-2 ↓
Health & safety	13	14	1 ↑
HR IT architecture & operation & cloud software	14	18	4 ↑
Sustainability & ESG standards	15	27	12 ↑
Talent sourcing ecosystem	16	15	-1 ↓
People analytics & reporting	17	19	2 ↑
Diversity, equity & inclusion mgmt	18	23	5 ↑
HR staff capabilities	19	17	-2 ↓
Organizational development & design	20	21	1 ↑
Top talent management	21	12	-9 ↓
Career pathing	22	22	0 →
Performance management	23	13	10 ↓
HR organization & governance	24	24	0 →
Employee relations	25	16	-9 ↓
Employee journey management	26	28	2 ↑
Agile principles	27	25	-2 ↓
HR digital solutions (e.g., HR robotics)	28	30	2 ↑
Staffing & mobility mgmt	29	29	0 →
Restructuring management	30	31	1 ↑
Policy management	31	26	-5 ↓
HR shared services	32	32	0 →

■ High Importance ■ Somewhat High Importance

Europe vs. Global results

- Future importance of **Sustainability & ESG standards** ranked significantly (10+ ranking position change) higher
- Future importance of **Performance management** ranked significantly lower (10+ ranking position change)

Ranking of 32 topics for Current Capabilities

Ranking Current Capabilities	Ranking CPA '23			Ranking CPA '21			'23 vs. '21
Health and Safety	22%	30%	52%	1	1	0	⇒
Employee Relations	18%	33%	51%	2	2	0	⇒
Policy Management	17%	31%	48%	3	3	0	⇒
People and HR Strategy	14%	30%	44%	4	4	0	⇒
Employer Branding	16%	28%	43%	5	8	3	↑
Flexible work schemes	17%	26%	43%	6	21	15	↑
Purpose and Culture Activation	14%	28%	42%	7	10	3	↑
Recruiting Strategy and Process	13%	28%	42%	8	5	-3	↓
Employee Engagement and Well-being	15%	26%	42%	9	6	-3	↓
Onboarding	15%	26%	41%	10	7	-3	↓
Performance Management	13%	27%	40%	11	9	-2	↓
HR Staff Capabilities	13%	27%	40%	12	11	-1	↓
HR Organization and Governance	12%	27%	39%	13	17	4	↑
Rewards and Recognition	13%	25%	38%	14	13	-1	↓
Leadership Behaviors and Development	12%	24%	35%	15	15	0	⇒
Diversity, Equality and Inclusion Management	12%	22%	34%	16	16	0	⇒
Upskilling and Reskilling at Scale	10%	24%	34%	17	12	-5	↓
Strategic Workforce Planning	10%	23%	33%	18	14	-4	↓
Talent Sourcing Ecosystem	10%	22%	32%	19	28	9	↑
Change Management Capabilities	10%	22%	32%	20	18	-2	↓
Organizational Development And Design	9%	22%	32%	21	20	-1	↓
Top Talent Management	10%	21%	31%	22	19	-3	↓
HR Shared Services	10%	21%	31%	23	26	3	↑
People Analytics and Reporting	10%	20%	30%	24	22	-2	↓
Agile Principles	9%	21%	29%	25	29	4	↑
HR IT Architecture, Operation and Cloud Software	10%	19%	29%	26	27	1	↑
Sustainability and ESG Standards	10%	18%	28%	27	N/A		
Restructuring Management	9%	19%	28%	28	25	-3	↓
Career Pathing	8%	19%	28%	29	31	2	↑
Staffing and Mobility Management	8%	19%	27%	30	23	-7	↓
Employee Journey Management	7%	16%	23%	31	30	-1	↓
HR Digital Solutions	7%	12%	19%	32	32	0	⇒

■ High Importance ■ Somewhat High Importance

Key highlights

- Current capabilities rank of **Flexible Work schemes and Talent Sourcing Ecosystem** increased the most compared to 2021
- Current capabilities rank of **Upskilling and reskilling as well as Staffing and mobility management** decreased the most compared to 2021

