

What **CEOs** expect from **HR** Practice Vs Theory

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What CEOs expect from HR



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What CEOs expect from HR

CEO

- Background
- Profile
 - Task Oriented
 - People Oriented
 - Strengths/weaknesses
- ...



HR

- Role
- Acceptability
- HR Director
 - Profile
 - Background
- ...

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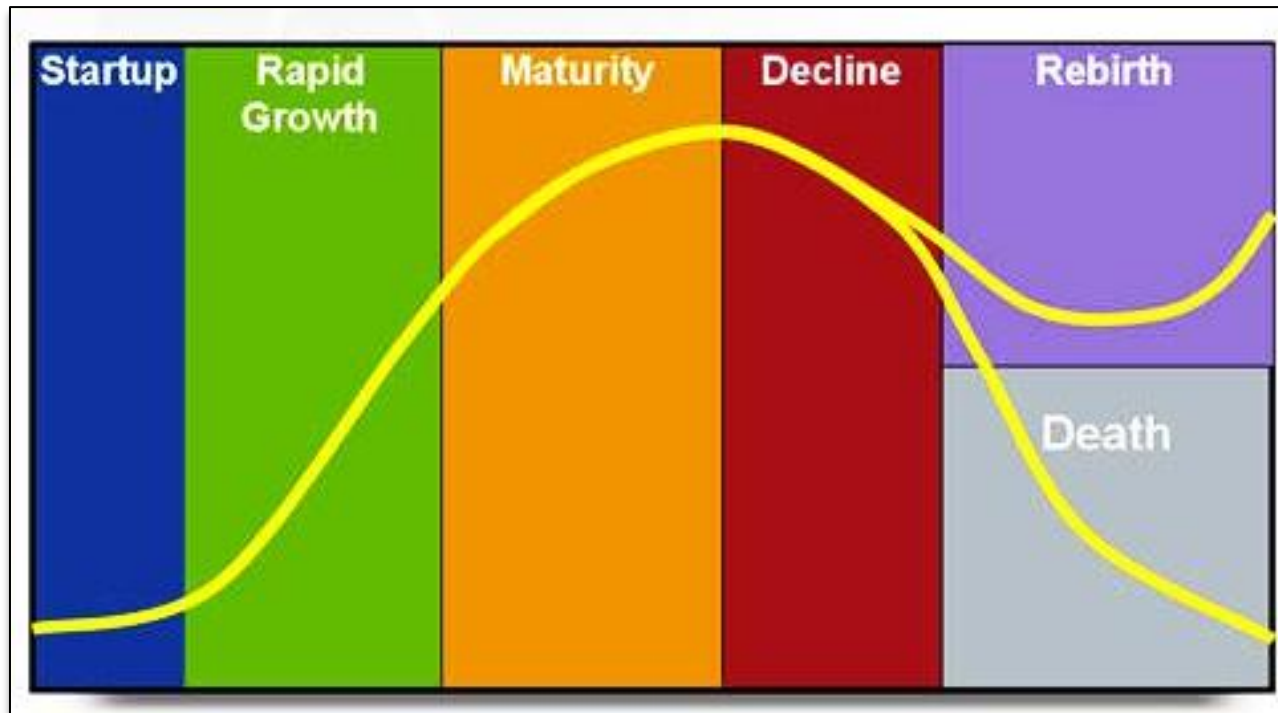
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Life Cycle of a Business/Economy



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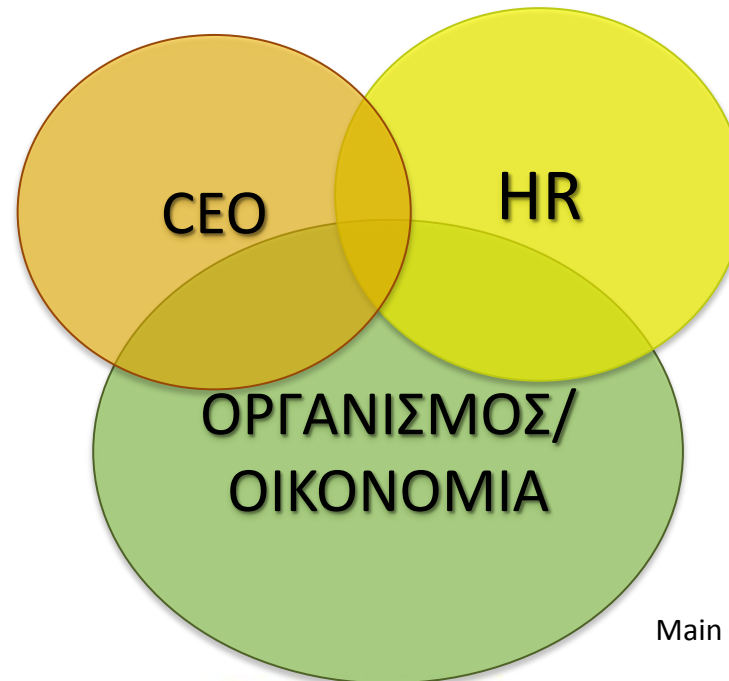
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ΤΕΛΙΚΑ...

