

Taken at our HR Director Retreat, this Research with leading HRDs, CHROs and Chief People Officers, highlights the executive focus on business performance and ensuring the right leadership capabilities are in place to drive change and success. Indeed, over half (56 percent) said the quality of boardroom debate on performance needs to improve in 2024.

Leading change and re-evaluating business models are clearly on the minds of HRDs, with investment in new technology and implementing leaner

operating models highlighted as the biggest changes occurring across their organisations. This is reflected in their priorities for the year ahead, where new technology such as AI and machine learning featured high on the agenda.

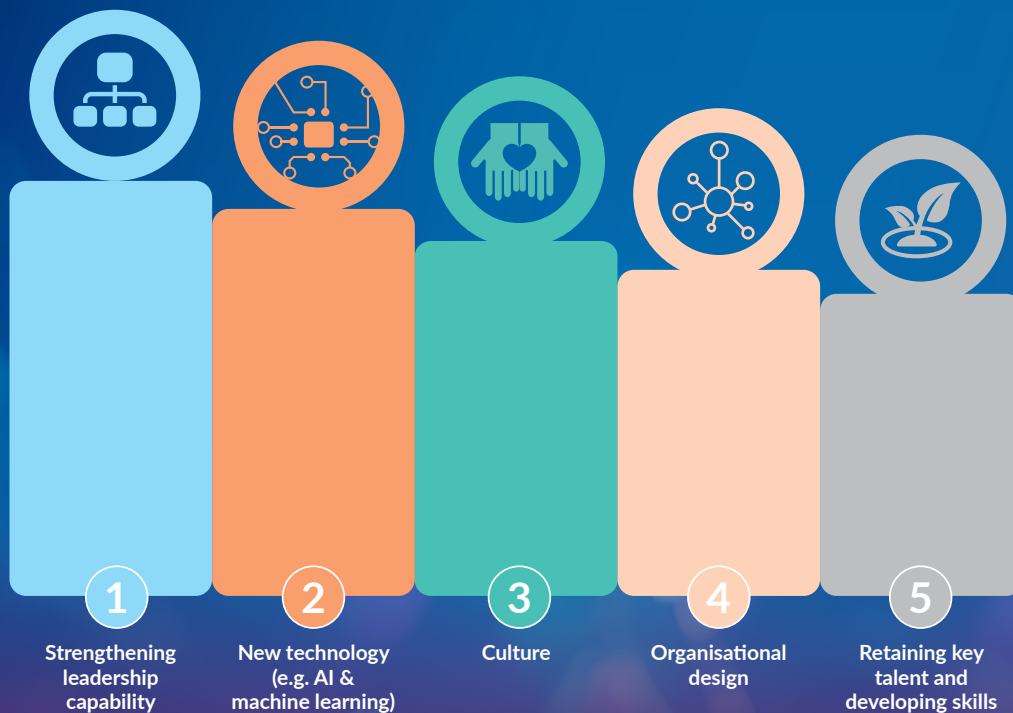
Encouragingly, the majority of HR leaders are confident their strategy aligns with the business goals, although 41 percent told us that building alignment on the senior leadership team is where they want to improve this year. Similarly, 43 percent said their colleagues on the senior team were their most challenging stakeholders.

Strengthening leadership capability is the top priority for HRDs in this year's Research, with 40 percent saying pressure from investors and shareholders can cause the executive team to become focused on short-term goals. Building team alignment is also crucially important, with 41 percent of HR leaders citing this as the area in which they most wanted to improve.

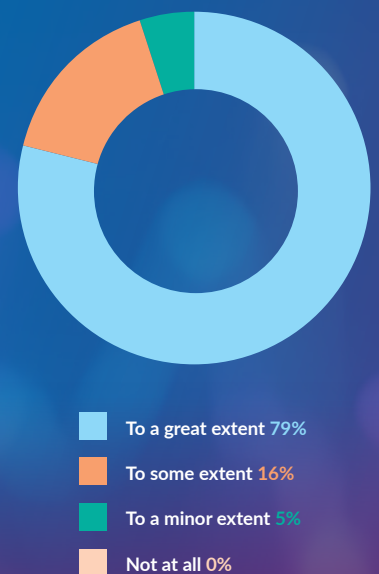


JAMIE WILSON, MANAGING DIRECTOR, GROUP SERVICES, CRITICALEYE

TOP PRIORITIES FOR HRDs



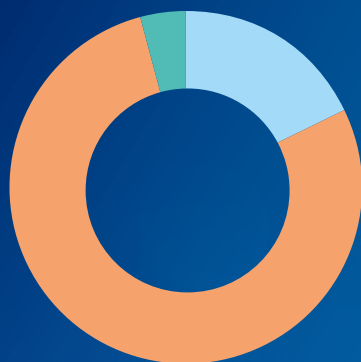
TO WHAT EXTENT IS YOUR HR STRATEGY DIRECTLY ALIGNED WITH YOUR ORGANISATION'S OVERALL BUSINESS GOALS?



