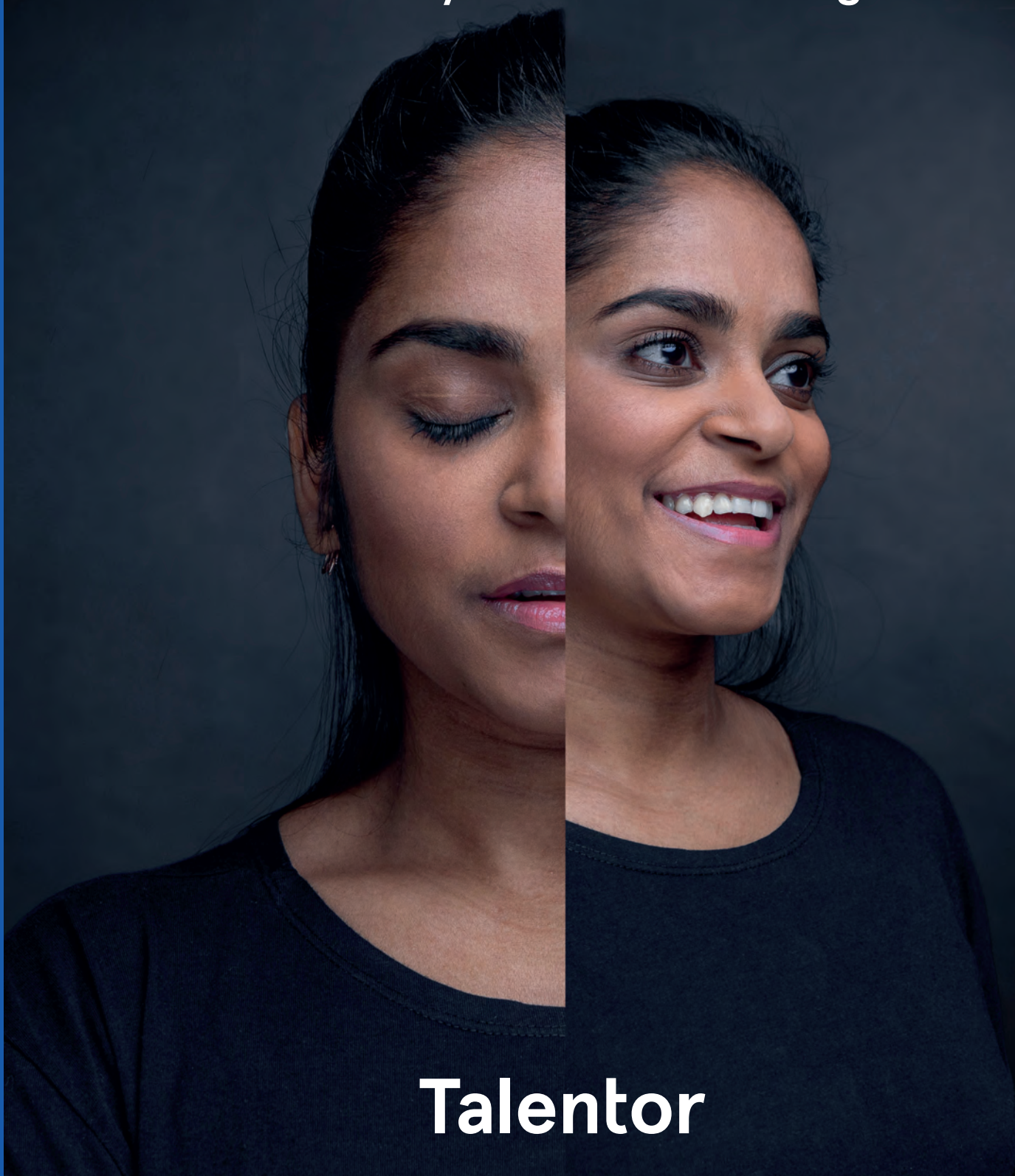




FUTURE LAB 2022

International Key Trends & Challenges in HR



Talentor

Challenges

New challenges in HR & Recruiting

Disruptive times bring about many new challenges, for leaders and their teams. Two years with social distancing and home office have changed how we collaborate in organizations around the globe. But the process is still underway, as digitalization and skill shortage continue to be the driving force.

