

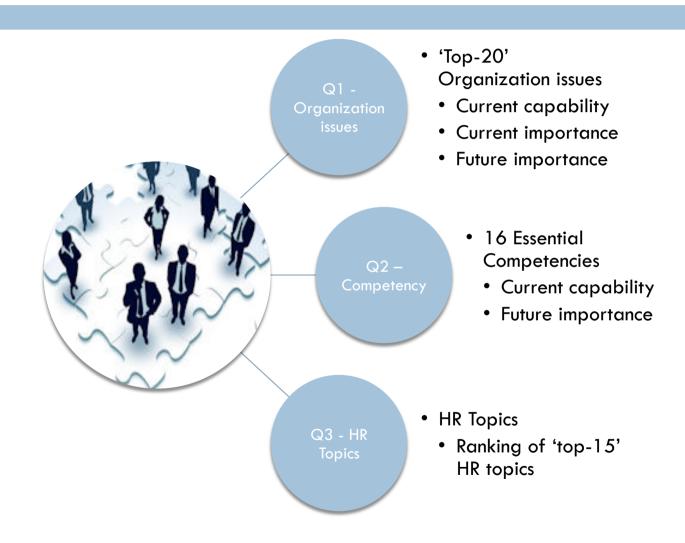


## Survey Objectives

- 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

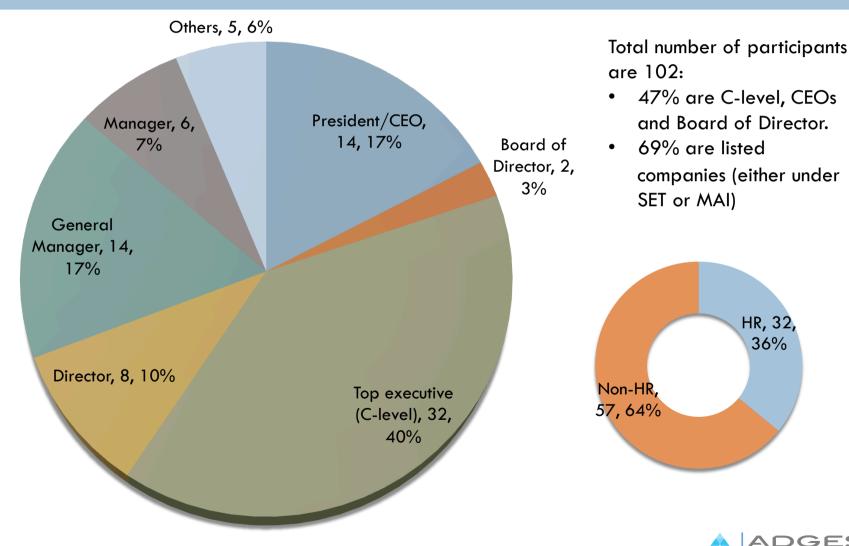


## Survey questions

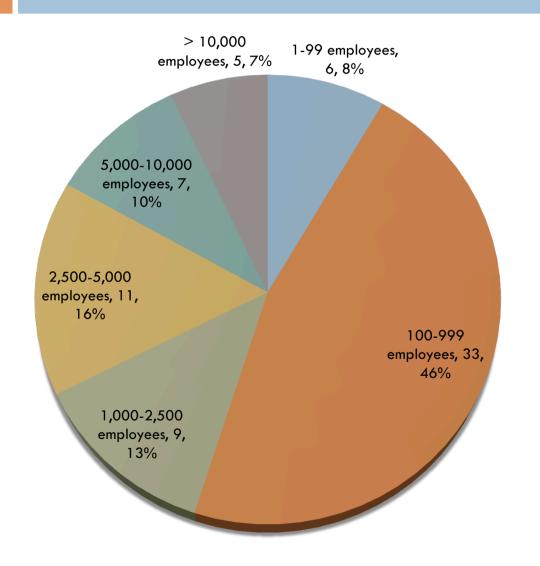


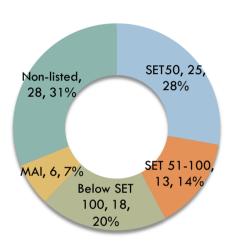


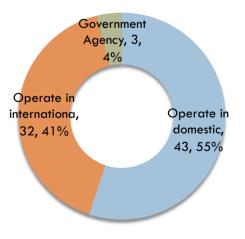
## Participants Profile (n = 102)



