

HRD RETREAT 2018

RESEARCH RESULTS



CRITICALEYE

The peer to peer Board Community

NAVIGATING DISRUPTION: THE HRD PERSPECTIVE

The background features a complex abstract design composed of several concentric, overlapping arcs and circles. The primary colors used are teal, orange, and blue. A large, thick orange arc forms a partial circle around the central text. Other arcs in teal and blue are layered behind and around it, creating a sense of depth and movement. Several solid-colored circles in teal and orange are scattered throughout the design, some overlapping the larger arcs. The overall composition is dynamic and modern.

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“This research, conducted at our Human Resources Director Retreat 2018, provides a fascinating insight into the challenges HRDs are facing. While the HRD is increasingly seen as the trusted executive that a CEO can turn to for help in delivering the business strategy - by translating it into plans for talent and organisational structure - there are barriers to this being done successfully.

Worryingly, 28% of HRDs say their Chairman, CEO and CFO are not aligned on that strategy in the first place. Compounding this, only 10% of HRDs believe their executive team has the ability to execute on the medium to long-term strategy ‘to a great extent’, while 97% say the management team is too inward-looking and focused on the day-to-day.

HRDs want access to structured support for senior executives, such as external mentoring, as they believe this longer-term approach improves overall business performance. This is borne out by the research, where 96% state that organisations should focus on and invest in leadership development, while, contrary to this, 70% acknowledge that the main spend continues to be on recruitment via headhunters.

As well as the data collected at the Retreat, the following research includes comments from leading HRDs on how they are navigating a business landscape where disruption has become the norm.”



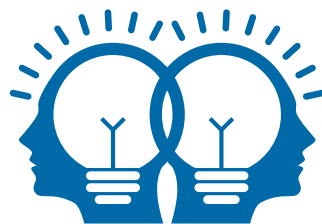
Jamie Wilson
Managing Director
Criticaleye

Findings from Criticaleye's HRD Retreat 2018 Research



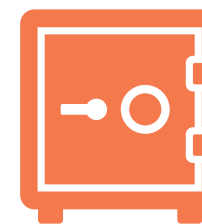
97%

of HRDs say the management team is too inward-looking and focused on the day-to-day



93%

of HRDs say that external mentoring improves the performance of senior executives



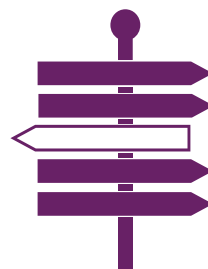
80%

of HRDs believe the behaviour of executives reinforces silos within a business



21%

of HRDs think the Chairman does not add value in terms of supporting the executive team



90%

of HRDs say they are grappling with business model disruption



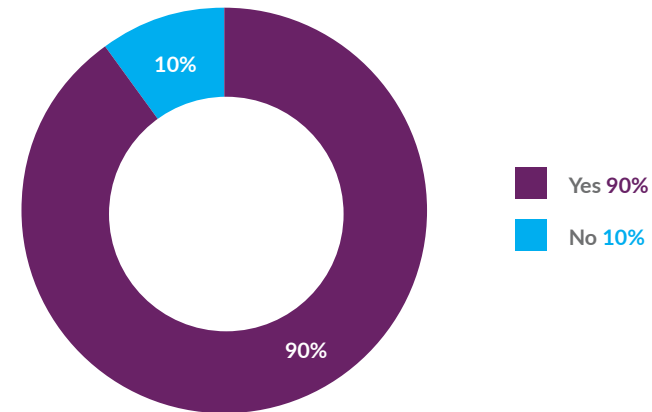
96%

of HRDs agree that more budget should be allocated to leadership development than headhunters