To get future-ready, HR leaders need to know the key trends and challenges – in the economic and social system, in their organizations and in the personal sphere of the employees. We have, therefore, invited HR executives from leading international companies to join the **International Talentor Future Lab 2022** and analyze **key trends, challenges and suitable actions in HR**.

Getting future-ready: Talentor Future Lab 2022

The Talentor Future Lab is an **interactive, software-based workshop** for **co-creative strategy development**. The process is fast, unconventional and produces robust results. Initiated in 2019, the Future Lab is based on scientific insights from network theory, behavioral sciences and operations research. Led by Harald Katzmair, PhD from **FASresearch** Institute, **international HR experts** analyzed the following questions in the Talentor Future Lab 2022:

- What are the major trends currently affecting your industry?
- How much is your organization affected, and how well are you prepared?
- What actions should be taken to answer the most pressing challenges?

Conclusions:

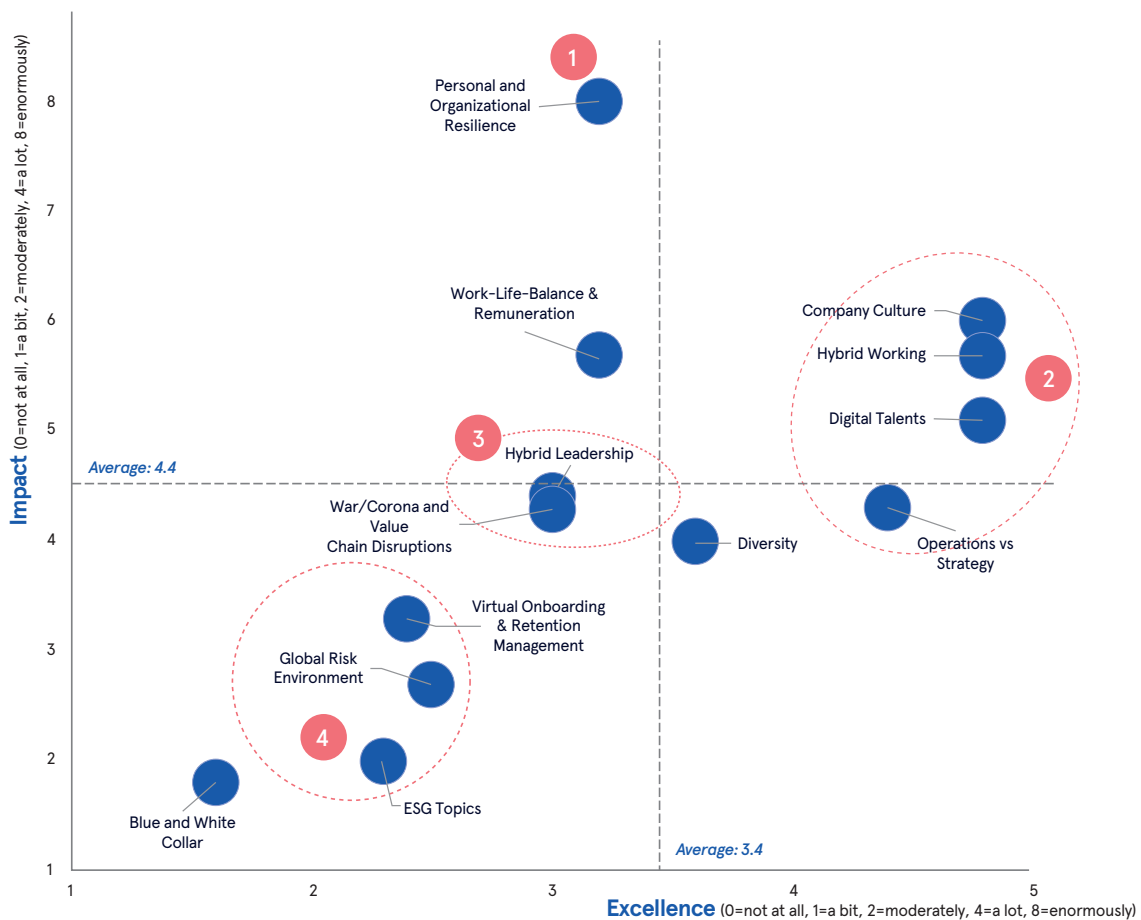
- **The challenge “Personal and Organizational Resilience” is the “Elephant in the room”**: Participants are aware that this challenge affects their companies a great deal. Although awareness exists, however, they still consider themselves to be insufficiently prepared. Such topics, therefore, need to be urgently addressed by management.
- **The action “Coaching and Mentoring Employees” is a quick win** when it comes to improving personal and organizational resilience. Not only does this action have a high impact, but it is also relatively easy to implement. Furthermore, the motivation to engage in the implementation is high.
- **The long shadow of the pandemic**: Although companies are well adapted to hybrid working, there still remains a great deal to be done to improve **retention management** in the virtual/hybrid world, especially with respect to onboarding and leadership.

