



Developing Potential: The Future of Engagement & Learning



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Learning and Development



Talent Management



Diversity, Equity and Inclusion



Leadership Development



Talent Acquisition



Workforce Management

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LEADING-EDGE SKILL DEVELOPMENT AND RECOGNITION



REDEFINING EXCELLENCE IN HUMAN CAPITAL MANAGEMENT IN THE AREAS OF:



Learning and Development



Talent Management



Leadership Development



Talent Acquisition



Workforce Management



Diversity and Inclusion



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Research Access: Access to our expansive research library of: research reports, case studies, frameworks, tools, models and more.

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Advisory Offerings

- Technology Selection Engagement
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- Organizational Readiness Assessment
- Research to Action Engagement

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- Scorecard Assessments
- And many more



We Cover the Entire HCM Landscape

- Employee Value Proposition
- Employee Engagement
- Predictive Analytics
- Succession Management
- Core HR
- HCM Strategy

- Employee Experience
- Competency Management
- Measurement and Analytics
- Change Transformation
- Performance Management
- And more...

CERTIFICATIONS



Organizational Excellence Certification Program

Recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



Smartchoice® Preferred Provider Program

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



The Diversity and Inclusion Summit

is designed to seek greater understanding of how to better recruit, engage, develop and retain a talented and diversified workforce.



The Excellence Awards

feature two annual programs — a Spring HCM program and a Fall Technology program — that recognize the best organizations that have successfully deployed programs that have achieved measurable results.



Open Surveys

- [Human Capital Management Outlook 2022](#)
- [How Are You Adapting to Hybrid Work?](#)
- [How to Become an Evidence-Based Data-Driven HR Organization 2021](#)



Visit www.brandonhall.com
click **Open Surveys**

If you would like to join a
panel of survey takers,
please contact us at
success@brandonhall.com



Webinar Agenda

- The Changing Work Environment
- How Businesses are Adapting
- Creating a Culture of Collaboration Through Engagement and Learning
- Creating an Organization that Thrives





The Changing Work Environment



Current State of Hybrid Work



85%

Working in hybrid environment



79%

Majority of employees support hybrid model



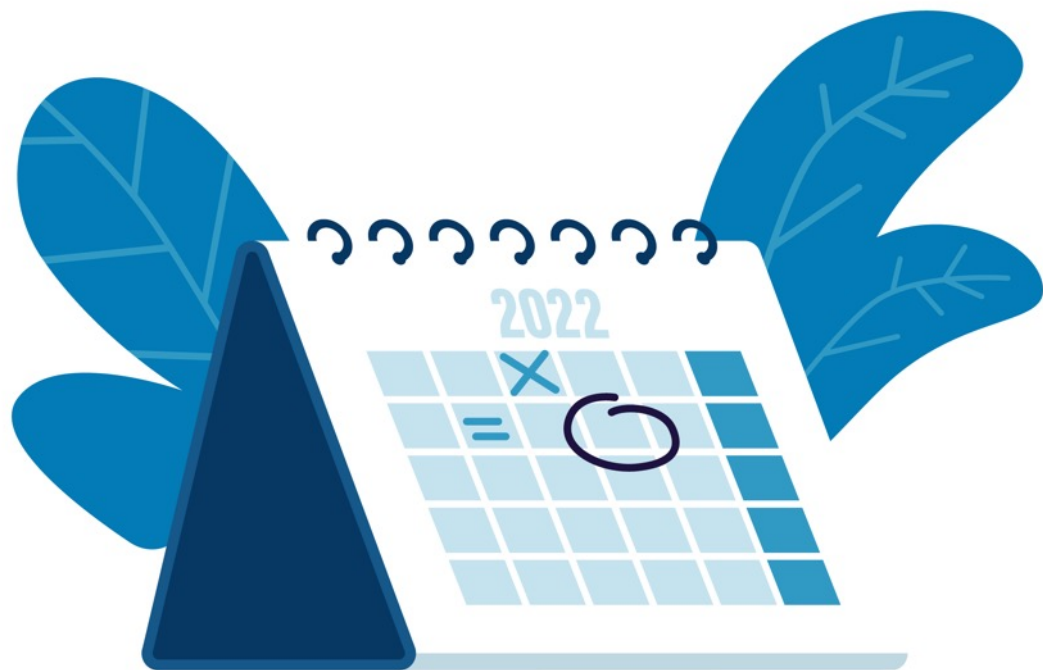
71%

Expect turnover to increase in next 6-12 months

Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



Timing for Implementing Optimal Work Strategy



18%

Now

15%

1st Quarter 2022

17%

2nd Quarter 2022

16%

3rd-4th Quarter 2022

34%

Plans are fluid

Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



Poll: When Do You Believe You Will Have Your Optimal Work Strategy Implemented?

