



2022 Priorities & Predictions

C-Suite Perspectives
from i4cp's Boards



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FOREWORD

My wish for 2022: Stop Using “Great”



Kevin Oakes
CEO, i4cp

Because hybrid work works, it has helped fuel the talent war and opened new possibilities for countless workers, as well as expanded the potential talent pool for employers worldwide.

Anyone else tired of hearing about “The Great Resignation?”

How about “The Great Reshuffle,” “The Great Recalibration,” or “The Great Reset?”

Yeah, for me it’s all starting to cause the Great Depression.

Great is probably not a word most would use to describe the last couple of years, yet unimaginative headline writers continue to play off a trite phrase that’s being used to describe a real issue: a dearth of talent.

I’m old enough to remember when “The War for Talent” was all the rage in the late ‘90s. Coined originally by consulting firm McKinsey, many articles and even books described the competitive landscape companies faced at the time to retain and attract talented employees.

The same thing is happening today, 20 years later, yet somehow it feels quite different. Where the war for talent era was fueled by an exploding dot-com environment harnessing the power of the internet for the first time, the great resignation era is a pandemic-induced work model shift, which has forced employers and workers to rapidly adapt to a new reality dominated by remote and hybrid work.

That adaptation hasn’t always gone smoothly. Several CEOs have declared that their cultures center on the office, and that employees aren’t as productive working remotely. They’ve argued that collaboration, communication, and innovation suffer with everyone remote.

They’re wrong.

i4cp research—and studies by many others—have proven that remote and hybrid work works. But because it works, it has helped fuel a talent war and opened new possibilities for countless workers, as well as expanded the potential talent pool for employers worldwide. Progressive companies are taking advantage of this new reality, and workers are demanding flexibility at an astounding rate.

But with the changes in work models, new challenges have emerged. As you'll read in this year's **Priorities & Predictions**, members of i4cp's six Boards—exclusive groups of CHROs, heads of talent, and other human capital executives from the world's largest organizations—are prioritizing initiatives such as consistent employee experience, DE&I, workforce analytics, upskilling, and of course—in this era of the great resignation—the internal talent marketplace and multiple other retention techniques.

With all of these changes, the profile of the talent management professional, particularly the human resources leader, has continuously heightened and become more complex. The events of the past two years have underscored the evolving HR skillsets needed now and in the future. As companies rely more heavily on human capital expertise to navigate our new reality, we've seen an unmistakable correlation between high-performing HR teams and high-performance organizations.

Going forward, rather than using it to describe resignations, we should reserve the word "great" to describe the efforts by the human capital profession, because over the last two years it truly has been. I hope you enjoy the **2022 Priorities & Predictions** provided by the great individuals we have the privilege of working with every day.

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INTRODUCTION

The theme running through all the remarks contributed by members of i4cp's boards is **talent**—attraction, development, and retention.

Each year, i4cp gathers perspectives about the future from the accomplished senior executives who sit on our six boards—Chief HR Officers, Chief Diversity Officers, Chief Learning & Talent Officers, Heads of Talent Acquisition, Total Rewards, and People Analytics.

This compilation of their contributions, which speak to the respective functional areas they lead as well as their overall organizations, is intended to spark ideas, strengthen resolve to try something new, or perhaps challenge or reinforce a new direction leaders may already be heading toward.

It is our hope that the ideas shared here will assist the i4cp member community at large and the organizations they lead.

The theme running through all the remarks contributed by members of i4cp's boards is **talent**: Concerns about attraction, development, and retention of talent topped nearly everyone's lists. **Based on the aggregate input, our predictions for 2022 are:**

1. Internal Talent Marketplaces—which catalogue the skills of the existing workforce and enable greater talent mobility—will become more prevalent.

In addition, human capital executives with expertise in creating and managing these marketplaces, and technology solutions to enable this capability, will be

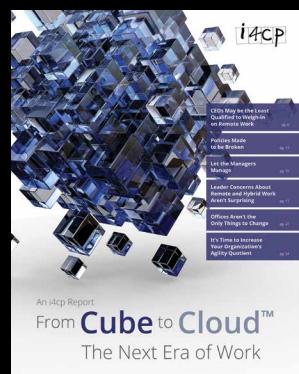
in great demand. As unwanted attrition proliferates and acquiring new talent becomes more challenging, executives recognize that the best person for the job might already be in the organization.

