



HCM SURVEY 2014

UNLEASHING PEOPLE PERFORMANCE AND
PREPARING FOR HR CHALLENGE IN 2020



July 2014

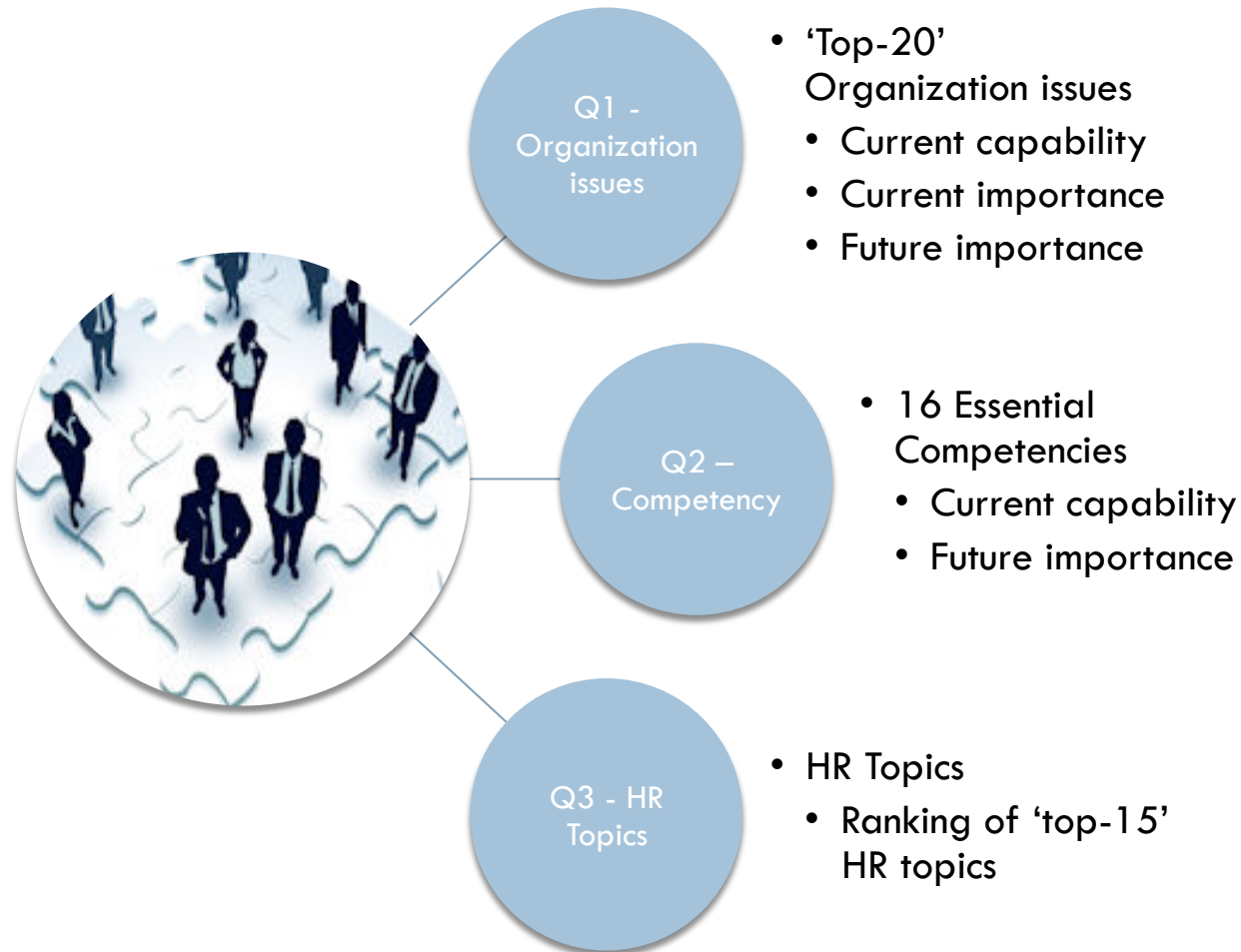
Survey Objectives

2

- ❑ To align and differentiate 'People Issues' among CEO, HR, and others
- ❑ To assess 'current capability' and 'future importance' of HCM related topics
- ❑ To assess competencies that organizations need to excel
- ❑ To prioritize topics that HCM Club will focus by organization's interests

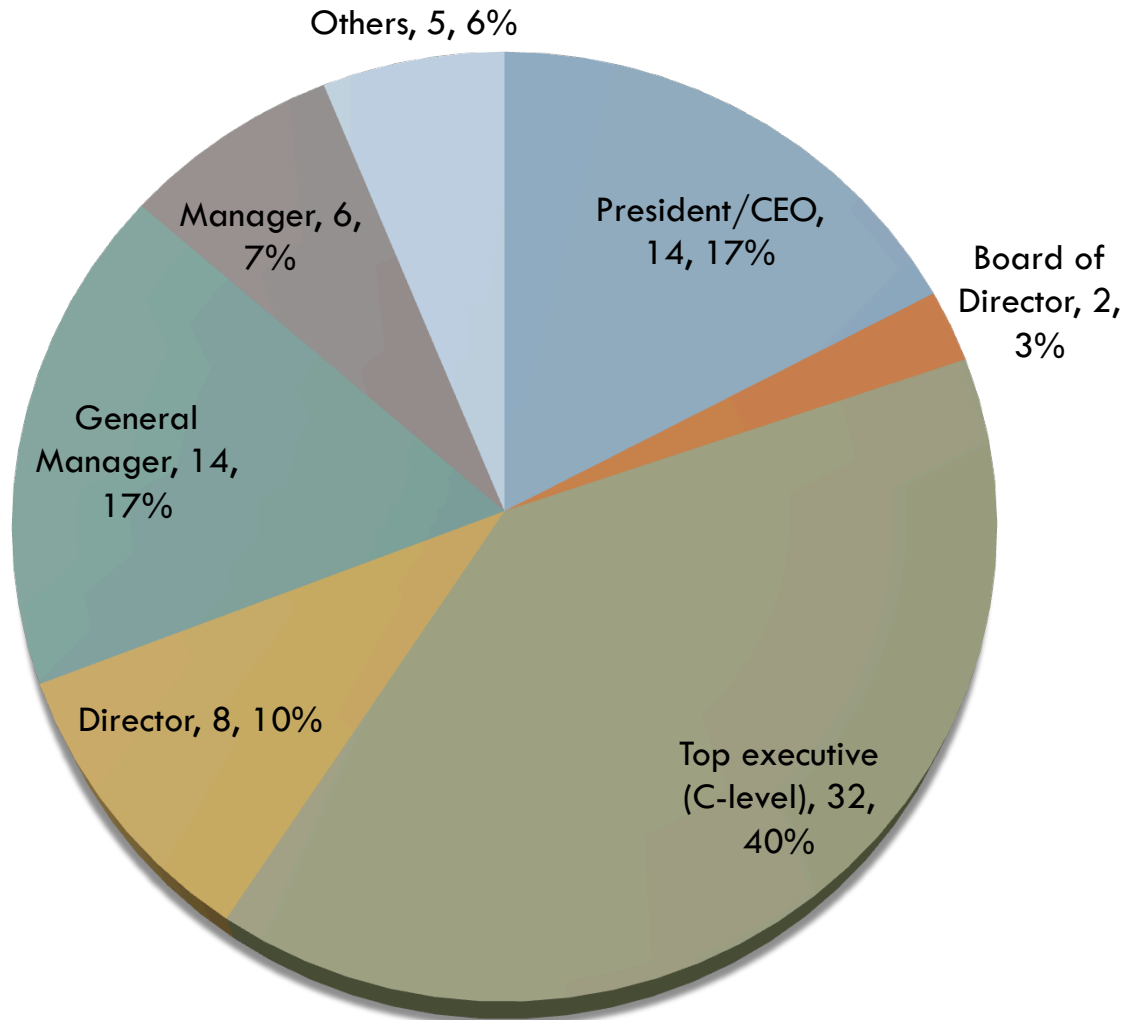
Survey questions

3



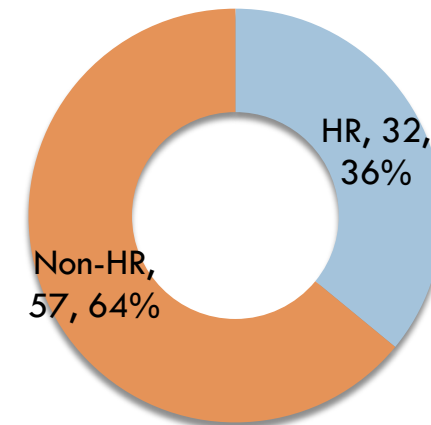
Participants Profile (n = 102)

4



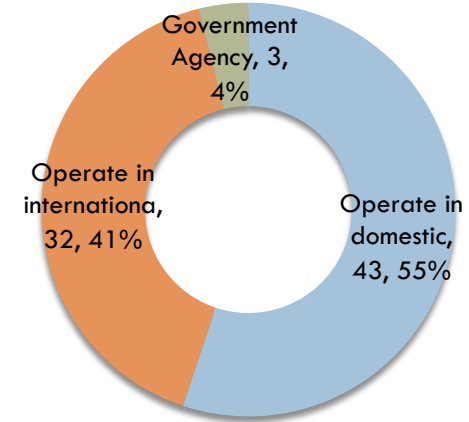
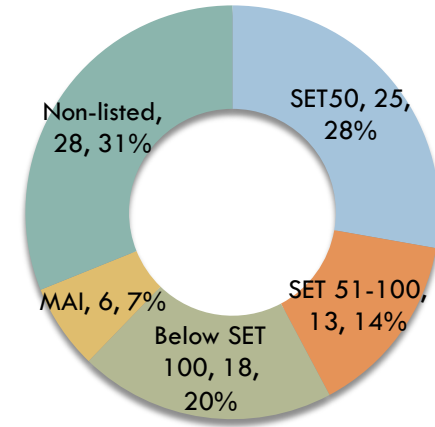
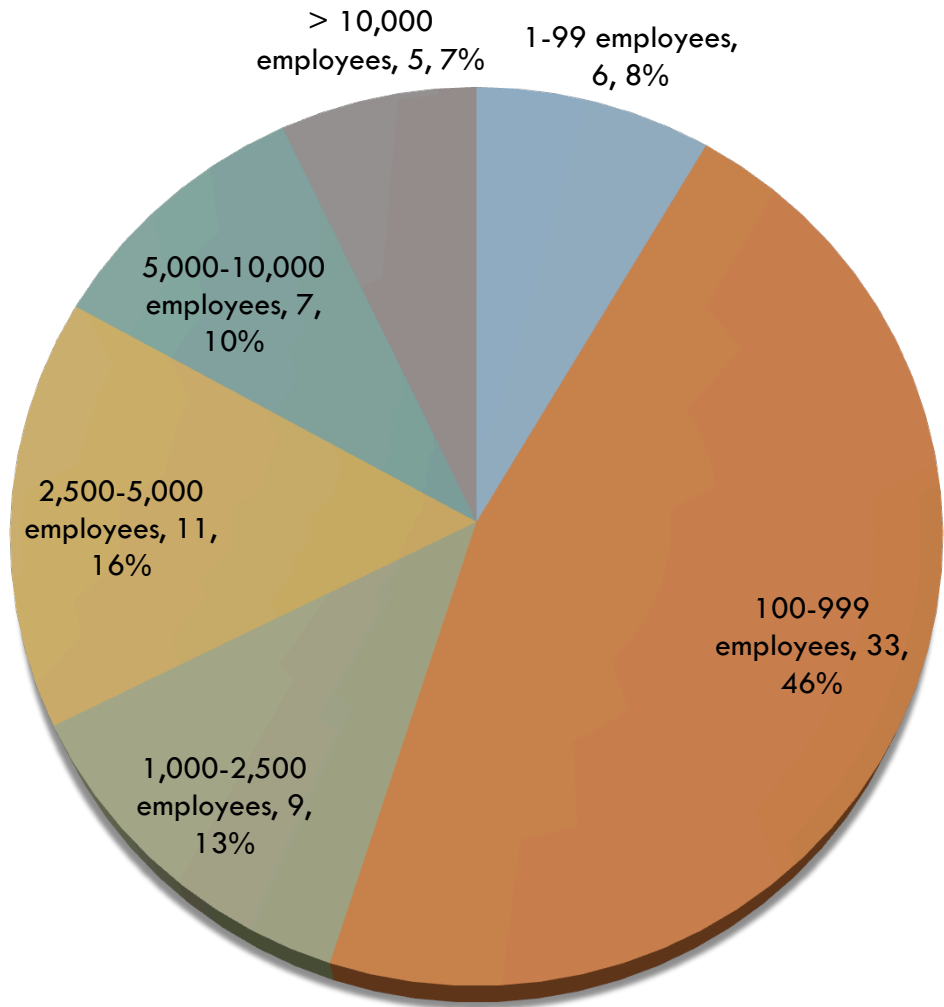
Total number of participants are 102:

- 47% are C-level, CEOs and Board of Director.
- 69% are listed companies (either under SET or MAI)



Survey period: November 2013 – May 2014

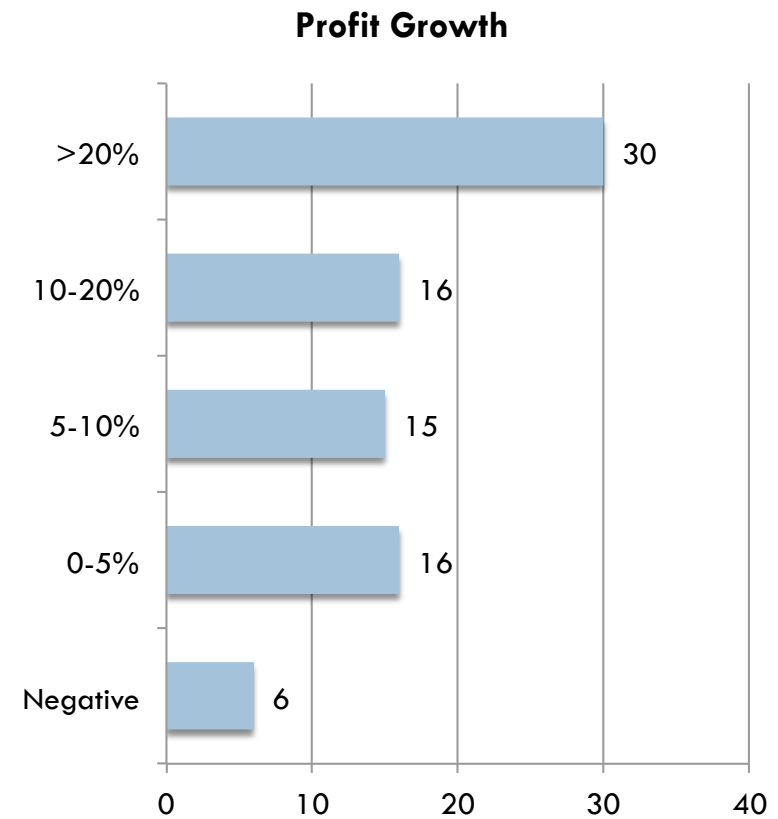
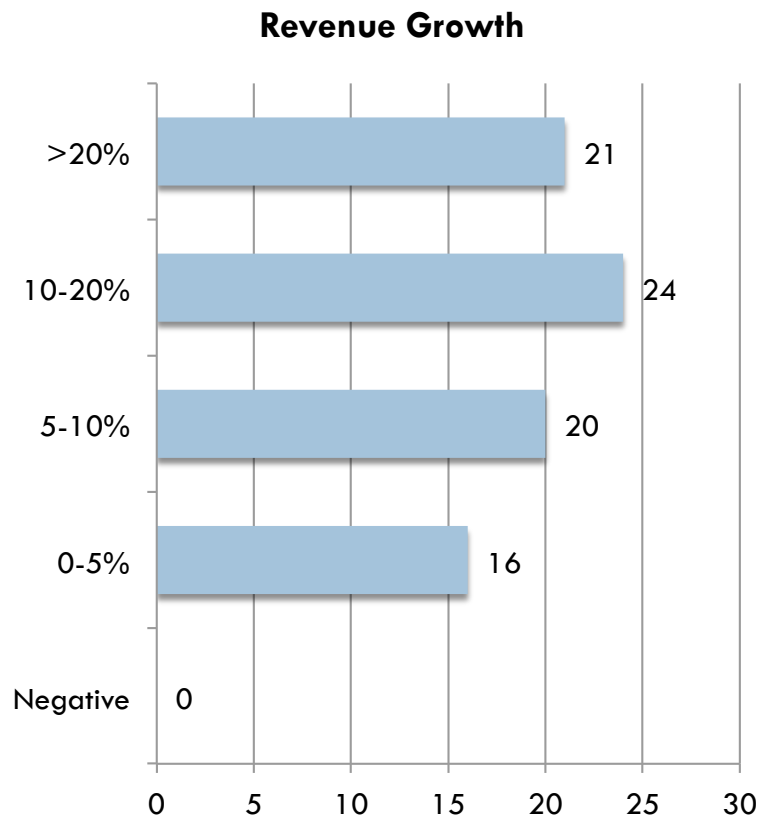
Organization types & sizes