LEADERSHIP CHALLENGES

WE ASKED HRDs IF THEY HAVE THE RIGHT SKILLSETS TO LEAD EFFECTIVELY AND WHAT CHANGES THEIR ORGANISATIONS ARE UNDERTAKING.

DOES YOUR SENIOR LEADERSHIP TEAM HAVE THE RIGHT SKILLS AND CAPABILITIES TO NAVIGATE STRATEGIC UNCERTAINTY?

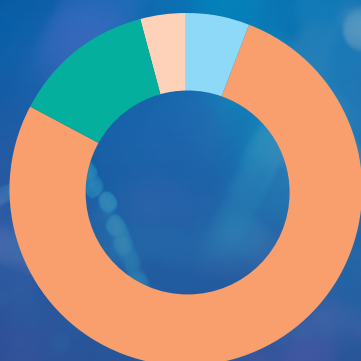


To a great extent 18%

To some extent 78%

To a minor extent 4%

TO WHAT EXTENT IS YOUR ORGANISATION PREPARED FOR A POTENTIAL RECESSION IN TERMS OF WORKFORCE MANAGEMENT?



To a great extent 6%

To some extent 77%

To a minor extent 13%

Not at all 4%

HOW PREPARED IS YOUR ORGANISATION FOR THE POTENTIAL DISRUPTION OF NEW TECHNOLOGIES LIKE AUTOMATION AND AI ON THE WORKFORCE?



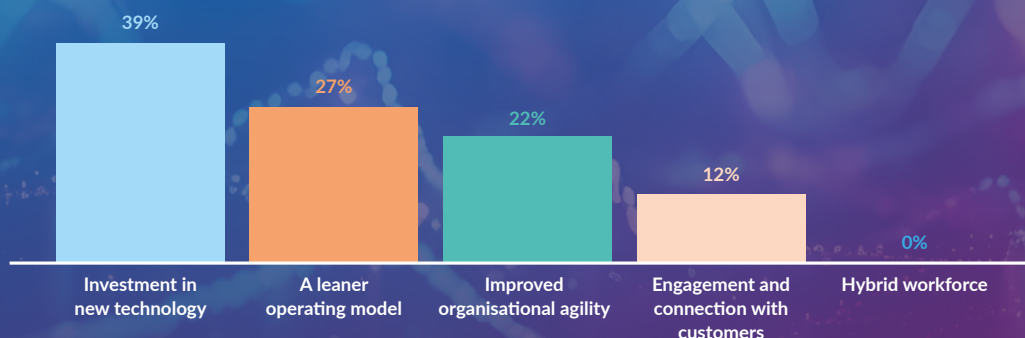
WHY DO SENIOR LEADERSHIP TEAMS BECOME TOO FOCUSED ON SHORT-TERM GOALS?



“ We need to better equip our leaders to operate in a more complex environment, so they can lead through change and optimise competitive advantage ”

HRD Research Participant

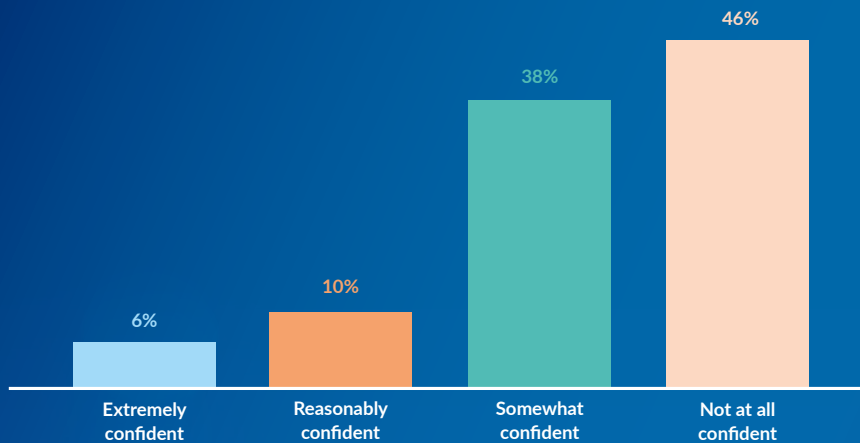
WHERE DO YOU SEE THE BIGGEST CHANGES OCCURRING IN YOUR ORGANISATION?



