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Shaping HR's Response to Today's Market Realities

Christopher Armitage

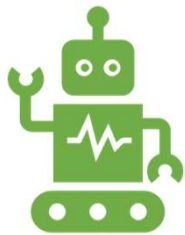


CHR
ASSOCIATION

Cyprus
Human Resource
Management Association

**ANNUAL
CONFERENCE
18 MAY 2023**
Ktima Kousioumi Oriental

I generally avoid presenting at conferences



robot

Hello, How can I assist you?



user

Write me a speech for an HR conference

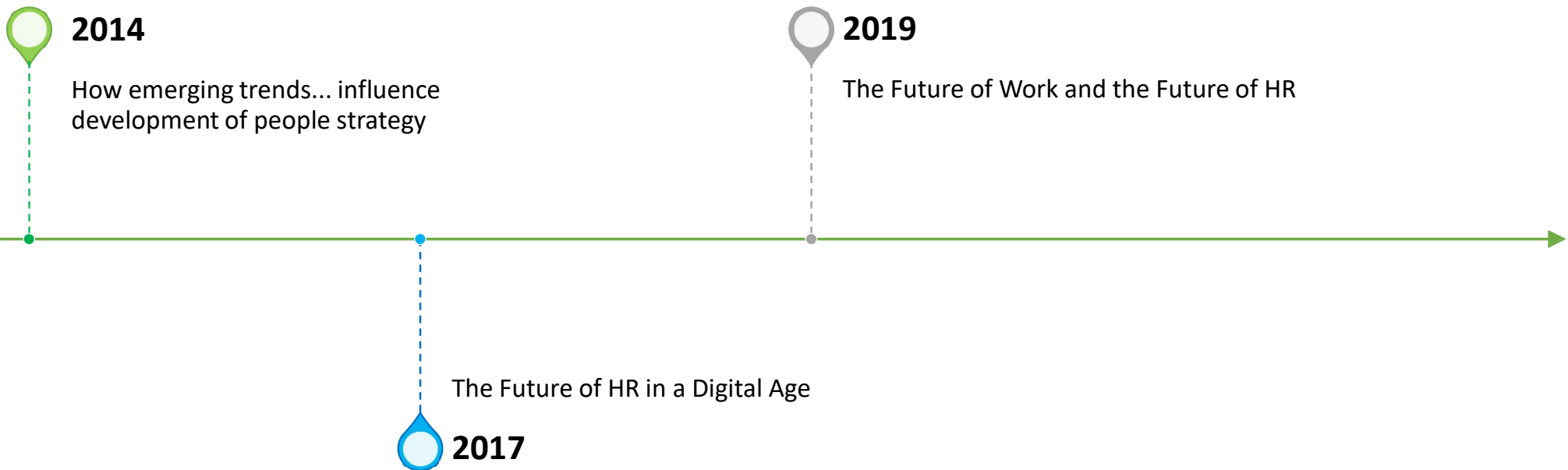


robot:

In today's world, the role of Human Resources has changed dramatically.

We must be strategic thinkers; we must constantly stay up to date with the latest trends, technologies and methodologies that can help us make informed decisions.

I learned you are already experts in 'the future'

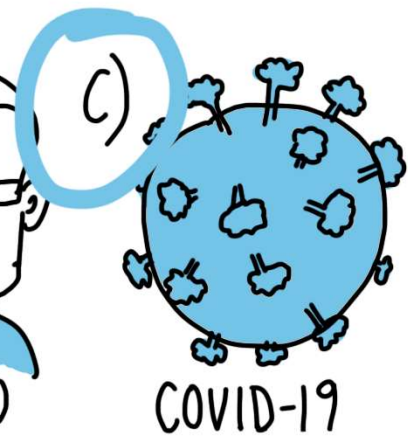


Although we've learned, that the future is a fickle mistress

Even a stopped clock is right twice per day

(Proverb, 17th century origin)

WHO LED THE DIGITAL TRANSFORMATION
OF YOUR COMPANY ?



