



Talent Management considerations for boards

Board Leadership Center

14 October 2020

Speakers



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Director

Head of People & Change at KPMG in Belgium

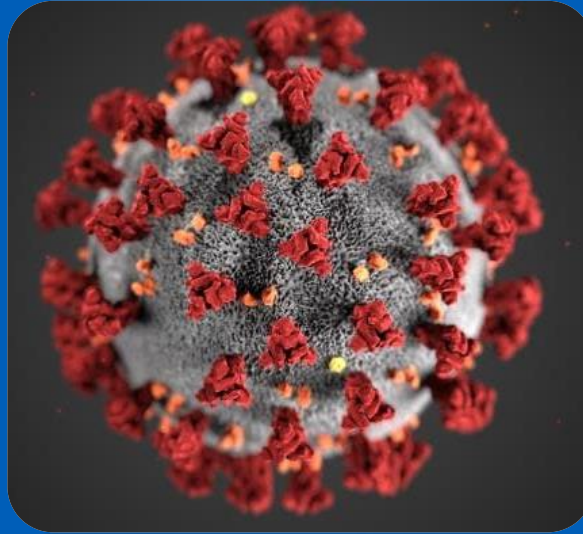


Professor Doctor Marion Debruyne

Dean of Vlerick Business School

Board Member at Ackermans & van Haaren,
GUBERNA, and Kinopolis

Setting the scene COVID- 19