2. Hybrid work models will morph into truly flexible work. Requiring a certain number of days on site, or even specific days, will quickly become outdated as workers expect and demand choice and greater flexibility. The pandemic taught CEOs and executive teams that their work experience and circumstances are quite different from that of their employees, and trying to enforce homogenous policies across a diverse workforce is not the way to go. Employees recognize they can be just as—or more—productive when they determine their workplace and work schedule and will seek employers who appreciate and embrace the new era of flexibility.

3. Patience and options for the unvaccinated will run out. Organizations are under great pressure to provide safe and healthy environments for employees and customers, and most have already grown weary of accommodating a shrinking percentage of people who refuse to get vaccinated. While accommodations will continue to be made for the tiny minority that qualify for vaccine exemptions, most companies will move to require vaccination as a term of employment.

4. CHROs—both retired and employed—will experience greater demand to serve on public boards than at any point in history. Most public boards recognize that they are thin on human capital expertise, and at the same time are wrestling with more people-related and organizational culture issues than ever before, which increasingly includes human capital data disclosure and environmental, social, and governance (ESG) concerns. There's already been a significant increase in demand for HR executives to fill vacant board seats, and the need to add diversity allows boards to fulfill multiple objectives at once.

i4cp's most recent major studies cover topics that include leadership behaviors and the future of work ([From Cube to Cloud: The Next Era of Work](#) and [Accelerating Workforce Readiness](#)).





Trust needs to be a focal point in the lens that evaluates the company's strength and resilience.

THOUGHT LEADER PERSPECTIVE

Trust and Risk

Lisa M. Shalett

Former Goldman Sachs Partner; Founder, Extraordinary Women on Boards; Board Director; Growth Company Advisor

When a board thinks about the crown jewels of a company, one that is often overlooked yet extremely important is trust. The degree to which a company sustains and thrives in its ecosystem has so much to do with its focus on where trust relationships exist—whom they are between, how they measure them, and whether they can identify where there is trust risk and where trust is an asset that needs to be protected. Not having trust is a risk.

The pandemic provided the world with such a unique test case. When a company needed its stakeholders to be there, were there any surprises in who did or did not show up? If so, why? Did the company assume trust that wasn't there? Had the company invested in elements that build and strengthen the trust quotient with its key stakeholders? These are important questions that should come from the boardroom. They provide an important proxy for what makes a brand attractive (to investors, consumers, and—especially critical now—employees), and where risks may lie, as well as enabling discussions about innovation and ideation so that the organization is less likely to be disrupted.

Trust needs to be a focal point in the lens that evaluates the company's strength and resilience. Trust is an asset and a form of capital. Just as interesting and powerful is mistrust, which can be incredibly damaging to both a company's reputation and its ability to deliver shareholder value.

As we question the sources of our information and we wonder if we are being manipulated via technology and in social media, as we become aware of biases (in ourselves, others, and systems), and as we strive to progress in areas such as diversity, trust is a key enabler in bringing diverse groups and ideas together. Those companies and boards that focus on trust with intentionality will win.



Chief Human Resource Officers

The CHRO (and the HR function in general) stepped up in a big way the past couple of years and in doing so, elevated the visibility, significance, and recognized contributions of HR to the business. In fact, corporate board directors surveyed by i4cp (in partnership with Extraordinary Women on Boards) were **7.5x more likely** to say their perception of the CHRO improved as a direct result of how strategically they managed through the pandemic than those who said their opinion had worsened.

The increased expectations and opportunities for stakeholder impact that now fall on the CHRO are unequalled. The unknowns related to the pandemic, combined with new hybrid work models and the changing role of the office (including culture implications), talent supply chain disruption, and an ever-changing competitive landscape, are more than enough for any CHRO to take on in addition to traditional HR initiatives. Add to that the pressures organizations face to show meaningful progress on addressing racial, gender, and social inequities, and to disclose (internally and externally) information and data related to actions and progress on each as well as other aspects of human capital.

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CHROs will focus on identifying and leveraging untapped value (e.g., skills, capability, passion) in their existing workforces.

To position their organizations to compete and win both near and longer-term, CHROs are laser-focused on strategy to attract, develop, and retain the diversity of talent needed to maximize value to all critical stakeholders. This requires a multi-faceted approach with particular emphasis on the following.