- Already in place
- Q1 or Q2, 2022
- Last half of 2022
- Continually evolving, fluid



Preferred Approaches to Work



33%

Employees work at a central location 2-3 days/week

29%

Full-time remote work if feasible for the position, function

22%

Still determining long-term policy

12%

Employees work at a central location 1 day/week

4%

Employees work at a central location 4 days/week

Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



How Should Businesses Adapt?



Functions Posing Biggest Challenge

NEXT 6-12 MONTHS

63%

Talent acquisition

57%

Talent retention

54%

Employee engagement

51%

Leader development

49%

Upskilling/reskilling

46%

Team development

43%

Career development

42%

Workforce planning

Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?

Challenge = Rating of 4 or 5 on a 5-point scale



Importance of Transformation Initiatives

78%

Improve
employee work
experience

77%

Increase leaders' ability
to manage employees
more holistically,
inclusively

73%

Create flexible work
and new employment
models

69%

Reimagine
career
development

69%

Reimagine motivating
employees

67%

Reimagine recruitment

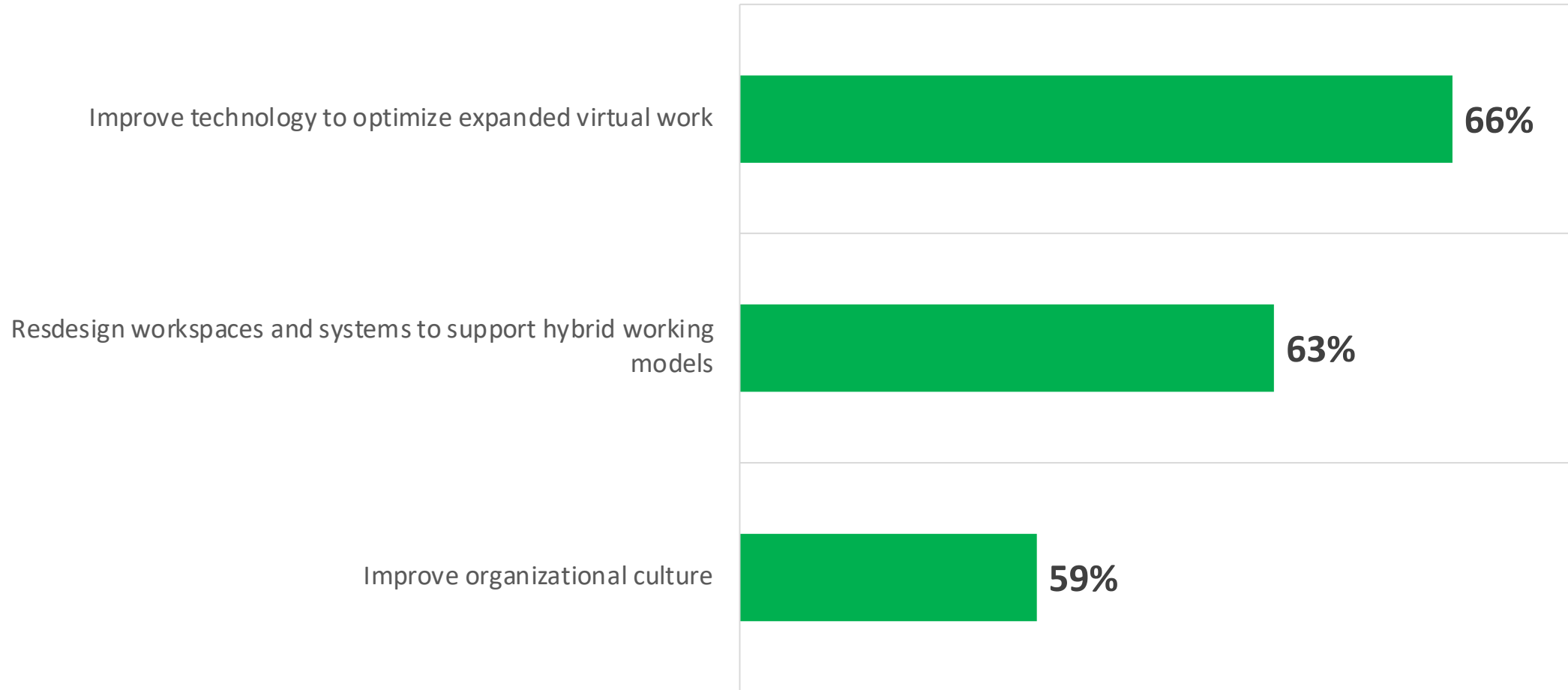
67%

Reimagine reskilling
employees

Source: Brandon Hall Group Study HCM Outlook 2022 Study
Importance = Rating of 4 or 5 on a 5-point scale



