

PREVIEW: HR Transformation Research

Overcoming the barriers to people-empowered business transformation

In October 2022, a survey of 220 C-Suite leaders and HR managers in corporate organisations* was commissioned by AdviserPlus and Empowering People Group to understand the drivers of HR transformation and the barriers to implementation. The full research report will be published soon, but this is a preview of some of the key findings.

*1,000+ organisation size. Responses are segmented into C-Suite and HR Managers to assess any variation in viewpoints.



EMPOWERING PEOPLE GROUP

AdviserPlus is part of the Empowering People Group.

HR transformation and the era of people-empowerment

Overall, more than two-thirds of respondents (70%) say their organisation is either currently undergoing or plans to undertake HR transformation within the next year. Only 4% have recently completed transformation while 3% don't have it on the foreseeable roadmap. This demonstrates that HR transformation is high on strategic agendas.

Which of the following best conveys the timeframe in which your organisation is likely to undertake HR transformation?

Not applicable- my business will not be undertaking HR transformation in the foreseeable future: **2.73%**

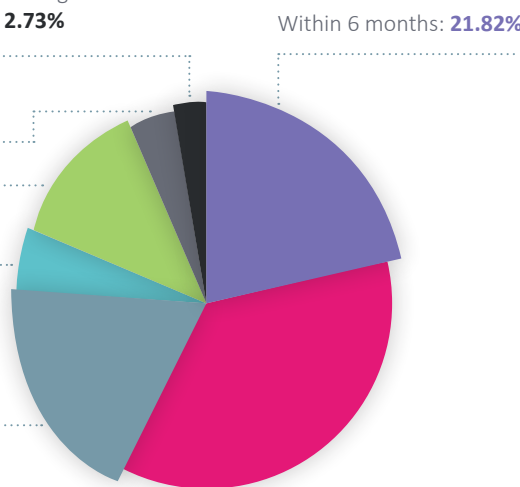
Recently completed transformation: **4.09%**

Currently undergoing transformation: **12.27%**

More than 24 months: **5%**

Within 24 months: **18.18%**

Within 12 months: **35.92%**

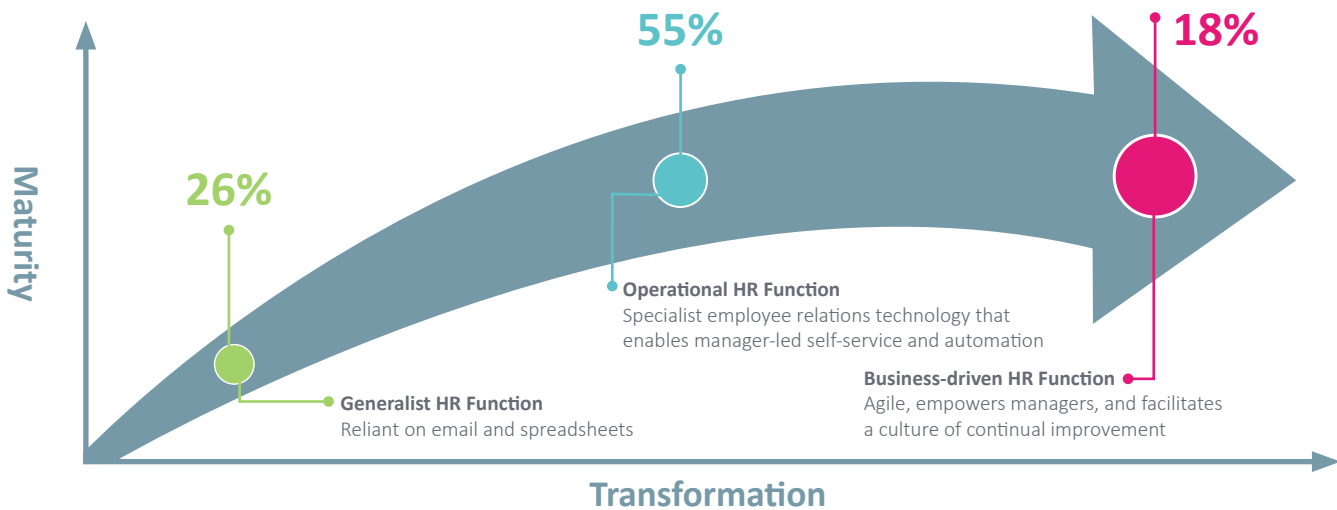


70%
ARE UNDERTAKING OR
PLAN TO UNDERTAKE
HR TRANSFORMATION
**WITHIN
12 MONTHS**

Most organisations are at the mid-point on the HR transformation curve

Whilst most respondents (55%) define their HR function as operational, mid-point on the transformation curve, perhaps alarmingly, 26% of respondents classify it as generalist and still reliant on email and spreadsheets. Only 18% consider their HR function to be business-driven.