...ΤΙ αναμένουν οι CEOs από το HR?

→ Είναι ένας ΣΥΝΔΥΑΣΜΟΣ των τριών διαστάσεων



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ΟΙ ΔΕΚΑ ΠΙΟ ΑΠΟΔΕΚΤΟΙ ΡΟΛΟΙ ΠΟΥ ΟΙ CEOs ΑΝΑΜΕΝΟΥΝ ΑΠΟ ΤΟ HR ΝΑ ΔΙΑΔΡΑΜΑΤΙΣΕΙ ΣΗΜΕΡΑ:



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Διαχείριση Ταλέντων

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- ☀ Αναζήτηση
- ☀ Προσέλκυση
- ☀ Ενσωμάτωση
- ☀ Διακράτηση



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PWC – Key Findings in Cyprus

Figure 1: Internal changes

Q: To what extent are you currently making changes, if any, in the following areas?

Cyprus Eurozone Global	Programme underway or completed			Concrete plans to implement change programmes			Developing strategy to change			Recognise the need to change		
Organisational structure/ design	26%	36%	35%	16%	19%	25%	10%	20%	21%	31%	11%	7%
Technology investments	26%	33%	35%	7%	20%	27%	14%	17%	19%	39%	16%	10%
Customer growth and retention strategies	34%	36%	34%	7%	21%	28%	11%	15%	20%	43%	19%	9%
Corporate governance	23%	29%	33%	14%	19%	17%	9%	12%	16%	34%	16%	8%
Talent strategies	23%	34%	32%	11%	20%	27%	20%	19%	22%	36%	18%	12%
Approach to managing risk	14%	27%	31%	16%	21%	22%	13%	18%	19%	36%	16%	11%
Investment in production capacity	20%	25%	30%	13%	18%	21%	9%	10%	14%	30%	12%	7%
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R&D and innovation capacity	23%	27%	27%	7%	21%	24%	6%	16%	22%	43%	20%	13%
Channels to market	19%	24%	25%	10%	20%	23%	9%	19%	23%	31%	15%	10%
Supply chain	14%	21%	24%	6%	18%	19%	7%	13%	21%	20%	12%	10%
M&A, joint ventures or strategic alliances	16%	22%	21%	11%	19%	20%	7%	19%	24%	24%	17%	13%
Location of key operations or headquarters	9%	17%	17%	7%	11%	12%	11%	10%	13%	11%	9%	9%

81%

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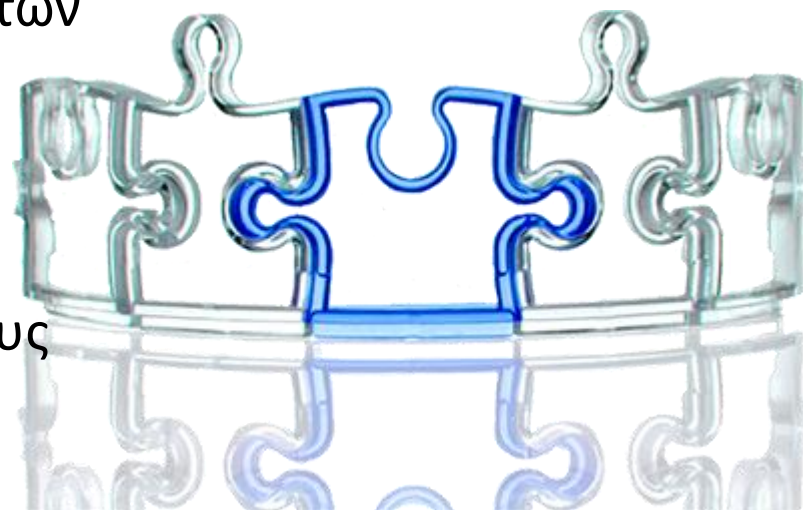
Προγράμματα Διαδοχής

2015

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Annual Conference

- ☀ Εντοπισμός στελεχών
- ☀ Αξιολόγηση πιθανών αντικαταστατών
- ☀ Συνεχής αξιολόγηση/ανάπτυξη υποψηφίων
- ☀ Επικοινωνία/επαφή με υποψηφίους
- ☀ Δημιουργία προοπτικών καριέρας (career path)