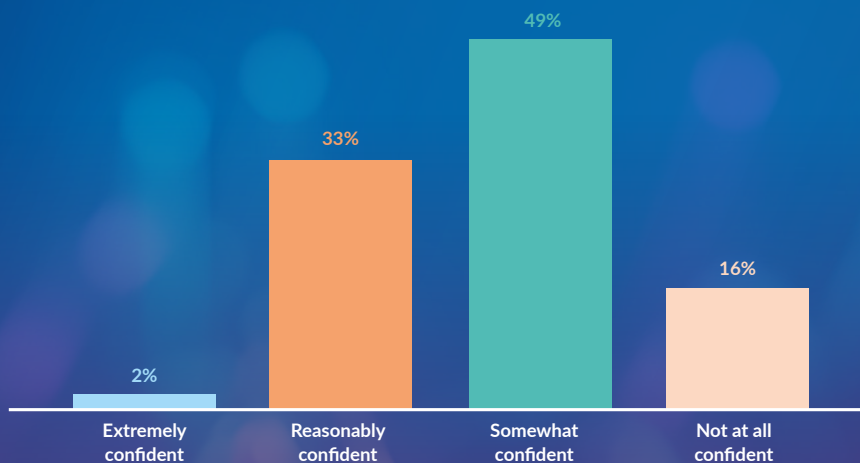
ECONOMY AND GROWTH

HRDs GIVE US THEIR PREDICTIONS ON THE ECONOMY AND PLANS FOR BUSINESS GROWTH OVER THE NEXT 12 MONTHS.

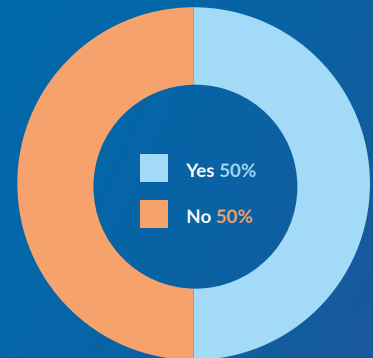
HOW CONFIDENT ARE YOU THAT THE RATE OF ECONOMIC GROWTH IN THE UK WILL INCREASE OVER THE NEXT 12 MONTHS?



HOW CONFIDENT ARE YOU THAT THE RATE OF GLOBAL ECONOMIC GROWTH WILL INCREASE OVER THE NEXT 12 MONTHS?



DO YOU EXPECT TO CONDUCT M&A OVER THE NEXT 12 MONTHS?



IN WHICH REGIONS DO YOU EXPECT TO SEE A STRONG GEOGRAPHICAL PERFORMANCE IN YOUR ORGANISATION OVER THE NEXT 12 MONTHS?

1. Europe



2. APAC



3. North America



CRITICALEYE INSIGHT: LEADING A HIGH-PERFORMING GLOBAL TEAM

Click [here](#) to read what leaders had to say about the importance of cultural awareness, strategic foresight and emotional intelligence in today's shrinking world .

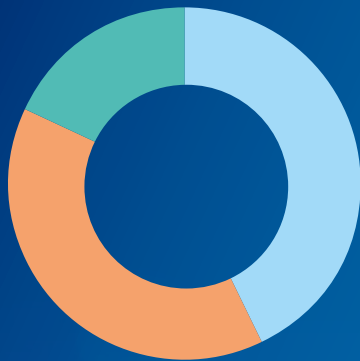
Featuring commentary from **Joydeep Bose**, Managing Director & Group CHRO, Olam International, **Denise Sefton**, CPO, dunhumby and **Helen Webb**, CPO, WHSmith.



STAKEHOLDERS

HRDs REVEAL THE CHALLENGES OF SUCCESSFUL STAKEHOLDER MANAGEMENT AND ASSESS THEIR RELATIONSHIPS WITH THE CHAIR AND THEIR BOARD.

WHO IS YOUR MOST CHALLENGING INTERNAL STAKEHOLDER?

