

# 2019 GLOBAL HUMAN RESOURCES CENSUS



SCIENCE + SIMPLICITY

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# The High Points:

## The surprising insights from 1,000+ HR leaders globally

### FOUR KEY FINDINGS:

1. PEOPLE FIRST, BUSINESS SECOND
2. NEXT GEN SKILL GAP
3. TEMPERED AMBITION
4. ENGAGED, RESTED & READY

*“The findings raise questions about the purpose of HR in today’s organizations and the typical HR leader’s mindset as they approach their job.”*

Our 2019 Global HR Census finds that a curious dichotomy describes those in the HR field. HR leaders show up as highly committed and engaged. Many are willing to sacrifice to achieve their career goals. They care deeply about developing people and they possess broad and deep experience in the function.

These combined qualities should provide a strong foundation for those leaders to deliver positive outcomes for their organizations. This potential is undercut, however, by attitudes and capability gaps that raise serious questions about the function’s ability to add strategic value.

Our survey data shows that HR leaders value people more than they value their businesses. They rate their ability to influence and their business knowledge as their two worst capabilities. They have many HR experiences but not enough in the areas most critical to organizations’ future success, according to their self-assessments.

These challenging insights inform this report’s four key findings:

1. **People First, Business Second:** HR leaders’ reasons for being in the profession, their specific capabilities and their career goals prioritize people and the HR function above the business.
2. **Next Gen Skill Gap:** The experiences and capabilities that HR leaders possess provide a strong foundation but don’t include those that will differentiate the field in the future.
3. **Tempered Ambition:** Few HR leaders have a desire to move into C-suite roles and only a plurality want to become a CHRO.
4. **Engaged, Rested and Ready:** HR professionals are overwhelmingly engaged in their roles, willing to sacrifice to get ahead, reasonably well-rested and not especially stressed.

The findings raise questions about the purpose of HR in today’s organizations and the typical HR leader’s mindset as they approach their job.

Each finding, the data supporting it and its implications on the future of HR are discussed in detail in the following pages.

# People First, Business Second

## HR leaders prioritize people over business

The consistent and troubling refrain about HR leaders' lack of business focus may be rooted in fact, based on our Census 2019 data. Respondents selected the reasons they are in the HR profession and rated six different choices as a primary, secondary or not a significant reason they are in the function.

Three of the available choices reflected "humanistic" reasons for being in the profession, including wanting to help people grow and develop and helping to balance the needs of an organization and its employees.

The other three choices reflected more "capitalistic" reasons, including the desire to help their company maximize its profitability and enjoying being part of a for-profit organization. Participants could select any reason for any choice.

A strong majority of HR leaders selected the humanistic items as their primary reasons while only one capitalistic reason for being in HR reached the 50% mark. A majority said that being part of a for-profit organization and wanting to learn about many business functions were not reasons they were in HR.

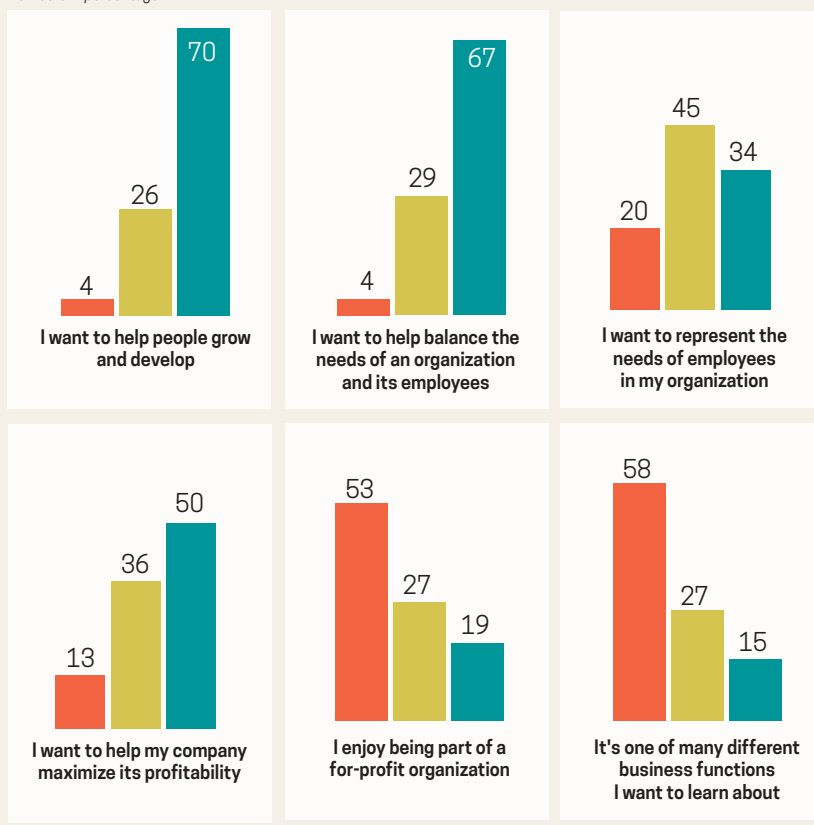
This data suggests that perceptions of HR as not being keenly interested in the business are often correct.

We suggest that the ideal balance is a strong humanistic and capitalistic interest and these results suggest there is still meaningful progress needed to instill a business mindset in HR.

### TO WHAT EXTENT ARE YOU IN THE HR FIELD FOR THE FOLLOWING REASONS?

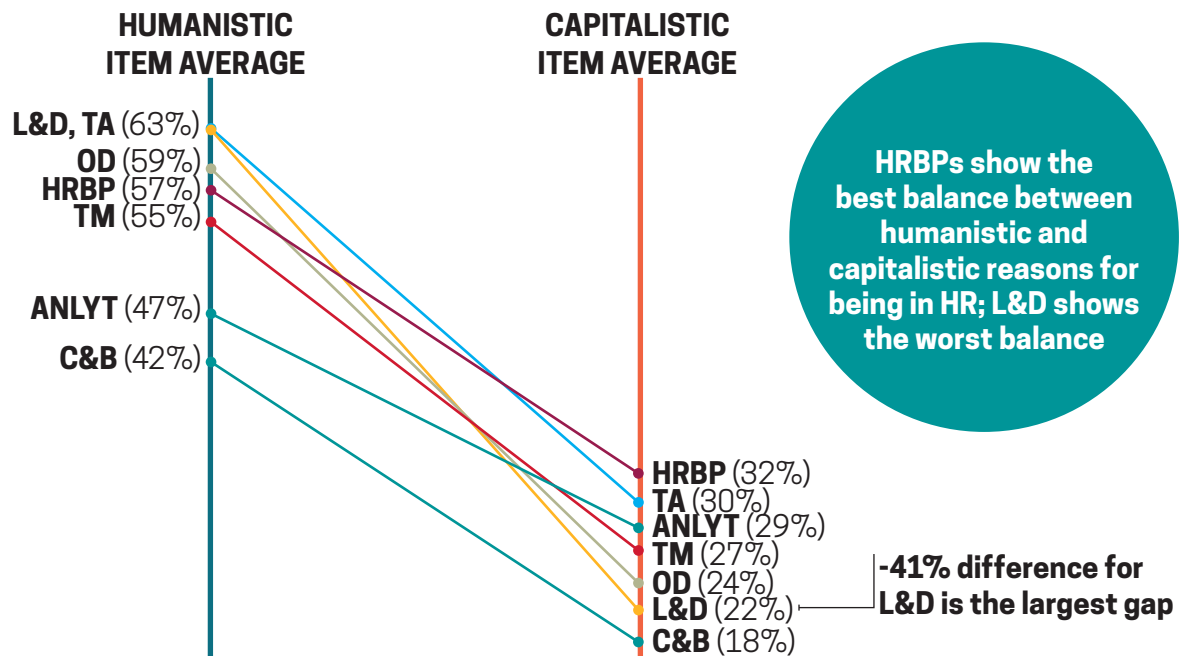
■ Not a significant reason I am in HR
 ■ A secondary reason I am in HR
 ■ A primary reason I am in HR

Numbers in percentage



# HR leaders prioritize people over business

Each HR sub-function shows a meaningful gap between its humanistic and capitalistic reasons for being in the HR field. The largest gaps are found with Learning and Development and OD.