Revenue & Profit Growth

6

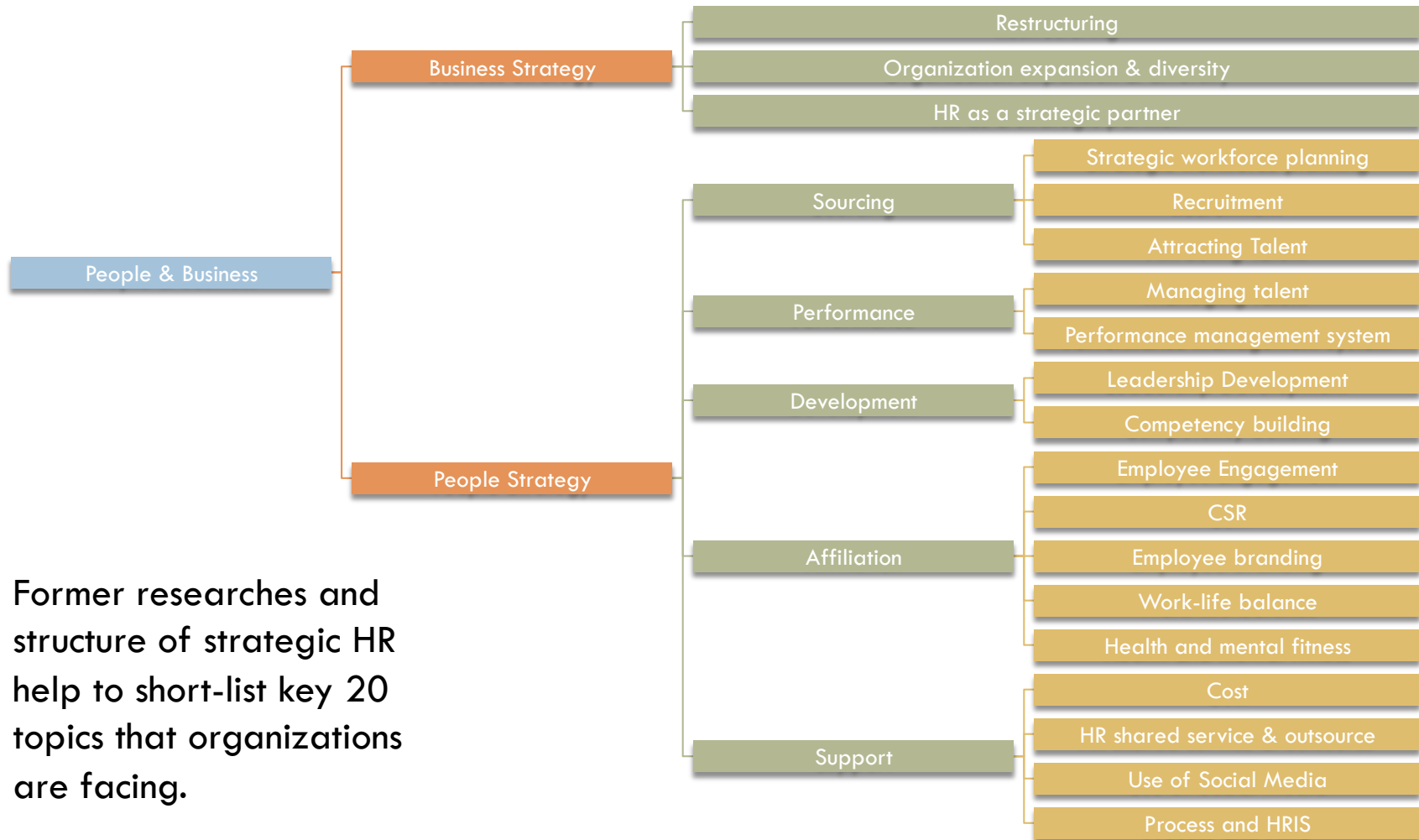
All participants represent organization with positive growth. Majority of involved organizations report over 20% profit growth.



Q1: Methodology

Where all 20 topics come from!

7



Former researches and structure of strategic HR help to short-list key 20 topics that organizations are facing.

Q1 – What we aim to conclude!

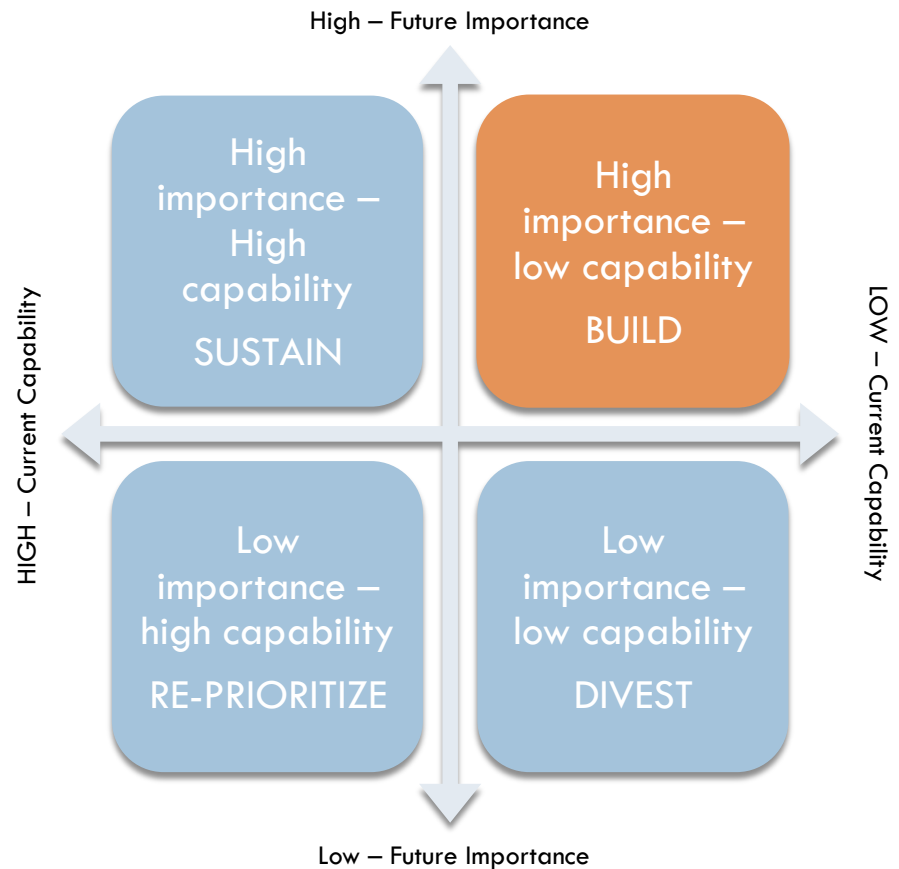
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Step 1 – Start with Top 20 List

Step 2 – Determine level of competence/importance

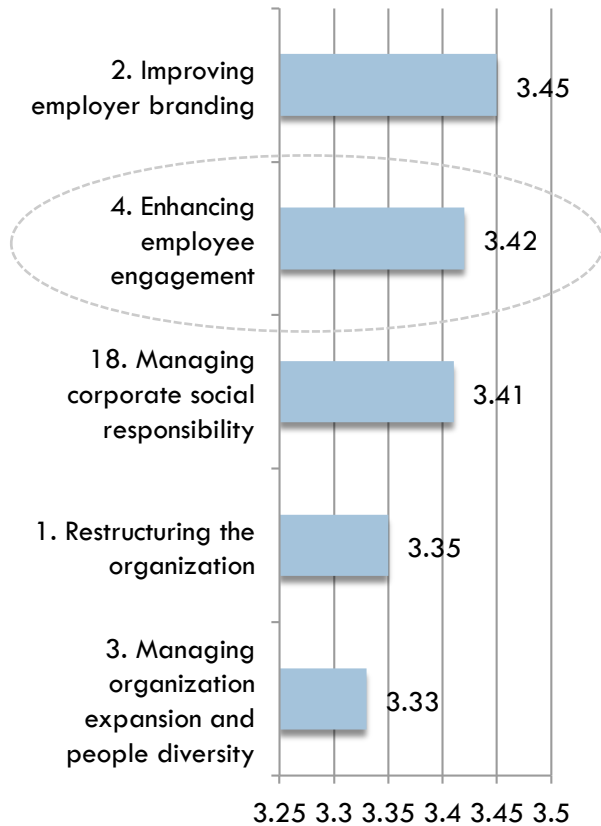


Step 3 – Analyze results

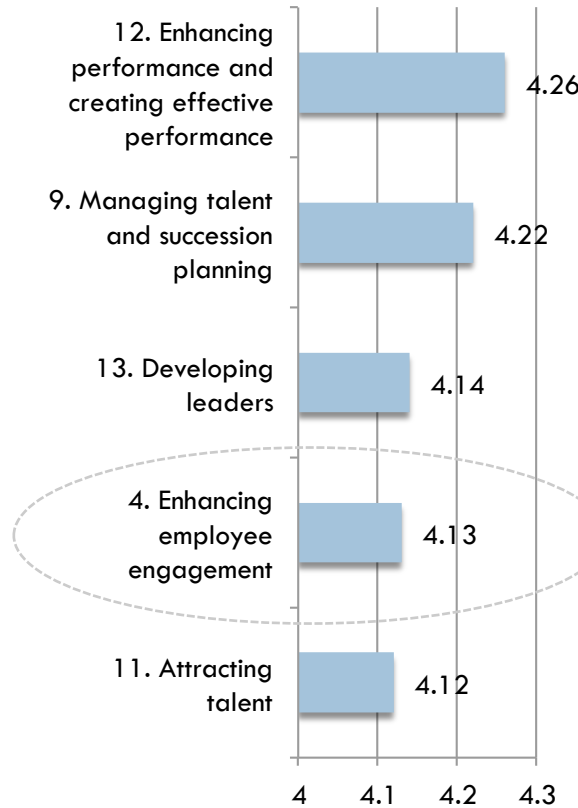


Q1 – Top 5

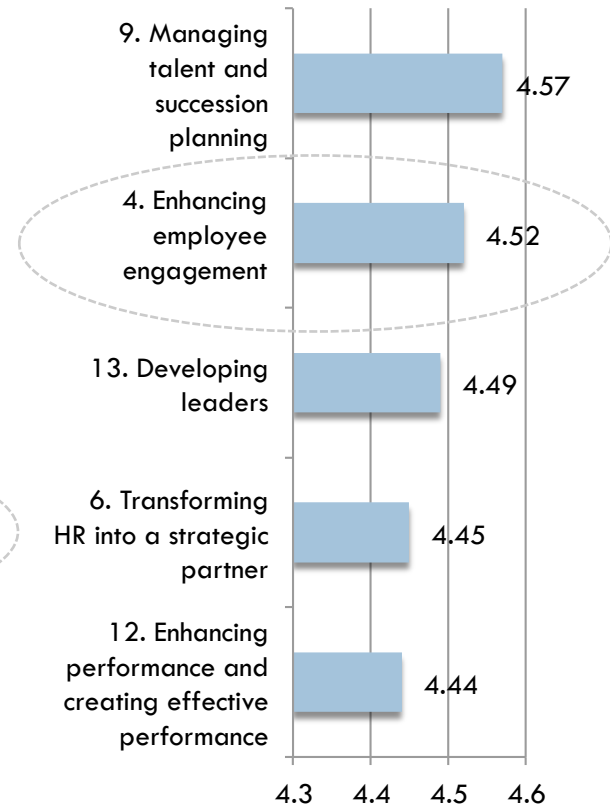
Current Capability



Current Importance



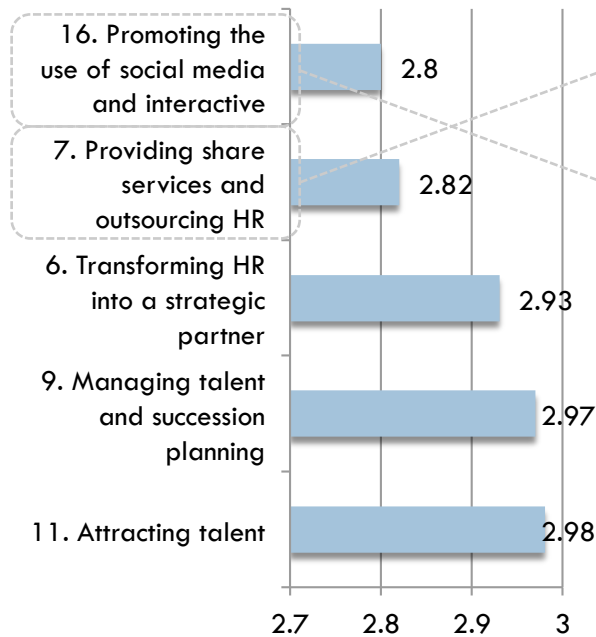
Future Importance



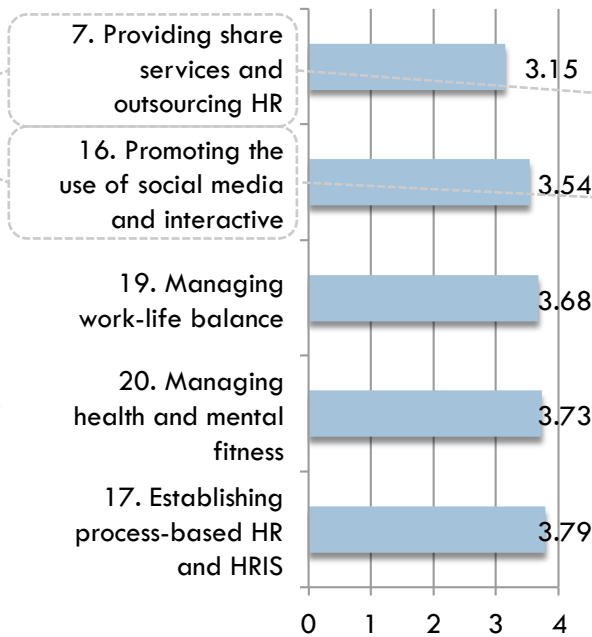
(n = 102)