CHRO Priorities

1. Enabling the organization to source skills and capability where and when needed

CHROs will focus on identifying and leveraging untapped (or hidden) value (e.g., skills, capability, passion) in their existing workforces. This will be accomplished primarily through technology that matches employees with projects, tasks, or assignments that align their personal interests with the needs of the business (e.g., internal talent marketplace). It will also be accomplished through prescriptive skilling initiatives and programs that target gaps and provide intentional pathways for all workers to build the skills, establish relationships, and gain the experiences that will allow them to contribute at high levels both now and well into the future.

Beyond the current workforce, CHROs will also reimagine and reconstruct their talent supply chains to expand access to diverse sources of skills and capabilities (**talent ecosystems**). While supporting flexible work arrangements and hybrid work models



will likely aid in this, the ability to utilize alternative talent pools (e.g., talent from key partners/customers, people with disabilities, automation and robots, gig/freelancers, academic institutions, and trade schools) will contribute greatly to enabling capability, capacity, and agility where and when needed.

As we noted in the [2021 Priorities & Predictions](#) report: *The ability to move talent—as well as innovative ideas and critical knowledge—across the organization's ecosystem can help build and develop bench strength in critical roles, establish and strengthen key inter-dependencies, as well as breakdown destructive silos.*

2022 will be the year this is put into action.

2. Ensuring a consistent experience for workers across all work models

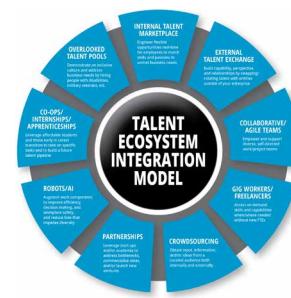
The future of work is now. Not only has the traditional notion of the office changed forever, but a hybrid work model in one form or another is being adopted for the foreseeable future by most organizations. This requires renovation of policies, procedures, and practices that have defined the cultures of organizations in the past. This will also require a shift in the mindset of leaders, whose behaviors heavily dictate the organization's culture.

This is critical, as the culture of an organization largely determines the degree of inclusion and belonging employees feel and directly shapes the employee experience, both of which influence the overall well-being of the workforce and how customers experience the company—all are priorities among CHROs. These factors also influence how stakeholders of all types perceive and talk about the organization. This is what defines the brand (i.e., reputation) as both a provider of products/services and an employer.

CHROs will focus in 2022 on ensuring that their employee value proposition not only resonates strongly with the talent they seek to attract and retain, but also reflects in what every employee experiences working for the organization—be it onsite, remote, or hybrid.

3. Realigning and building new capability across HR

With all that's fallen on the shoulders of the CHRO and the HR function, the threat and incidence of burnout is very real. And with so many factors under HR's purview that can either propel or derail organizations, what's needed of HR to best equip the business has evolved; 2022 will usher in greater adoption of technology that lessens the tactical nature of HR's traditional role, drives greater efficiencies, and frees HR to concentrate on issues that deliver strategic impact to the business.



For more, see i4cp's [Talent Ecosystem Integration Model Series](#).