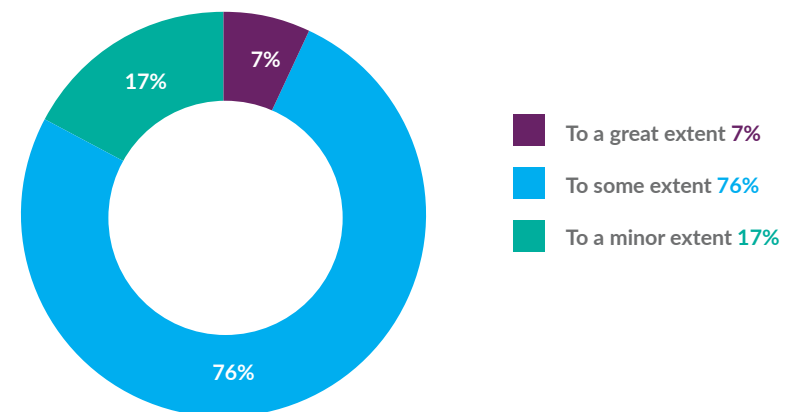
“Disruption is being driven by a tight labour market. It’s a challenge to attract candidates with the right skill set ”

HRD Research Participant

Is your senior leadership team grappling with business model disruption?

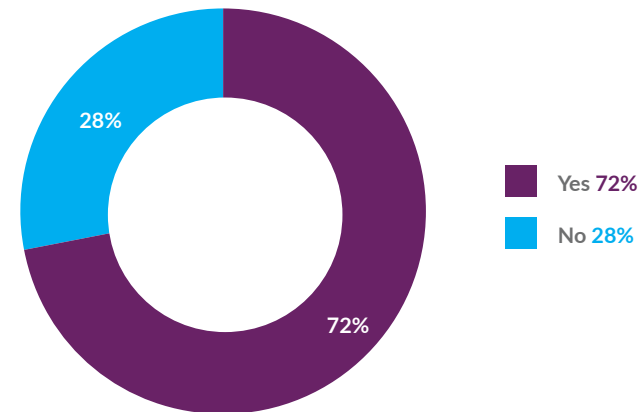


Does your senior leadership team have the ability to respond to business model disruption?

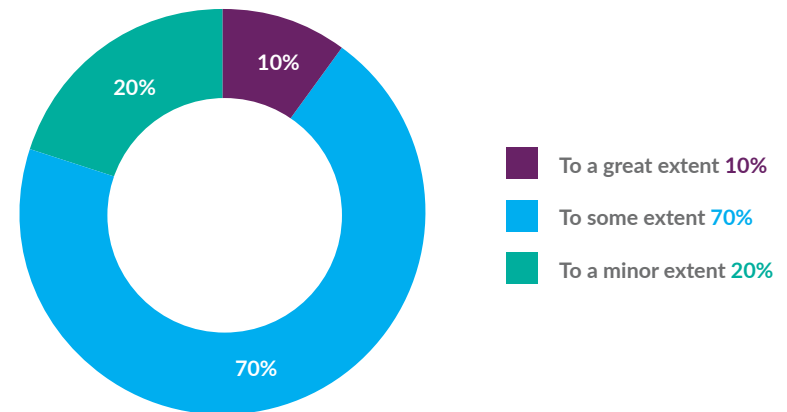


Agreeing on a strategy remains problematic in many organisations. Once agreement has been reached, the challenge is to find an executive team who can deliver it

Are your Chairman, CEO and CFO aligned on strategy?

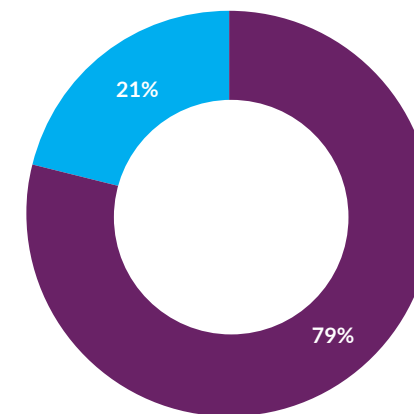


Does your executive team have the ability to execute on the medium to long-term strategy?