Q1 – Bottom 5

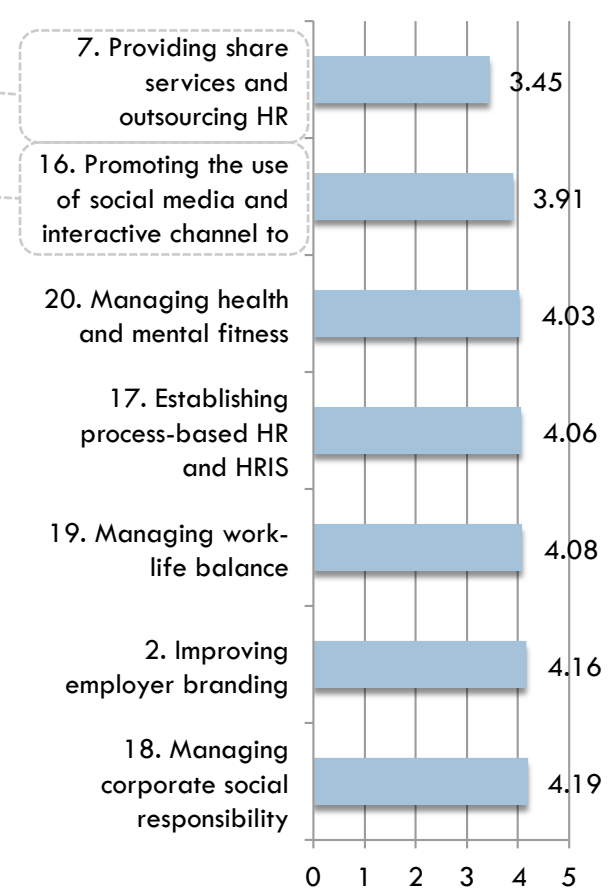
Current Capability - Lowest



Current Importance - Lowest



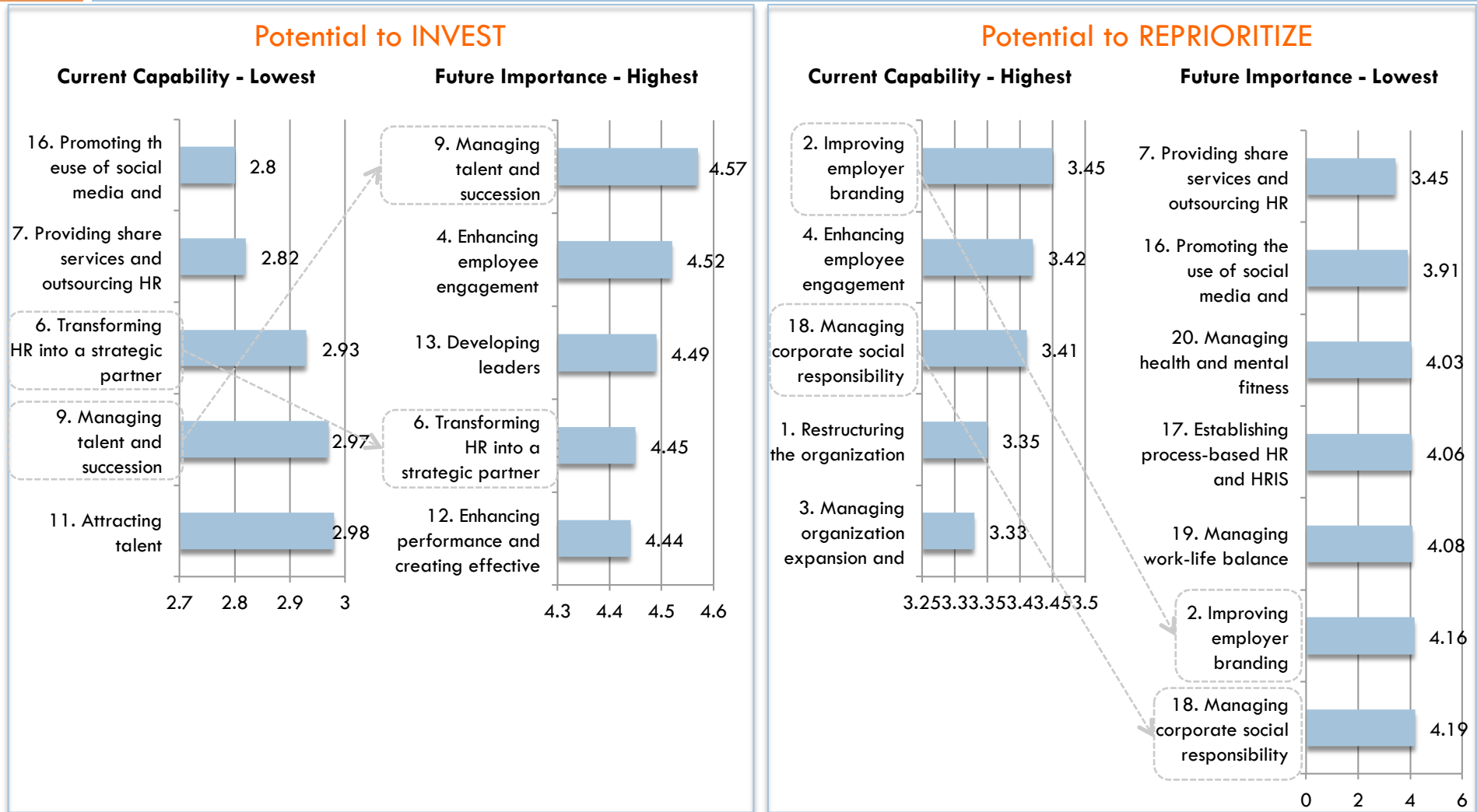
Future Importance - Lowest



Lowest ranking of current capability represents two possibilities; 1) low importance on that topics, or 2) low level of capability of an importance topics.

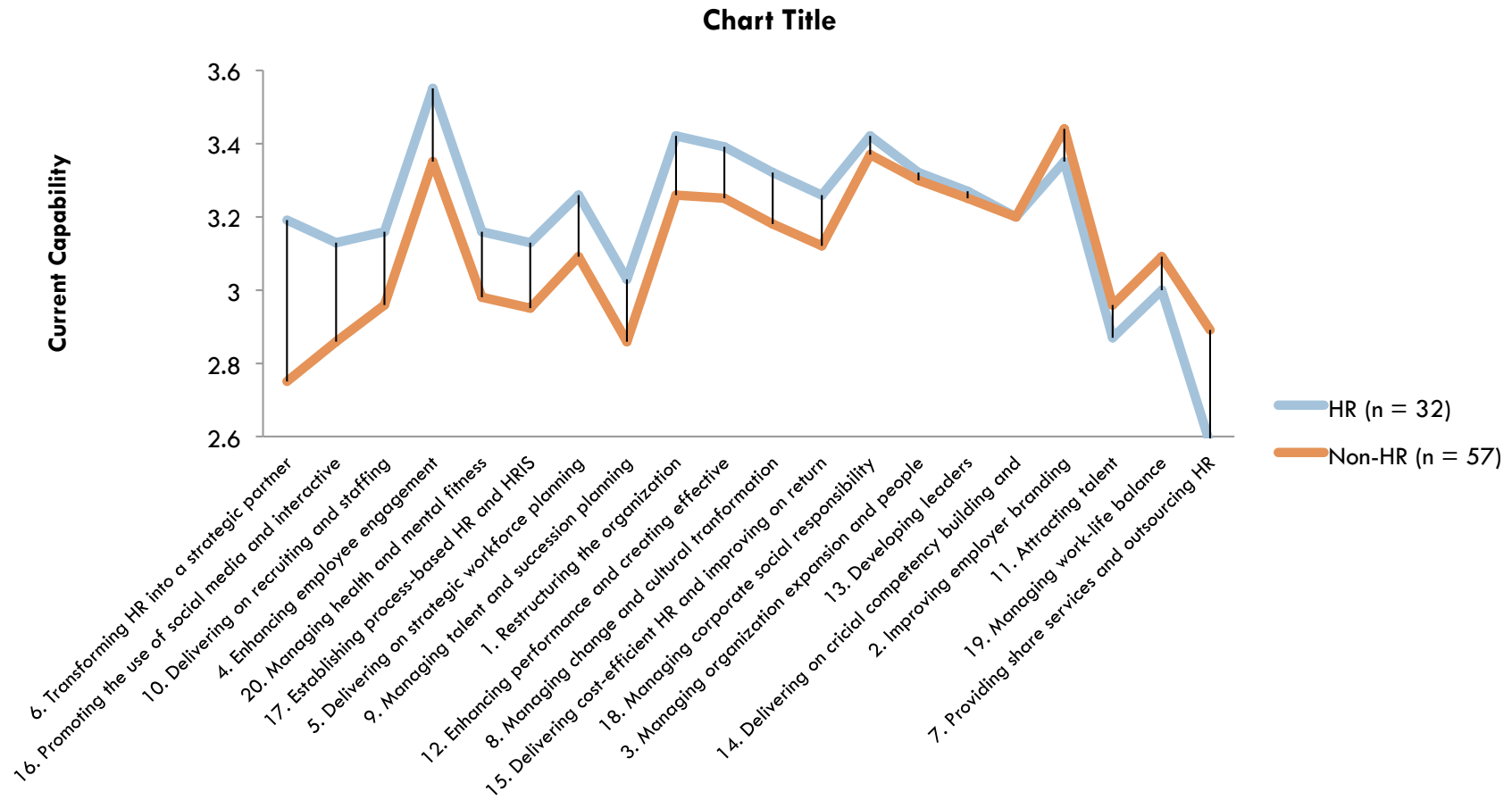
(n = 102)

Q1 – Compare Bottom 5 CC and Top 5 FI the matter of prioritization...



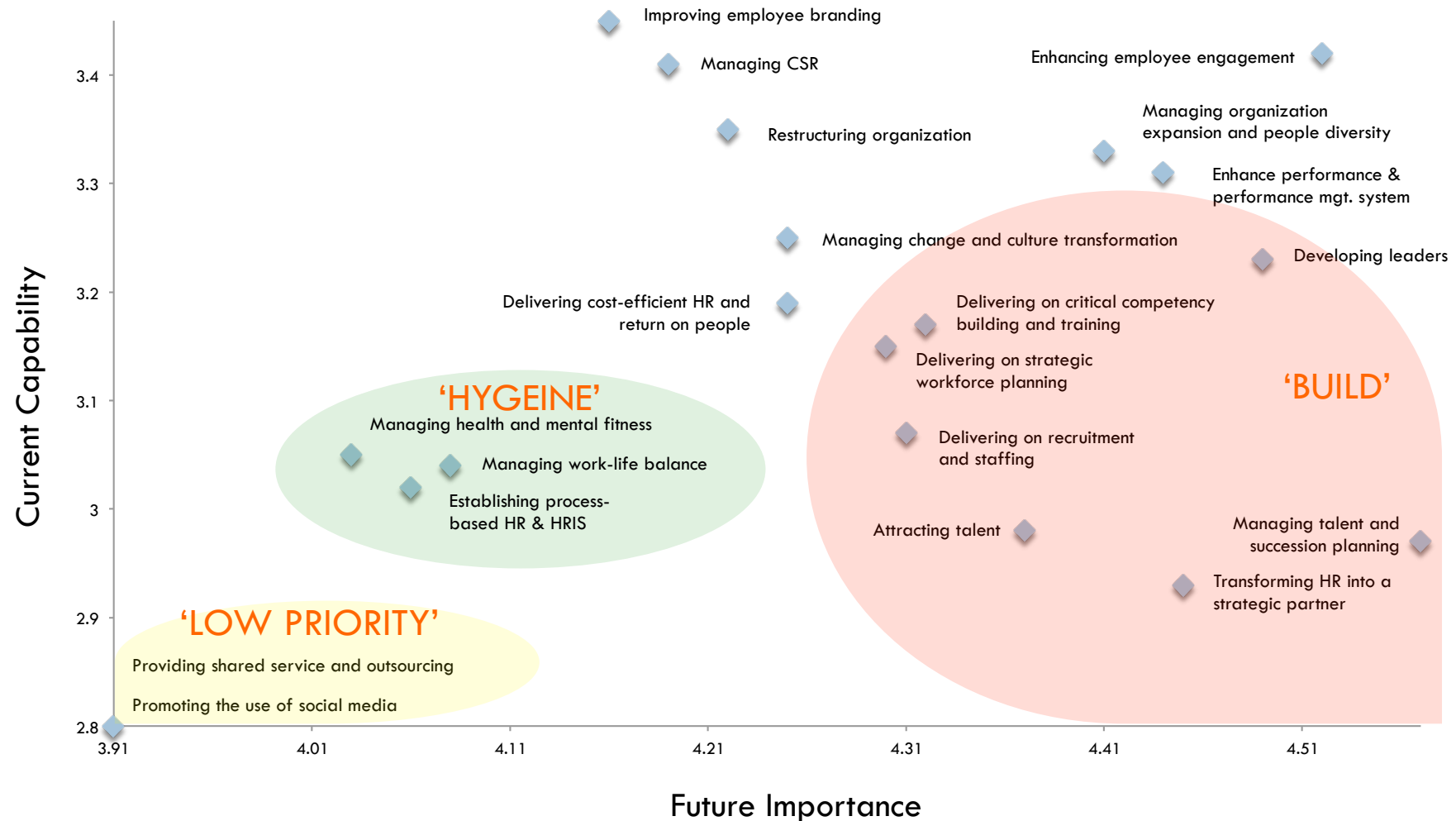
(n = 102)

Q1 – Gap HR and Non-HR the matter of alignment...