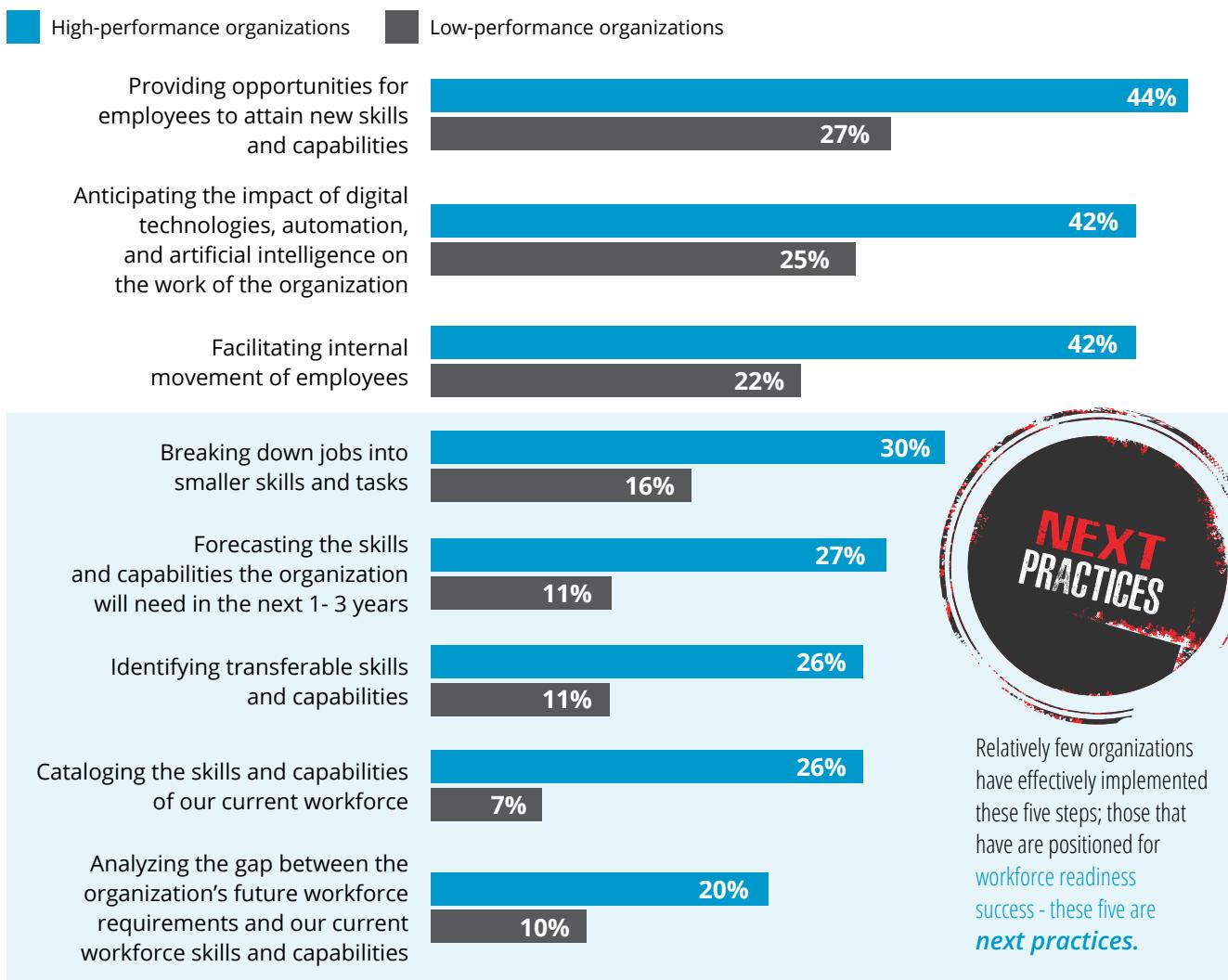
The adoption of hybrid work models requires renovation of policies, procedures, and practices that have defined the cultures of organizations in the past.

Next Practices

i4cp defines **next practices** as strategies that strongly correlate to better market performance but are currently in limited use—typically by high-performance organizations.



How Effective is Your Organization at Executing on...?



Organizations with 1,000+ employees who indicated highly or very highly effective.
Source: Institute for Corporate Productivity (i4cp).

To deliver on the latter, CHROs must continue to take an analytical approach to their role (i.e., provide data-driven insight and guidance on what matters most). From gathering and making sense of employee sentiment to identifying where in the organization (and why) top talent is deciding to leave for other opportunities, this level of clarity is essential to help the business execute on the areas that pose the greatest risk and opportunity to advance the organization's strategy.

4. Moving beyond diversity, equity, and inclusion pledges to published goals, action, and accountability

For the second consecutive year, this priority remains a top imperative among CHROs. Recent i4cp research reveals that over the past two years 76% of organizations with 1,000+ employees have made pledges to address racial and social inequities within the workplace; 44% have pledged to address those same issues societally. Following through, making progress, and reporting out on these commitments is something that organizational stakeholders demand, is increasingly mandated by law and/or governing bodies, and emphasized as integral to ESG.

With so many factors under HR's purview that can either propel or derail organizations, what's needed of HR to best equip the business has evolved.

SAMSUNG



Michael Walters

VP, Human Resources, Samsung

"For many companies, the great resignation will dictate a global reset of the employee value proposition. At Samsung Semiconductor, one of our main focuses is to create an experience that allows our employees to thrive in this new environment in which individual productivity and team collaboration can both be optimized.

Our focus will include everything from implementing our first-ever official hybrid work policy, to continual competitive compensation benchmarking and enhanced rewards and recognition platforms (including long-term incentives), to revising executive support and policies related to global mobility, and revamping our management development curriculum to enhance our people managers' ability to manage effectively in this new way of work. This also includes developing new capability within the HR function, particularly in talent acquisition, as well as finding a healthy balance of live versus virtual programming for the upcoming calendar year and beyond."

align



Stuart Hockridge

CHRO, Align Technologies, Inc.