Trends

How affected are organizations by the challenges and trends? How well are they prepared?

1 Elephant in the room: The trend **Personal and Organizational Resilience** is the so-called “elephant in the room”. Participants know that this trend is heavily affecting their companies. At the same time, they consider them to be insufficiently prepared.

2 Don't worry, be happy? Companies are also strongly affected by developing a **Company Culture** for a diverse workforce, **Hybrid Working** and the need for **Digital Talents**. However, according to the participants' assessments, the companies are fairly well prepared.



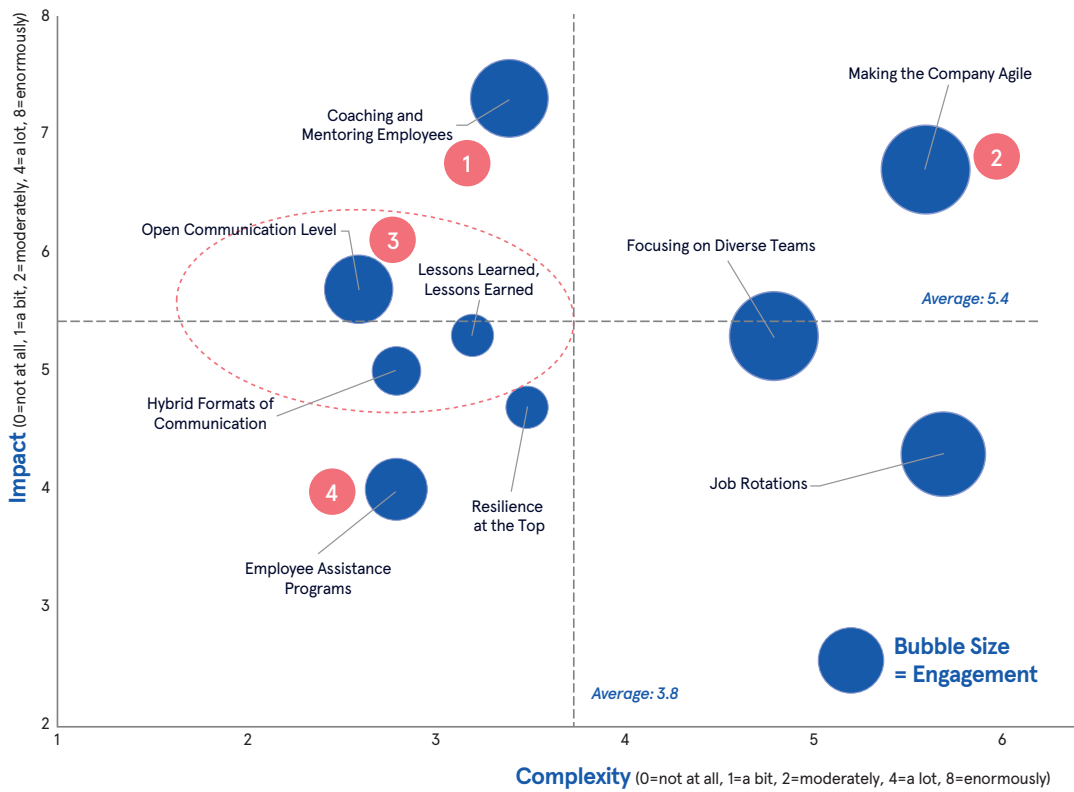
3 HR in the Covid19 aftermath: Companies are still more likely to be affected by the challenge **Hybrid Leadership** because they tend to be less prepared to create employee loyalty in the virtual/hybrid world.