BUSINESSILLUSTRATOR.COM

A moment's silence, please, for the death
of Mark Zuckerberg's metaverse

John Naughton



Meta sank tens of billions into its CEO's virtual reality dream,
but what will he do next?

Thanks Mr chatGPT, whoever you are,... but I'd like to focus more on the present

Play the ball as it lies

(something to do with golf, apparently)

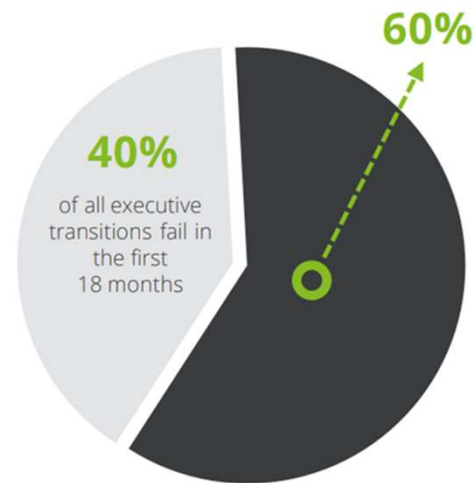
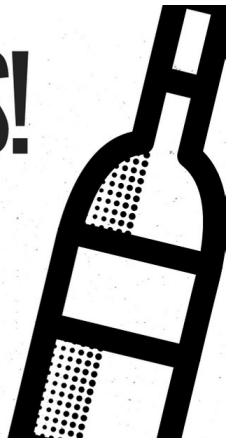


Imagine this turned out to be the most beneficial conference you have ever attended

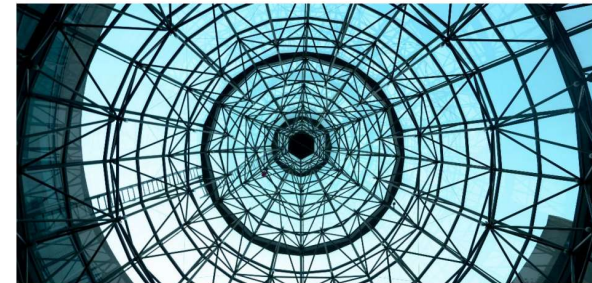
CONGRATS!

ON YOUR NEW JOB

**You've earned it and
it's great to see that
your effort has finally
paid off!**



Deloitte.



CHRO Transition Labs

There are 3 key elements to being successful: Executing on the right priorities; having the right team in place and constructively managing your key relationships



Time

What are your priorities, where will you focus your time and how will you enforce that?



Talent (of your HR Team)

Do you have the right team in place to have the confidence you can deliver on your priorities?



Relationships

Who are your most important stakeholders and how will you actively manage them?

Setting priorities starts with understanding the expectations of your key stakeholders



Time

What are your priorities, where will you focus your time, and how will you enforce that?

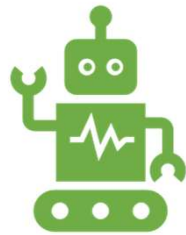
Your leadership

Your employee
population

The wider talent pool

You!