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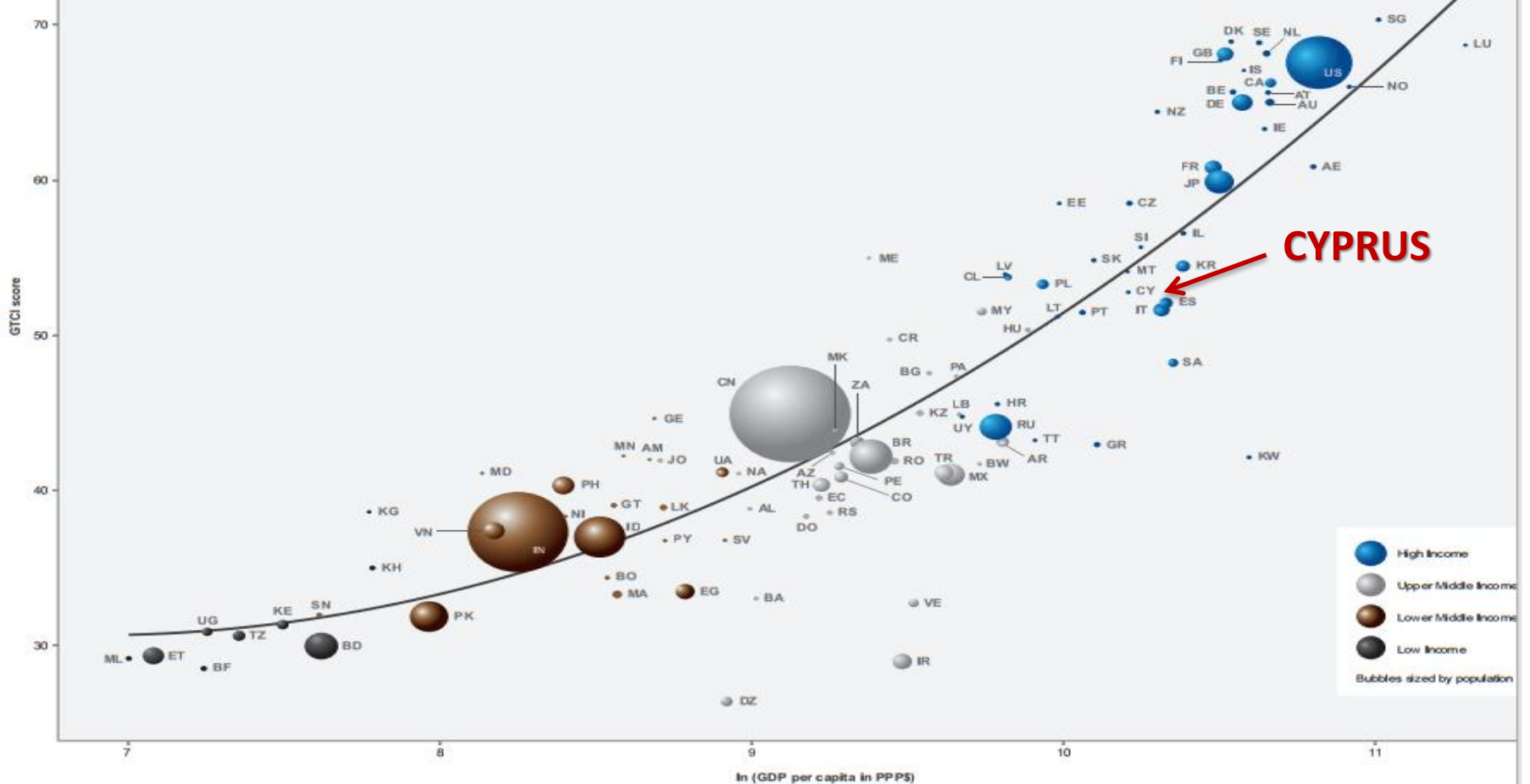


Global Talent Competitiveness Index

INSEAD Business School – 2013

2015

GTCI Scores vs Gross Domestic Product per Capita for 103 countries (2013)
(Clear relationship between talent competitiveness and national income)



The GTCI's TOP

INSEAD Business School – 2013



1 st Switzerland	4 th Sweden
2 nd Singapore	...
3 rd Denmark	33 rd Cyprus

Top nations pursue all angles of talent competitiveness in balanced way:

- ✱ Careful government policies
- ✱ Open competition & market flexibility
- ✱ Open talent markets with equal opportunities
- ✱ Development of talents through education & experience
- ✱ Retention of talents

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What about Cyprus

INSEAD Business School – 2013



- ✱ **33th** position among 103 countries
- ✱ Strong position on **growing** and **developing** talents
- ✱ Particularly attractive to foreign students

BUT

- ✱ Low position on growth opportunities
- ✱ Low position on lifelong learning
- ✱ Many top students go abroad but not attracted back to the island

WHY?