More than one in five
HRDs (21%) say that
the Chair does not
add value in terms of
supporting the goals
and objectives of the
executive team

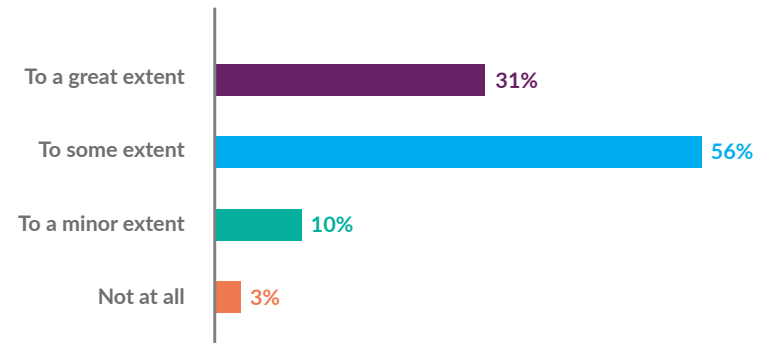
Does your Chairman add value in terms
of supporting the goals and objectives
of the executive team?



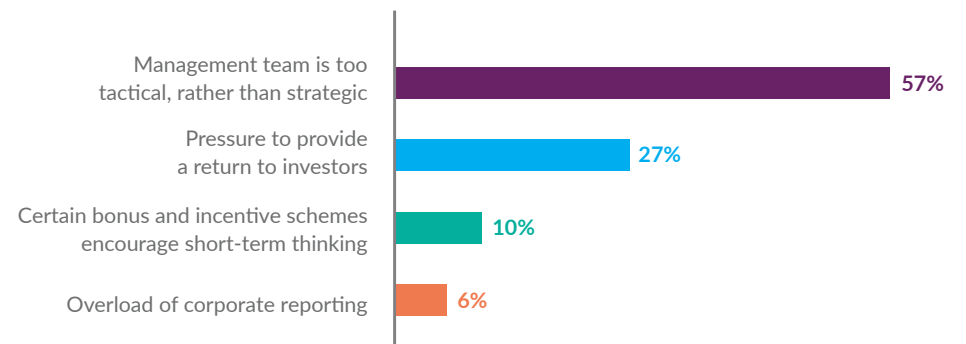
■ Yes 79%
■ No 21%

Longer-term strategy
is compromised when
executive teams become
too inward-looking and
struggle to rise above the
operational day-to-day

Is your management team too inward-looking
and focused on the day-to-day?

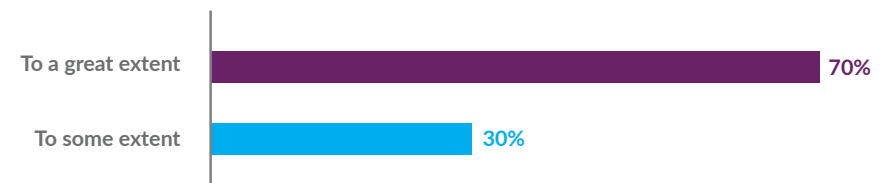


Why do management teams become
too focused on short-term goals?