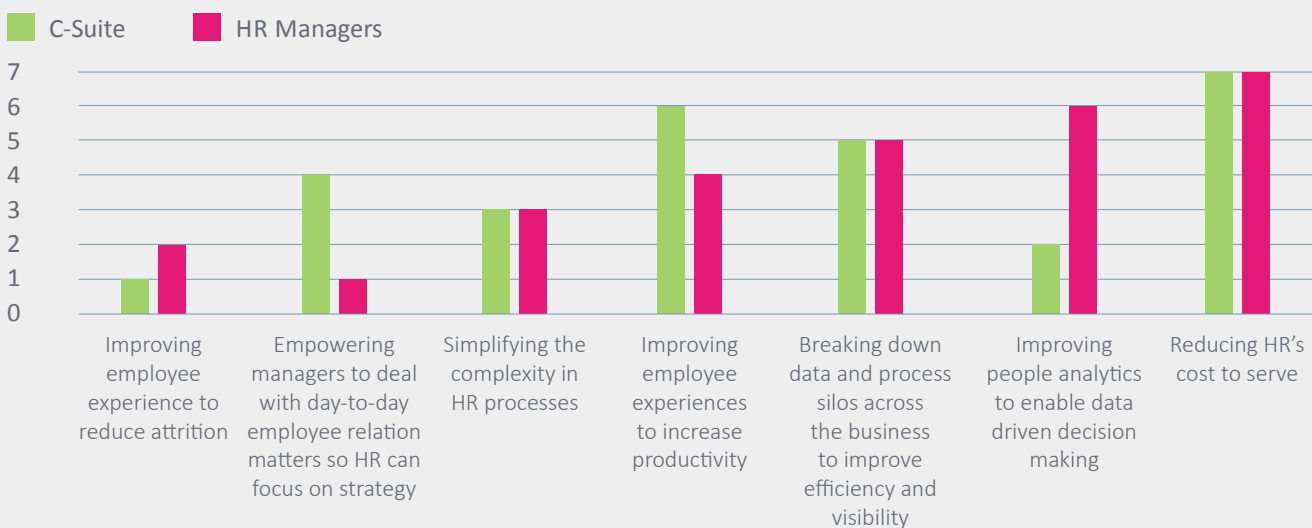
Which of the following 3 statements best describes the HR function within your organisation today?



Priorities of the benefits of HR transformation differ between the C-Suite and HR managers

The C-Suite and HR managers have different priorities when it comes to the benefits HR transformation will deliver, with “employee engagement to reduce attrition” top of C-Suite priorities, while “empowering managers so that HR can focus on strategy” is top for HR managers. Improving people analytics is also a much higher priority for the C-Suite.

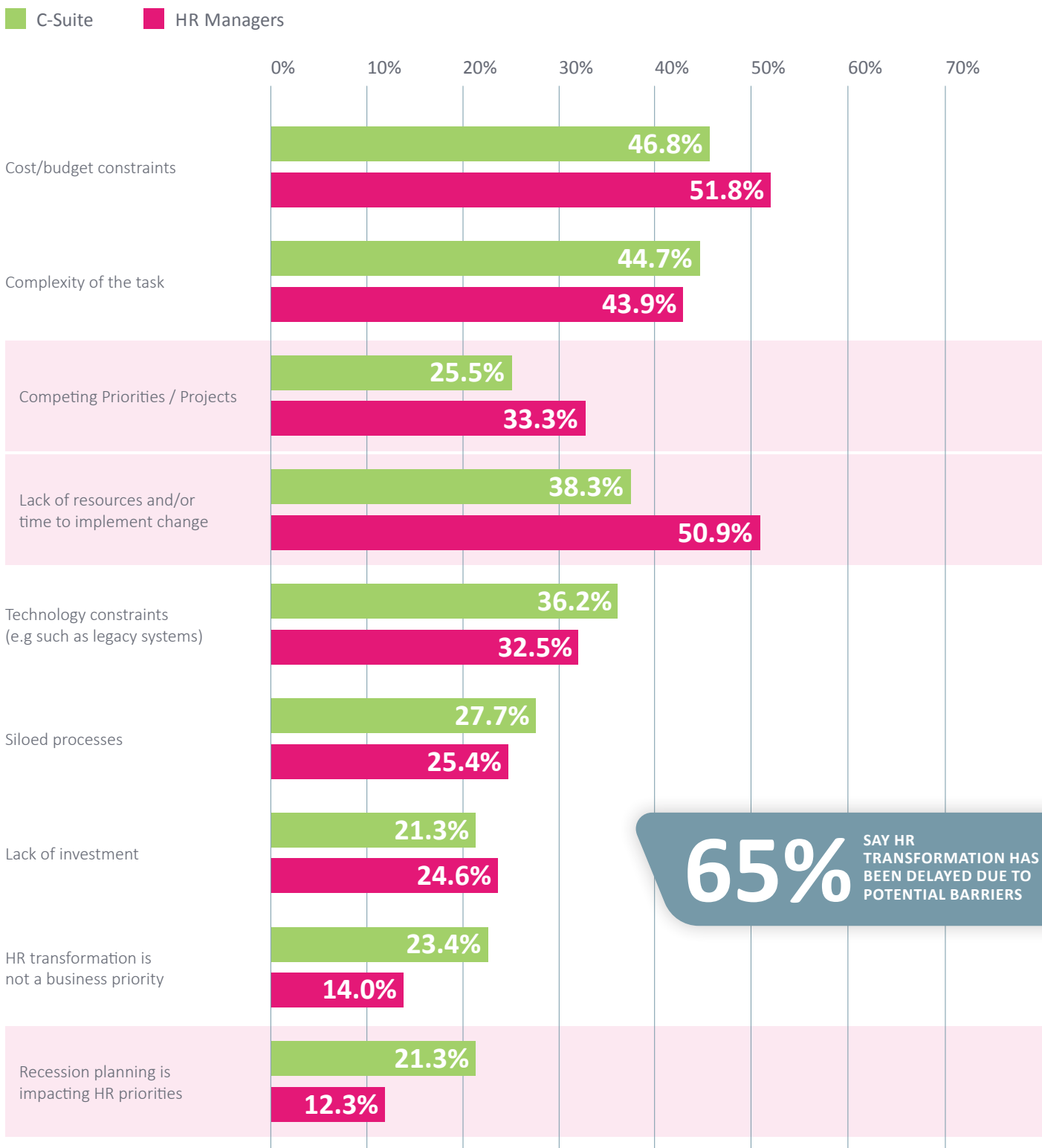
Rank what you consider to be the priority of the benefits of a successful HR transformation to your organisation transformation, with 1 being the highest.