## Organization types & sizes









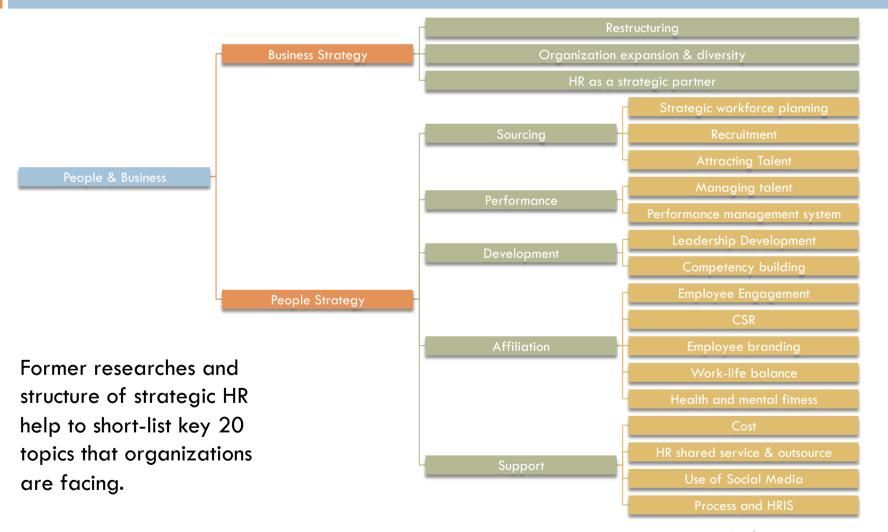
### Revenue & Profit Growth

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





### Q1: Methodology Where all 20 topics come from!



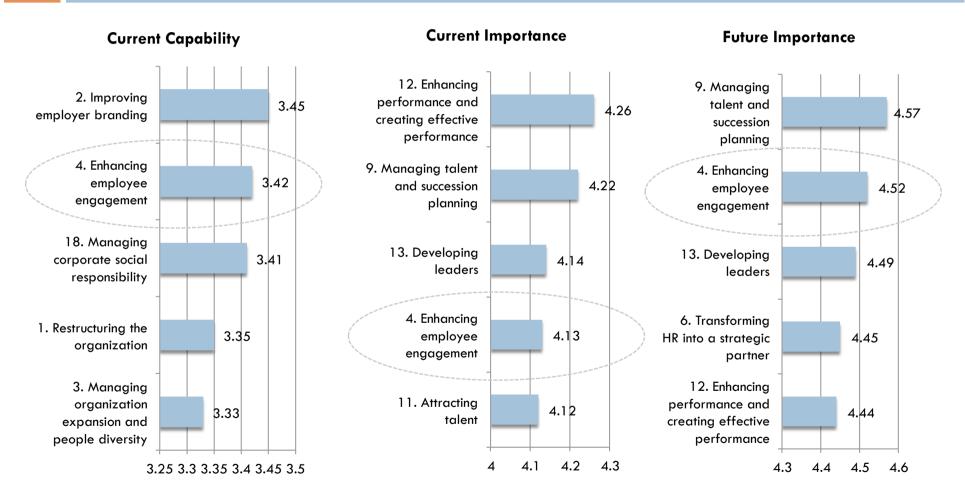


### Q1 - What we aim to conclude!

Step 3 – Analyze results Step 1 – Start with Top 20 List High - Future Importance Step 2 – Determine level of High competence/importance importance importance – low capability Step 1 LOW - Current Capability Step 2 Step 3 HIGH – Current Capability **BUILD** SUSTAIN Current Current Future Capability **Importance** Importance Low Low importance – importance – **RE-PRIORITIZE DIVEST** Low - Future Importance