Q1 – Analysis Current Capability & Future Importance

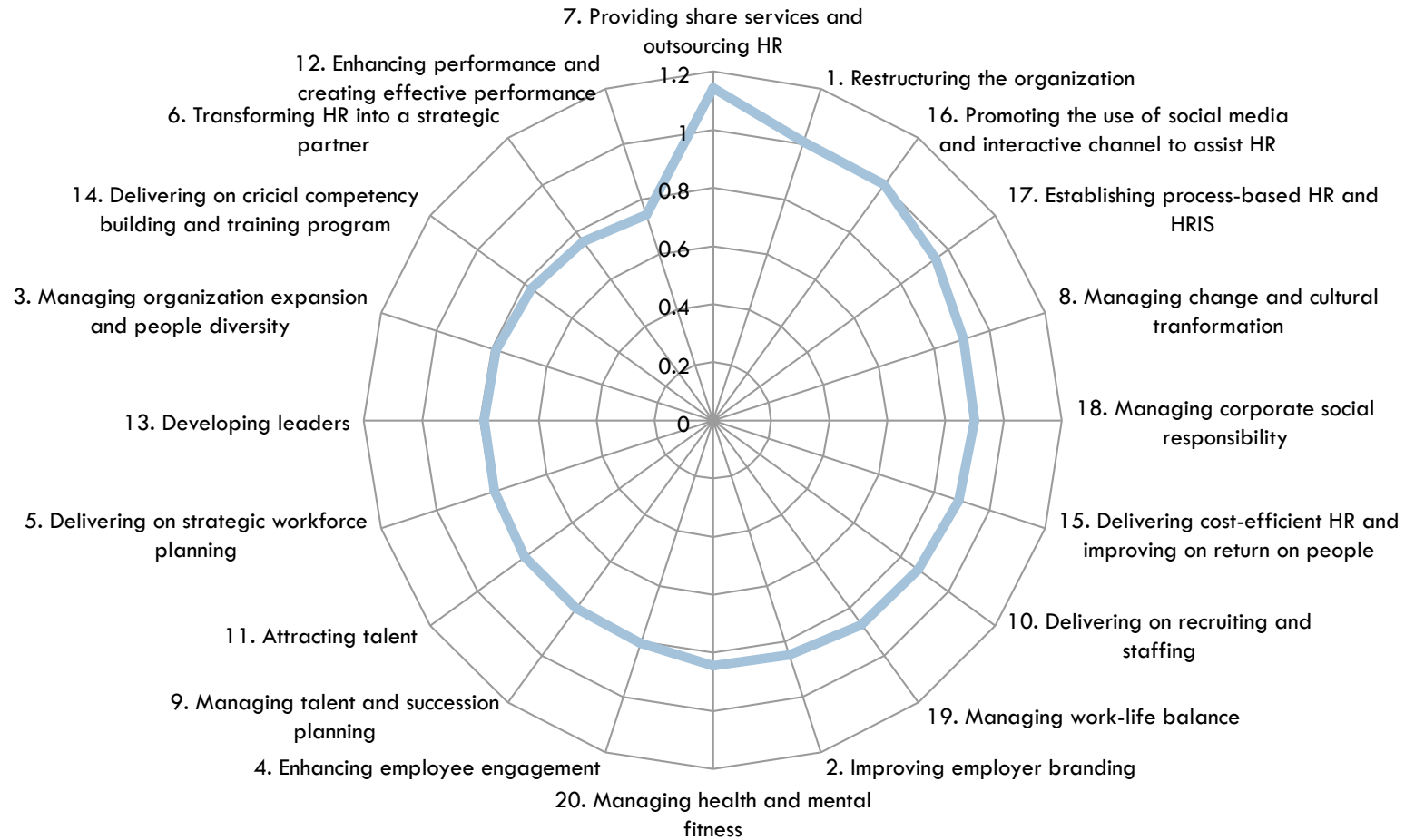
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Q1 – Highest SD, Future Importance

Some topics come with confusion.

14



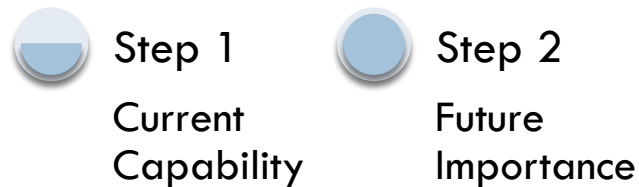
(n = 102)

Q2 - Essential leadership competencies

15

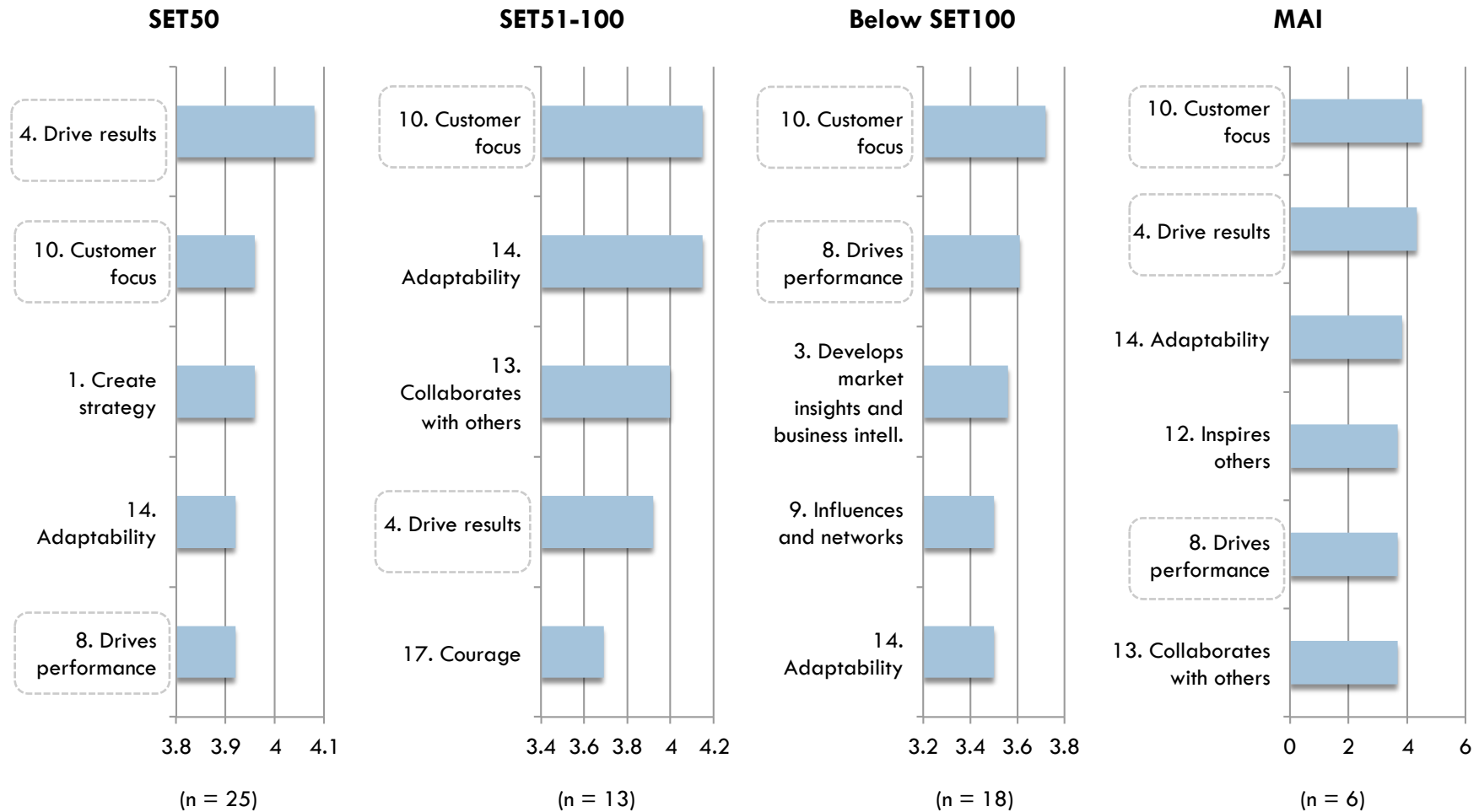
Number of researches conclude essential leadership competencies can be clustered into 4 groups:

Survey asks participants to rank two questions:



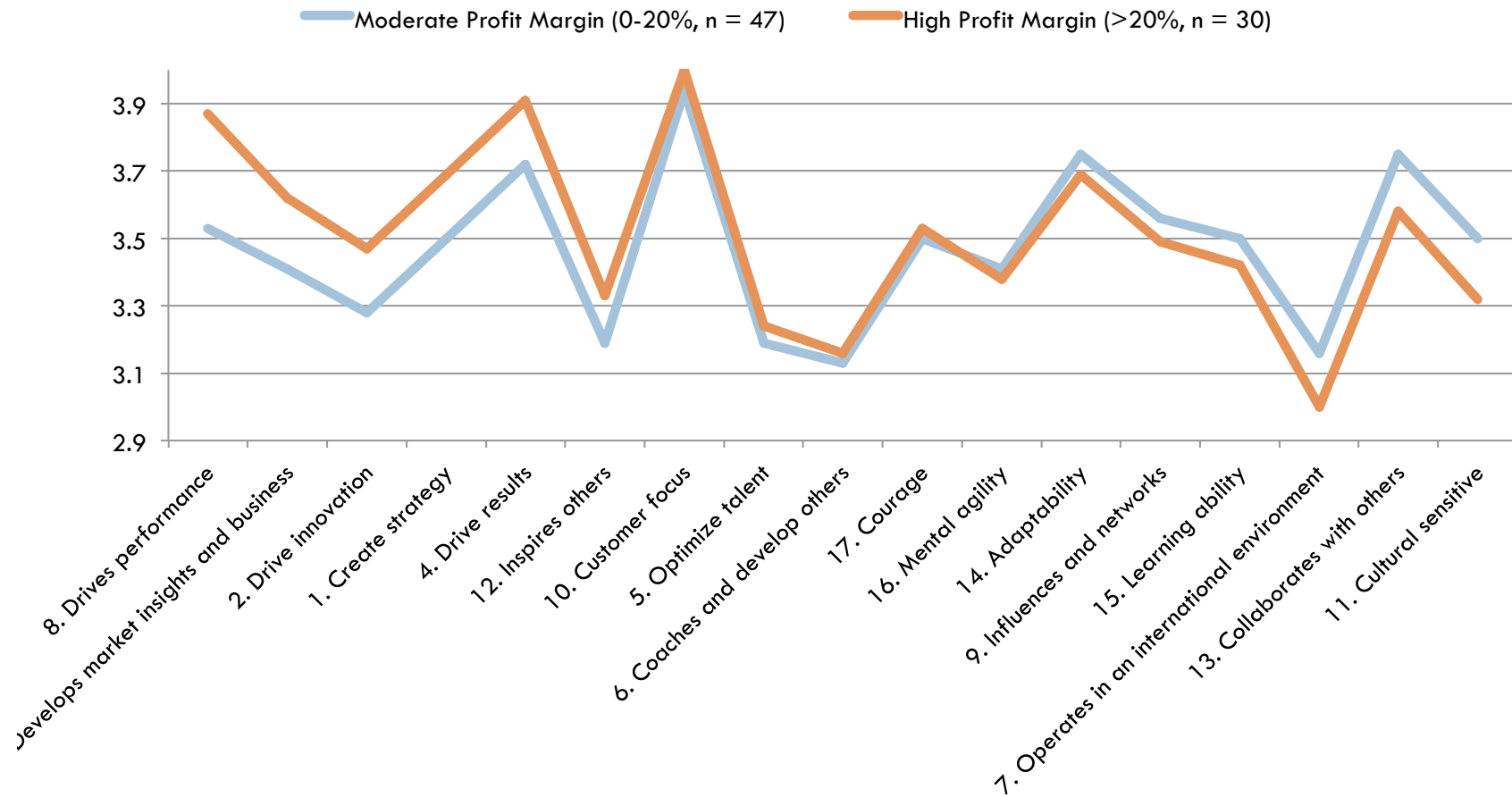
Q2 – ‘Top 5’ Current capability by size

16



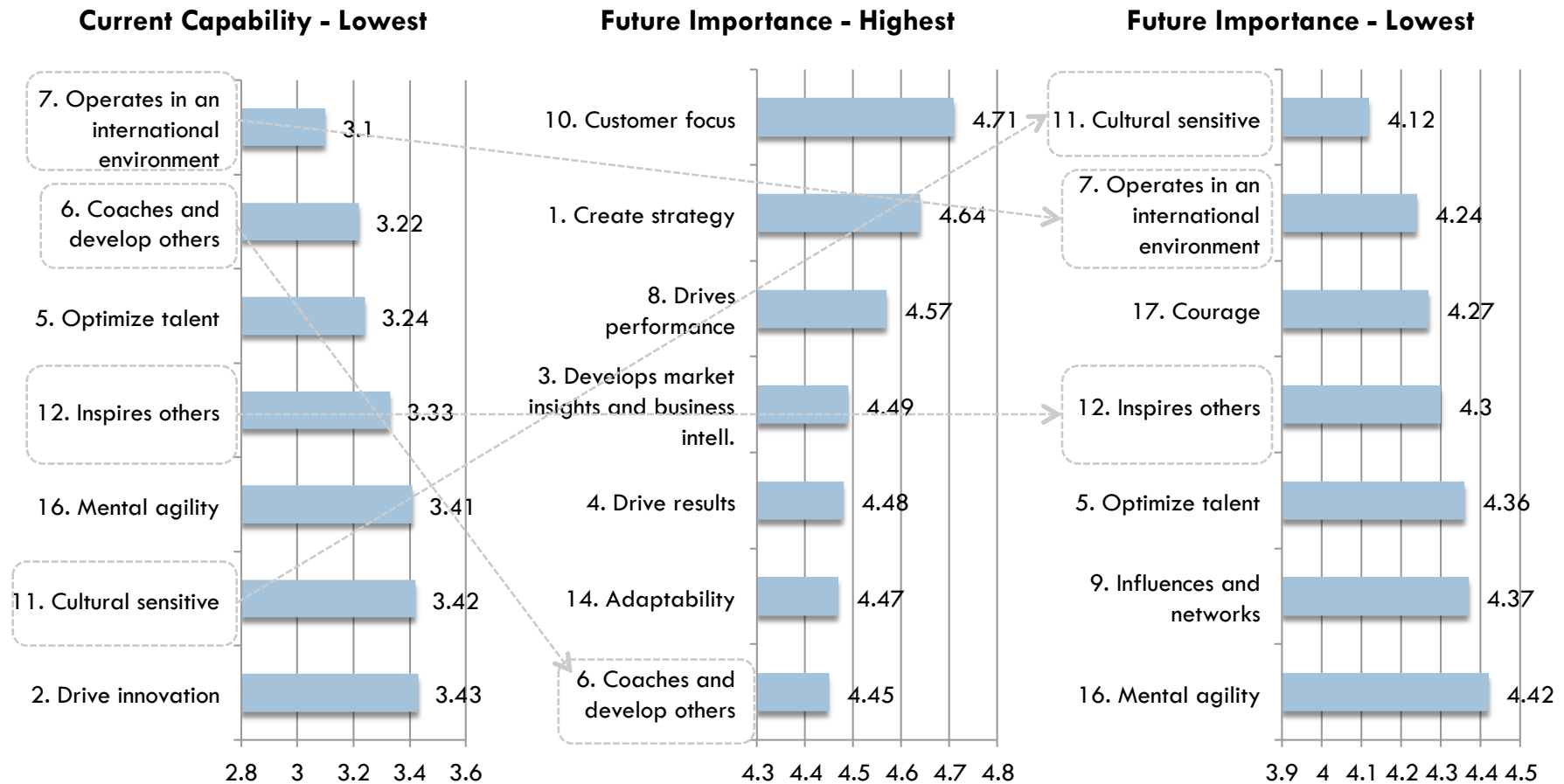
Q2 – Current Capability Comparisons, Moderate PM (0-20%) and High PM (>20%)