Note: Ranked by highest number of responses in “high” and “somewhat high”.
 Advanced AI HR solutions has not been ranked in 2023.
 Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Ranking of 32 topics for Current Capabilities

Ranking Current Capabilities	Ranking Europe			Ranking Global			Europe vs. Global		
Health & safety	23%	37%	61%	1	1	0	→		
Employee relations	15%	38%	53%	2	2	0	→		
Policy management	14%	35%	49%	3	3	0	→		
Flexible work schemes	17%	32%	49%	4	6	2	↑		
Employee engagement & well-being	14%	31%	46%	5	9	4	↑		
Onboarding	14%	31%	45%	6	10	4	↑		
Recruiting strategy & process	12%	33%	45%	7	8	1	↑		
People & HR strategy	12%	32%	43%	8	4	-4	↓		
Purpose & culture activation	12%	30%	41%	9	7	-2	↓		
Employer branding	11%	28%	39%	10	5	-5	↓		
Performance management	10%	29%	39%	11	11	0	→		
HR staff capabilities	9%	29%	38%	12	12	0	→		
Rewards & recognition	10%	28%	37%	13	14	1	↑		
HR organization & governance	8%	30%	37%	14	13	-1	↓		
Diversity, equity & inclusion mgmt	11%	26%	37%	15	16	1	↑		
Leadership behaviors & development	10%	26%	36%	16	15	-1	↓		
Sustainability & ESG standards	9%	25%	34%	17	27	10	↑		
Upskilling & reskilling at scale	7%	26%	33%	18	17	-1	↓		
Top talent management	8%	23%	30%	19	22	3	↑		
Organizational development & design	7%	23%	30%	20	21	1	↑		
Change management capabilities	7%	22%	30%	21	20	-1	↓		
People analytics & reporting	7%	22%	30%	22	24	2	↑		
Restructuring management	7%	22%	29%	23	28	5	↑		
Strategic workforce planning	7%	22%	28%	24	18	-6	↓		
HR shared services	7%	21%	28%	25	23	-2	↓		
Staffing & mobility mgmt	6%	21%	27%	26	30	4	↑		
Talent sourcing ecosystem	7%	20%	27%	27	19	-8	↓		
Agile principles	6%	20%	26%	28	25	-3	↓		
HR IT architecture & operation & cloud software	7%	19%	26%	29	26	-3	↓		
Employee journey management	5%	19%	25%	30	31	1	↑		
Career pathing	5%	18%	24%	31	29	-2	↓		
HR digital solutions (e.g., HR robotics)	5%	13%	17%	32	32	0	→		

■ High Importance ■ Somewhat High Importance

Europe vs. Global results

- Current capabilities of **Sustainability & ESG standards** ranked significantly higher (10+ ranking position change) and **Restructuring management** ranked much higher (5+ ranking position change)
- Current capabilities of **Employer branding, Strategic workforce planning, and Talent sourcing ecosystem** ranked much lower (5+ ranking position change)

Note: Ranked by highest number of responses in “high” and “somewhat high”.
 Advanced AI HR solutions has not been ranked in 2023.
 Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).



Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



● Strong need to act

- 1 Leadership Behaviors and Development
- 2 Strategic Workforce Planning
- 3 Change Management Capabilities
- 4 Upskilling and Reskilling at Scale
- 5 Top Talent Management
- 6 Talent Sourcing Ecosystem
- 7 HR IT Architecture, Operation and Cloud Software
- 8 People Analytics and Reporting
- 9 Career Pathing

● Medium need to act

- 10 People and HR Strategy
- 11 Employee Engagement and Wellbeing
- 12 Employer Branding
- 13 Recruiting Strategy and Process
- 14 Purpose and Culture Activation
- 15 Rewards and Recognition
- 16 Onboarding
- 17 Performance Management
- 18 HR Staff Capabilities
- 19 Organizational Development and Design
- 20 Diversity, Equality and Inclusion Management
- 21 Agile Principles
- 22 Sustainability and ESG Standards
- 23 Employee Journey Management
- 24 Staffing and Mobility Management
- 25 HR Digital Solutions
- 26 Restructuring Management
- 27 HR Shared Services