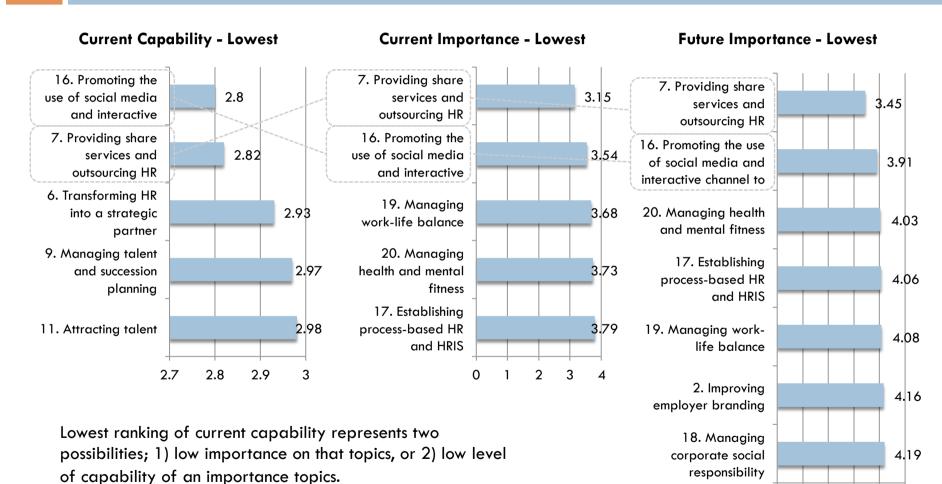


## Q1 - Top 5

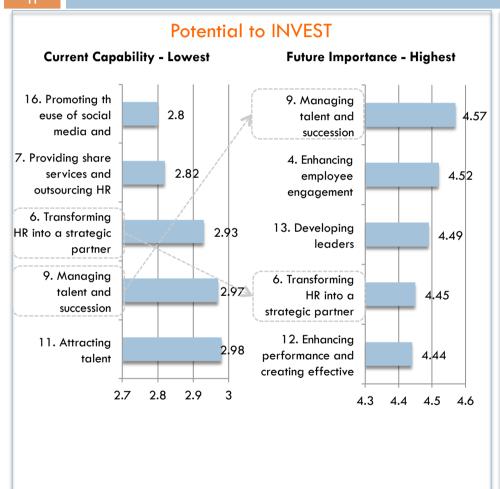


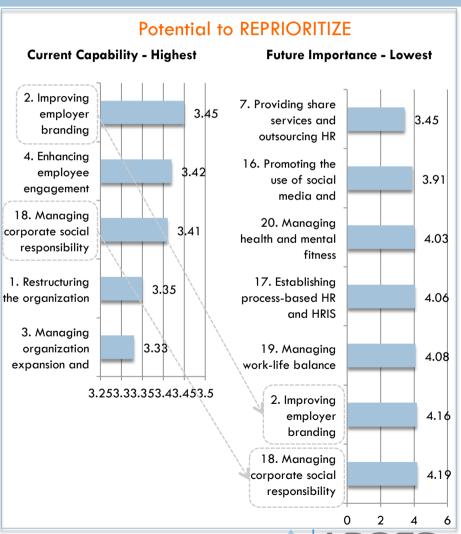


### Q1 - Bottom 5

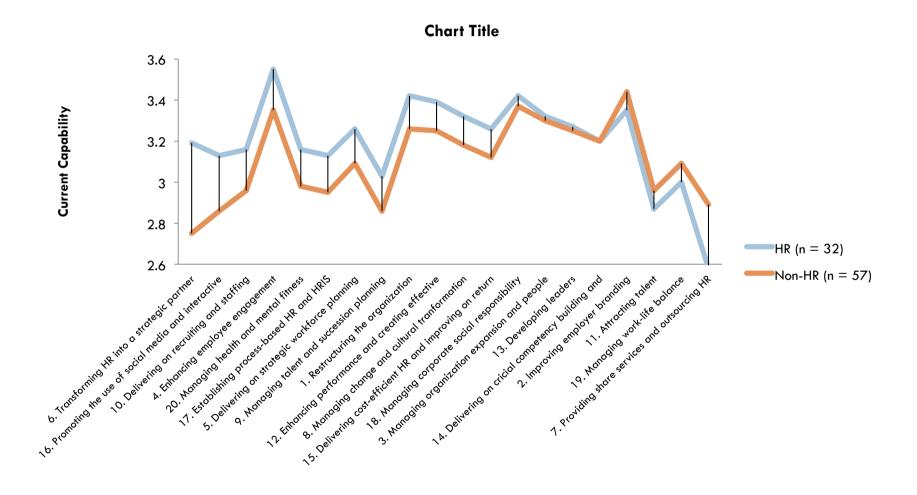


## Q1 — Compare Bottom 5 CC and Top 5 Fl the matter of prioritization...



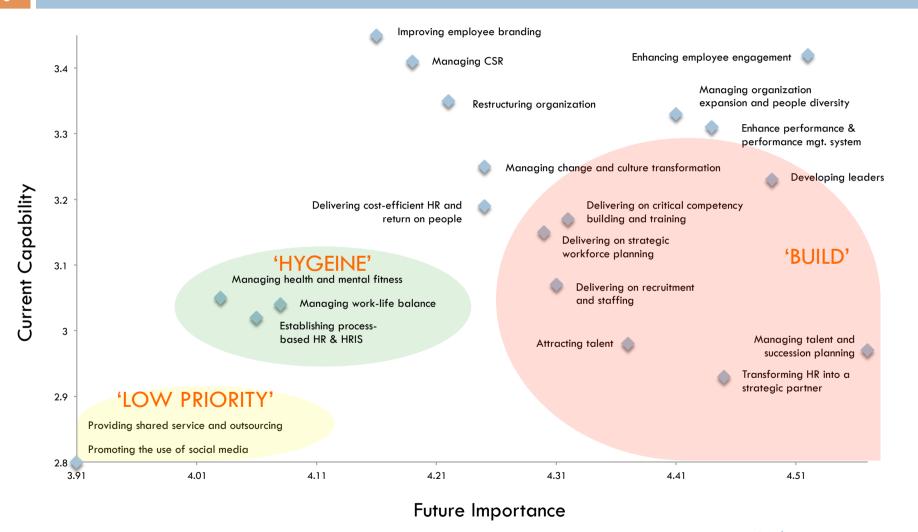


## Q1 — Gap HR and Non-HR the matter of alignment...



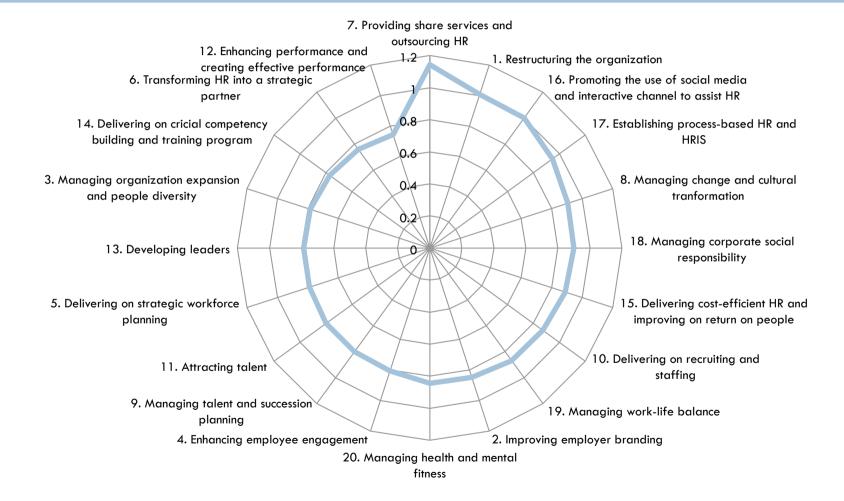


## Q1 – Analysis Current Capability & Future Importance





## Q1 – Highest SD, Future Importance Some topics come with confusion.





### Q2 - Essential leadership competencies

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

Survey asks participants to rank two questions:



Step 1

Current Capability



Step 2

Future Importance

#### Strategic

- Create strategy
- Drive innovation
- Business intelligence
- Mental agility

#### Operation

- Drive results
- Customer focus
- Collaborate with others
- Influences and networks

#### People

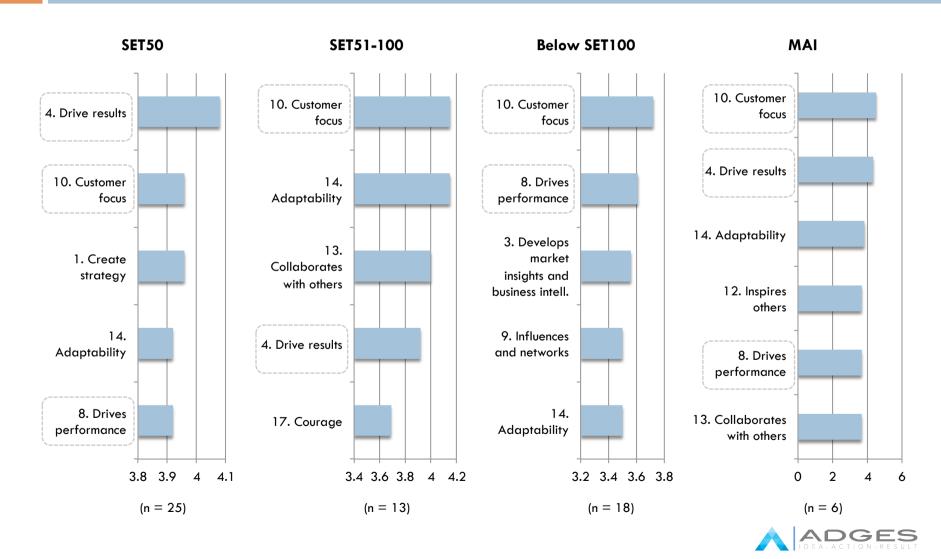
- Inspire
- Coach and develop others
- Drive performance
- Optimize talent