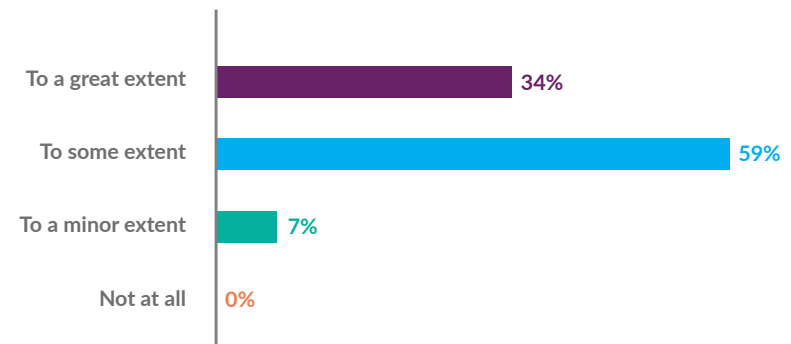


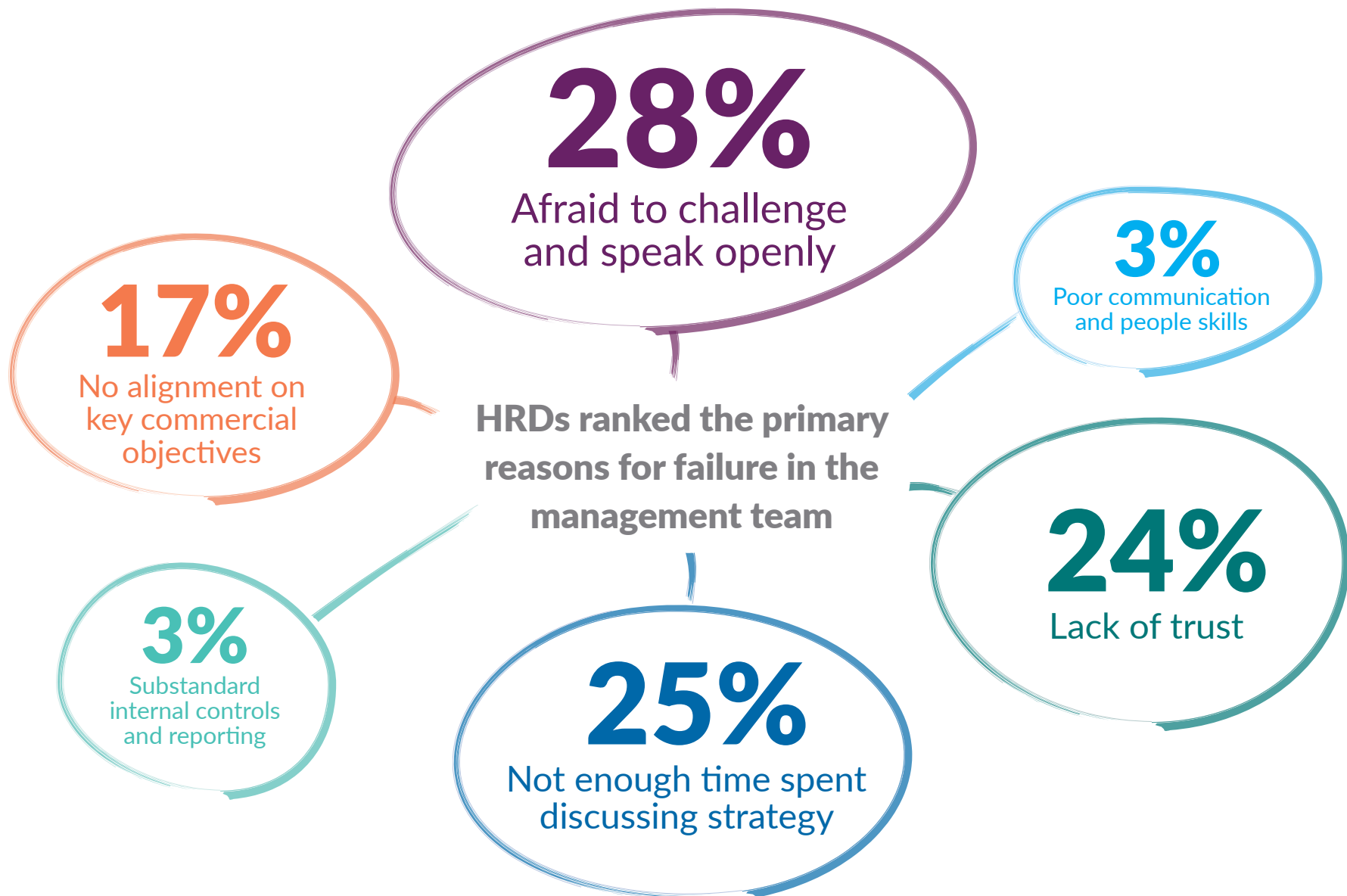
Respondents agree that access to information and viewpoints outside their organisation and sector, alongside external mentoring, are vital leadership development tools

Is business performance enhanced if executives have access to reference points outside of their organisation / sector?