● Low need to act

- 28 Health and Safety
- 29 Employee Relations
- 30 Flexible Work Schemes
- 31 HR Organization and Governance
- 32 Policy Management

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).
 Note: Based on answers “high” and “somewhat high”

5 key actions to take for decision makers

1

Unlock value through artificial intelligence



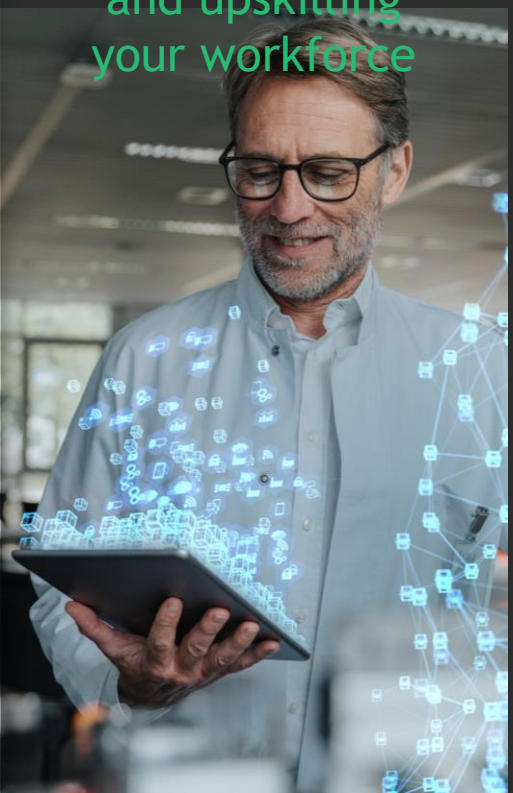
2

Accurately plan your talent supply and demand, leveraging data



3

Invest in reskilling and upskilling your workforce



4

Acquire the right talent



5

Focus on change management and organizational development



Our panelists today



Kai Helfritz
Moderator



Jean-Michel Caye
Managing Director and
Senior Partner, BCG



Even Bolstad
President
EAPM



Berna Öztınaz
Board Member
EAPM



Johanna Flanke
Human Resources Advisor
Wisory



David Ducheyne
Founder of
Otolith

Thanks for joining our Creating People Advantage Webinar!



Berna Oztinaz
WFPMA Board Member,
EAPM Vice President



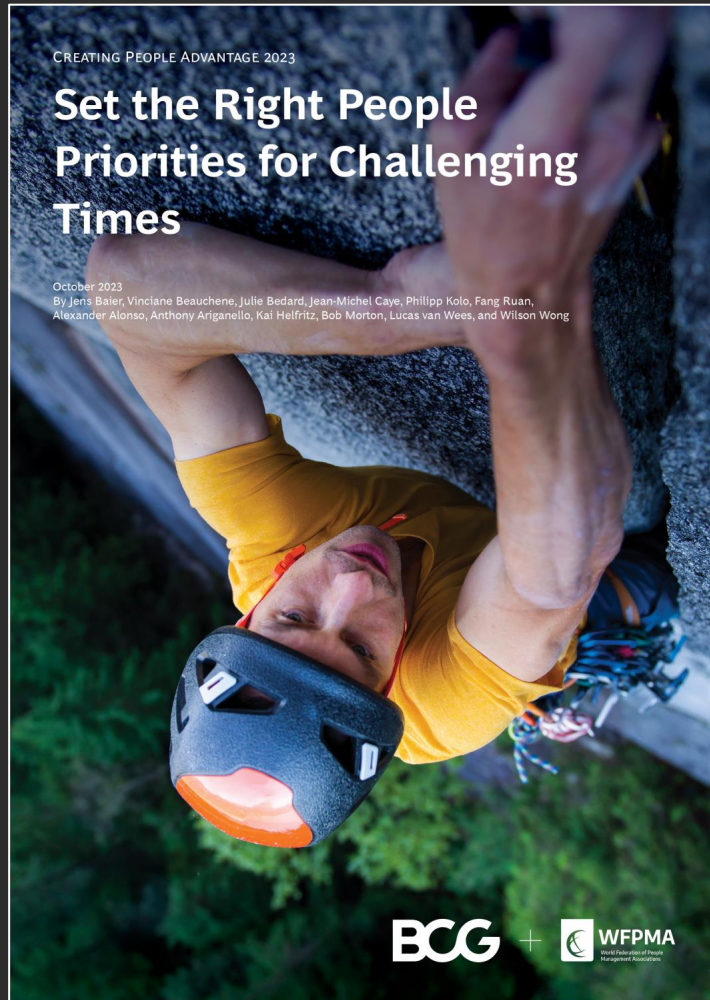
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Jens Baier
Managing Director and
Senior Partner