17



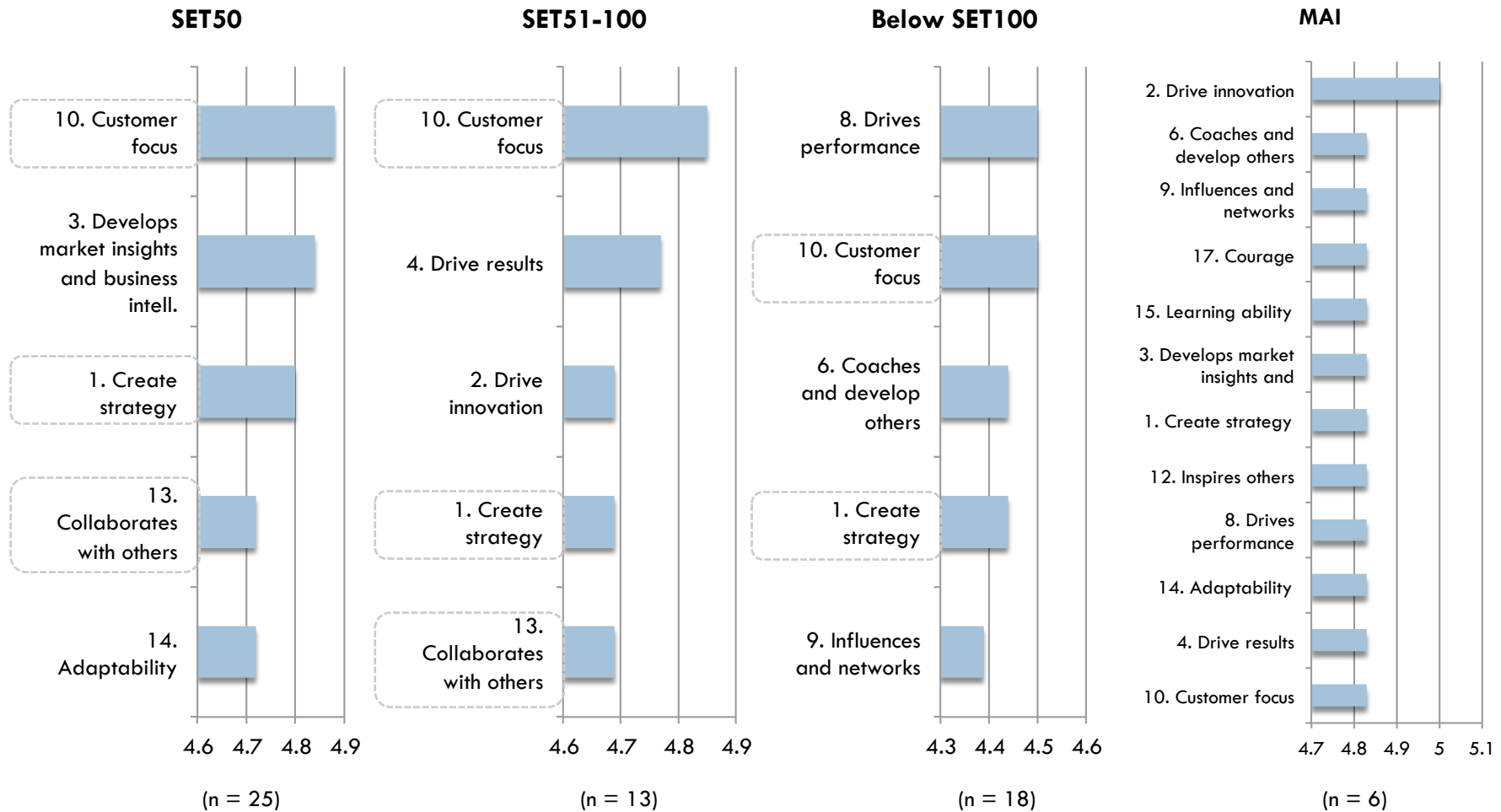
Q2 – Compare ‘Bottom-5’ CI and ‘Top-5’ FI and ‘Bottom-5’ FI

18



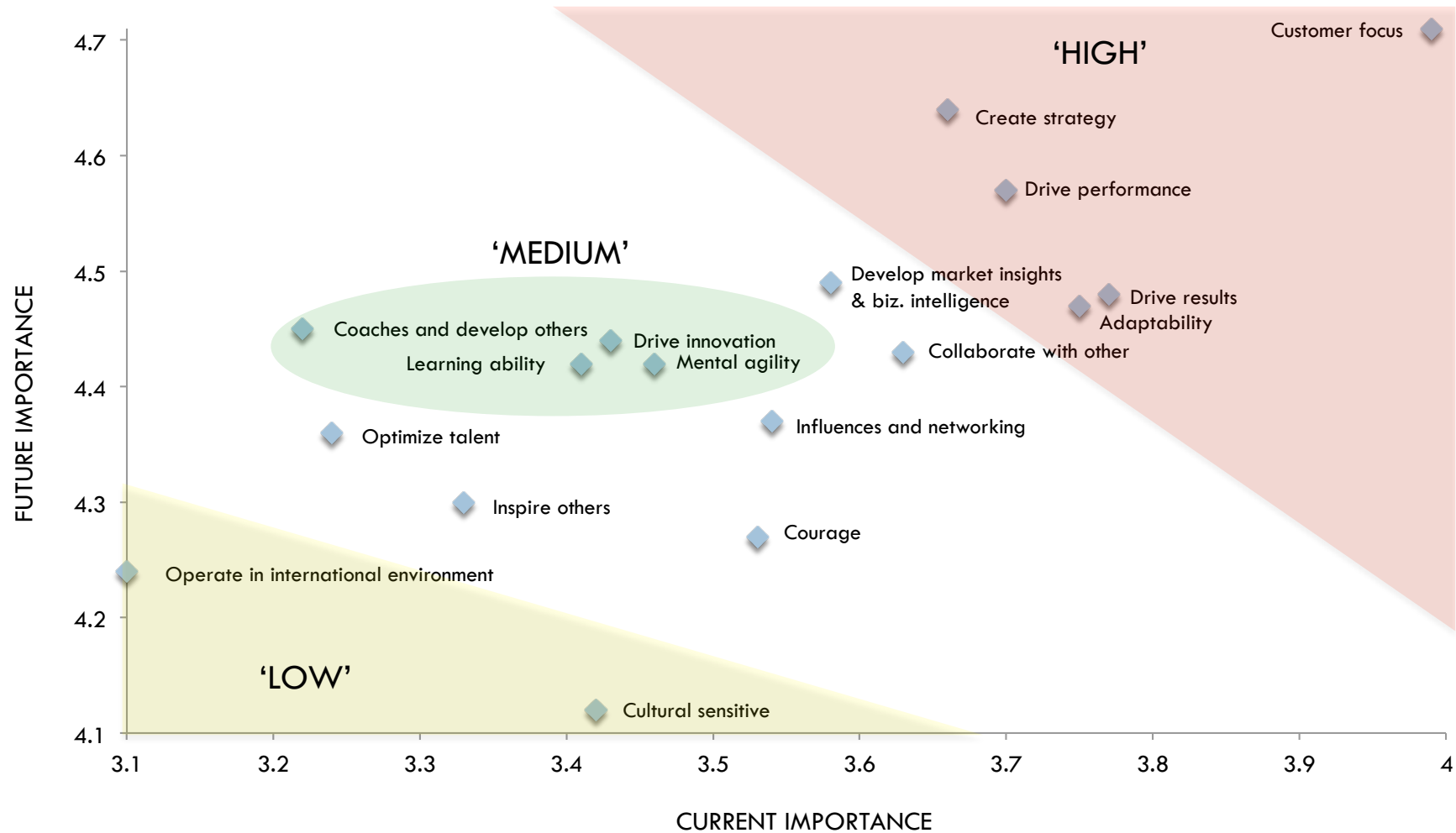
(n = 102)

Q2 – Future Important by size



Q2 - Competency: Current Com. & Future Imp.

20



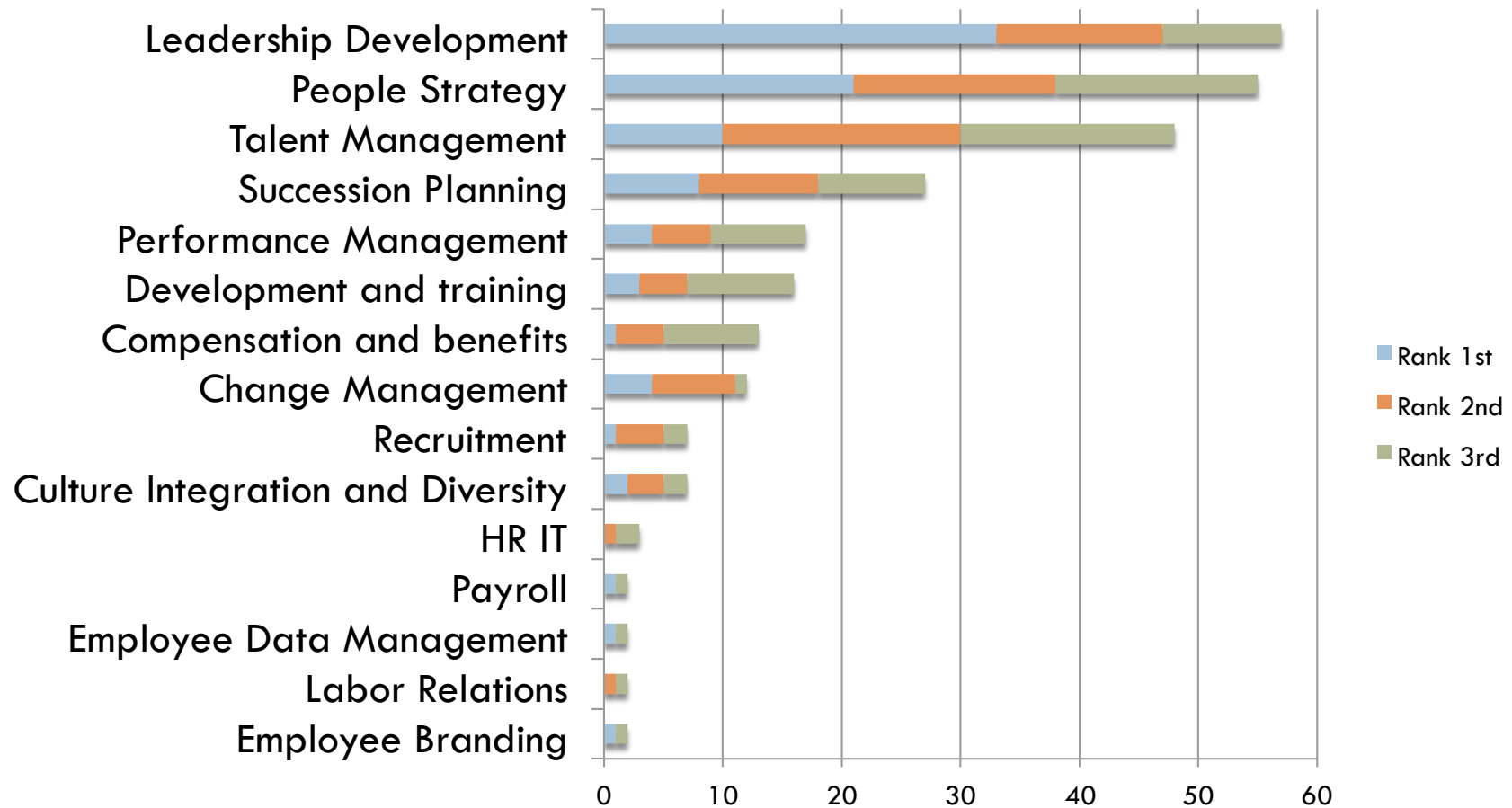
Q3 - 'Top-15' Popular HR Topics

21

- Leadership development
- Talent management
- People strategy
- Performance management
- Employee branding
- Compensations & benefits
- Development & training
- Change management
- Culture integration & diversity management
- Recruiting
- Succession planning
- Labor relations
- HRIS
- Employee data management
- Payroll

Q3 – Highest Ranking (overall)

22



(n = 102)

Q3 – Topics by company size

23

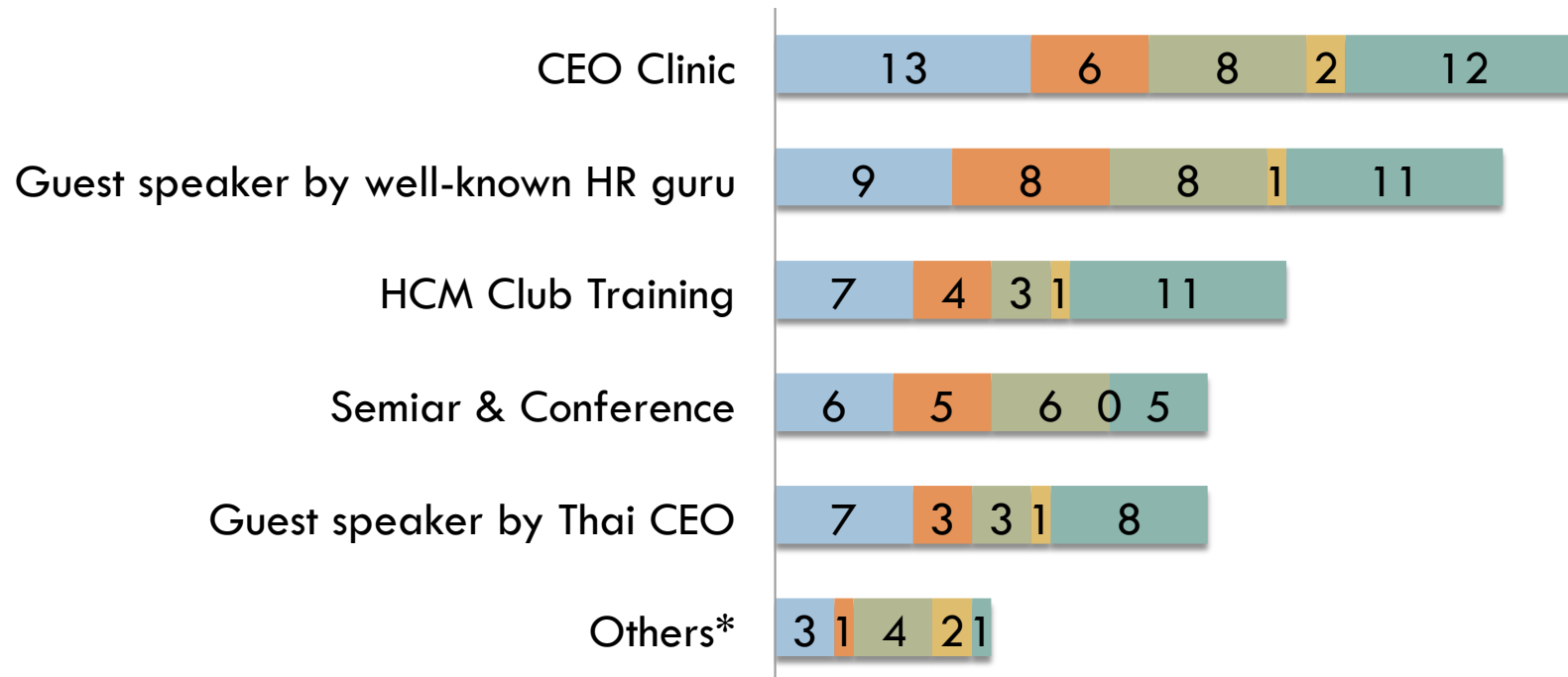
Ranking	SET50	SET51-100	Below SET100	MAI	Non-listed
1	Leadership Development	Leadership Development	People Strategy	Leadership Development	Leadership Development
2	People Strategy	Talent Management	Change Management	Development & Training	People Strategy
3	Talent Management	People Strategy	Leadership Development	People Strategy	Talent Management
4	Performance Management	Succession Planning	Development & Training	Performance Management	Compensation & Benefits
5	Succession Planning	Development & Training	Performance Management	Talent Management	Performance Management
	N = 24	N = 13	N = 18	N = 6	N = 28