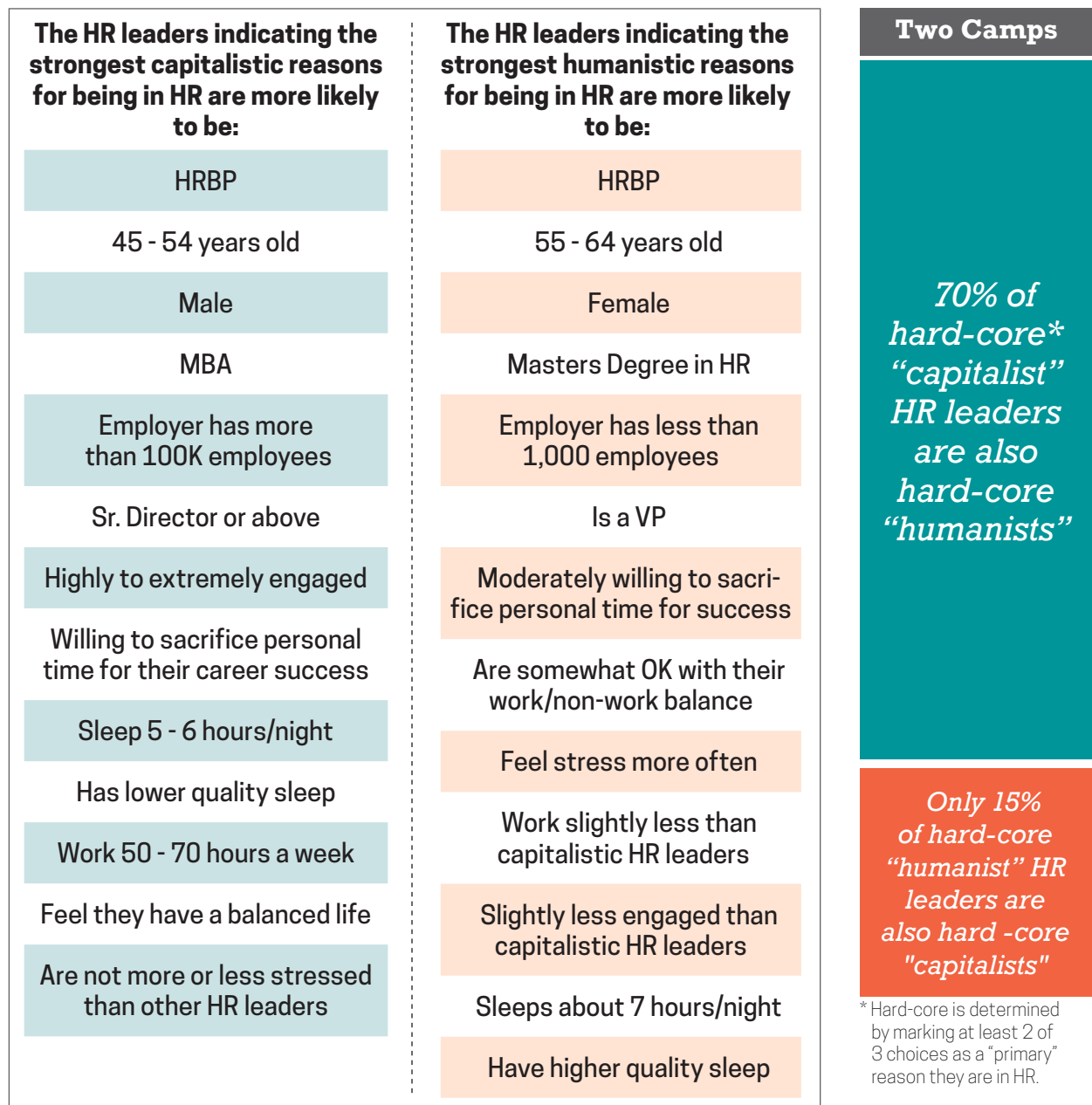


Respondents who are in HR to help their company be profitable are distinct in three ways



## Humanist and Capitalist HR Leaders

Separate personas emerge when we compare the defining elements of those with more humanistic and more capitalistic reasons for being in the HR function.



# People First, Business Second

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## Implications

### A Critical Division

This section's findings suggest that HR leaders share a few core beliefs but hold two sharply divergent mindsets about how to operationalize HR.

One group of HR leaders believes in a balanced humanistic and capitalistic approach to managing people. The other group believes strongly in a humanistic approach, where HR serves as a balancing force between an organization and its employees.

Since an individual's mindset and attitudes influence their behavior at work, the HR workspace is at odds with itself. Two groups exist with different points of view about the purpose of HR. It's unlikely that, in most organizations, the CHRO has explicitly stated HR's purpose there.

### A Fundamental Challenge

This division represents the largest question that faces the HR profession – what is the function's purpose in today's organizations? There is no right answer but there needs to be *an* answer in each organization and transparency about the reasons behind it.

HR team members (and prospective team members) should understand the mindset behind their organization's HR strategy so they can assess if their values are congruent with it. If there's a gap, those leaders can either lobby to change the mindset or voluntarily leave the organization. It's challenging enough to achieve HR objectives without a “resistance” operating behind the scenes due to misaligned values.

The majority of HR leaders in our Census are in the profession more for humanistic than capitalistic reasons. This may or may not be the most advantageous stance, but their HR peers and the line executives they serve should know this and understand the business choices that it drives.

*“This division represents the largest question that faces the HR profession – what is the function's purpose in today's organizations? There is no right answer but there needs to be an answer in each organization and transparency about the reasons behind it.”*

# Next Gen Skills Gap

## Strong core skills but better next gen capabilities needed

HR leaders have strong experience (and implied competence) in many core HR disciplines including talent acquisition, talent management and business partnering. They have far less experience in areas that are becoming critical to HR success including diversity and inclusion, analytics and workforce planning.

They believe their managers would describe them as having a strong and well-reasoned point of view about HR and as being able to build strong relationships with their HR peers. Their managers would assess their relatively weakest areas as “Knows our business deeply and thoroughly” and “Influences better than most people.”

### In which areas are HR leaders relatively stronger or weaker?



While the absolute numbers for both experiences and perceived competence are high, it's helpful to remember that self-ratings are often inflated, especially where no clear standard is provided. For that reason, the relative ranking in each of these areas is the focus of analysis.

The Relatively Stronger areas include many essential and important capabilities that indicate a strong technical and social platform for HR. The Relatively Weaker areas highlight some long-held criticisms of HR as a function that doesn't know the business well and isn't comfortable with data.



# Capabilities lean toward functional knowledge and relationships

Out of eight behaviors that enable strong HR performance, a rank ordering of the survey results reinforces some long held stereotypes about HR professionals.

The strongest items include being functionally knowledgeable about HR, getting along well with others and balancing people and business needs. The weakest items are knowing the business thoroughly and being able to influence others.