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WHY?

✿ **Reliance on professional management**

(Cyprus #91 alongside countries such as Ethiopia, Bolivia)

- Holders of senior business management positions are usually “Friends and relatives” regardless of merit rather than competent professional managers chosen for merit/qualifications, who will grow the business.
- Top GTCI nations have meritocracy clearly anchored in the culture.

✿ **Willingness to delegate authority**

(Cyprus #56, alongside countries such as China, India)

- one of the poorest in Europe.
- Small firm culture where top managers take all decisions, delegating little authority to others .
- Cypriots are clearly less willing to delegate authority and challenge.

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Crisis is a time of Opportunity

Opportunity for changes in the Cypriot Landscape:

- ✱ Bringing more **meritocracy** into the system
- ✱ Confronting with our own cultural roadblocks
- ✱ Attracting our own talents and invest/develop them
- ✱ Appointing/selecting the right professionals
- ✱ Providing challenge through delegation of authority



TIME FOR US TO CHANGE



- ☀ Δημιουργία/Προώθηση του «Brand Name»
- ☀ Δημιουργία Εργασιακής Κουλτούρας αξιών
- ☀ Εργασιακό Περιβάλλον με αξιοκρατία/διαφάνεια/προοπτικές
- ☀ HR ως μοντέλο εφαρμογής των εταιρικών αρχών

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Κοινή Κουλτούρα (4 Γενεές)

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- ☀ Επίδραση διαφορετικών γενεών
- ☀ Σύνδεση διαφορετικών νοοτροπιών
- ☀ Κτίσιμο ομάδας/επιλογή ατόμων
- ☀ Κατανόηση/διαχείριση των διαφορών
- ☀ Μοντέλο δέσμευσης/κουλτούρα



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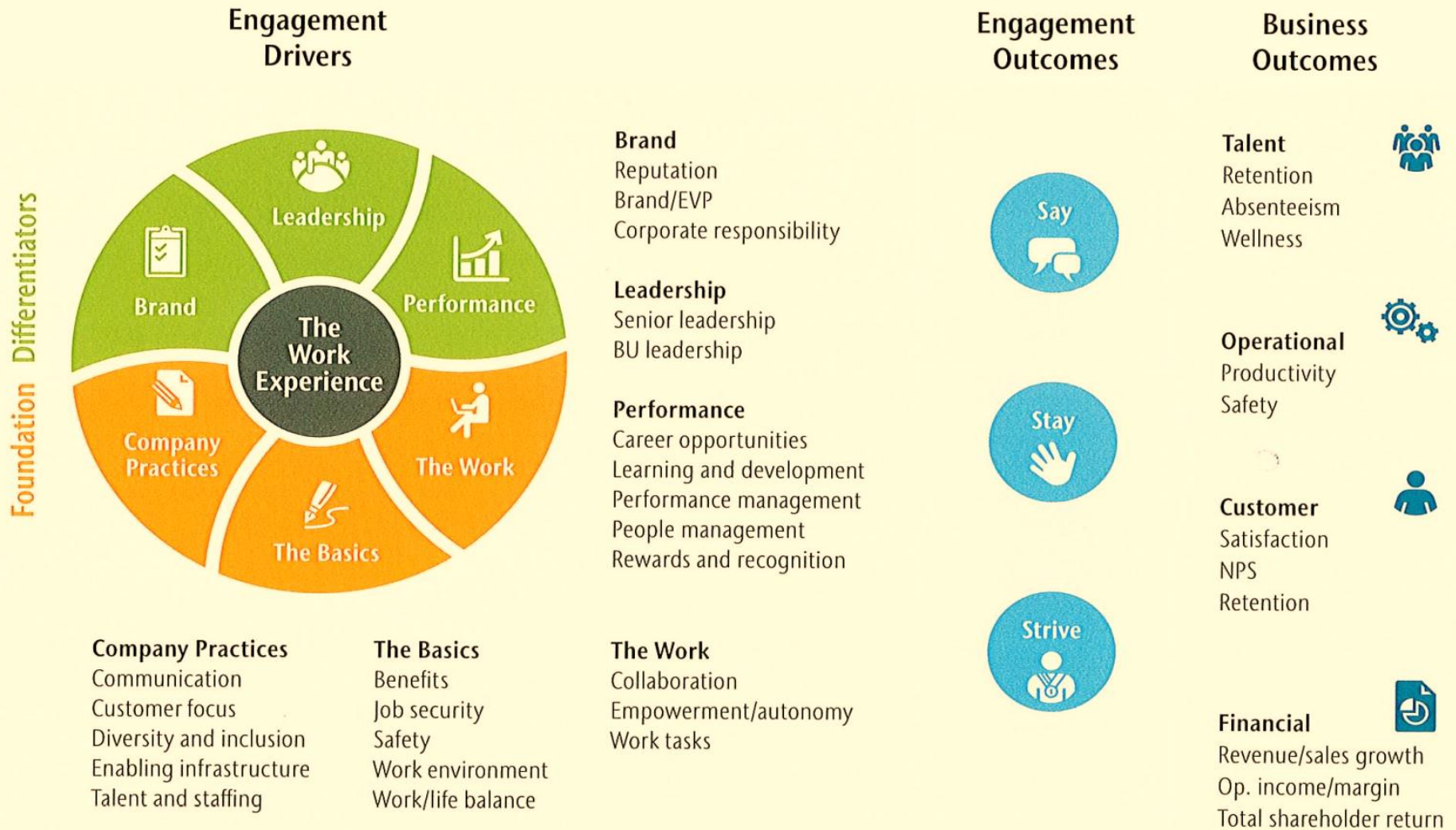
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The Aon Hewitt Employee Engagement Model:



- ✶ Επαφή με διευθυντικό προσωπικό
- ✶ Ενημέρωση για εξελίξεις
- ✶ Σχέση εμπιστοσύνης
- ✶ Επανατροφοδότηση/
Ανάπτυξη στελεχών



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Αξιοποίηση Μέσων Κοινωνικής Δικτύωσης

- ☀ Ενημέρωση/πληροφόρηση
- ☀ Εργαλείο δημιουργίας κουλτούρας
- ☀ Εργαλείο εκπαίδευσης
- ☀ Προσέλκυση ταλέντων
- ☀ Προώθηση εταιρικής εικόνας



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Ανάλυση δεδομένων & Προβλέψεις/Τάσεις αγοράς

- ☀ Κοινωνικές/Ανθρώπινες τάσεις
- ☀ Προληπτικές ενέργειες για προστασία του Οργανισμού
- ☀ Νομοθετικές Εξελίξεις/Εργασιακά
- ☀ Γνώσεις οικονομοτεχνικών μοντέλων

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Location of key operations or headquarters	9%	17%	17%	7%	11%	12%	11%	10%	13%	11%	9%	9%



Διαχείριση Αλλαγής

- ☀ Νέα μοντέλα/Οργανογράμματα
- ☀ Πρακτικές απλοποίησης διαδικασιών
- ☀ Σύμβουλοι αλλαγών
- ☀ Τεχνικές διαχείριση απόδοσης
- ☀ Διαχείριση προσδοκιών