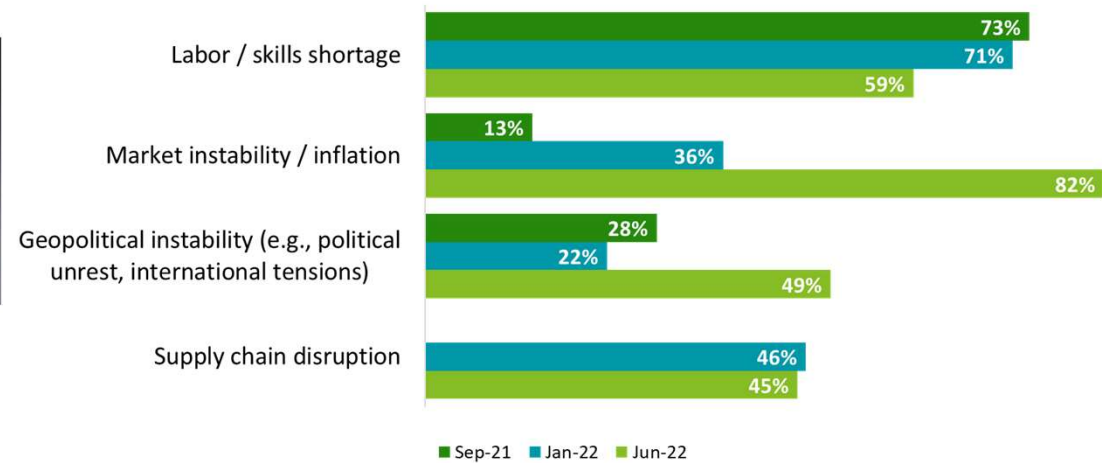
Understanding leadership expectations is less about 'people' and more about business objectives



...attract, retain and develop our people



We asked over 100 CEOs **what external issues they expect to influence or disrupt their business strategy within the next twelve months** as part of the Fortune/Deloitte CEO survey...



Understanding leadership expectations is less about 'people' and more about business objectives



Employee's priorities are starting to change, particularly for millennials and especially since the pandemic



Employee Priorities

The top reasons for **choosing** an employer are:

- Work life balance
- Learning and development opportunities
- Pay

The top reasons for **leaving** an employer are:

- Pay
- Mental Health
- Burnout

Pre-2020, employee engagement was rising globally for almost a decade, **but now it is stagnant with...**

68% of employees feeling 'disengaged'

+50% of the workforce considered as "Quiet Quitters" and of that, **18%** considered as "Loud Quitters"

Employee's priorities are starting to change, particularly for millennials and especially since the pandemic

Employee Priorities

- Your leadership
- Your employee population
- The wider talent pool
- You!



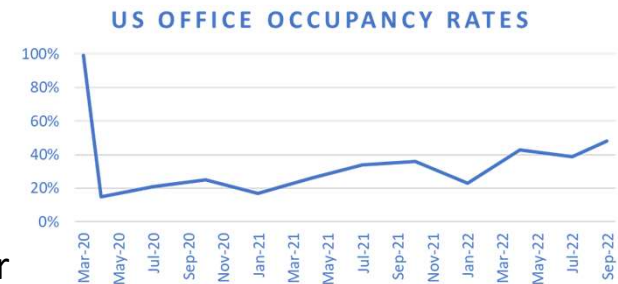
75% of Millennials and Gen Z **AND 65%** of women prefer hybrid work

Nearly **10%** of job postings are for remote workers...



almost **3x** the amount from before the pandemic

Office use has rebounded to its highest level since prior to the pandemic, but is still **half of what it used to be**



Employee's priorities are starting to change, particularly for millennials and especially since the pandemic

HR Priorities

For example:

Your leadership

Your employee population

The wider talent pool

You!

Formalize a hybrid working strategy and policy

Improve coaching ability of managers

Review HR processes from an employee experience perspective

Implement a well-being program

Benchmark pay

Having the opportunity in your role to achieve your personal goals also defines priorities



Hopes

- *Write that novel / learn to wind-surf / open a bar*

Fears

- *I can't work effectively with some of my peers*

Legacy

- *I want my team to be better when I leave than when I started*

Your Priorities

For example:

- *Carve out more time for myself*
- *Spend more time with other leaders*
- *Upskill my team*