Creating People Advantage study was published on November 16th - how to get it?



- Participants of this teaser webinar series will get the report & the video recording of this webinar via e-mail
- Members of WFPMA country associations will receive the report via their association
- Online version of report and pdf download is available on <https://www.bcg.com/publications/collections/creating-people-advantage-reports>
- Or just write an e-mail to: creatingpeopleadvantage@bcg.com

A woman with red hair in a ponytail, wearing a blue suit and a face mask, is walking away from the camera in a modern office building lobby. She is carrying a folder or bag. In the background, another woman in a black dress and a light-colored coat is walking towards a glass revolving door. The building has large glass windows and columns. The text "Thank you for your participation!" is overlaid on the left side of the image.

Thank you for your participation!

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Cluster ranking across regions by Future Importance

Future Importance







Order by global ranking	Global	North America	Mid/South America	Europe	Africa	Asia Pacific
People & HR strategy, planning & analytics	1	3	2	1	3	1
Purpose, behavior, leadership & culture change	2	1	1	4	1	2
Performance rewards & engagement	3	2	5	2	6	9
Talent acquisition	4	5	4	3	4	7
People development	5	6	8	6	5	5
Digital and Information Technology	6	4	3	8	2	6
Labor & Employee relations	7	9	7	5	9	3
HR Operating Model	8	8	9	7	8	8
Organizational transformation	9	7	6	9	7	4
Number of responses	6,893	1,868	703	2,294	360	1,386

Low Importance High Importance

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,893)