## TO WHAT EXTENT WOULD YOUR MANAGER SAY THAT THE FOLLOWING PHRASES DESCRIBE YOU?

■ Completely describes you 
 ■ Significantly describes you 
 ■ Moderately describes you 
 ■ Somewhat describes you 
 ■ Doesn't describe you 
 ■ N/A

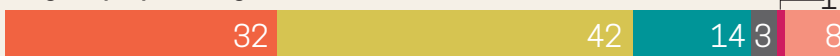
Knows our business deeply and thoroughly Numbers in percentage



Influences better than most people



Is a great people manager



Builds strong relationships with leaders above them



Shows an unrelenting focus on achieving goals and results



Balances business and people needs



Builds strong relationships with their peers



Has a strong, well-reasoned point of view about HR



## HRBP vs. SPECIALIST

*HRBPs outscored specialists by a small but consistent margin across all of the capabilities.*

*The only exceptions were HRBPs scoring meaningfully better on their ability to influence upward and meaningfully worse on having an unrelenting focus on goals.*

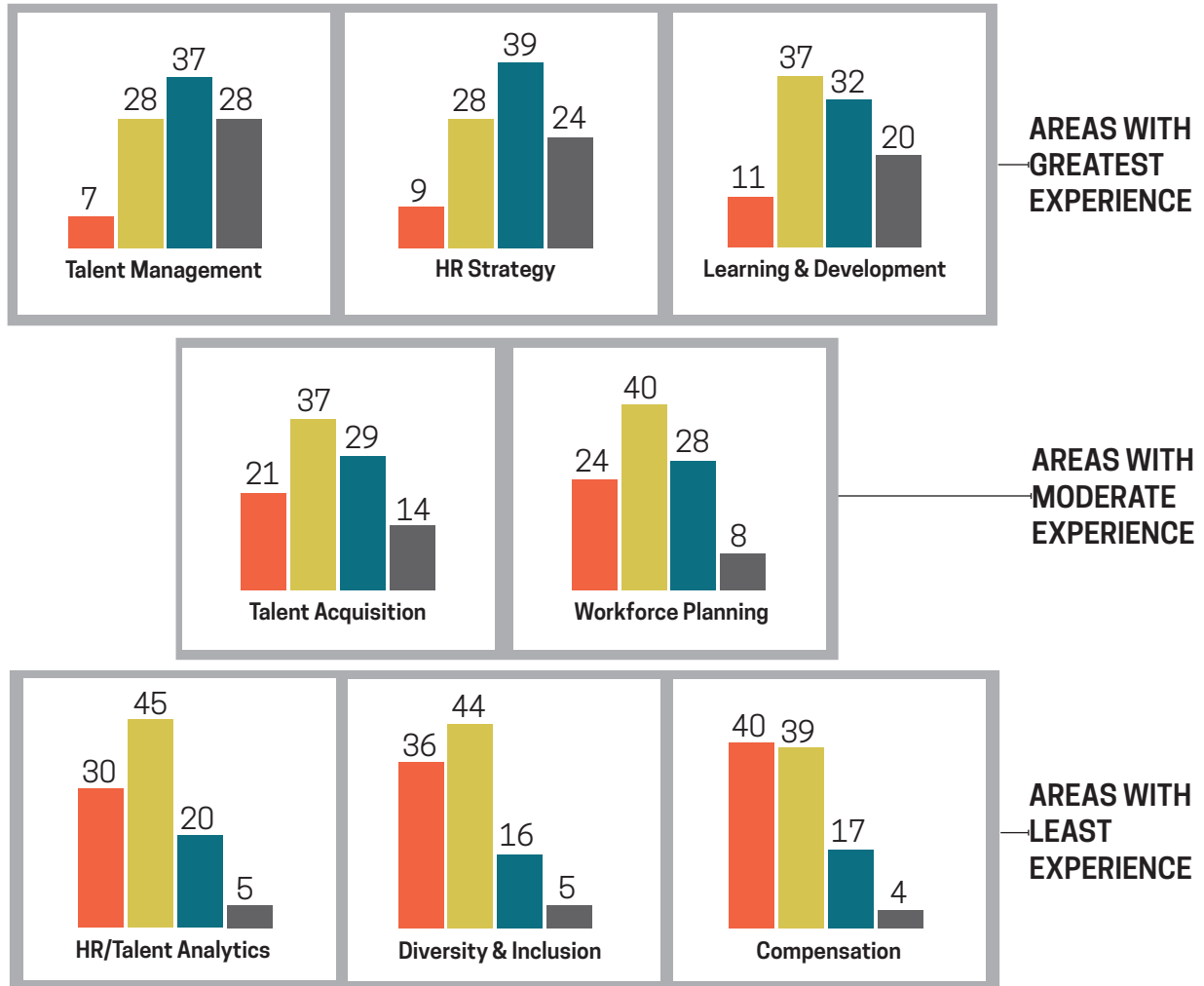
# Deep in today's skills; light on tomorrow's

We split the ratings of experience depth into three broad categories\* and found the same clusters for both Implementation experience and Design experience. Talent management emerges as the strongest skill set with almost 80% of respondents indicating implementation experience in that area. HR/Talent Analytics and Diversity and Inclusion are the areas where respondents are least experienced, with 32% and 28% having depth implementing processes in these areas.

## WHAT IS YOUR LEVEL OF EXPERTISE IN THE DESIGN OF PROCESSES IN THIS AREA?

- Little/None - I have little or no expertise designing processes/practices in this area
- Moderate - I have designed a few processes/practices in this area
- Significant - I have designed many processes/practices in this area
- Extensive - I am a deep technical expert in this area

Numbers in percentage



Percentages may not total 100% due to rounding.

## WHAT IS YOUR LEVEL OF EXPERTISE IMPLEMENTING PROCESSES IN THIS AREA?



- **Greatest Experience:** More than 50% indicate Significant or Extensive expertise
- **Moderate Experience:** 35% - 50% indicate Significant or Extensive expertise
- **Least Expertise:** 0% - 34% indicate Significant or Extensive expertise

# Next Gen Skills Gap

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## Implications

### **Ready for today?**

As we mentioned earlier, self-reporting of capability data is fraught with potential over-estimation, so we draw our Census conclusions with more confidence from the rank order of results. That ranking shows relative strength in foundational areas of HR including Talent Management, Talent Acquisition and HR Strategy. HR leaders are seen as functionally knowledgeable and as good peers. Although fundamental, these capabilities are essential to effective day-to-day execution of what most clients expect from the HR function.

### **More needed for tomorrow**

Paired with our first finding of People First, Business Second, the weaker areas of HR provide pause. Taken together, they paint a portrait of nice, competent HR peers who know their job well and get along with others. They aren't especially knowledgeable about the business, perhaps because, for many, it's not the reason they are in HR. They value getting along over influencing an agenda. They are not skilled in managing two critical issues on most HR strategic plans – data and diversity.

### **A closable gap, if interested**

The good news is that there is a strong foundation on which to build the HR professional of the future. The weaker capabilities are imminently buildable if interest and experience intersect. The open question is whether HR leaders have the desire and capability to change their mindset and put the business on equal footing with their love of people.