Q4 - Preferred HCM Activities

24

Preferred HCM Activities

■ SET50 ■ SET51-100 ■ Below SET100 ■ MAI ■ Others



(n = 102)

*Other: global case, international experience sharing, and HR roadmap

Q4 – Mentioned Topics

25

- HR Strategy (2)
- Global HR Management (Technique and tools)
- Building sustainable business (2)
- Work inspiration
- Happy workplace, happy people
- Create strategy
- Future of Human Resource Management
- Soft-side of HRM (happiness policy)
- Motivation & Team spirit
- Success case & experience sharing
- Talent management
- Workforce diversity & integration
- Succession plan
- Good governance
- Change Management
- Accountability
- Managing HR in the light of AEC
- Talent Mobility
- How to build engaged and committed (to an organization) workforce
- HRIS, Employee Data Management
- How to manage workforce during the workforce shortage crisis

Next steps - Discussion

26

□ On Data Analysis

□ On HCM Club Activities



DR. NATTAVUT KULNIDES
NATTAVUT.K@ADGES.NET
MOBILE: 089-798-2288

ADGES | 10TH FL., EMPORIUM TOWER, UNIT 1011, 622 SUKHUMVIT 24, KLONGTOEY, BANGKOK 10110 THAILAND

28

Appendix

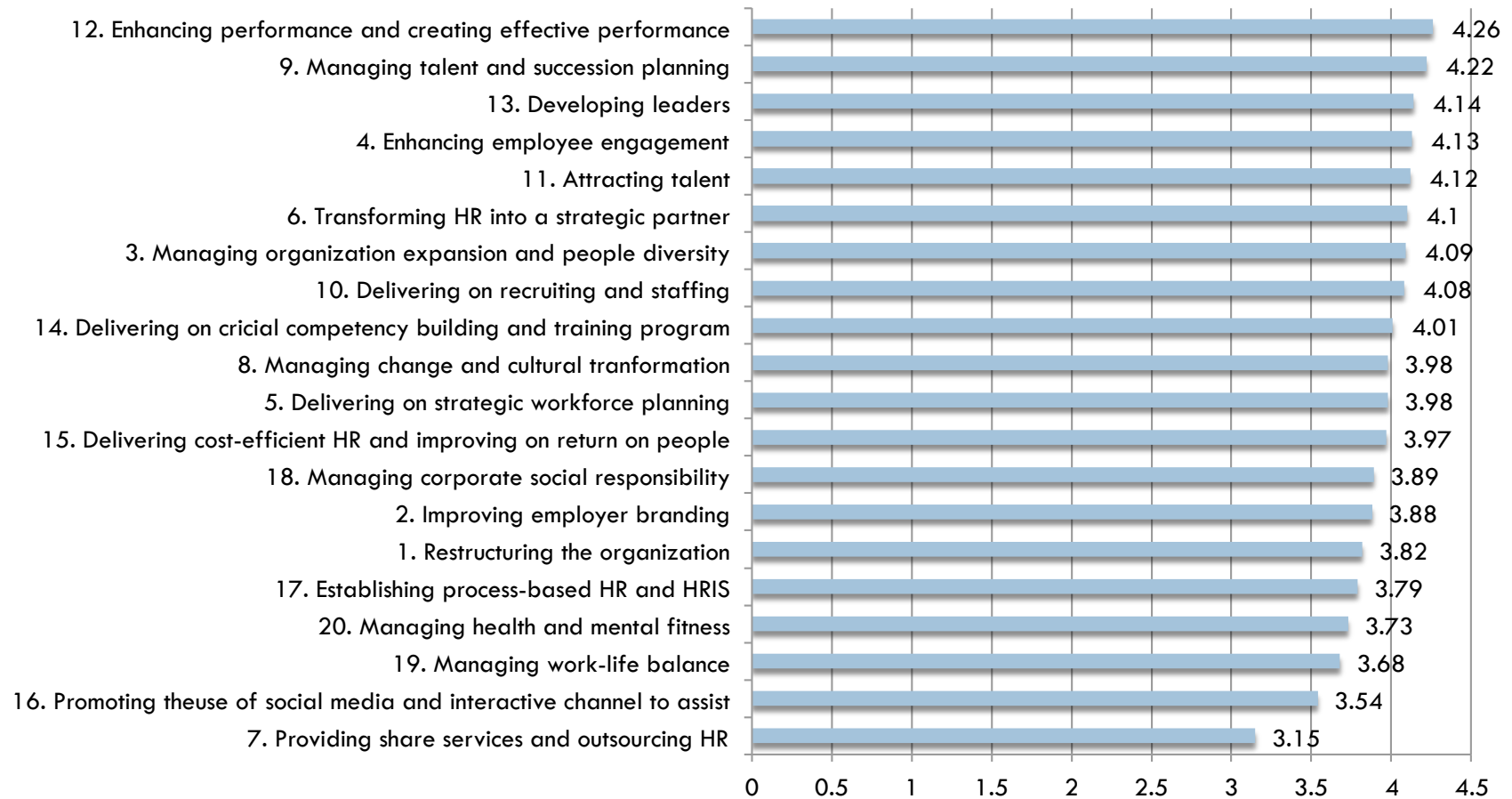
Q1 - Current org. capability

29



Q1 - Current important

30



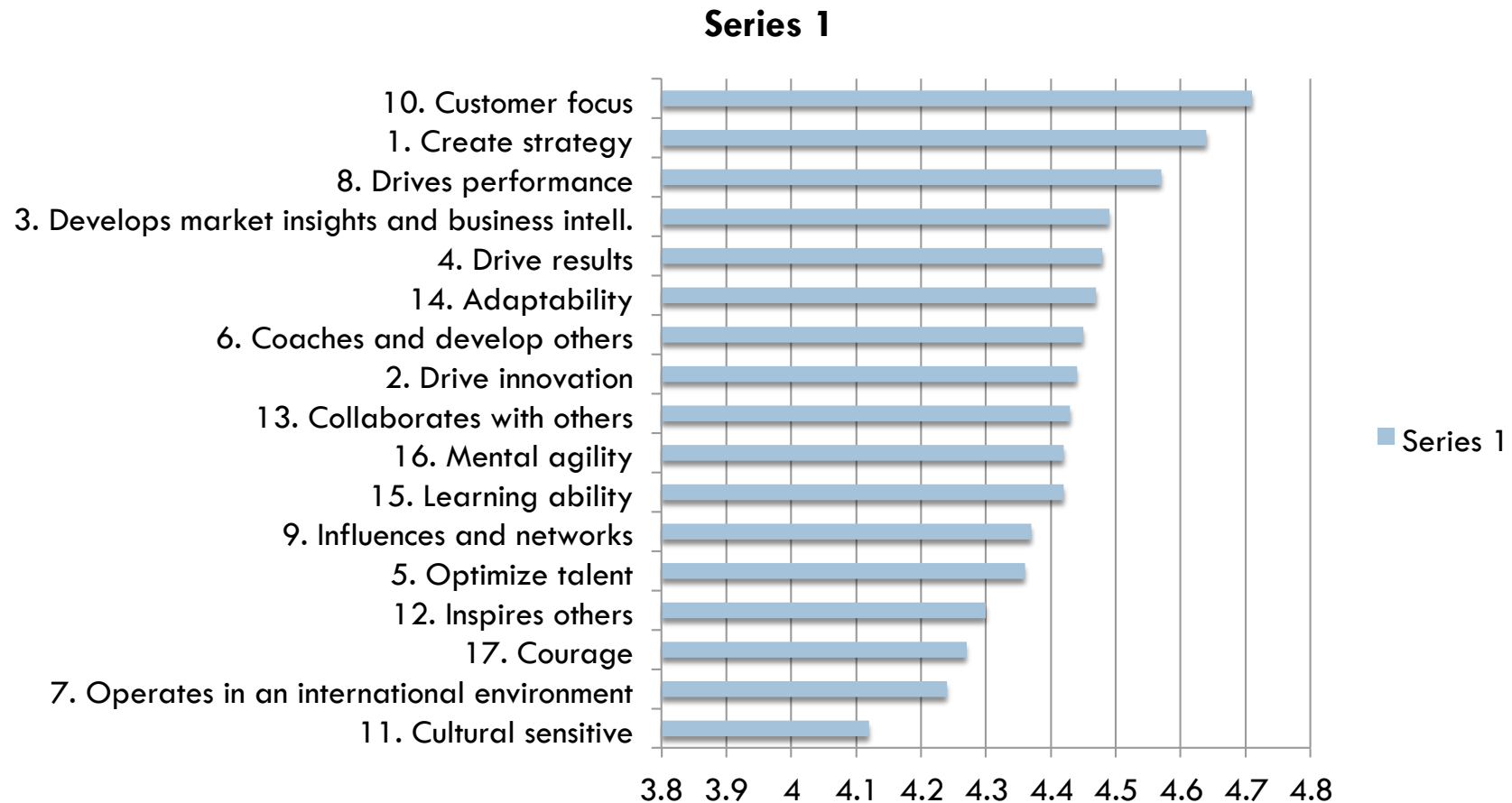
Q1 - Future important

31



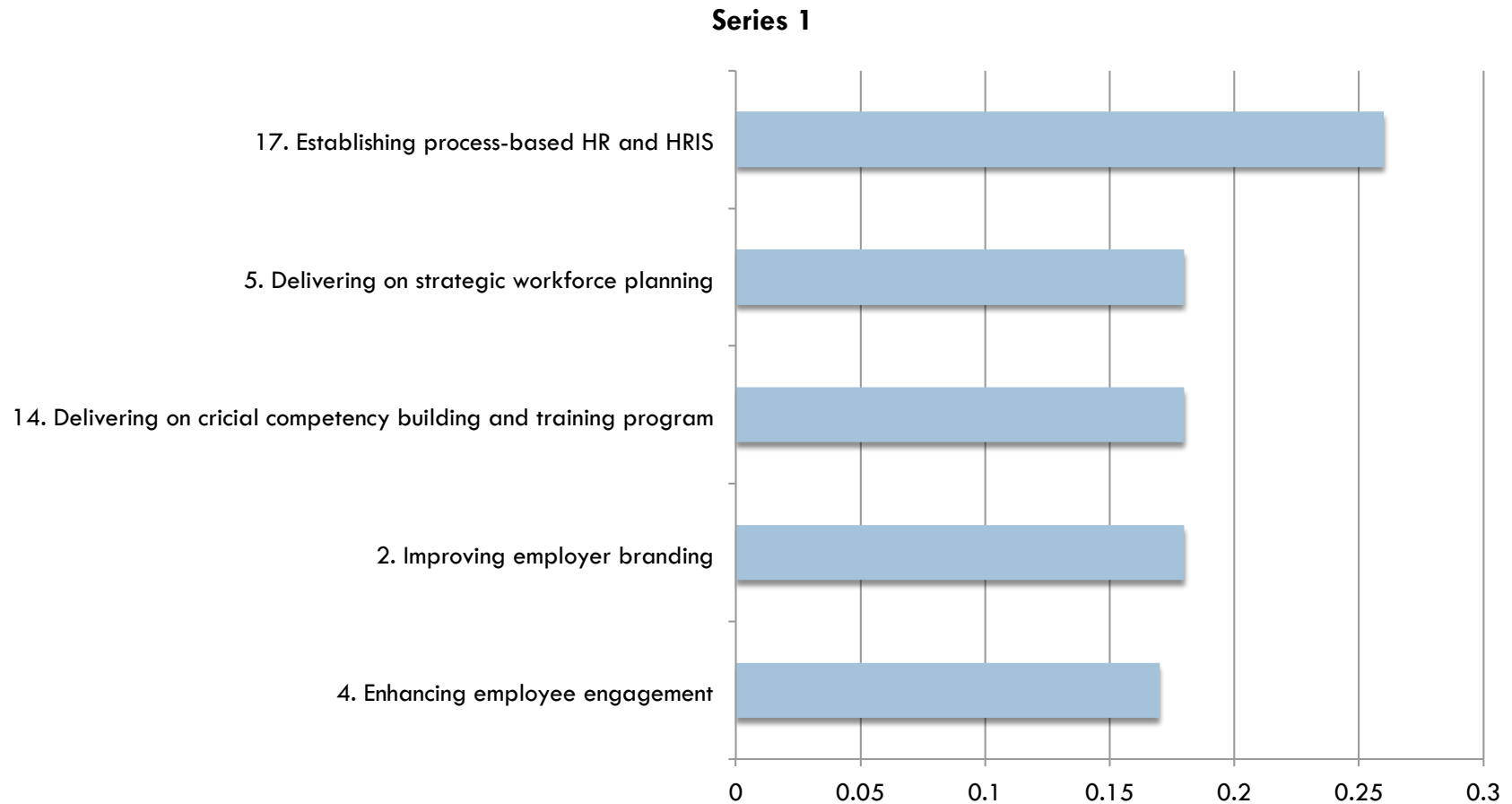
Q2 - Competency: Future Important

32



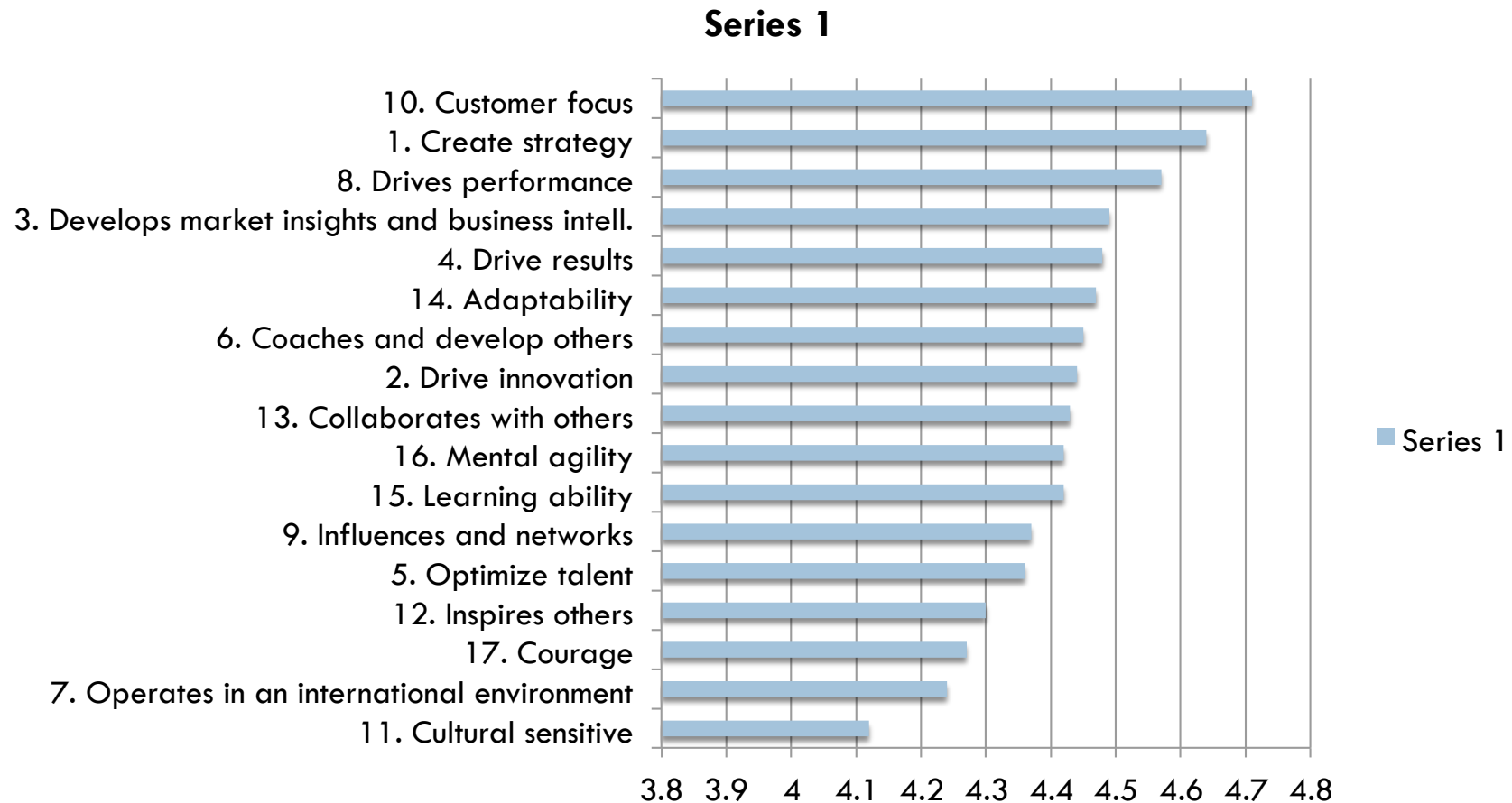
Gap: Future Important (Top & HR) need clarification