#### Personal

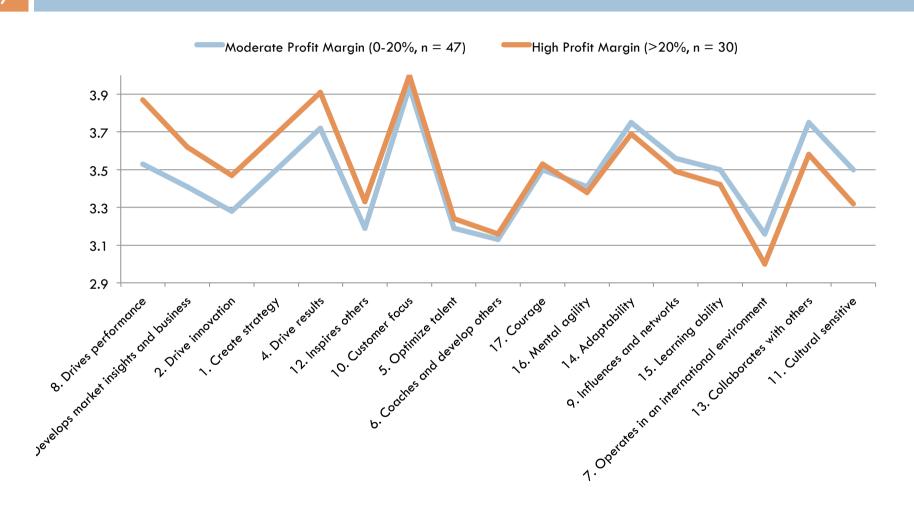
- Learning agility
- Adaptability
- Courage
- Culture sensitive