# Tempered Ambition

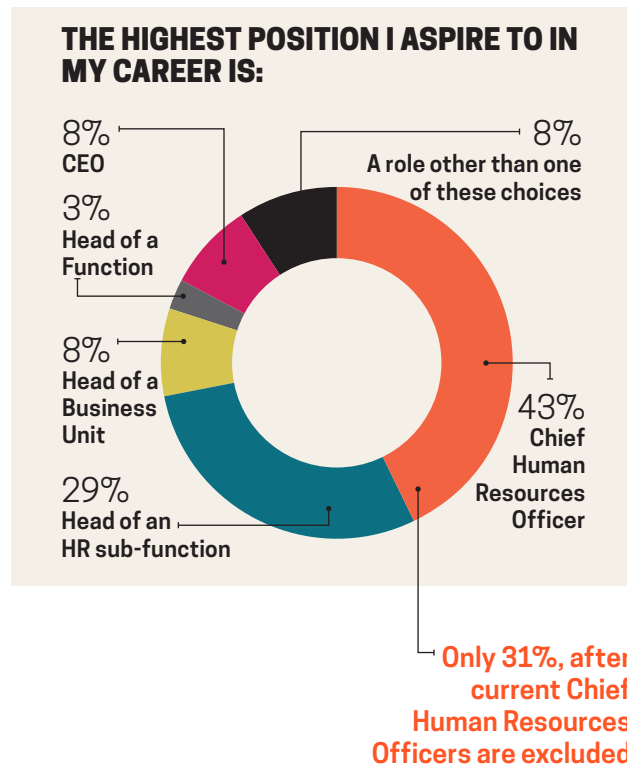
## Few want to be CHRO; fewer want to lead outside of HR

The majority of HR leaders limit their career goals to within the HR field – a reasonable expectation for any business function. What’s surprising is that just 4 in 10 HR leaders want to lead their function in the CHRO role. If we exclude respondents who are already in the CHRO role, that percentage drops to just 3 in 10.

This finding raises a question about what makes the top HR job less attractive or other opportunities so much more attractive that few of those in the function desire it.

Even less desired is the CEO role, with just 8% of HR leaders indicating it as their ultimate career objective. CHROs are the most ambitious of any group in HR with 23% saying that CEO is their desired destination. OD is a distant second at 13%.

India was the most ambitious country with 20% of respondents indicating CEO as their ultimate career objective. North American HR leaders were the least desirous of that role with only 4% marking CEO as their preferred destination.



Current Sub-Function	% who want to be CEO
Chief HR Officer	23%
Organization Development/Design	13%
HR Business Partner	6%
Talent Acquisition	6%
Learning & Development	5%
Talent Management	4%

Levels below CHRO	% who want to be CEO
0 (CHRO)	21%
1	5%
2	7%
3	3%

## Why isn't **CHRO** the HR dream role?

The low interest in serving as CHRO raises the question as to why an HR leader wouldn't aspire to this role. We don't have direct answers to that question but our survey data suggest those who don't want the role may not understand the positive experience that others have as CHRO.

Those who want to lead a sub-function rather than be a CHRO are far less willing to sacrifice their personal time for career success. In fact, they are less willing to sacrifice their personal time than individuals who desire any other role.

There may be less sacrifice involved in the CHRO role than some perceive since the Census shows that:

- **More than 84% of CHROs are Highly or Extremely Engaged:** That number is meaningfully higher than individuals in other HR jobs.
- **67% rated their work-life balance as Very Well or Well Balanced:** This result is also much higher than what the Census shows for other HR roles or levels and suggests that CHROs have found a way to integrate a challenging career with the other interests in their life.
- **CHROs feel stress slightly less often and no more intensely than other roles or levels.** Only Learning and Development & Talent Acquisition professionals report feeling less stress than CHROs.
- **CHROs work a few more hours, on average,** than other levels or sub-functions (52 hours a week vs. an average of 49 hours a week for all other sub-functions). Three more hours a week shouldn't be a large deterrent to those interested in moving into this more impactful role.
- **CHROs get fractionally less sleep than other levels and sub-functions,** but we'd suggest that the 10 to 20 minutes less each night shouldn't be a compelling factor in one's career choice.
- **CHROs are more likely to be in HR to help their company maximize profitability (57%) than other HR leaders (52%)** but they're also there to help balance the needs of the company and the employees (76%). This shows that HR leaders with a strong humanistic interest in the profession can find satisfaction in a CHRO role if they also bring a business mindset to their work.

### CHROs vs. OTHER HR LEADERS

#### ENGAGEMENT

**84%**

vs.

**69%**

#### HOURS WORKED

**52/week**

vs.

**49/week**

#### FEEL STRESS OFTEN/VERY OFTEN

**28%**

vs.

**31%**

#### HOURS SLEPT

**6.5/night**

vs.

**6.7/night**

# Tempered Ambition

## Implications

### No Flow to CEO

Social media volume peaks when the occasional article appears saying that CHROs should become CEOs or celebrating the rare one who does. Any placement of that type is claimed as validation that HR leaders possess higher business value than their reputation and past history would imply.

The Census data suggests that these stories will remain rare for a very logical reason: few HR leaders want to be a CEO. There should be no value judgment made from this fact. Businesses thrive when they have strong, business-focused HR leaders driving an aligned people agenda.

If the HR profession wants more CEOs to come from its ranks, however, it will need to work hard to convince junior HR leaders that this is a worthy career path. Only 1 in 20 early-career HR leaders signal interest in the role.

### Unworthy Target or Low Ambition?

Top performing CHROs have reshaped the HR function over the past 25 years into one with tremendous potential to elevate an organization's performance. The commensurate increase in the role's power and influence should make it a more desirable destination for those inside and outside the function.

The tepid interest in being a CHRO (3 in 10 HR leaders) suggests that either increased power and influence isn't enough to attract HR leaders or that their career interests are so deeply embedded within their HR sub-function that no other option will ever be more attractive.

With organizations likely to face even larger HR challenges in the years to come, there's a booming market for influential, business-focused CHROs. The combination of few HR leaders expressing interest in this role, and business knowledge and influencing ranking as the two worst capabilities of HR leaders, means an on-going challenge for the profession to maintain its hard-fought gains.

*“The tepid interest in being a CHRO suggests that either increased power and influence isn't enough to attract HR leaders or that their career interests are so deeply embedded within their HR sub-function that no other option will ever be more attractive.”*

# Engaged, Rested, Ready

## Physically and mentally set for new challenges

HR leaders boast strong physical and emotional well-being with more than 7 in 10 saying they are Highly or Extremely Engaged and 6 in 10 rating their work and life activities as Very Well or Well Balanced.

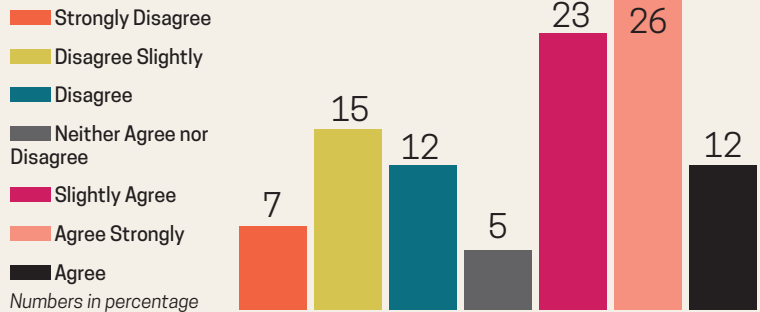
These statistics might be due to the relatively low level of stress they feel (70% feeling stress Sometimes or less often) and 67% reporting Quality or High Quality sleep most work-nights.

These surprisingly strong assessments come despite the average HR leader working 50 hours a week, with 38% working more than 50 hours on average. Those longer hours mean less hours available for recuperation, with the average HR leader getting 6.6 hours of sleep each work-night.