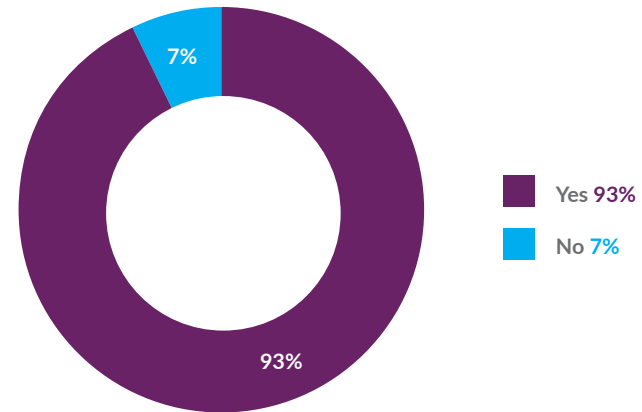
Does external mentoring improve the performance of senior executives?



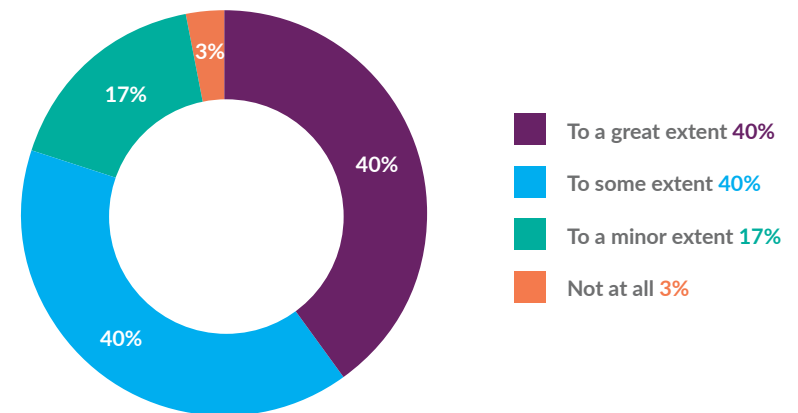


**80% of HRDs believe
the behaviour of
executives reinforces
silos in the business**

Do silos within your organisation have a negative impact on business performance?

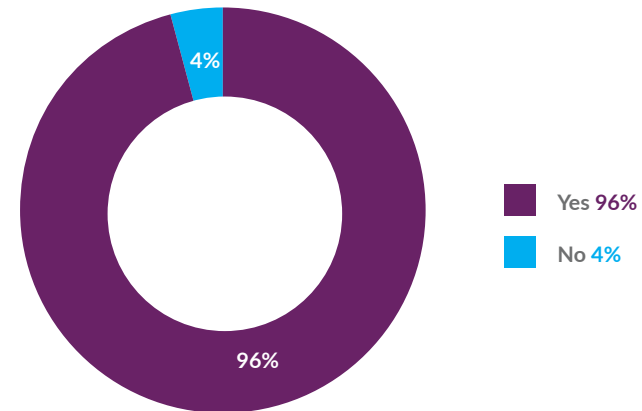


To what extent do the behaviours of the executive team reinforce silos within your business?

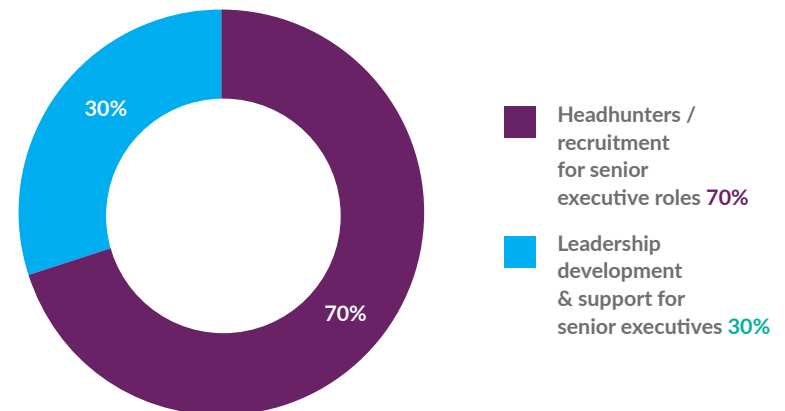


A resounding 96% of HRDs believe leadership development should be the priority in their organisations, rather than continuing to spend on headhunters

In your view, should more be spent on leadership development and support for senior executives, as opposed to headhunters?