Cluster ranking across regions by Current Capabilities

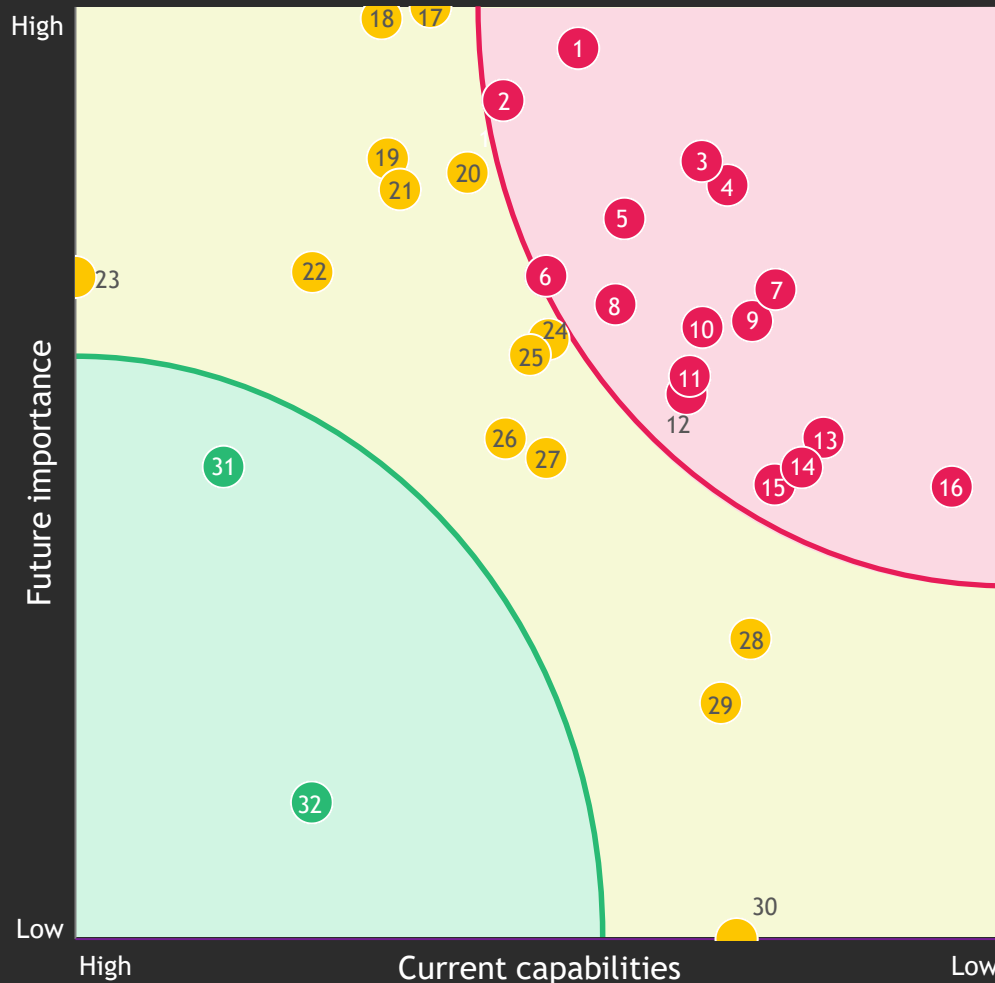
Current Capabilities

						
Order by global ranking	Global	North America	Mid/South America	Europe	Africa	Asia Pacific
Labor and employee relations	1	1	1	1	1	2
Performance, rewards and engagement	2	3	4	2	3	3
Talent acquisition	3	2	3	3	2	4
HR operating model	4	5	6	5	5	1
People & HR strategy, planning & analytics	5	4	2	6	4	5
Purpose, behavior, leadership & culture change	6	6	5	4	7	6
Organizational transformation	7	7	8	7	8	7
People development	8	8	7	8	6	8
HR Tech stack	9	9	9	9	9	9
Number of responses	6,893	1,868	703	2,294	360	1,386

Low Capability  High Capability

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,893)

Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



● Strong need to act

- 1 Leadership behaviors and development
- 2 Employer branding
- 3 Change management capabilities
- 4 Strategic workforce planning
- 5 Upskilling & reskilling at scale
- 6 Rewards & recognition
- 7 HR IT architecture & operation & cloud software
- 8 Sustainability & ESG standards
- 9 Talent sourcing ecosystem
- 10 People analytics & reporting
- 11 Organizational development & design
- 12 Top talent management
- 13 Career pathing
- 14 Employee journey management
- 15 Agile principles
- 16 HR digital solutions (e.g., HR robotics)

● Medium need to act

- 17 People & HR strategy
- 18 Employee engagement & well-being
- 19 Onboarding
- 20 Purpose & culture activation
- 21 Recruiting strategy & process
- 22 Flexible work schemes
- 23 Health & safety
- 24 Diversity, equity & inclusion mgmt
- 25 HR staff capabilities
- 26 Performance management
- 27 HR organization & governance
- 28 Staffing & mobility mgmt
- 29 Restructuring management
- 30 HR shared services

● Low need to act

- 31 Employee relations
- 32 Policy management

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,893, Europe total n = 2,294).
 Note: Based on answers “high” and “somewhat high”



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