33



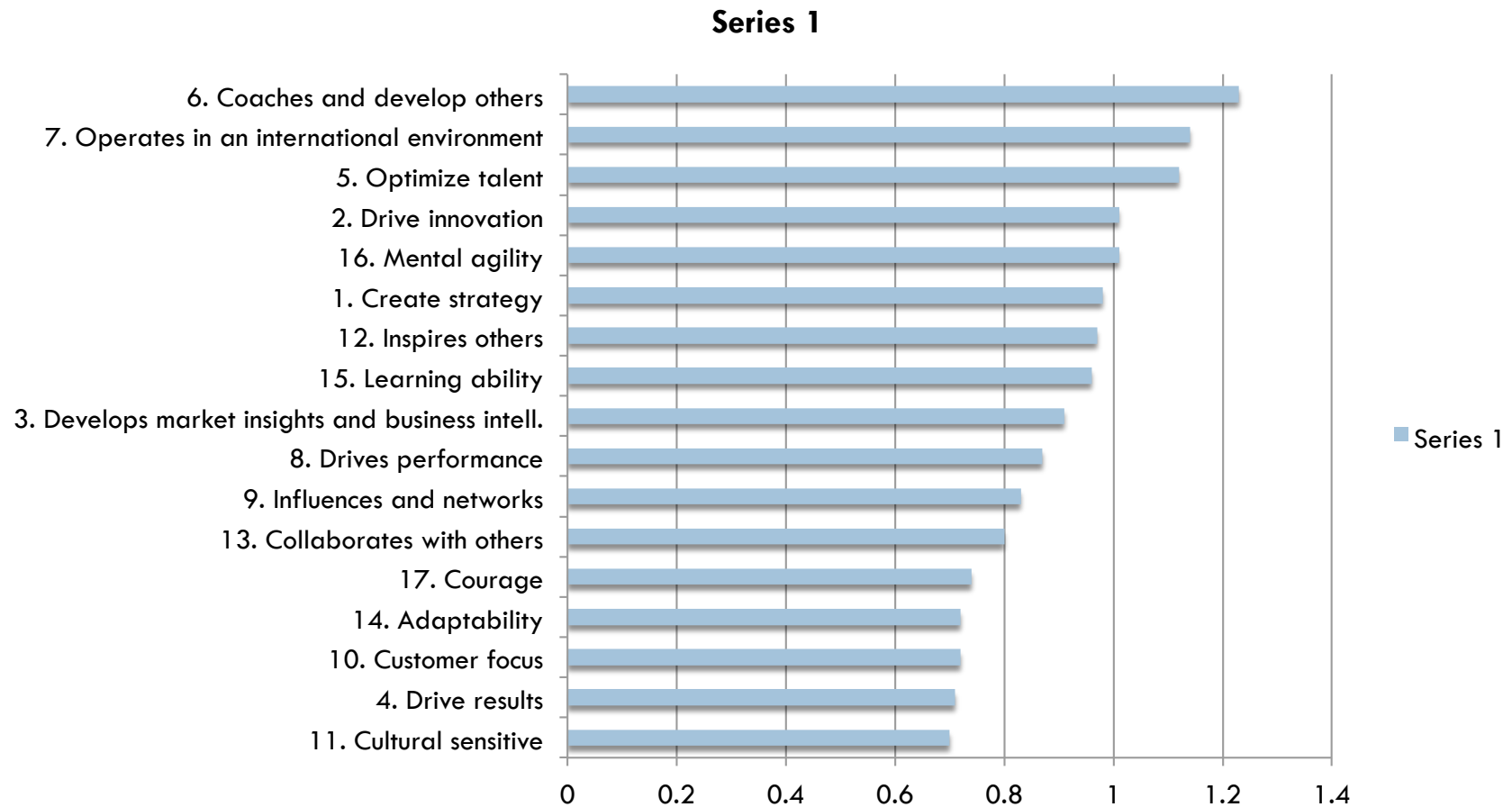
Q2 - Competency: Future Important

34



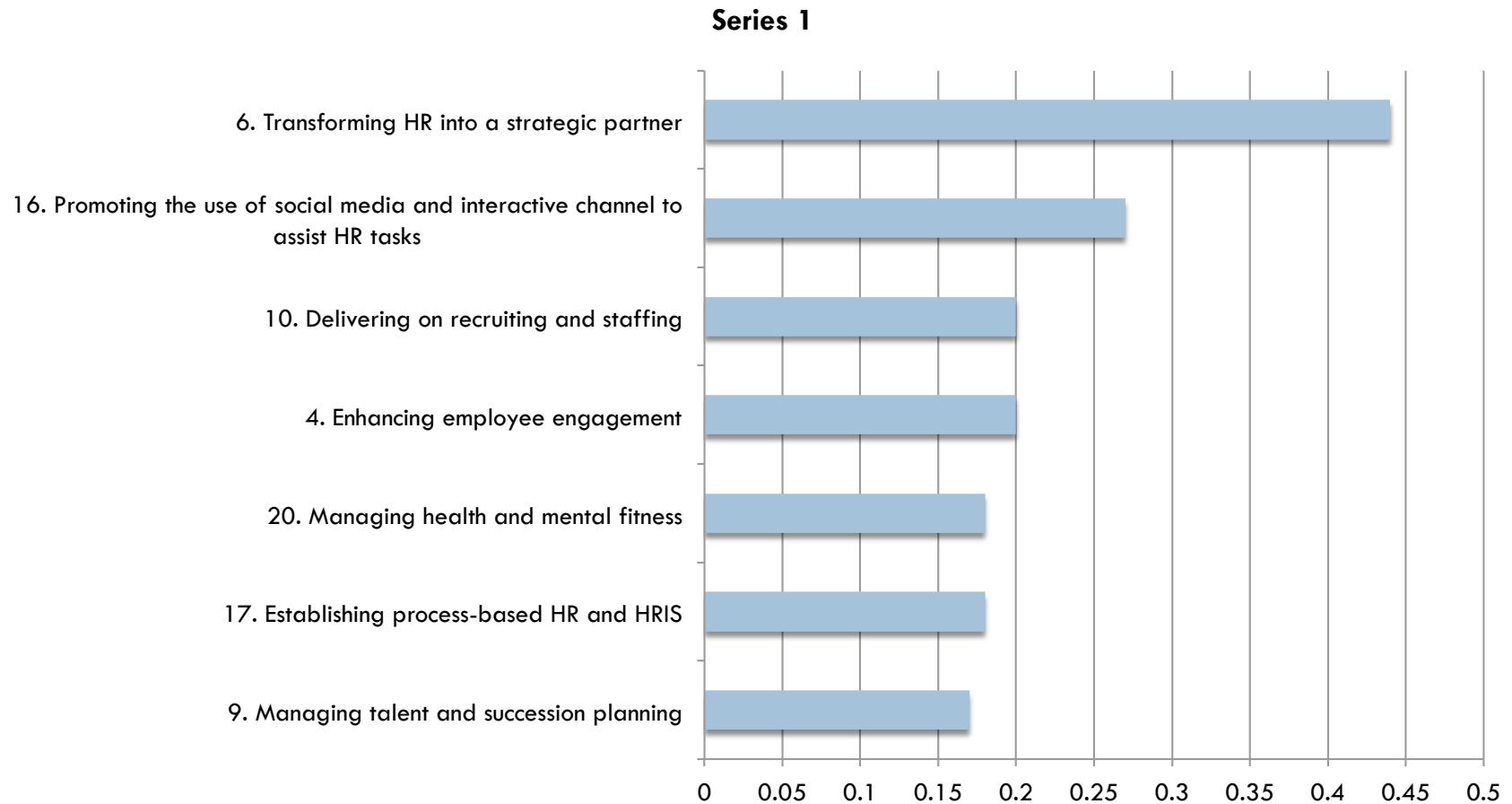
Q2 - Gap: Current Comp & Future Important

35



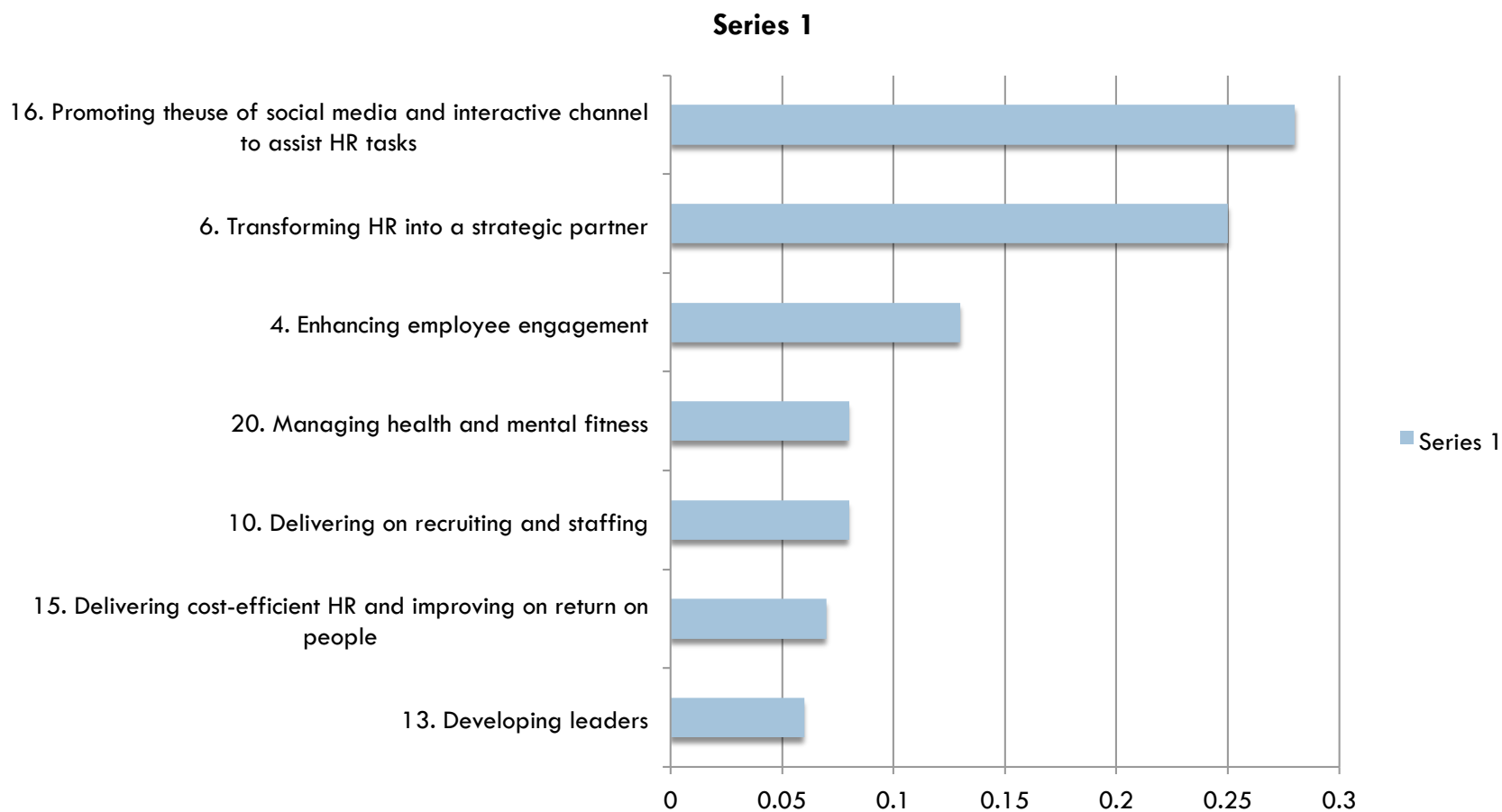
Gaps: Top Mgt. and HR – Current Capability

36



Gap – Current Capability (TOP & HR)