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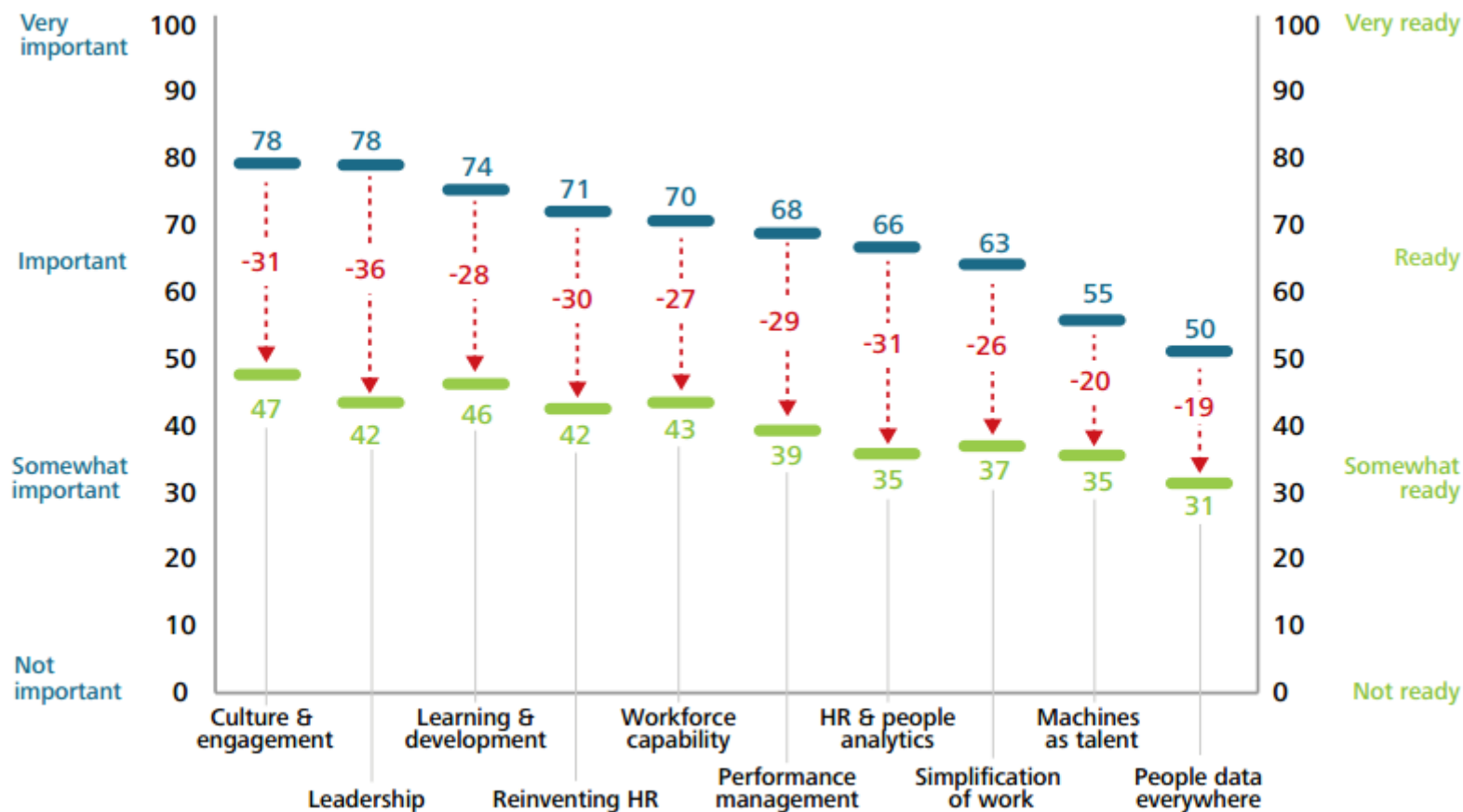
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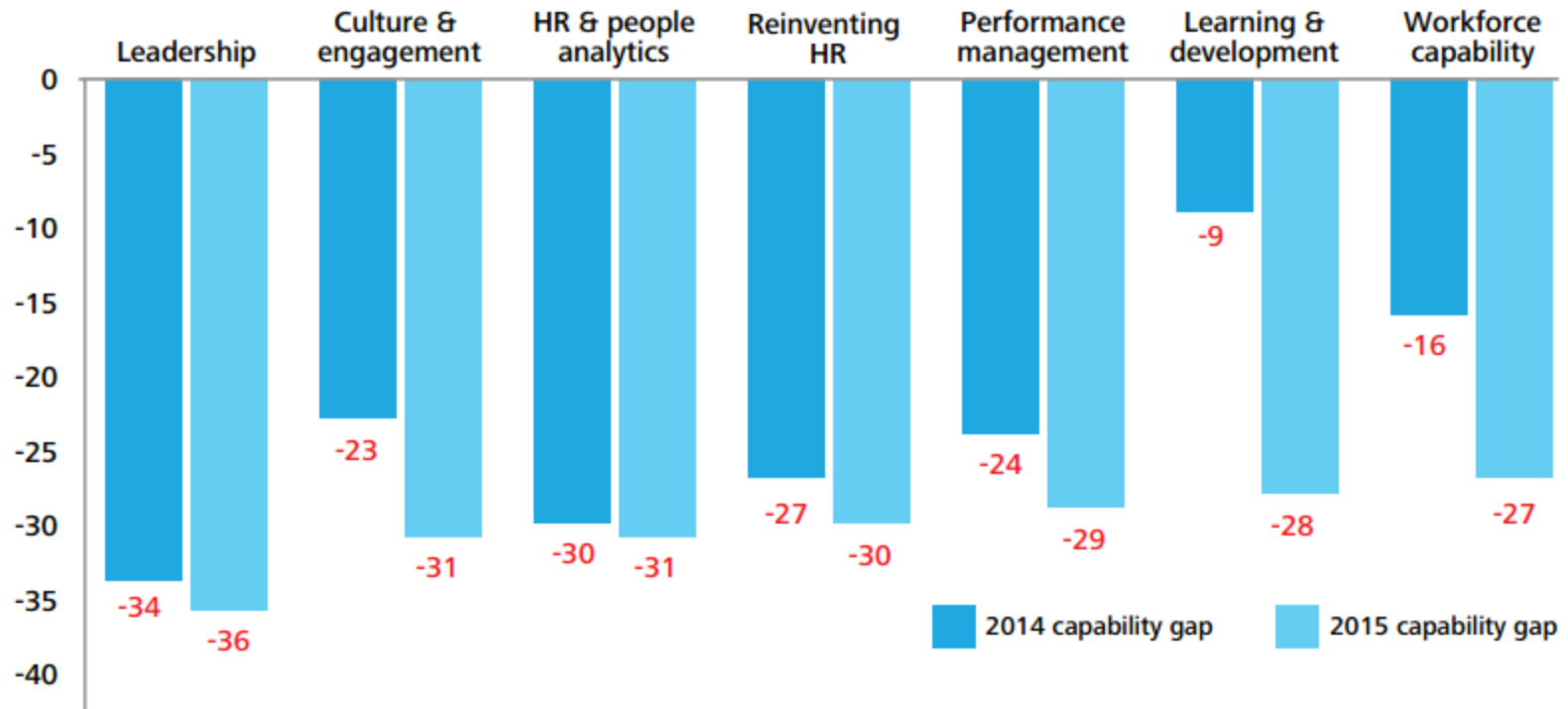
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TALENT TRENDS: GLOBAL IMPORTANCE VS READINESS