You've now defined a set of priorities, but still have a day job

Identified Priorities

Support establishment of international offices

Roll-out more agile performance management processes

Define an IT workforce plan

Implement new HR technology

Formalize working hybrid working strategy and policy

Improve coaching ability of managers

Carve out more time for myself

Spend more time with other leaders

Upskill my team

Implement a well-being program

Benchmark pay

Review HR processes from an employee experience perspective

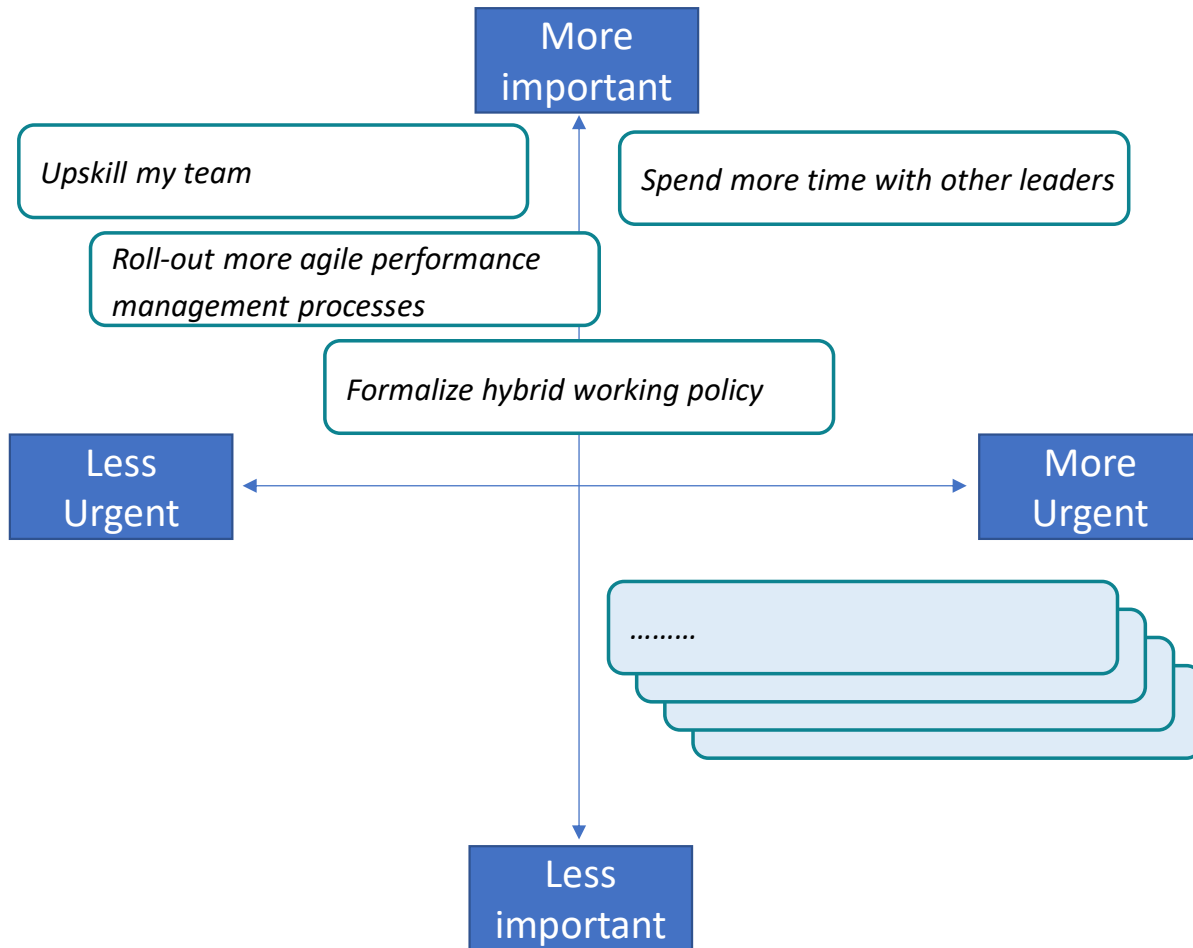
Everything else you have to do

Respond to X query

Attend the HR conference

Conduct interviews

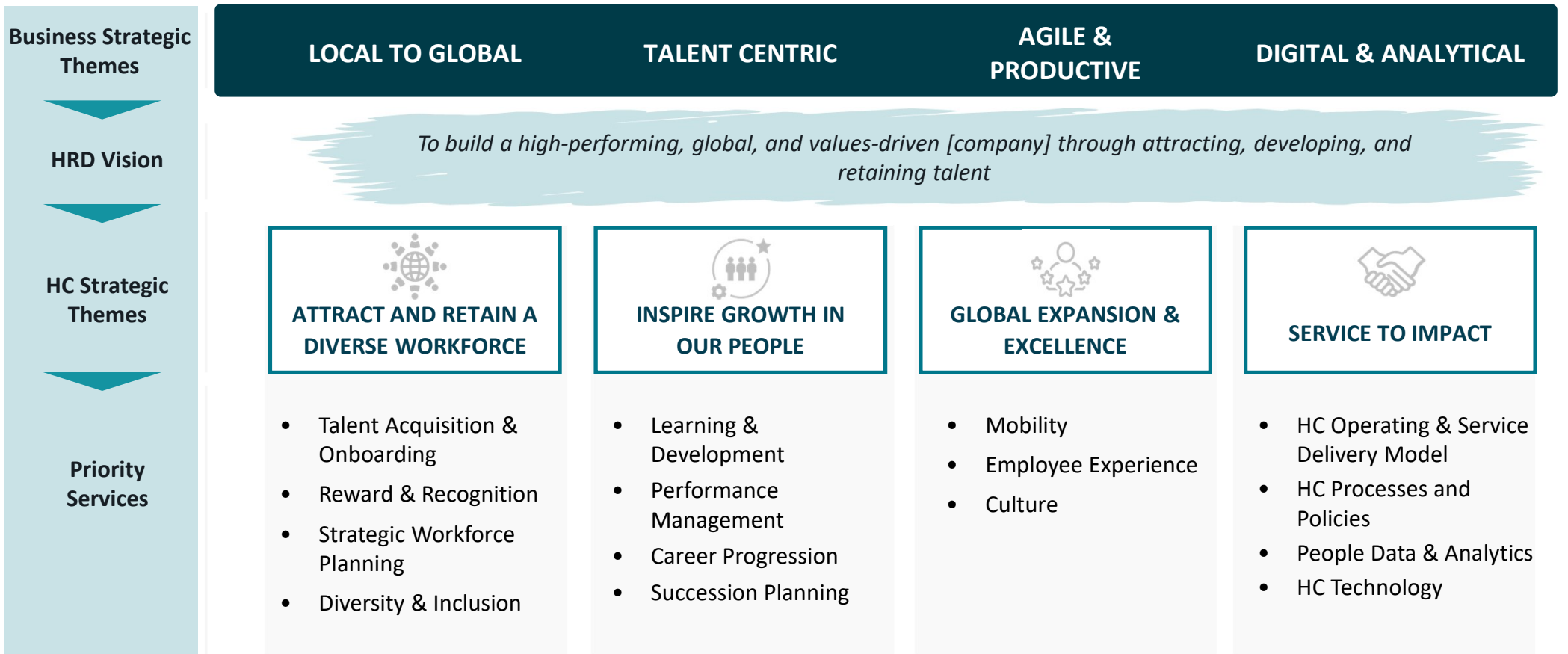
And have to carefully consider how you prioritise the ‘important’ over the urgent”



Time

Clarity on where you will focus

This set of focused priorities can be used as a basis for your HR Strategy & Plan



Putting it all together



Time

Clarity on where you will focus



Talent (of your HR Team)

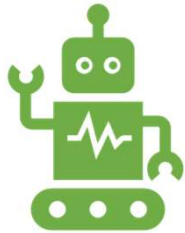
Confidence in your team

Relationships



Close to your key stakeholders

Thank you



robot

Hello, How can I assist you?



user

Write me an ending for a speech for an HR conference



robot:

So, let us work together to transform Human Resources into a force for good, making our workplaces happier, healthier and more productive. Thank you



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