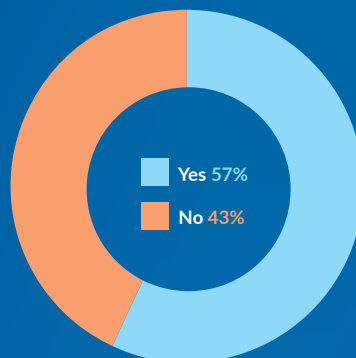


Senior leadership team 43%

Workforce 39%

Chair / Board 18%

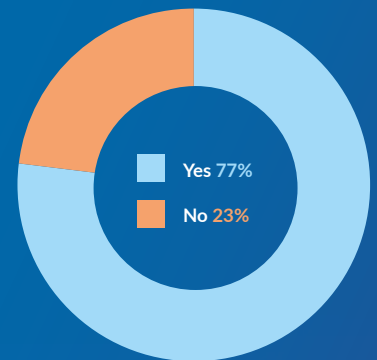
AS AN HRD, ARE YOU GETTING ENOUGH SUPPORT FROM YOUR BOARD AND/OR YOUR SENIOR LEADERSHIP TEAM AROUND PSYCHOLOGICAL SAFETY ISSUES IN THE WORK ENVIRONMENT?



Yes 57%

No 43%

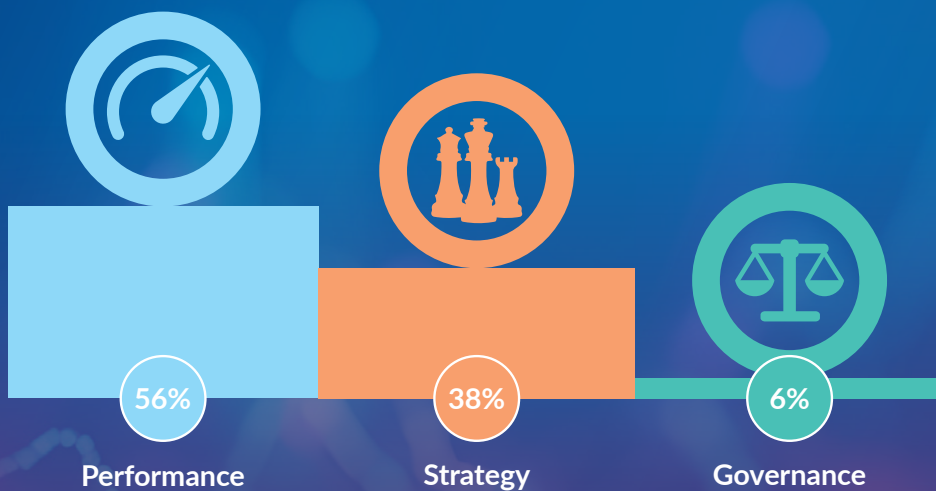
DOES YOUR CHAIR ADD VALUABLE SUPPORT TO THE EXECUTIVE TEAM?



Yes 77%

No 23%

IN WHICH OF THE FOLLOWING AREAS DO YOU NEED TO IMPROVE THE QUALITY OF DEBATE WITH THE BOARD?

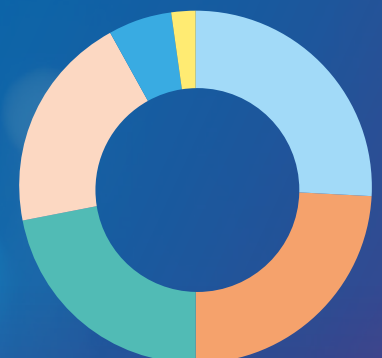


Performance

Strategy

Governance

WHO IS YOUR MOST CHALLENGING EXTERNAL STAKEHOLDER?



Government 26%

Customers 24%

Shareholders / investors 22%

Regulator/s 20%

Suppliers 6%

Media 2%

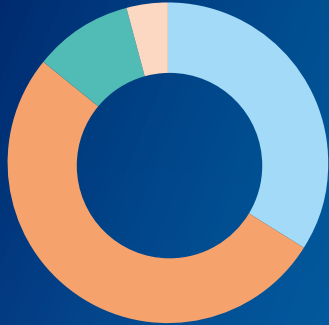
THE INSPIRING LEADERS PODCAST: HOW TO BE A STRATEGIC AND HIGH PERFORMING HR LEADER

Click [here](#) to listen to our leaders focus on the HR Director role within the current landscape, future of the workforce and how HR is evolving. This episode is part of Criticaleye's Inspiring Leaders Podcast and features host and Senior Editor **Bridgette Hall**, with special guests **Claire Costello**, Chief People and Inclusion Officer, Co-operative Group and **Nick Ulycz**, Chief People Officer, Aldermore Group.