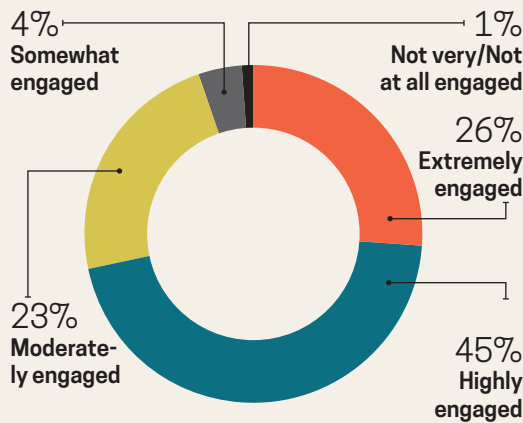
Perhaps most predictive of future success is that 38% say they are willing to sacrifice elements of their personal life to succeed while only 22% say they would not.

Those who are more willing to sacrifice are also, not surprisingly, more engaged.

### TO BE SUCCESSFUL IN MY CAREER, I AM WILLING TO MAKE SIGNIFICANT SACRIFICES IN OTHER AREAS OF MY LIFE (E.G., INABILITY TO ATTEND FRIEND & FAMILY FOCUSED EVENTS, LESS TIME SPENT ON PERSONAL INTERESTS OR HOBBIES, WORK THROUGH WEEKENDS)



### WHAT IS YOUR CURRENT LEVEL OF INDIVIDUAL ENGAGEMENT AT WORK?



72% are very engaged

Engagement increases with age

Men are almost 50% more likely than Women to say they are Extremely Engaged

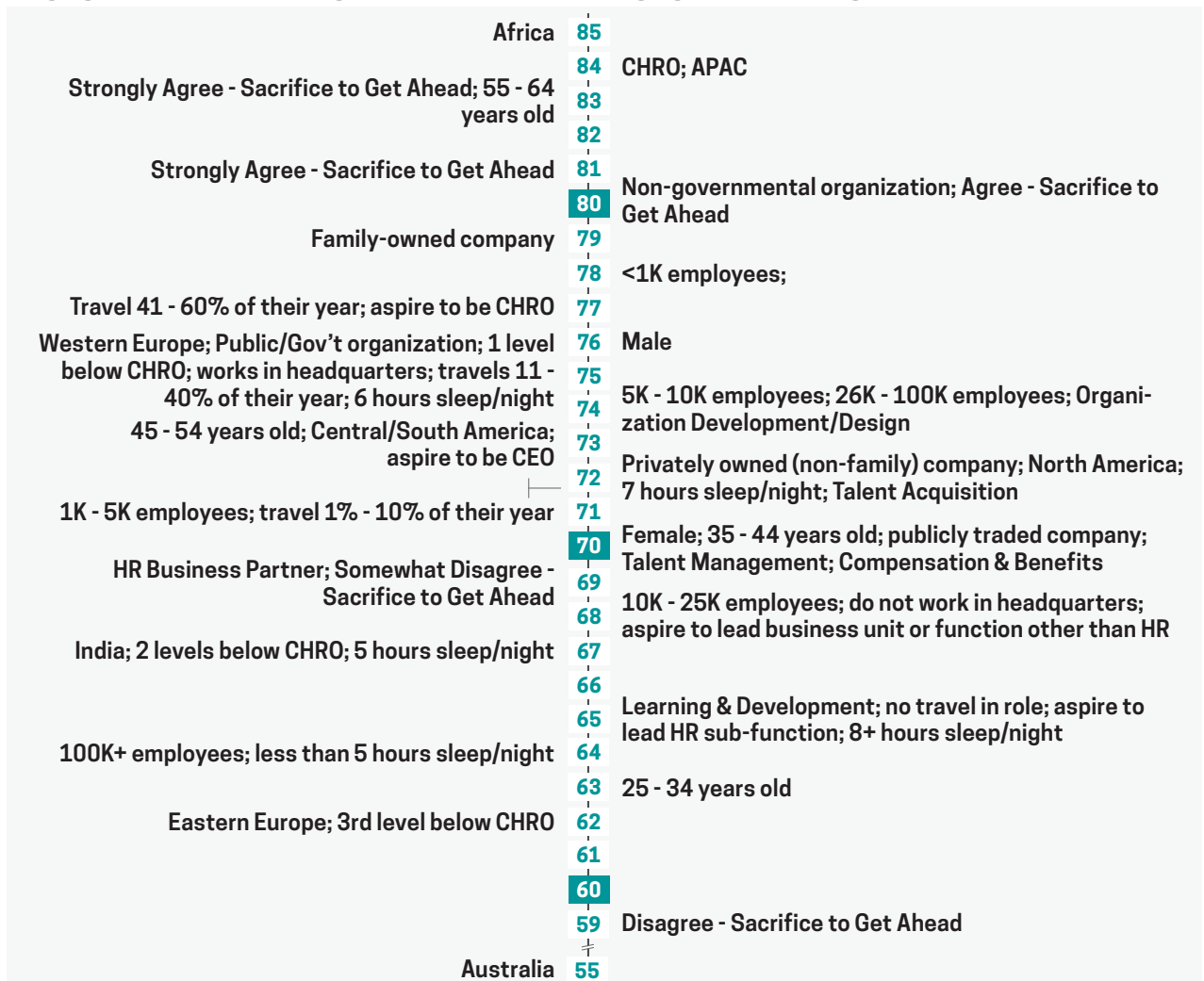


# Engaged

While far from a perfect predictor of performance, engagement is a reasonable proxy for how willing an individual is to go above and beyond for their employer. Our Census results show strong engagement across the HR function with meaningful variance by structural and demographic categories.

Seventy-two percent of participants rate themselves as Extremely or Highly Engaged. Fewer than 30% consider themselves Moderately engaged or less. Some key findings include that Men are six percentage points more engaged than Women (76% vs. 70%), CHROs are the most engaged HR role (84%) and older HR leaders rate as the most engaged age group (83%).

## Engagement score (Highly + Extremely Engaged) by category



# Ready

HR leaders report a strong personal foundation for high performance with 70% of Census respondents reporting moderate stress or lower and 60% saying they have good work/non-work balance.

## Balance

How to strike the right balance between work and non-work activities remains a popular global topic and our Census finds predictable differences in who reports a better and worse balance.

The best balance is felt by those who:

- Work less than 40 hours a week (88%)
- Strongly disagree that they are willing to sacrifice for career success (79%)
- Get 8 hours sleep per night (77%)
- Work in Eastern Europe (73%)

More challenged in balance are those who:

- Work more than 60 hours a week (25%)
- Get 5 or less hours sleep each night (34%)
- Strongly agree that they are willing to sacrifice for career success (44%)
- Work for companies with more than 100K employees (51%)

### HOW DO YOU RATE THE BALANCE IN YOUR LIFE BETWEEN YOUR WORK ACTIVITIES AND NON-WORK ACTIVITIES?

**15%**  
Very well balanced - little or no change is desired

**32%**  
Somewhat balanced - changes are desired

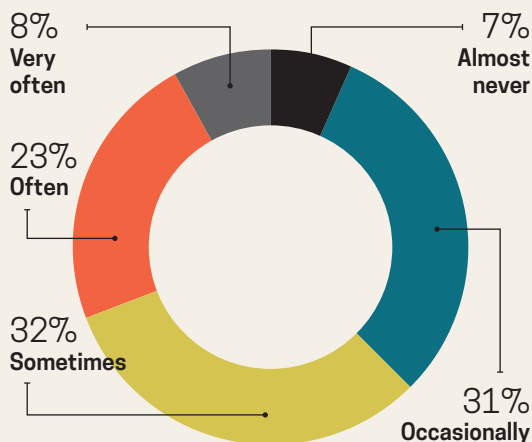
**45%**  
Well balanced - some small changes are desired

**8%**  
Not balanced - significant changes are desired

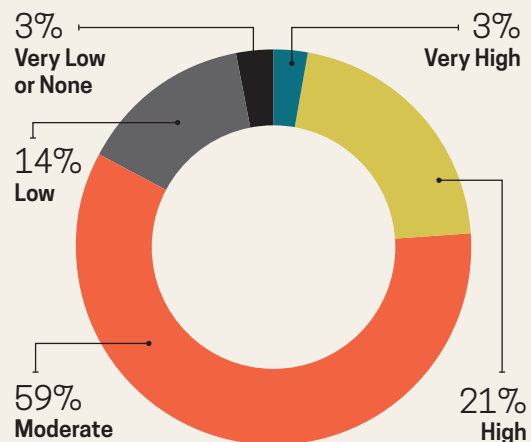
## Stress

Given the extensive agenda and high demands placed on HR leaders, they report feeling only moderate amounts of stress and only experience that stress intensely 25% of the time.