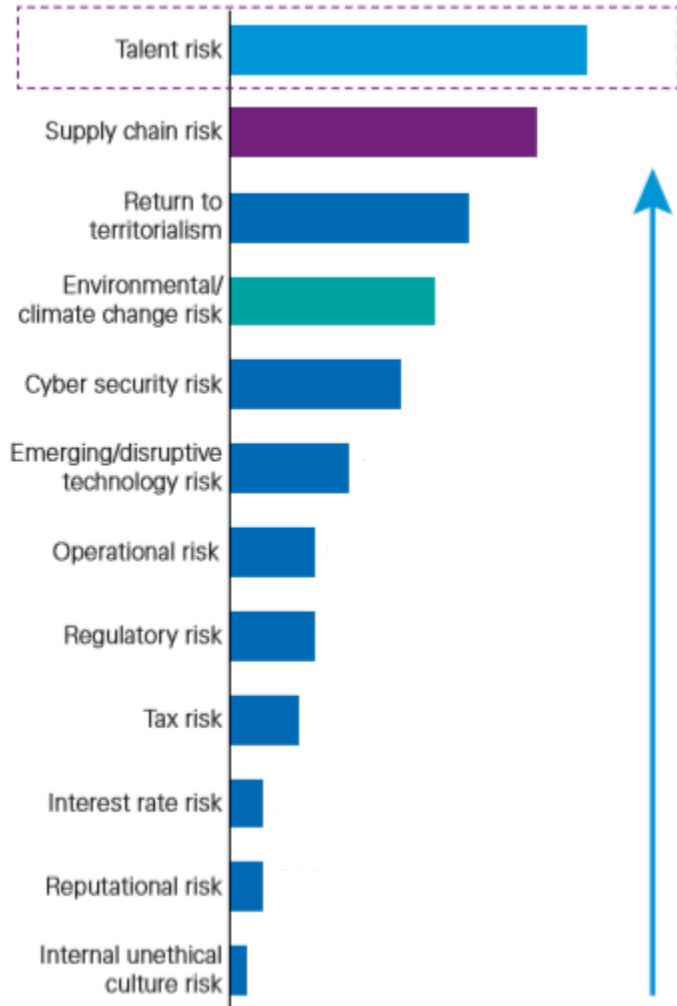


Organizations are transitioning through 4 phases towards the New Reality

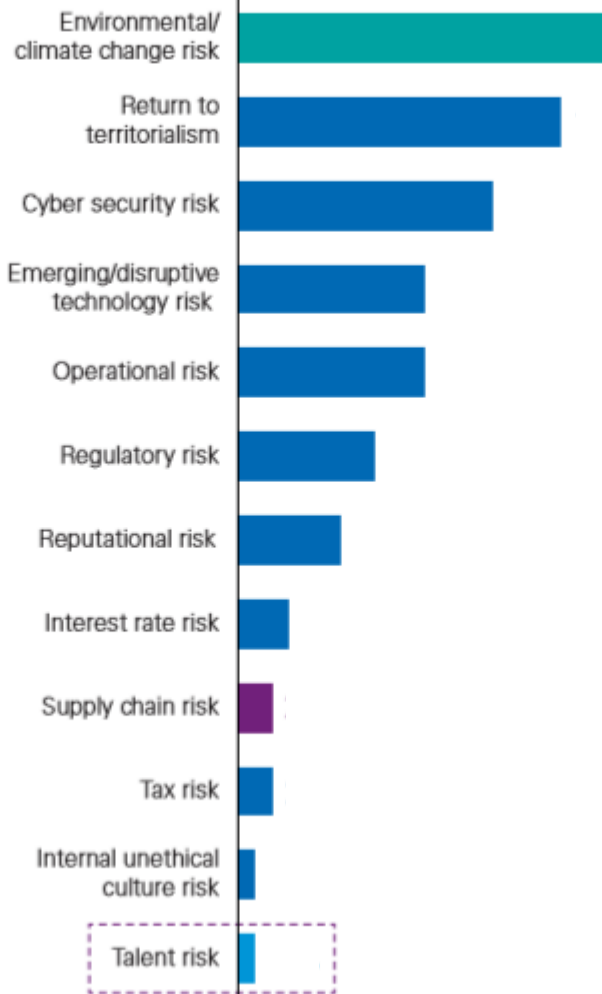


1 Talent Risk

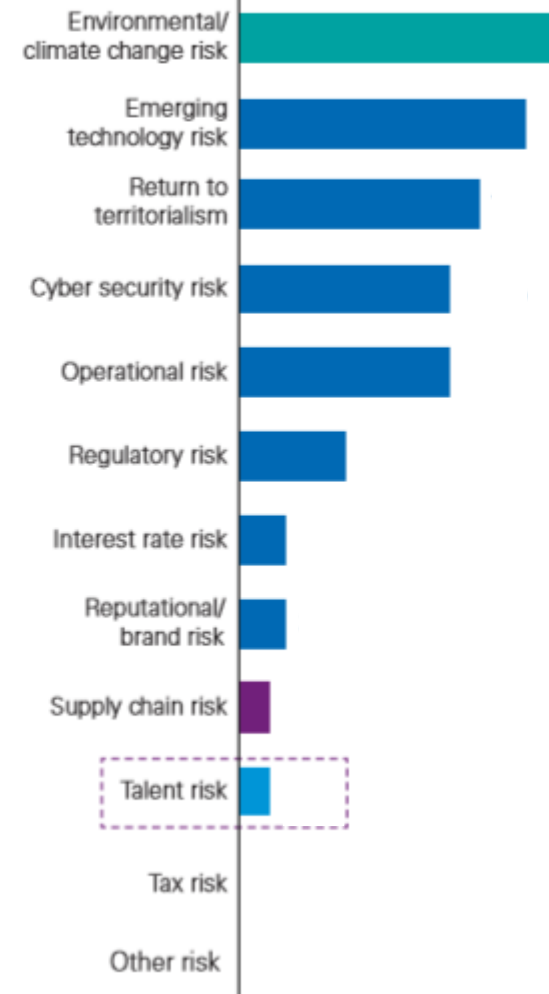
Greatest risk to growth today (July/Aug 2020)



Greatest risk to growth at the beginning of the year (Jan/Feb 2020)

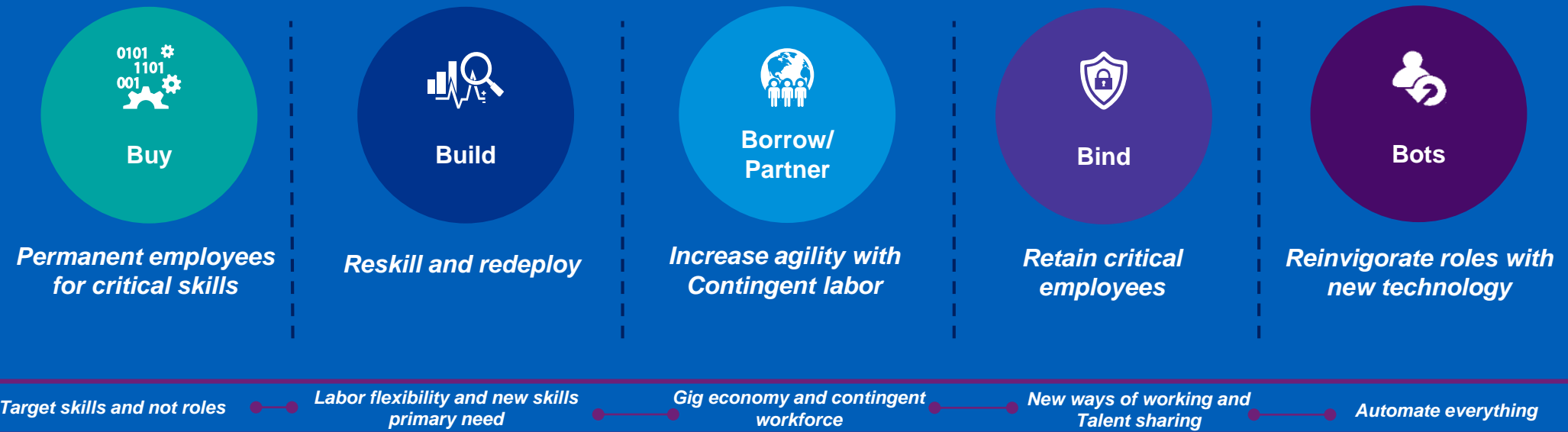


Greatest risk to growth (2019)