### Q2 – 'Top 5' Current capability by size

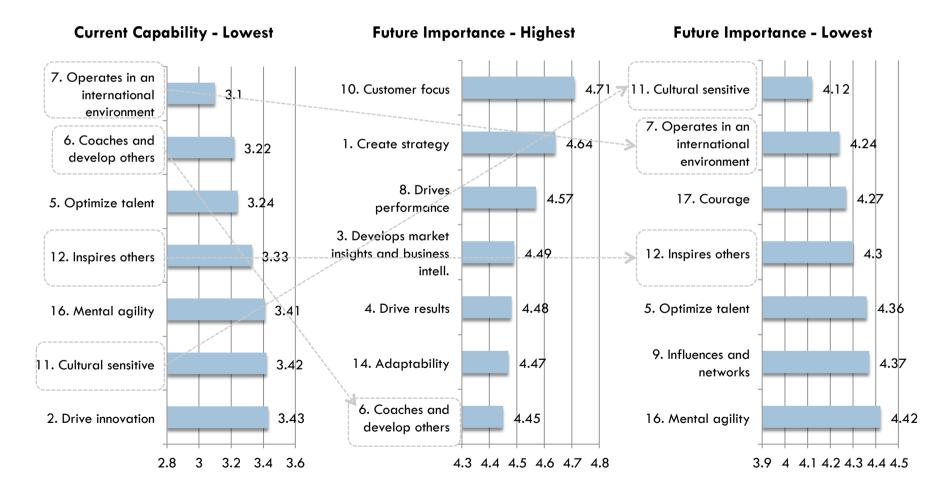


## Q2 – Current Capability Comparisons, Moderate PM (0-20%) and High PM (>20%)



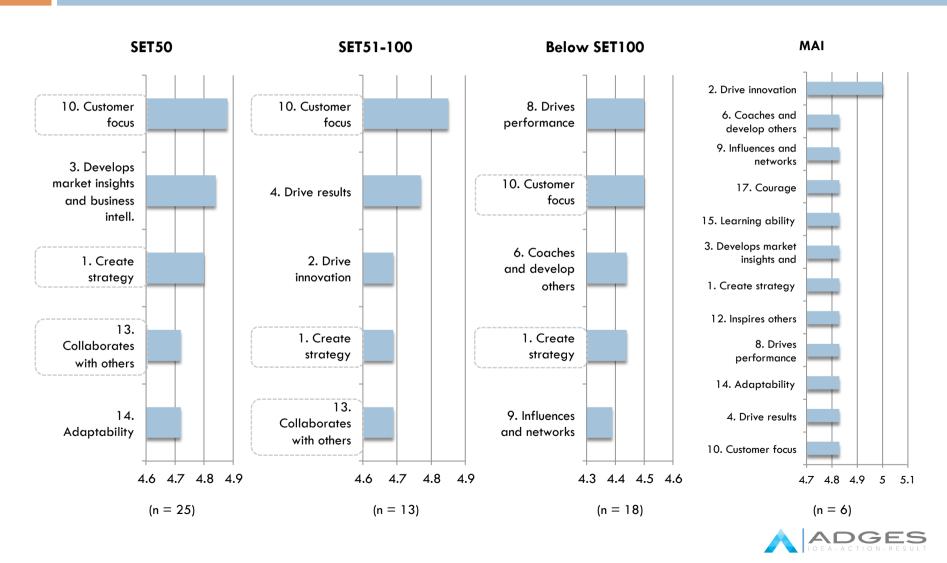


# Q2 — Compare 'Bottom-5' Cl and 'Top-5' Fl and 'Bottom-5' Fl

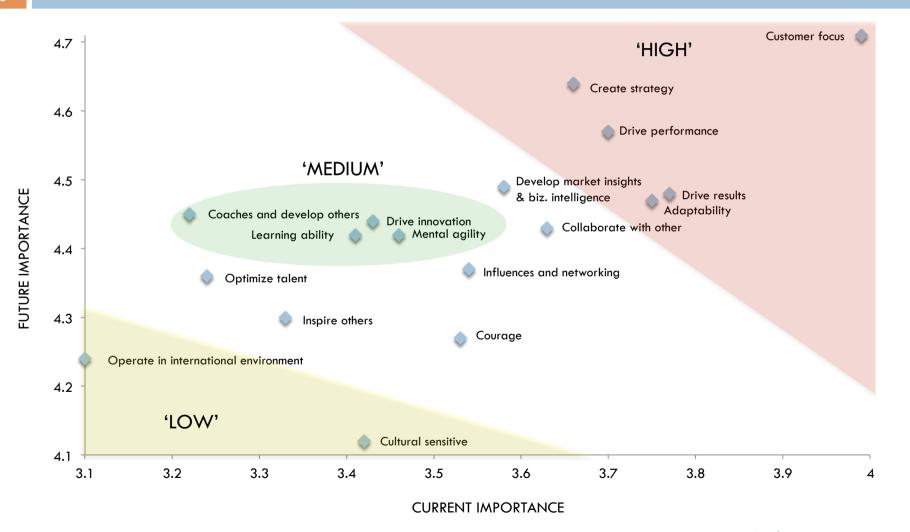




## Q2 – Future Important by size



## Q2 - Competency: Current Com. & Future Imp.





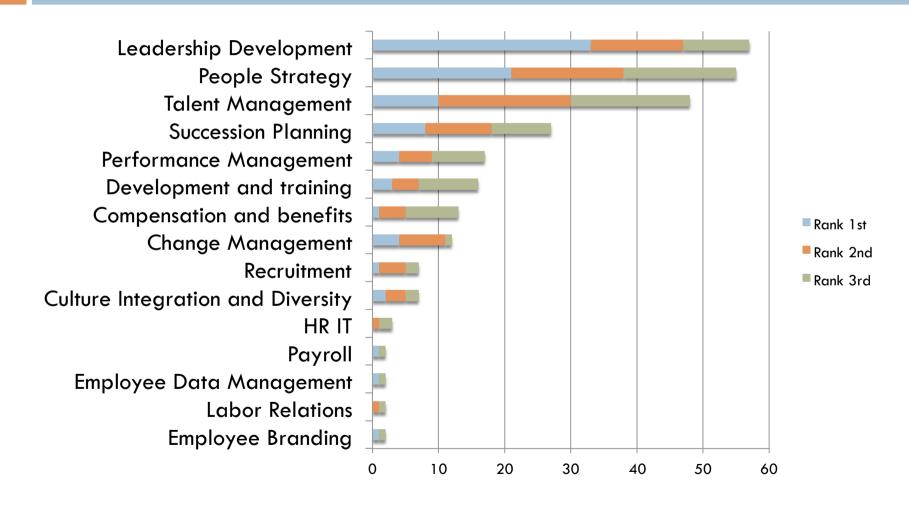
## Q3 - 'Top-15' Popular HR Topics

- 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)





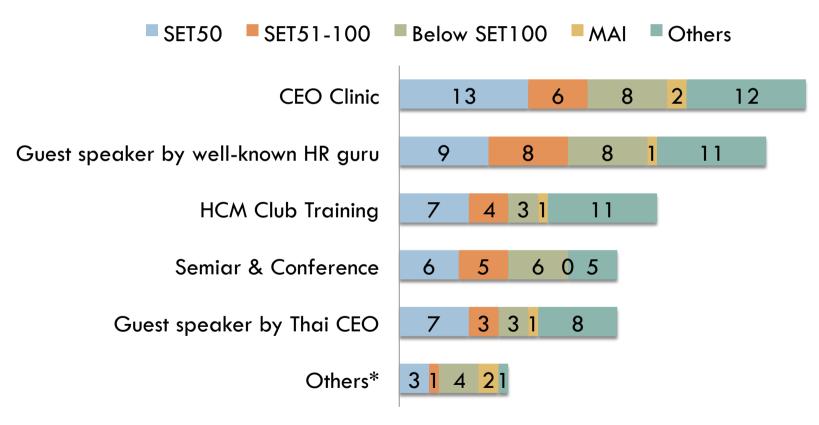
## Q3 – Topics by company size

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



### Q4 - Preferred HCM Activities

#### **Preferred HCM Activities**



(n = 102)



<sup>\*</sup>Other: global case, international experience sharing, and HR roadmap

## Q4 – Mentioned Topics

- 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

On Data Analysis

On HCM Club Activities





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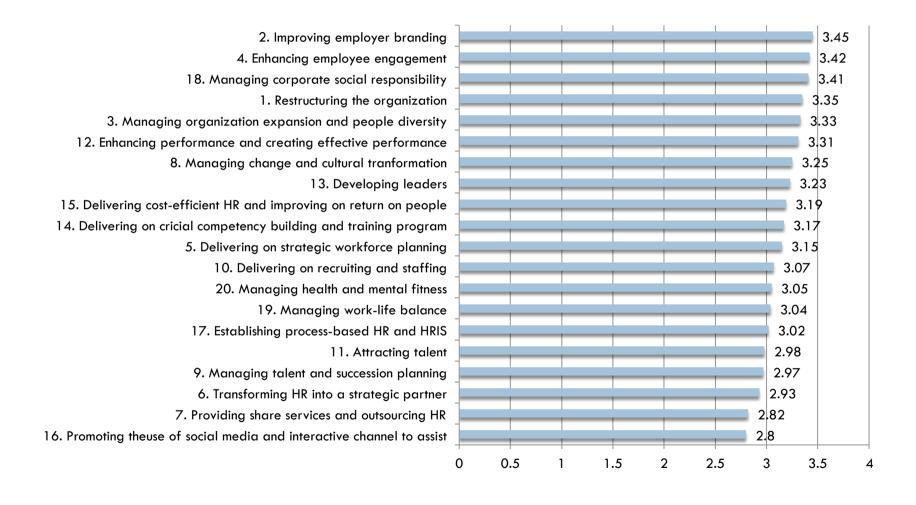
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## Appendix