The perception of barriers to transformation mostly align

Cost is the biggest barrier for both segments and a lack of resources/time to implement change is a more prominent barrier to HR Managers.

Which, if any, of the following factors are/have been barriers to implementing a successful HR transformation in your organisation? Select all that apply.

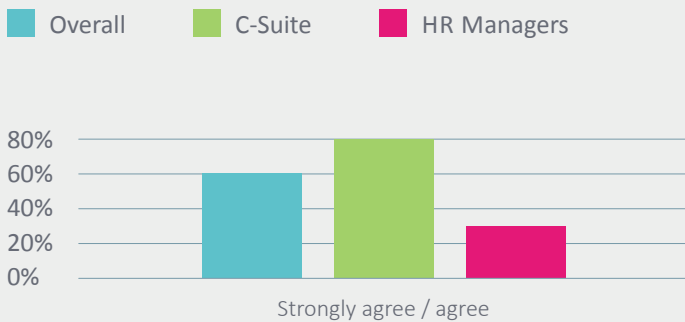


65% SAY HR TRANSFORMATION HAS BEEN DELAYED DUE TO POTENTIAL BARRIERS

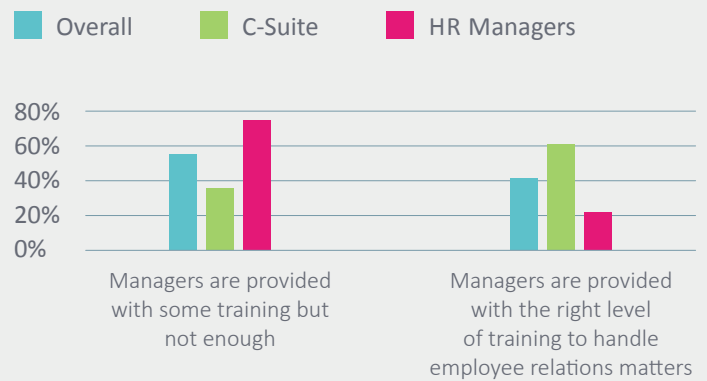
Perception of manager capability varies significantly

The C-Suite have a far more positive view of manager capabilities to manage employee relations issues than HR Managers (80% v 29%) and this is also the case when it comes to the question of training, with 61% the C-Suite citing managers receive the right level of training compared to 23% of HR Managers.

Managers in our organisation have the skills and/or capabilities to successfully manage employee relations issues



Select the statement that best reflects your organisation regarding training to increase the skills and/or capabilities of managers



HR transformation will enable HR teams to focus on strategy

The number one benefit of manager empowerment for both the C-Suite and HR Managers is more time to focus on strategy.

Rank the statements in order of impact if managers led more day-to-day employee relations tasks in your organisation, with 1 being the highest



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