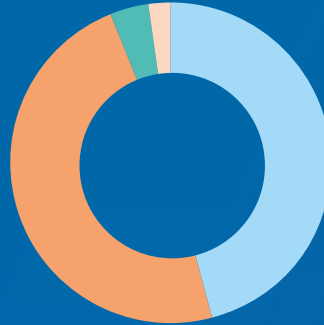
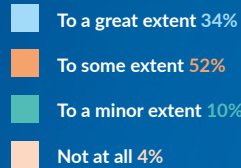


PERSONAL DEVELOPMENT

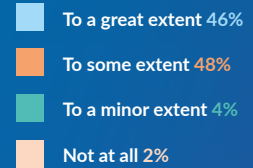
WE ASKED HRDs WHAT THEY FIND MOST EFFECTIVE WHEN BUILDING SKILLS AND UNDERSTANDING THE EXTERNAL LANDSCAPE.



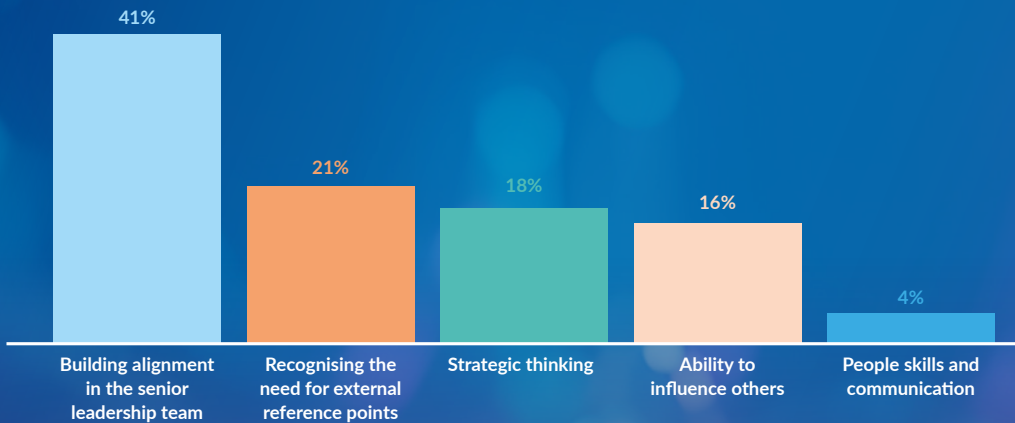
HAS MENTORING HAD A POSITIVE IMPACT ON YOU AND/OR YOUR LEADERSHIP CAPABILITY?



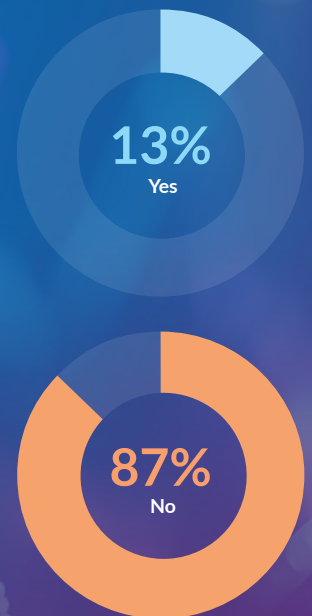
TO WHAT EXTENT DO YOU AND YOUR SENIOR LEADERSHIP TEAM REQUIRE EXTERNAL REFERENCE POINTS?



WHERE DO YOU NEED TO IMPROVE AS A LEADER?



DO YOU HAVE ASPIRATIONS TO BE A CEO?



“Having a mentor as a CPO provides a safe sounding board, as well as honest feedback which is hugely beneficial”

HRD Research Participant

UPCOMING HRD EVENTS

**HUMAN
RESOURCES
DIRECTOR
FORUM 2024**

DRIVING WORKFORCE
TRANSFORMATION

19 SEP 2024 / 08:30 - 11:30



**HRD VIRTUAL
ROUNDTABLE**
EMERGING TECHNOLOGIES AND HRDS

23 APR 2024 / 08:30 - 10:00



**HRD VIRTUAL
ROUNDTABLE**
BUILDING EMPLOYEE RESILIENCE
IN TIMES OF UNCERTAINTY

12 JUN 2024 / 08:30 - 10:00



Criticleye supports senior executives from a variety of businesses, sectors and geographies. Our global leadership Community provides a confidential and trusted space, offering diverse views which HRDs can draw from when making decisions for themselves and their organisations.

[Click here](#) to find out how we support HRDs.