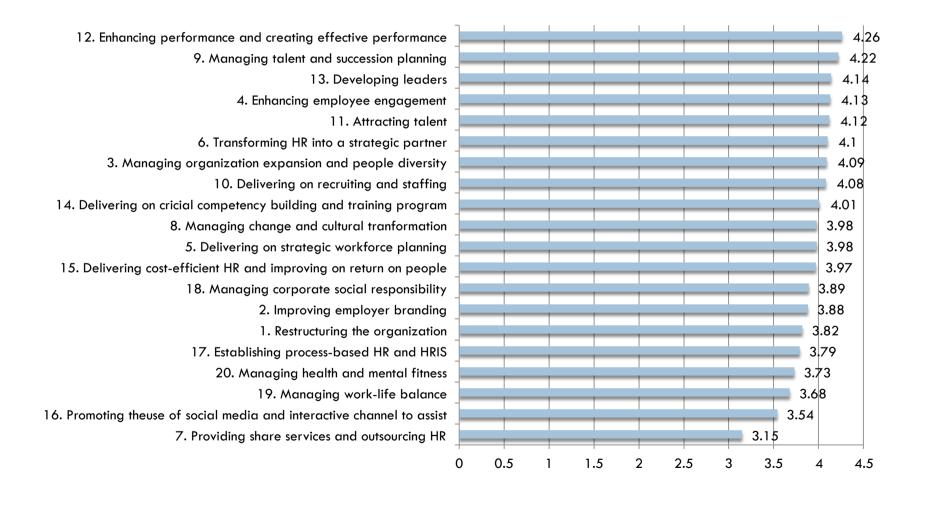


## Q1 - Current org. capability



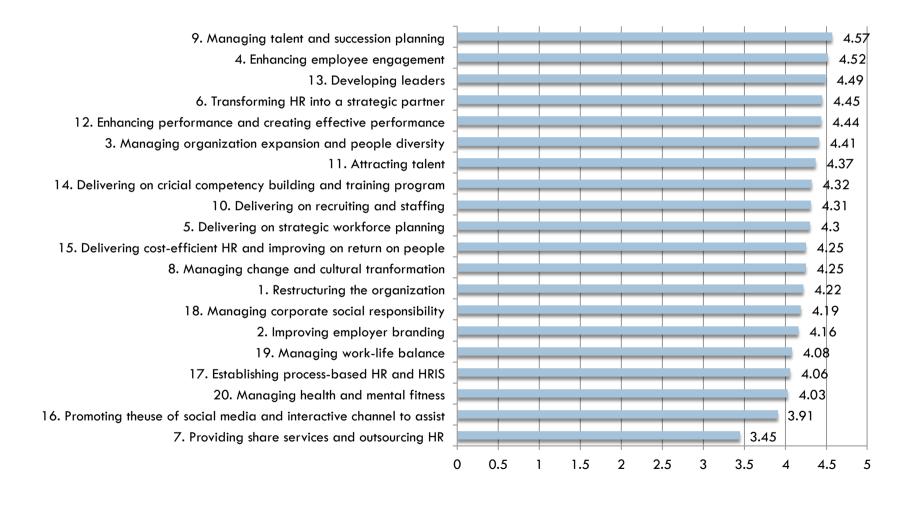


## Q1 - Current important





## Q1 - Future important





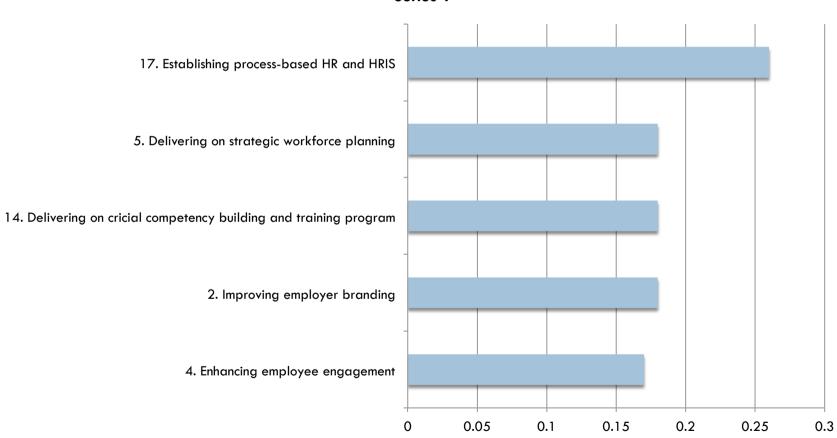
## Q2 - Competency: Future Important

#### Series 1 10. Customer focus 1. Create strategy 8. Drives performance 3. Develops market insights and business intell. 4. Drive results 14. Adaptability 6. Coaches and develop others 2. Drive innovation 13. Collaborates with others Series 1 16. Mental agility 15. Learning ability 9. Influences and networks 5. Optimize talent 12. Inspires others 17. Courage 7. Operates in an international environment 11. Cultural sensitive 4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8



## Gap: Future Important (Top & HR) need clarification

#### Series 1



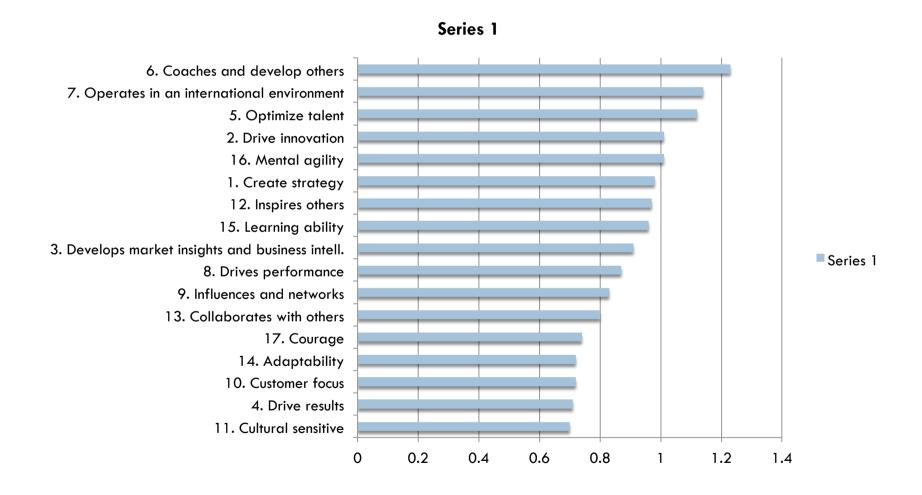


## Q2 - Competency: Future Important

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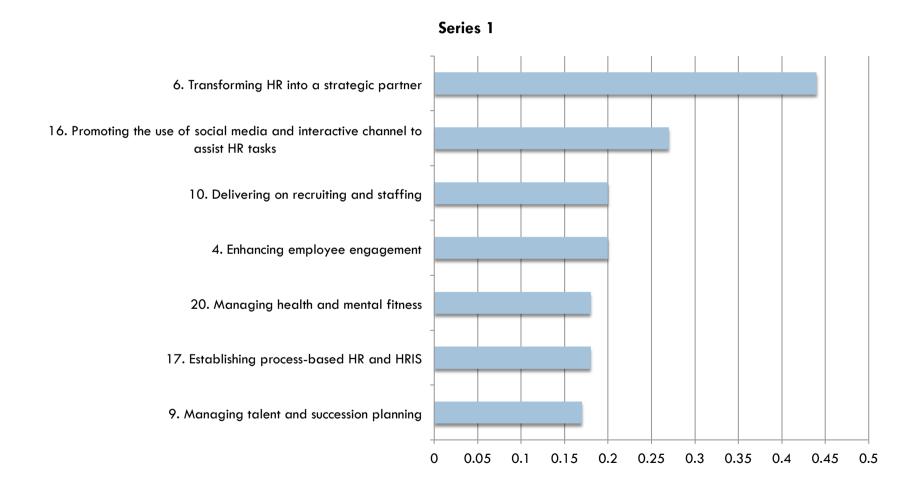