37



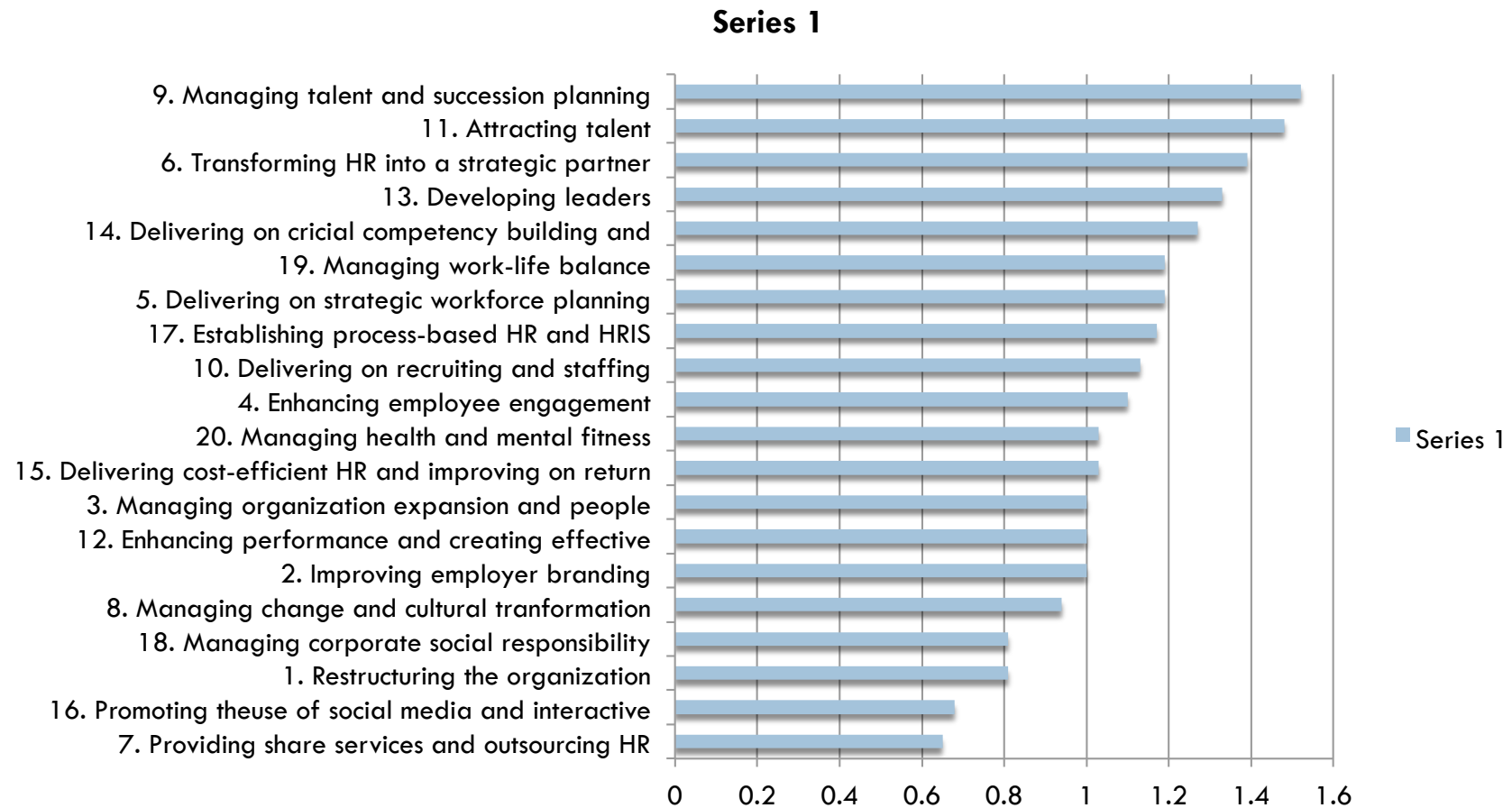
Gap: Current Cap and Future Important – Top Exec.

38



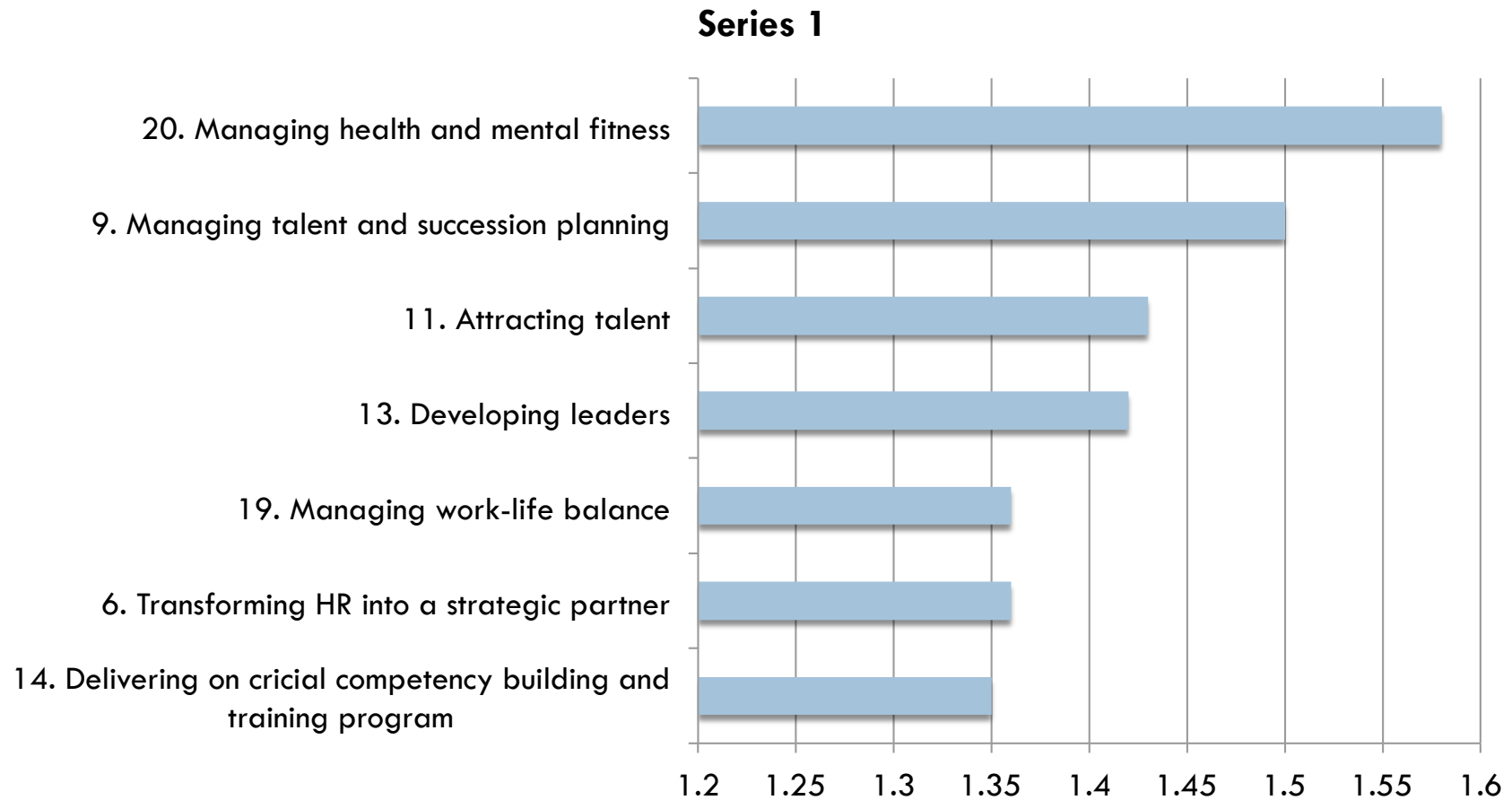
Gap: Future Imp. And Current Cap. HR

39



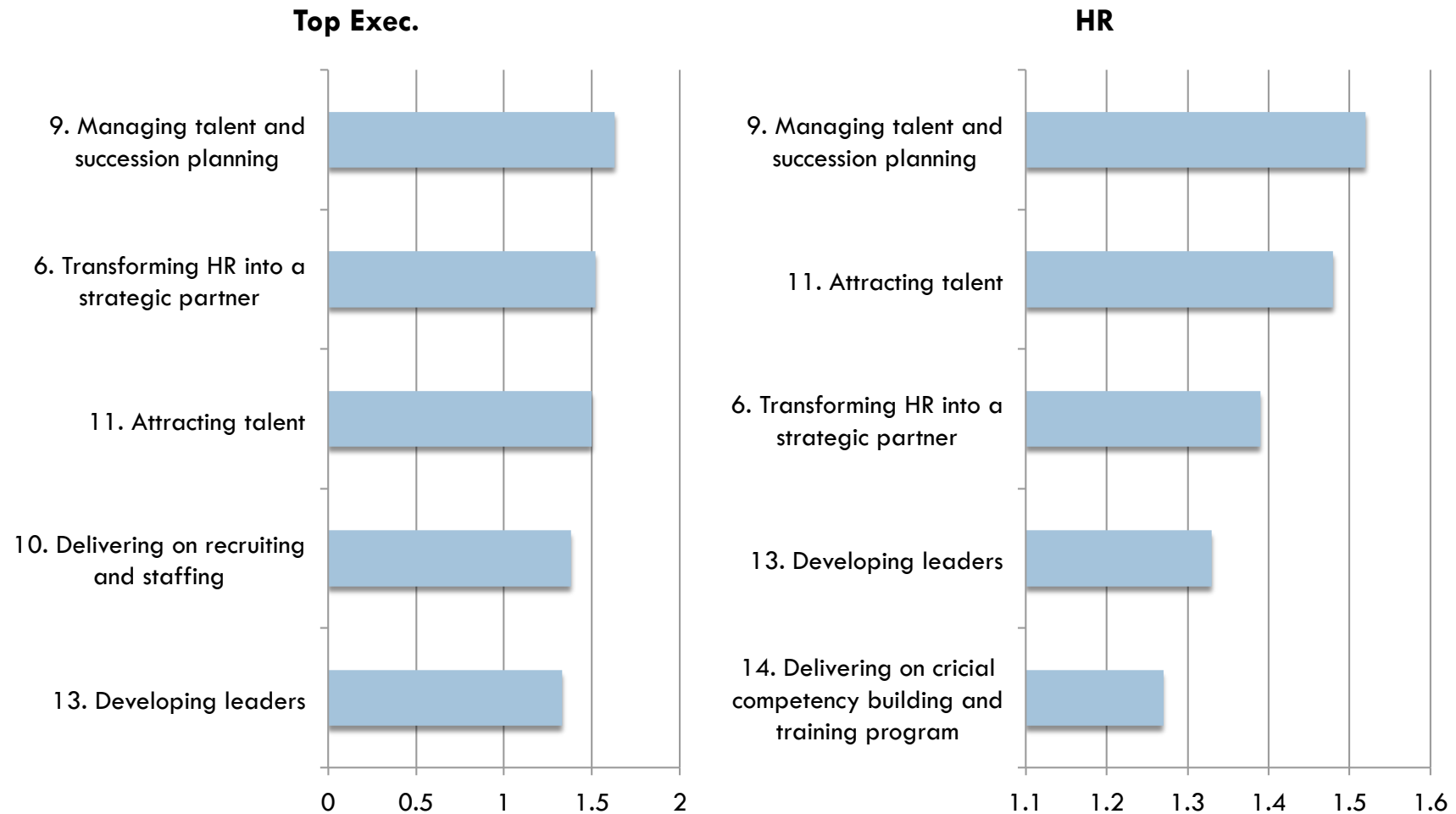
Q1 – Gap Current Capabilities & Future Important – CEO Perspective

40



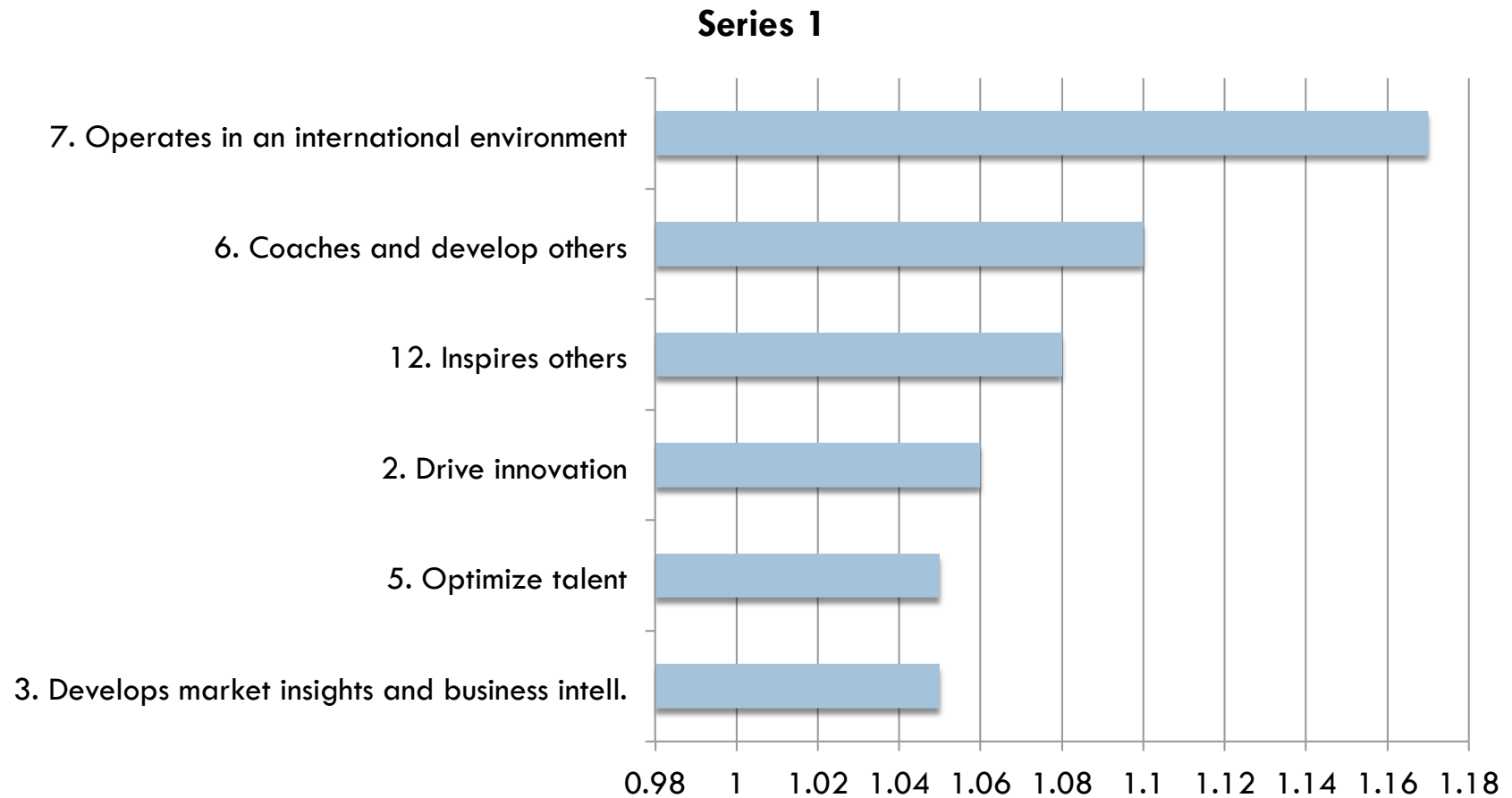
Gap: Current Cap and Future Important – Top Exec.

41



Gap: Q2 FI & CC – Top Exec.

42



Q2 – gap by company sizes (priority)



Q3 - Compare: Moderate Growth and High Growth

Moderate Profit Growth (0-10%)

High Profit Growth (>10%)

Domestic

International

Ranking	Topic	Ranking	Topic	Ranking	Topic	Ranking	Topic
1.	People Strategy	1.	Leadership Development	1.	Leadership Development	1.	Leadership Development
2.	Leadership Development	2.	People Strategy	2.	People Strategy	2.	Talent Management
3.	Talent Management	3.	Talent Management	3.	Talent Management	3.	People Strategy
4.	Performance Management	4.	Development and Training	4.	Development & Training	4.	Performance Management
5.	Development and Training	5.	Change Management	5.	Succession Planning	5.	Development & Training
6.	Succession Planning	6.	Performance Management	6.	Performance Management	6.	Change Management
7.	Compensation and Benefits	7.	Succession Planning	7.	Compensation and Benefits	7.	Succession Planning