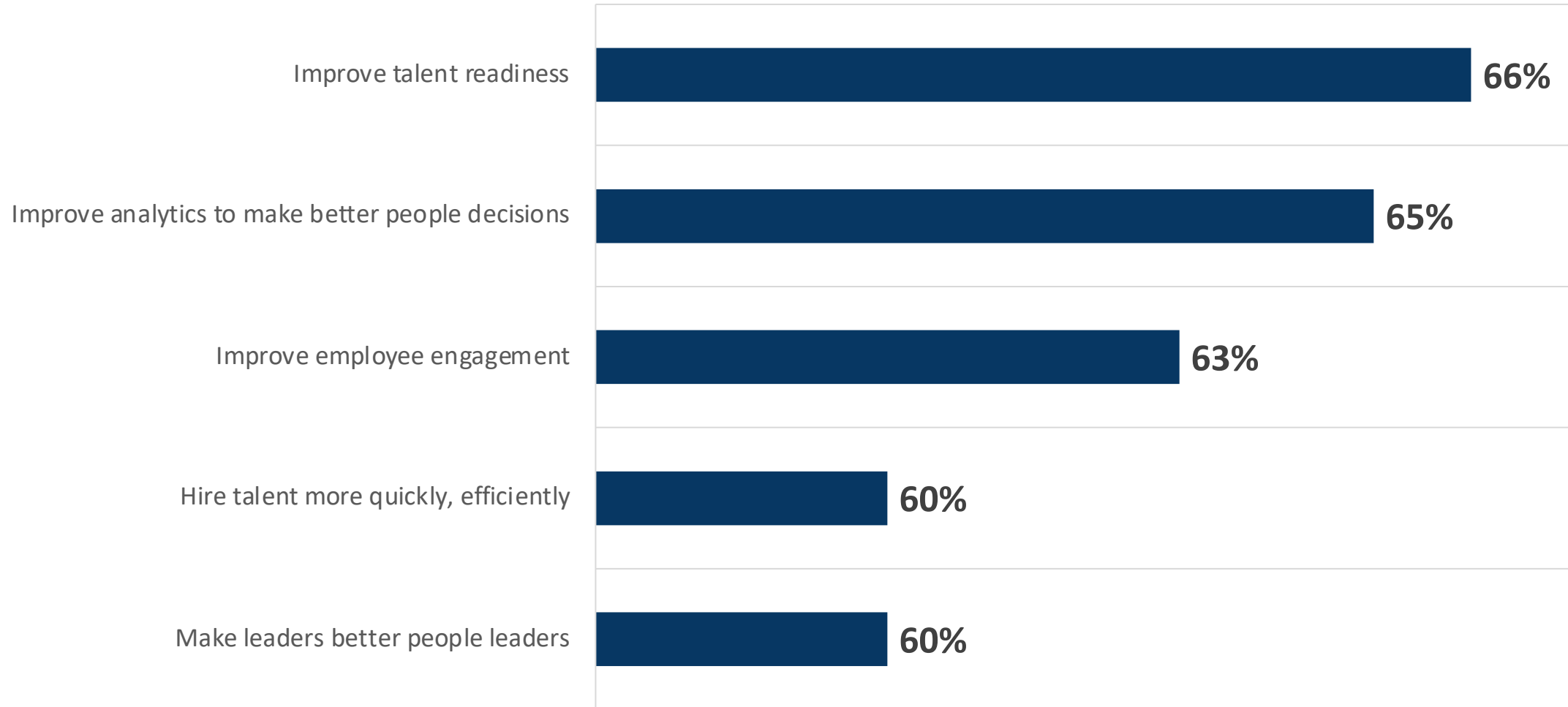
Top Actions Taken/Considered to Adjust to New Era of Work



Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



Top Reasons to Change/Enhance Technology



Source: HCM Technology: How to Transform HR into Digital Powerhouse
Importance = Rating of 4 or 5 on a 5-point scale



Creating a Culture of Collaboration Through Engagement and Learning



Current State

90%

of organizations believe it is important
to understand the potential of employees

6%

of organizations believe
performance evaluations are
accurate predictors of potential

Source: Brandon Hall Group Study, How Can We Predict Future Performance?