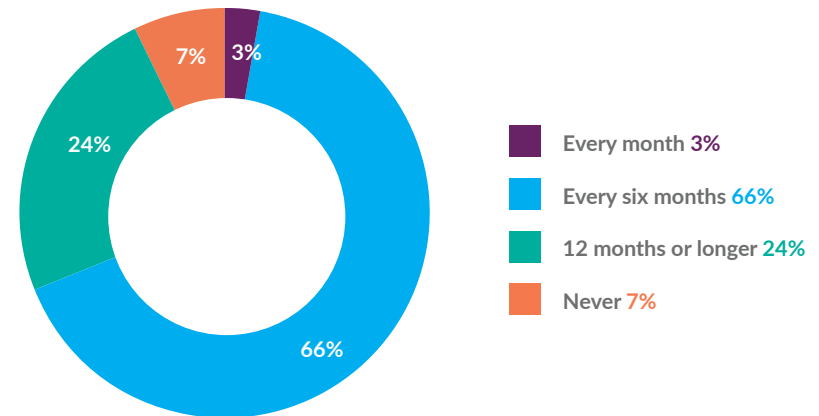


In your experience, on which of the following do organisations spend more?

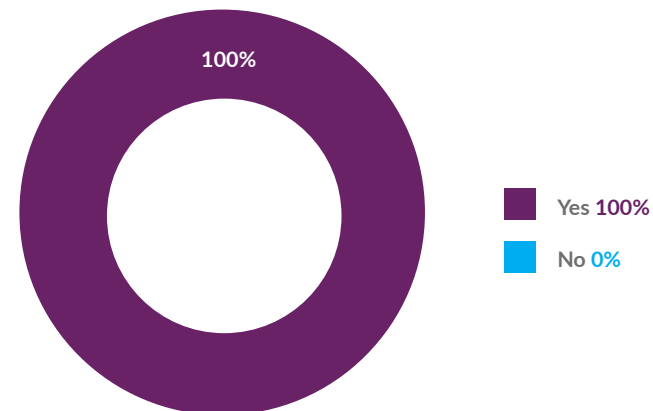


HRDs should have a voice in the boardroom on talent management and leadership development – worryingly 24% have to wait a year or more to have this discussion, with 7% never engaged at all

How often do you meet with the Board to discuss the leadership development needs of senior executives?



Should HRDs be driving board-level discussions about talent and leadership capability?



Is leadership development enough of a priority for senior teams?

67% of HRDs believe they need to strengthen the leadership capability of the HR function

Just over **two-thirds** of HRDs intend to focus more on leadership development within their organisation

Only **10%** of HRDs are fully confident in the leadership team's ability to deliver on strategy

Mentoring and learning from peers are cited as the most effective leadership development tools for senior executives by HRDs

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HRDs revealed key areas where individuals in the C-suite need to improve

CFOs

1. People skills and communication
2. Supporting innovation
3. Building alignment in the senior leadership team

CEOs

1. Building alignment in the senior leadership team
2. Supporting innovation
3. People skills and communication



HRD Top 5 Priorities for 2018

☒ Retaining key talent and developing skills

☒ Digital disruption

☒ Improved cross-team collaboration

☒ Improved performance management

☒ Organisational design

“At Criticaleye we believe that great leadership creates positive outcomes and enables powerful legacies. Whatever the strategic direction of your business, it’s essential to have an effective, cohesive leadership team in which there is complete trust and alignment.”



Charlie Wagstaff

Managing Director, Criticaleye

We Inspire Leaders to Succeed



Our bespoke solution supports leaders with personal, strategic and team development.

Our unique strength lies in our ability to bring together a wide range of leadership and industry experience.

We invite leaders into a trusted environment, where executives and their teams get access to the insight they need to enhance their performance.

We enable senior executives to achieve alignment, remove silos and build trust at the senior level.



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Inspiring Leaders to Succeed

Our Values

Respect: an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

Collaboration: working together to share knowledge and expertise is a defining characteristic of effective executive teams

Challenge: strategies and ideas need to be constructively challenged to reach the best outcome

Trust: leaders need to trust their colleagues and peers in order to work effectively and drive results

Integrity: we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

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