4 Blind spots? The organizations are moderately affected by these trends, but rather poorly prepared. Please note that one of the key functions of HR management is also concerned: **Virtual Onboarding & Retention Management**.

What actions should be taken to answer the most pressing challenge? How to improve “Personal & Organizational Resilience”?

1 Quick win: Introducing programs for **Coaching and Mentoring Employees** has a very high impact on improving personal & organizational resilience. In addition, this action is not too complex to implement, and participants are more likely to respond with motivation to engage in its execution.

2 Go agile! Though more complex to implement, **transforming** the traditional ways the company works **to a more agile format** – e.g. by encouraging employee autonomy – also has a strong effect. In addition, this action profits from the highest motivation to engage.



3 Effective & easy, but no fun: These actions that often involve the top management level – **Communication, Lesson Learned** – have an average impact and a low complexity. However, the motivation to engage in the implementation is also rather low.

4 Underestimated? Communication on **Employee Assistance Programs** shows the lowest impact because employees rarely make use of these programs (a sign of weakness). However, this action could turn into a quick win for those who manage to motivate their workforce, because it is not too complex.

Experts

HR experts in 2022

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Rebeca **Gonzalez Abad**

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Elekta

Vaisala

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Gianluca **Gioia**

Carlos **Pérez Carballo**

Barbara **Ulman**

Michael **Wang**

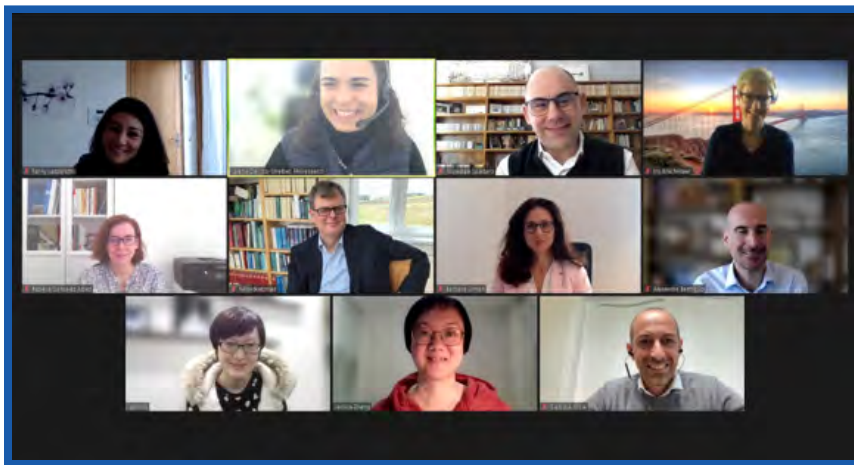
Talentor Switzerland / Coopers

Talentor Italy / MCS Selection

Talentor Spain / Servitalent

Talentor Austria

Talentor China / Reno Consulting



What's so exciting about the Future Lab: to see different individual perspectives merge to a common picture on trends, challenges, skills and actions.

Harald Katzmaier, Director & Founder FASresearch



Executive Search – Austria & International

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We know which capacities, capabilities and mindset "Leaders for tomorrow" need in order to be successful.

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