Most Important Elements in Understanding Employees' Potential

92%

Engagement

87%

Displays leadership qualities

87%

Motivation

86%

Building, maintaining relationships

85%

Employees' aspirations for new experiences

85%

Employees' ability to collaborate

82%

Employee and organizational values are aligned

67%

Quick Learner

Source: Brandon Hall Group Study, How Do You Predict Future Performance?
Importance = Rating of 4 or 5 on a 5-point scale



Complexities

TOP CHALLENGES TO PERSONALIZATION OF LEARNING AT SCALE

68% We have managers who are not very good coaches and don't know what their employees are learning.

60% We do not have the technology ecosystem in place to develop and deliver personalized learning at scale.

54% We believe it would be too expensive.

54% The organization believes a one-size-fits-all approach to learning is sufficient.

48% We believe it would be too difficult to administer and maintain.

47% Our learning organization is not trained properly to develop and deliver personalized learning at scale.

46% We do not promote peer-to-peer, collaborative learning.

46% We don't have a good handle on how to effectively and efficiently reach our learners.

42% We don't have a good handle on our learners need or drives them.

Source: Brandon Hall Group Upskilling/Reskilling Study
Top Challenge = Rating of 4 or 5 on a 5-point scale



Building the Right Organization for Today's Dynamic World



Most Important Business Strategies for 2022

87%

Retaining top talent

80%

Driving innovation

79%

Improving customer experience

79%

Creating the right organizational culture

Source: Brandon Hall Group HCM Outlook Study 2022
Importance = Rating of 4 or 5 on a 5-point scale



Top Strategies for Focusing on People

- Foster an inclusive workplace
- Make employees feel valued
- Create a strong sense of belonging
- Assess and enable employee wellness
- Improve the level of trust between leaders and employees
- Personalize learning
- Focus on career growth

Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



Questions?



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Thank you for joining us!

If you have any additional questions, please email us at webinars@brandonhall.com.



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This designation is the next step beyond the HCM Excellence Awards. This certification looks at the department as a whole.

Certification



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We offer flexible, high-value memberships that provide everything you need for as many team members as you want at a cost you can afford. Our elite group of analysts produce practical, actionable research and tools about implementing effective strategies, efficient processes, and leading technologies across the HCM space.

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What Differentiates Us?

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Everyone on your team can ask an unlimited number of questions in our Member Center. They are answered within 48 hours by one or more of our analysts along with links to relevant proprietary research and tools.

DEVELOPMENT AND CERTIFICATIONS

We offer certification options for both the organization and the individual. Our Organizational Excellence Certification looks at the department as a whole. Additionally, our Professional Certification Program focuses on each professional individually.

CONCIERGE-QUALITY SERVICE

We provide concierge-quality service and are an extension of your internal team. This includes a customized success plan and monthly meetings to ensure your needs are being met.

CONNECT WITH PEERS

We help you set up meetings with other member organizations to share insights and network.



What Our Clients Have to Say



I think it's been useful for us to make incremental changes to what we do; but also know that we are embarking on a more radical transformation to what we do. We find that it's a very interesting forum...

Gianni Giacomelli, Chief Innovation Officer at Genpact

<https://youtu.be/VM1Sz1IOdbk>



We leverage the Brandon Hall Group experts as somewhat of a kick the bucket, test the pressure on the tires – what are we missing, what have we not considered, what should we consider, do you see any pitfalls?...

Scott Miller, Senior Vice President at Bank of America

https://youtu.be/Dz9_fQCLPeA



Hewlett Packard Enterprise

I personally work in leadership and have gotten great value from having different subject matter experts from Brandon Hall Group speak to that, but I know colleagues have asked, "can you get me some time with a SME?"

Sonia Ng, Director, Leadership, High Potential & Business Solutions at Hewlett Packard Enterprise

<https://youtu.be/NXEtb2yoSEk>



What Our Clients Have to Say



Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do... They have always been a cornerstone for me.

Katrina Williams, Director, Sales Capability at CDW

https://youtu.be/OgdA_tpM55U



Edwards

Our partnership with BHG is critical to address big challenges and opportunities in L&D that our team is facing each day..

Michelle Vielledent, Director, Sales Effectiveness at Edwards Lifesciences

<http://bit.ly/2RjLS4p>



I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

Joanne Veech, Global Talent Leader at PwC

<https://youtu.be/YkY-v8gfW5k>