CAPABILITY GAPS IN SELECTED AREAS 2014 & 2015



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Coach/Mentor for CEO/Directors

- ☀ Έντονη παρουσία/εκτίμηση/αποδοχή
- ☀ Στρατηγικός συνεργάτης/σύμβουλος
- ☀ Επαγγελματική καθοδήγηση στελεχών
- ☀ Ενδυνάμωση στελεχών/ ανάπτυξη ικανοτήτων



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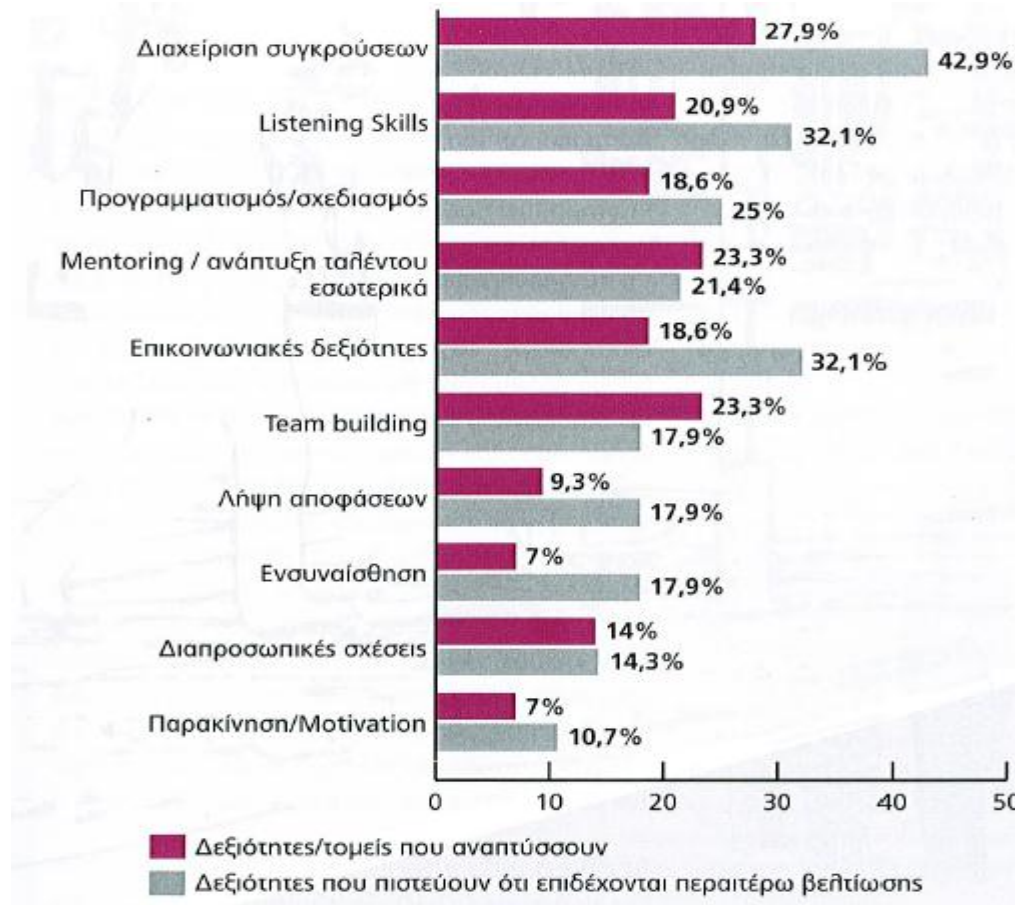