# Q2 - Gap: Current Comp & Future Important



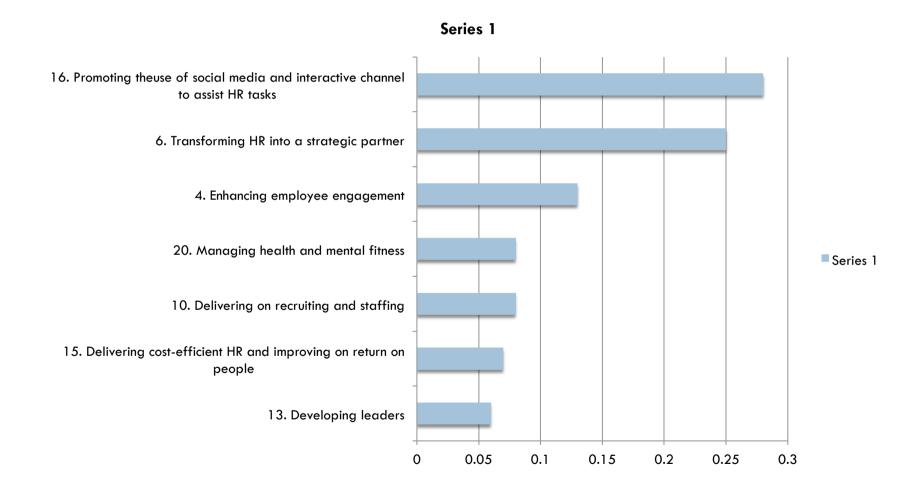


# Gaps: Top Mgt. and HR – Current Capability



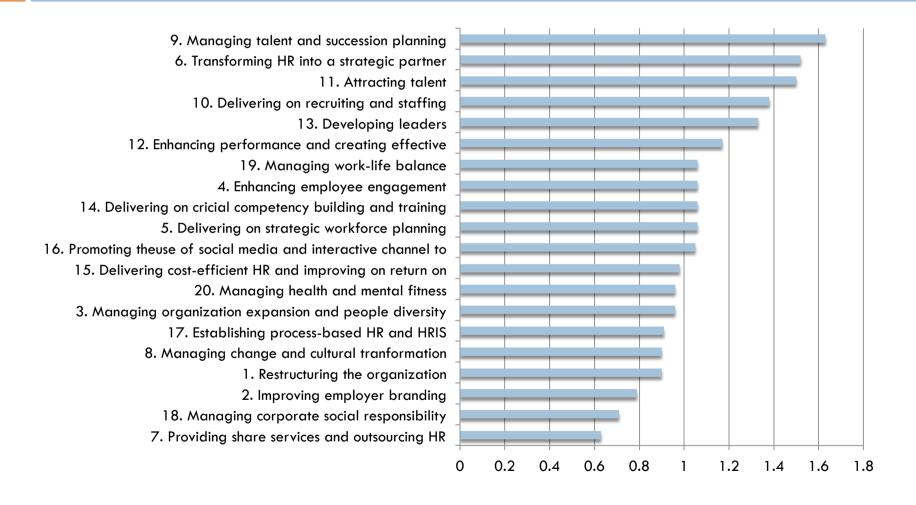


## Gap - Current Capability (TOP & HR)





## Gap: Current Cap and Future Important — Top Exec.



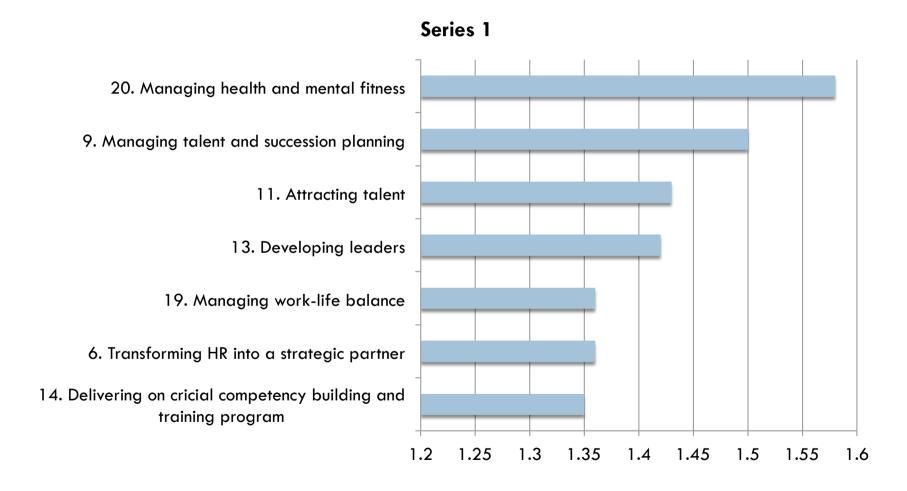


### Gap: Future Imp. And Current Cap. HR

#### Series 1 9. Managing talent and succession planning 11. Attracting talent 6. Transforming HR into a strategic partner 13. Developing leaders 14. Delivering on cricial competency building and 19. Managing work-life balance 5. Delivering on strategic workforce planning 17. Establishing process-based HR and HRIS 10. Delivering on recruiting and staffing 4. Enhancing employee engagement 20. Managing health and mental fitness Series 1 15. Delivering cost-efficient HR and improving on return 3. Managing organization expansion and people 12. Enhancing performance and creating effective 2. Improving employer branding 8. Managing change and cultural tranformation 18. Managing corporate social responsibility 1. Restructuring the organization 16. Promoting theuse of social media and interactive 7. Providing share services and outsourcing HR 0.2 0.6 1.2 0 0.4 0.8 1.4 1.6