### IN A TYPICAL WEEK, HOW OFTEN DO YOU FEEL WORK-RELATED STRESS?



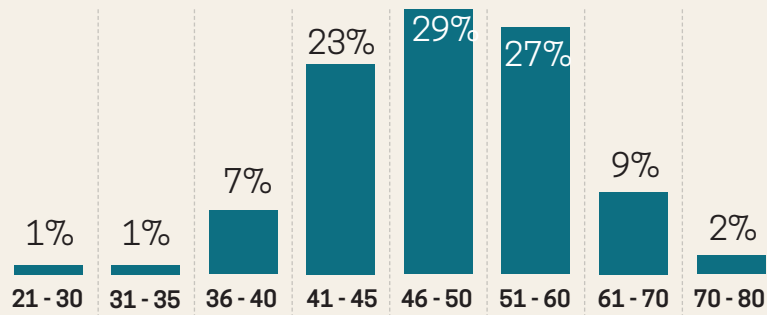
### WHAT LEVEL OF WORK-RELATED STRESS DO YOU TYPICALLY FEEL?



# Working Hard + A Sleep Warning

While HR leaders aren't burning through their candles, they are certainly lit on both ends. Typical HR work weeks range from 36 hours to 70 hours, with the Census average at an even 50 hours per week. Sleep averages 6.6 hours per night which is at the low end of the National Sleep Foundation's 6 - 10 hours/night guideline. Overall, sleep quality is rated high.

## HOW MANY HOURS DO YOU WORK IN A TYPICAL WEEK?

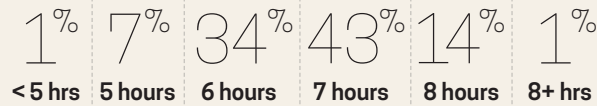


## Working Hours

HRBPs work slightly over the average at 50.5 hours per week, while L&D professionals work the shortest weeks at 46 hours.

North Americans work the longest weeks at 51 hours and Eastern Europeans work the shortest at 45 hours.

## HOW MANY HOURS OF SLEEP DO YOU GET ON A TYPICAL WORK-NIGHT?



## Sleep Quality and Quantity

There's increased recognition of the critical impact of [sleep on performance](#). The Census asked about both sleep quality and quantity since research shows that each has unique effects.

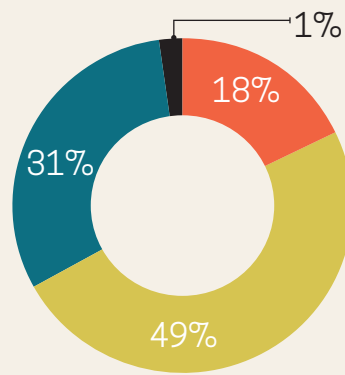
Low sleep quality hurts our ability to think strategically, creatively and partner well with others. Low sleep quantity can make us moodier, forgetful and feel less aware.

HR leaders sleep an average of 6.6 hours on work-nights with more than 4 in 10 sleeping 6 hours or less. The National Sleep Foundation recommends 6 - 10 hours of sleep nightly, so sleepless HR leaders are risking their performance edge.

One bright spot is that sleep quality is relatively high, with 67% reporting Quality or High Quality sleep.

## HOW WOULD YOU RATE THE AVERAGE QUALITY OF YOUR SLEEP ON A WORK-NIGHT?\*

- High quality sleep (all criteria regularly achieved)
- Quality sleep (most criteria regularly achieved)
- Lower quality sleep (some criteria sometimes achieved)
- Poor quality sleep (no criteria regularly achieved)



\* Using National Sleep Foundation criteria provided in the survey.

# Engaged, Rested, Ready

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## Implications

### **An Integrated Approach**

A leader's success depends on individual factors beyond his or her intellect and capabilities. Their willingness to sacrifice to succeed, their physical health and their mental health all influence how effectively they apply that raw material.

We believe this is the first-ever survey of HR leaders that incorporates both professional and personal data to draw conclusions about the HR profession's ability to perform at its peak. That personal data provides a more nuanced and positive understanding of the field and its opportunities.

### **High Engagement Despite Critiques**

The Human Resources profession absorbs regular attacks in the business and HR media from inside and outside the function. Articles that demand HR be blown up or torn apart now appear with predictable regularity. HR leaders are often the butt of jokes on both TV programs and in movies.

These regular reputational hits seem not to have lessened HR leaders' commitment to their profession. HR professionals' high engagement level relative to global standards suggests that they are willing to give more discretionary effort to help their organizations succeed. The open question is discretionary effort to achieve what mission - humanistic, capitalistic or both?

### **Many will Give More to Get Ahead**

The modest ambition highlighted in our third finding is somewhat at odds with 61% of respondents expressing some willingness to sacrifice their personal lives for greater career success. It may be that they're willing to sacrifice only until they reach mid-level positions in their organization. It's also possible that their potential sacrifice could take them to much larger roles if they better understood the career paths or the roles were seen as more desirable destinations.

### **Optimizing Stress**

The "Yerkes-Dodson law" is a classic psychological construct that shows how performance increases with stress but only up to a point. Many HR leaders seem to be at that optimal point of stress where they're neither overwhelmed or unchallenged by their roles.

The integrated data for sleep, stress, engagement and sacrifice show that a strong physical and emotional platform exists in the profession. In a function that is constantly serving others, that stability is an invaluable asset.