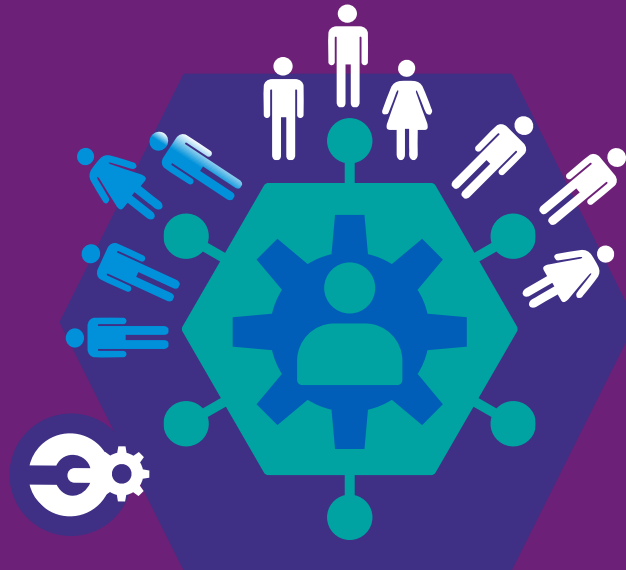
Source: KPMG 2020 CEO Outlook COVID-19 Special Edition

Shaping the organisation's future workforce over the next 12-24 months...



A changing workforce

More than
3 in 10
need to be
Reskilled



Source: KPMG 2020 HR new reality pulse survey

A changing workforce



Source: KPMG 2020 HR new reality pulse survey

2 Employee Productivity and wellbeing

In the next 12-24 months...

43%

will continue
to work

remotely



?

**How to keep people
connected, engaged and
productive?**

Source: KPMG 2020 HR new reality pulse survey

Maintaining focus on employee experience & wellbeing

Priorities have shifted over the past year as a result of COVID-19

1 Helping leaders develop new management and leadership skills to support remote working (61%)

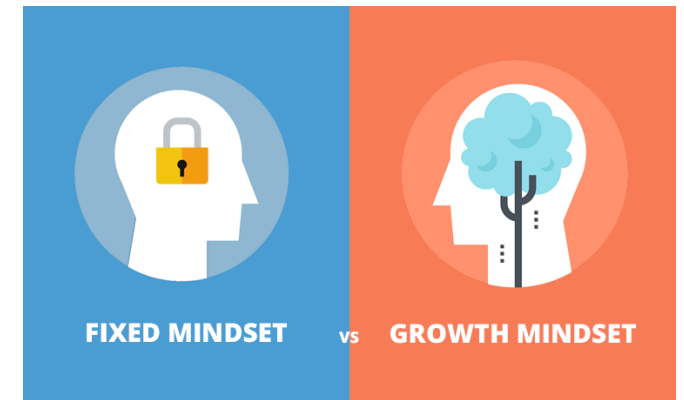
2 Redefining or further enhancing the culture to emphasize digital mind-set, virtual working, agility etc. (58%)

3 Taking steps to safeguard the experience and wellbeing of employees (49%)

Digital growth mindset and learning to learn

Some key **skills of the future**:

- Growth mindset
(curiosity, open-mindedness, resilience, resourcefulness)
- Experimentation
- Courage to challenge the status quo
- Innovation & ideation



Diversity and segmentation

Changing expectations



Purpose and culture



86%

HR executives agree that **corporate purpose and values** have played a **central role** in shaping how they have responded to COVID-19

79%

CEOs said they had to **re-evaluate their organization's purpose** as a result of COVID-19 to address the needs of all stakeholders

30%

Organizational purpose is among the **three most important factors** in attracting talent to the organization

But they both agree on the need for reinventing the HR function



HR executives believe that the **HR function needs to completely reinvent and transform** itself in order to respond more effectively to future disruption

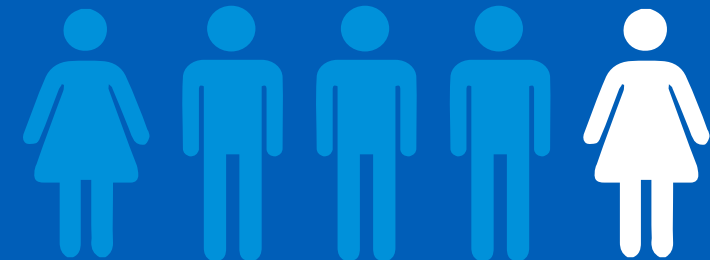
Source: KPMG 2020 HR new reality pulse survey



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About

4 in 5



CEOs and EVPs also agree that the **HR function needs to “completely reinvent and transform itself”** so that it can respond more effectively to future disruptions

3 New priorities for the HR Function

Top skills required by HR

01

Delivering transformational change management

02

Manage performance & productivity in a predominantly remote environment

03

Conducting workforce forecasting and shaping to deliver the Workforce of the Future

Conclusion

Opportunity for HR to reinvent work and drive value for the enterprise

Opportunity for Board members to re-think the importance of Human Capital and the role of the Board, management and HR