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Σε ποιους τομείς οι CEOs επιλέγουν το Coaching;



**Source: 2013
Executive Coaching
Survey, Stanford
University & Miles
Group**



2015

Ενημέρωση/Feedback από μέλη της ομάδας

- ☀ Απόψεις της ομάδας
- ☀ Θέματα που απασχολούν την ομάδα
- ☀ Προτεινόμενες λύσεις
- ☀ Εκπαίδευση/Ανάπτυξη



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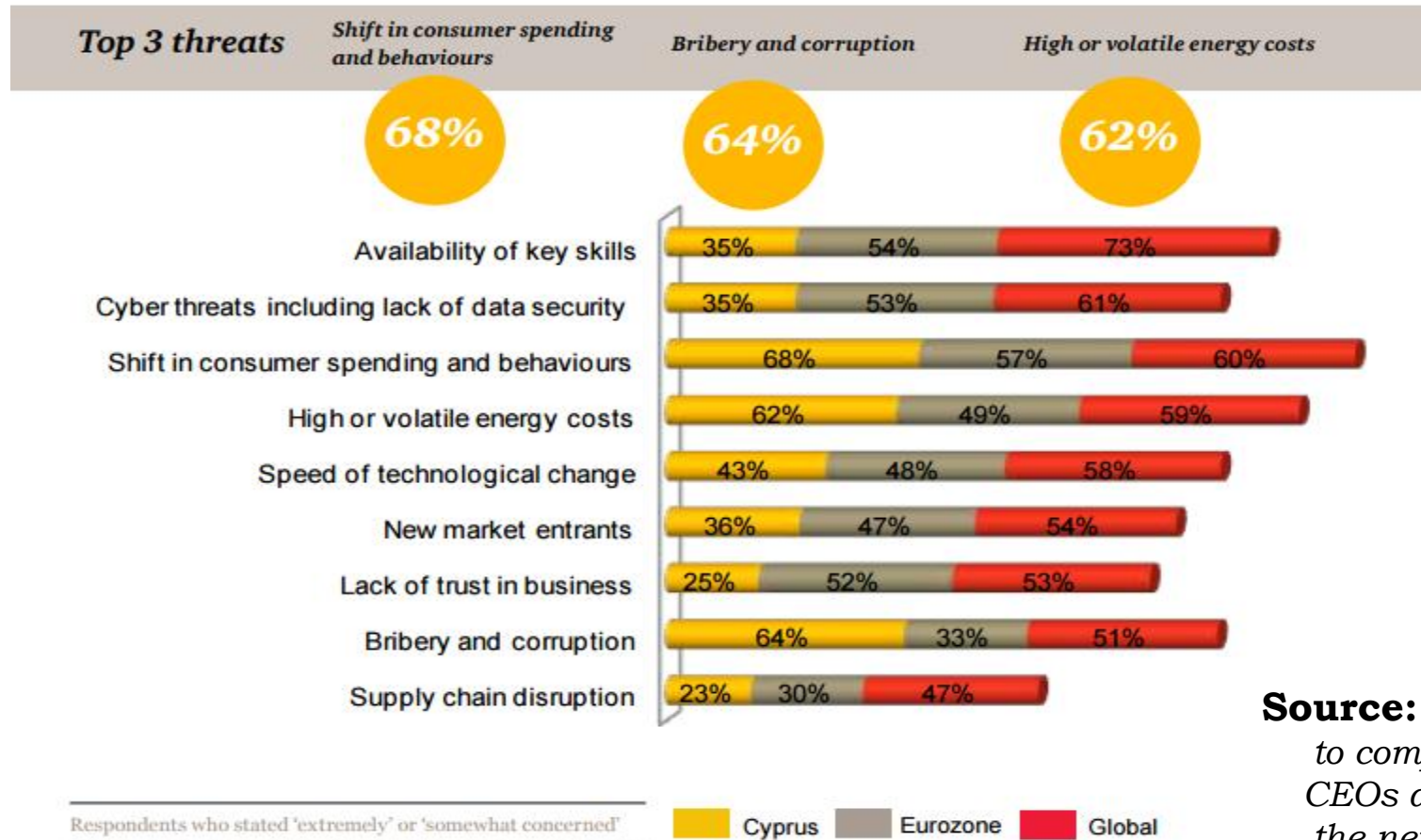


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Potential business threats

Q: How concerned are you about the following potential **business threats** to your organisation's growth prospects?



Source: *New ways to compete – How CEOs are shaping the new business environment*
March 2014

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ΤΕΛΙΚΑ...?



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