# Your HR Influences

## We asked who influences your thinking about HR?

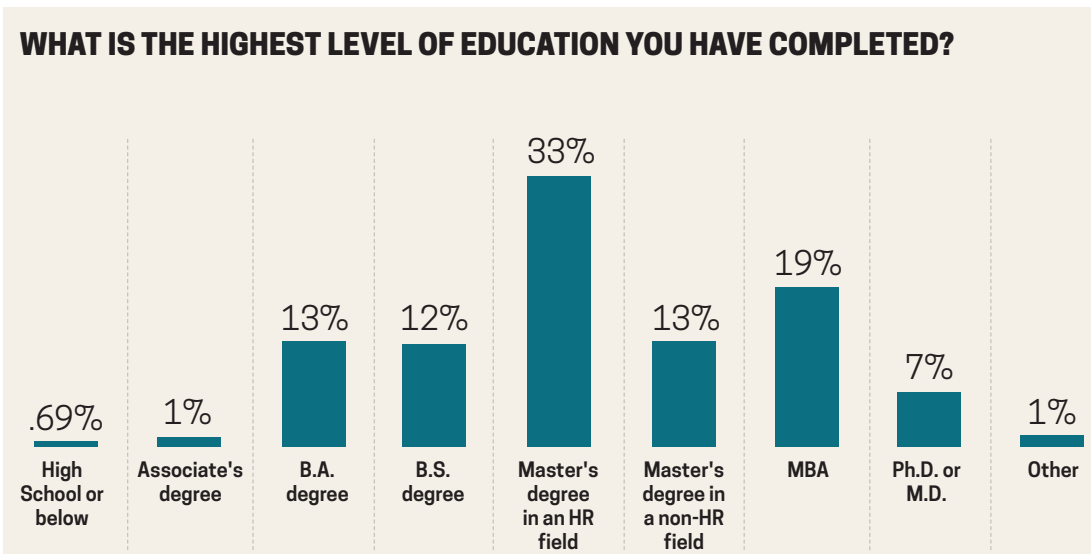
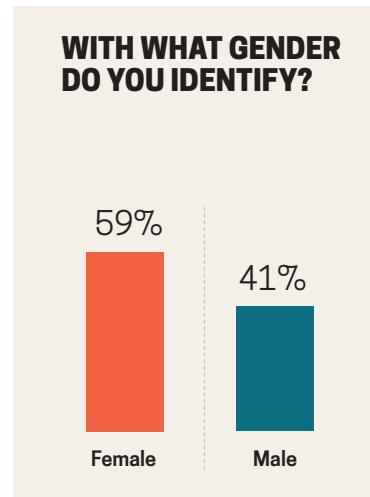
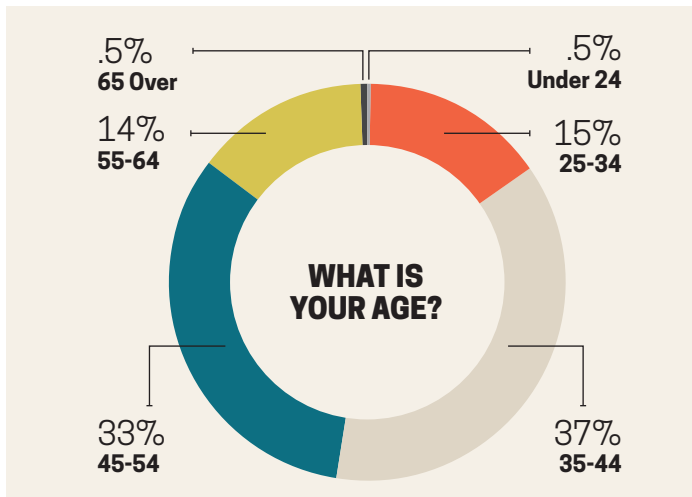
We asked participants, "Who are the thought leaders that most influence your thinking about HR issues?" Here's the ranked list of everyone who received at least 10 mentions.

Name	Total Mentions
Dave Ulrich	234
Marc Efron	186
Josh Bersin	116
Laszlo Bock	43
Simon Sinek	41
Brené Brown	38
Adam Grant	33
Ram Charan	32
Marshall Goldsmith	28
John Boudreau	26
Marcus Buckingham	24
David Green	21
Patrick Lencioni	20
Daniel Pink	19
David Rock	15
Jack Welch	12
Jim Collins	12
Daniel Goleman	12
Peter Drucker	10

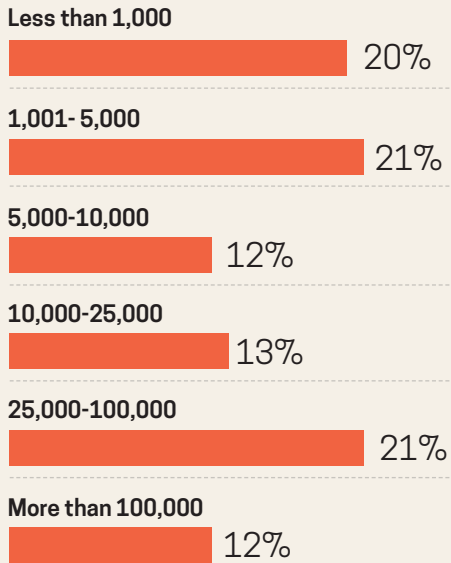
# Our Respondents

1,200+ people participated.  
Here's who they are

We present this demographic data to provide insights about the background of the 2019 Global Human Resources Census participants.



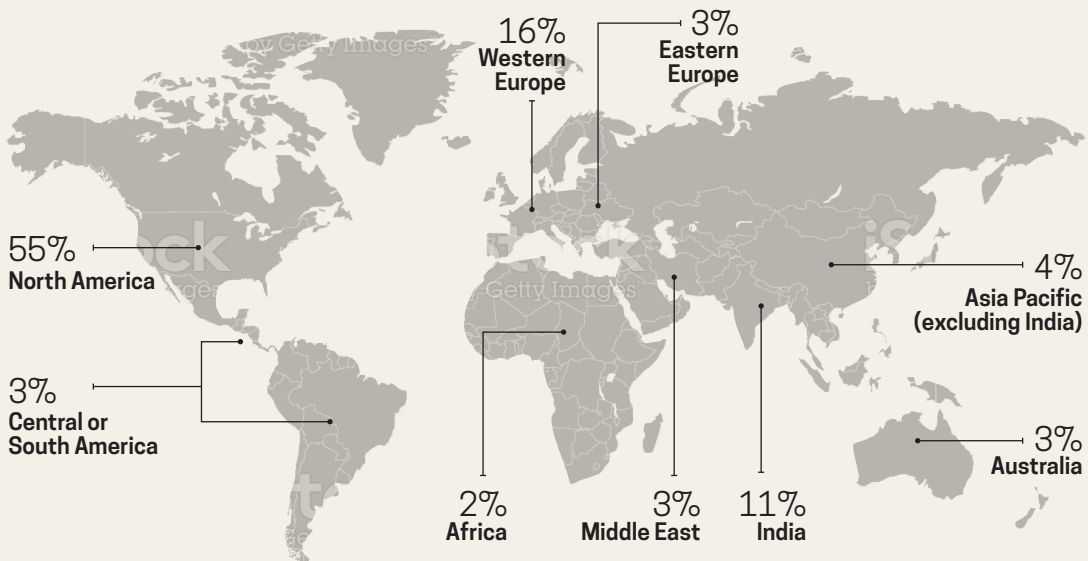
## HOW MANY EMPLOYEES WORK IN YOUR COMPANY/ORGANIZATION?



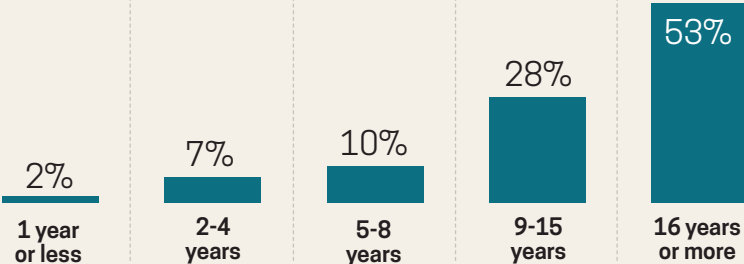
## MY ORGANIZATION IS A:



## IN WHICH GEOGRAPHIC AREA ARE YOU BASED?



## HOW MANY YEARS TOTAL HAVE YOU BEEN IN THE HR PROFESSION?



### MY CURRENT FUNCTION IS:

20%  
Talent Management

7%  
Learning & Development

0.5%  
Diversity & Inclusion

8%  
Org. Development/  
Change Management/  
Org. Effectiveness

5%  
Talent Acquisition

34%  
HR Business Partner

2%  
HR or Talent Analytics

1%  
HR IT

3%  
Compensation/  
Benefits

19%  
Other primary  
HR function

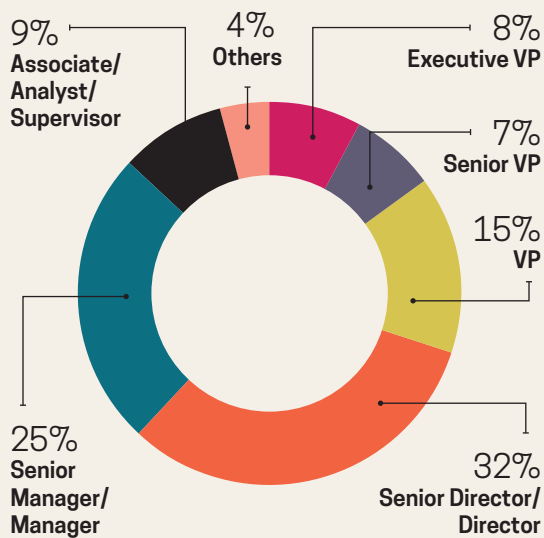
### I WORK IN:

33%  
A country, region,  
plant or other  
non-headquarters  
location

64%  
Our company  
headquarters  
location

3%  
Other

### MY LEVEL IS:



### AT WHAT LEVEL IS YOUR POSITION COMPARED TO YOUR COMPANY'S OR ORGANIZATION'S TOP HR LEADER?

0 levels - I am the HR leader for my company



1 level below



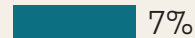
2 levels below



3 levels below

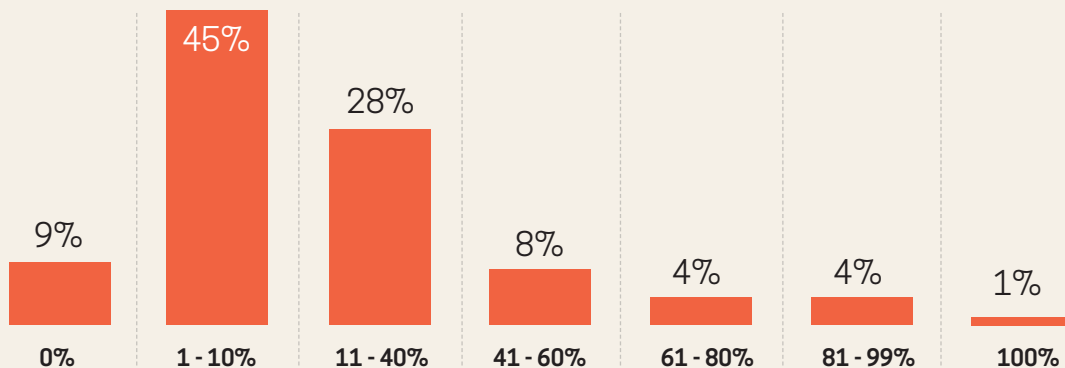


4 or more levels below

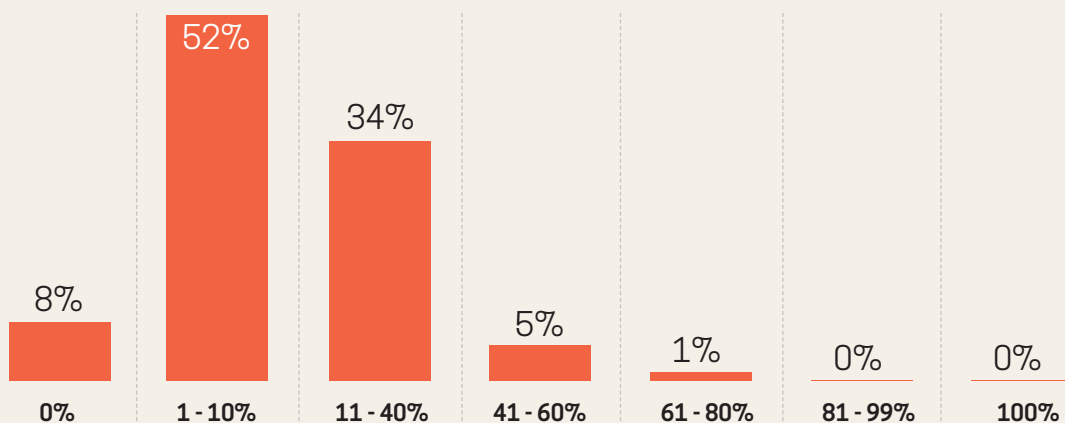




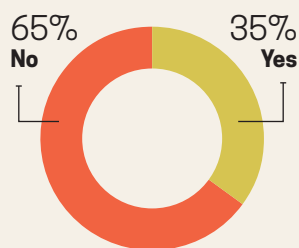
**IN AN AVERAGE YEAR, WHAT PERCENT OF YOUR WORK IS DONE VIRTUALLY (NOT IN A COMPANY-OWNED LOCATION)?**



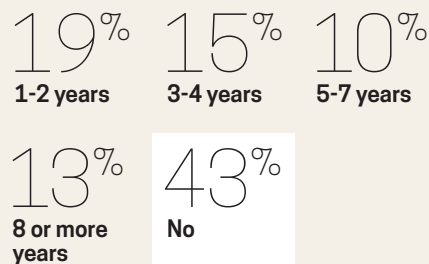
**IN AN AVERAGE YEAR, WHAT PERCENT OF YOUR WORK TIME IS SPENT TRAVELING OUTSIDE YOUR PRIMARY WORK LOCATION?**



**HAVE YOU WORKED FULL-TIME OUTSIDE YOUR HOME COUNTRY FOR MORE THAN 6 MONTHS?**



**HAVE YOU WORKED IN A BUSINESS AREA OTHER THAN HR (I.E. SALES, MARKETING, IT, FINANCE) FOR MORE THAN ONE YEAR DURING YOUR PROFESSIONAL CAREER?**



## About this Survey

The 2019 Global Human Resources Census includes valid responses from more than 1,200 respondents around the world. We solicited responses through multiple emails and social media posts. Participants answered approximately 30 questions and no answers were forced after an initial validation screen.

This data gathering method introduces many potential response biases. We don't assume that the collective responses constitute a perfectly representative sample of the HR population. We believe the sample size, combined with the diversity of respondents' demographics and backgrounds, helps to reduce bias that could fundamentally alter the conclusions presented in this report.

All data was gathered without attribution to any individual, so no incentive existed to be other than honest in responding.

## About The Talent Strategy Group

**The Talent Strategy Group helps the world's largest and most complex organizations transform human resources and their ability to grow talent.** Our advisory services include HR strategy, organization design, HR leader assessment and HR process design, among others. Our education and development services are based at our Talent Management Institute, which is the world's most popular executive education program on talent. We teach executives and HR leaders how to build better talent faster through our public and private programs.

We advise public and private companies, NGOs and public sector organizations across geographies. We have additional consulting experience in consumer products, big food, technology, pharmaceutical and bio-pharmaceutical companies, medical devices and health care. We partner with private equity firms to assess and develop talent for C-suite roles.

## Author/Researcher

### **Marc Effron, President**

Marc helps the world's largest and most successful companies transform how they manage talent. Marc co-authored the Harvard Business Review Publishing best-selling book *One Page Talent Management*, often called the "talent management bible." His most recent book, *8 Steps to High Performance*, is quickly reaching best-seller status globally.

Marc co-founded the Talent Management Institute with Jim Shanley and it has become the world's most popular executive education program on talent.

He is widely quoted on talent issues and has been published in or heard on Fast Company, Financial Times, BBC, Bloomberg Radio, Inc., Harvard Business Review, New York Post, Knowledge@Wharton radio and some of the world's most popular podcasts.

### **Ashley Keating, Consultant**

Ashley works with TSG's global clients to assess and enhance their talent programs and practices. Her recent clients include global technology companies, integrated health care organizations, and a global consulting firm, among others.

Her new research project, *The Death of the Career Path*, will be published in July 2020.