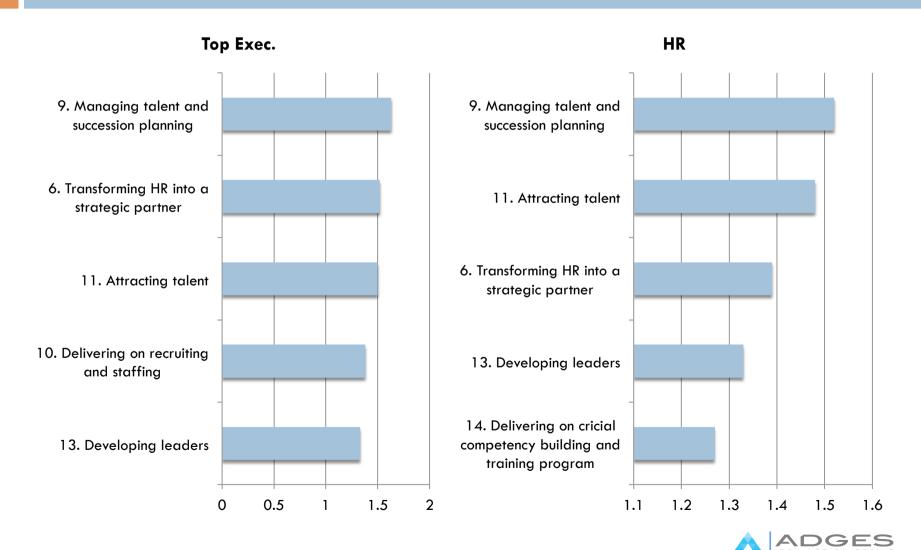


# Q1 – Gap Current Capabilities & Future Important – CEO Perspective

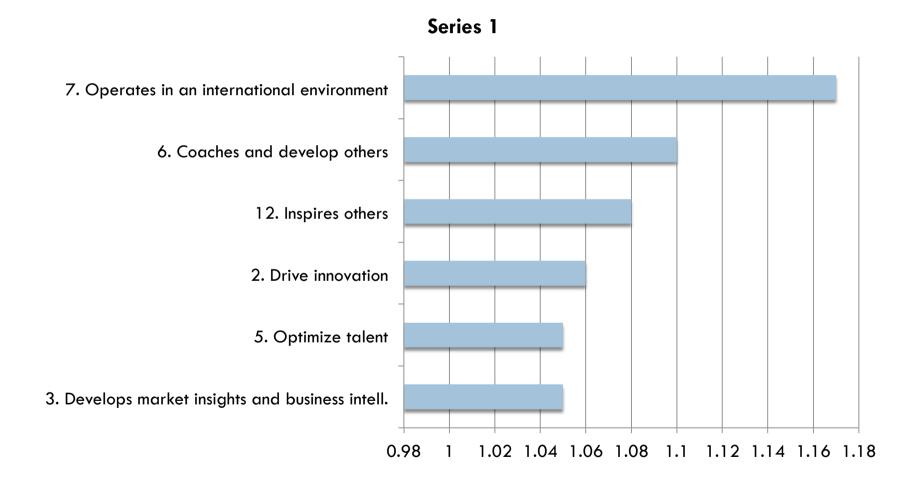




# Gap: Current Cap and Future Important — Top Exec.

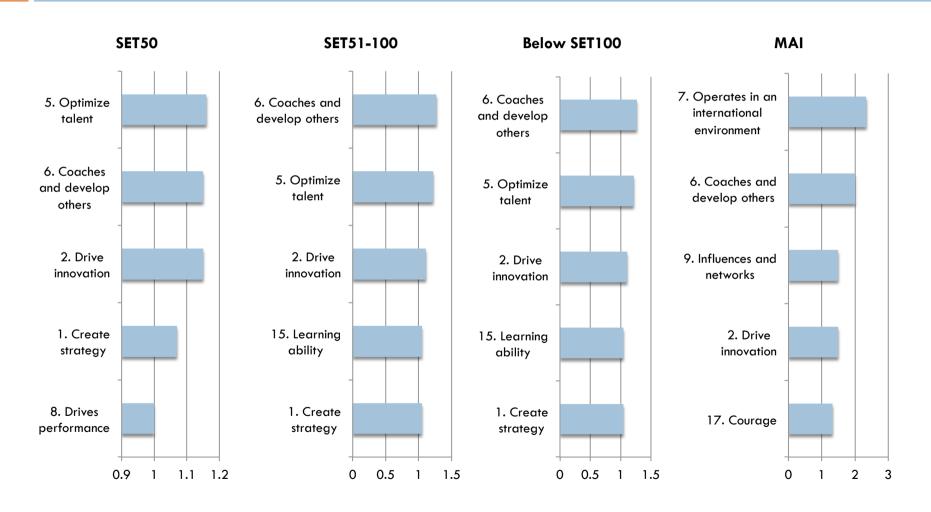


## Gap: Q2 Fl & CC - Top Exec.





## Q2 – gap by company sizes (priority)





# Q3 - Compare: Moderate Growth and High Growth

Moderate Profit Growth (0-10%) High Profit Growth (>10%)

**Domestic** 

International

| V 7.57      |                              |             |                             |             |                              |             |                           |
|-------------|------------------------------|-------------|-----------------------------|-------------|------------------------------|-------------|---------------------------|
| Ranki<br>ng | Topic                        | Ranki<br>ng | Торіс                       | Ranki<br>ng | Topic                        | Ranki<br>ng | Topic                     |
| 1.          | People Strategy              | 1.          | Leadership<br>Development   | 1.          | Leadership<br>Development    | 1.          | Leadership<br>Development |
| 2.          | Leadership<br>Development    | 2.          | People Strategy             | 2.          | People Strategy              | 2.          | Talent Management         |
| 3.          | Talent Management            | 3.          | Talent Management           | 3.          | Talent Management            | 3.          | People Strategy           |
| 4.          | Performance<br>Management    | 4.          | Development and<br>Training | 4.          | Development &<br>Training    | 4.          | Performance<br>Management |
| 5.          | Development and<br>Training  | 5.          | Change Management           | 5.          | Succession Planning          | 5.          | Development &<br>Training |
| 6.          | Succession Planning          | 6.          | Performance<br>Management   | 6.          | Performance<br>Management    | 6.          | Change Management         |
| 7.          | Compensation and<br>Benefits | 7.          | Succession Planning         | 7.          | Compensation and<br>Benefits | 7.          | Succession Planning       |
|             |                              |             |                             |             |                              |             | IDEA-ACTION-RESULT        |