"With the technology skills shortages, changing employee expectations on the role of the corporation, and COVID's implications for remote/hybrid work, we will need to invest more heavily in talent pipelining options as well as helping managers navigate far more intentionally a multi-location future."



Lisa Manzone

Senior Vice President, Human Relations, McCormick & Company, Inc.

"At McCormick & Co., our focus is establishing an ongoing and differentiated approach to bringing people in and retaining them, as well as continuing to create effective and efficient ways of working, processes, and programs to maintain the levels of activity and ambition that have been laid out in our three-year plan. Our function will also be very focused on leading and supporting major transformation initiatives across functions and regions. We are front and center with organization design, change management, communications, total rewards, and overall HR business partner alignment to support changes in all functions."



Lisa van Capelle

CHRO, Syneos Health

"With a global, renewed focus on the pharmaceutical lifecycle, we are experiencing a tremendous amount of growth. As a result, our industry has experienced many (and several major) consolidations, while at the same time competing amongst a finite pool of talent—both of which are driving increased pressures throughout our HR practice. As a public company, we must balance these needs, an inclusive employee experience, and deliver on our quarterly targets while maintaining focus on our long-term strategic priorities."



Chief Diversity Officers

Talent supply challenges (both retaining and hiring), the impact of hybrid and flexible work models, and equitably dealing with vaccine mandates are all top 2022 priorities for members of i4cp's Chief Diversity Office Board.

The great resignation and a dearth of available talent to replace those leaving is the primary disruption cited by most board members—a concern fueled by the willingness of many who are currently employed to resign rather than return to a full in-person, on-site workplace.

This is especially true among women and those from underrepresented groups, who have shown less desire to return to a pre-pandemic work arrangement. Whether driven by burnout, continuing child/eldercare needs, concern about privacy or personal safety related to vaccination status questions, or just the enhanced bargaining power employees are feeling as the talent war heats up, many CDOs are confronted with stemming the tide of talent loss and looking to enhanced retention efforts to keep the loss of their hard-won underrepresented talent to a minimum.

How new work models are being rolled out is a critical part of that effort, as is training provided to supervisors on how to effectively lead a virtual or hybrid team. But new work models carry the risk of exacerbating existing biases or introducing new ones.

CDOs are confronted with stemming the tide of talent loss and looking to enhanced retention efforts to keep the loss of their hard-won underrepresented talent to a minimum.

New work models carry the risk of exacerbating existing biases or introducing new ones.

Placing greater focus on mental/emotional health and well-being to deal with issues of psychological safety, PTSD, and employee burnout is another area of prioritization.

Bias can surface in decisions such as who is offered increased flexibility, high-profile project assignments, access to leaders, networking opportunities, and more. Inequity in these areas is potentially career-limiting, especially when it comes to diminished visibility in the workplace. Attention to these potential issues and taking decisive action to address them is pivotal to successfully and equitably driving hybrid work.

How vaccine mandates are handled plays into all of this too, as more diverse representation among front-line employees puts diverse communities that may have less institutional trust in medicine at odds with return-to-workplace plans. With other talent risk already playing out, this can place vaccination enforcement at odds with diverse talent retention and attraction efforts.

Other concerns include keeping momentum and making good on DE&I pledges, conducting bias auditing of existing practices across all functional areas (several CDOs pointed specifically to algorithm/AI biases), addressing health disparities brought to light during the pandemic, and approaches to better measure and report on DE&I as we continue moving towards greater data transparency.

CDO Priorities

1. Retention, retention, retention

The battle cry for 2022 is employee retention. All people management functions will work towards this end, with DE&I functions concentrating their efforts on keeping diverse and underrepresented talent in-house while continuing to strive for greater representation overall. This is a future-focused strategy, particularly in the U.S., as minority populations are showing growth while white populations have been below replacement level since the 1970s.

CDOs are focusing on retention by working to eliminate systemic biases from existing functions, which can be a serious challenge to retaining diverse talent and moving that talent into leadership tiers. Other retention efforts look to shore up employee listening strategies (e.g., stay interviews, social media scraping), enhance talent development and upskilling/reskilling efforts, and create greater leadership accountability and more sponsorship opportunities for diverse talent. Placing greater focus on mental/emotional health and well-being to deal with issues of psychological safety, PTSD, and employee burnout is another area of prioritization. And when it comes to internal succession, one CDO cited formalizing clear criteria for leadership positions, including leadership competencies that are less traditionally recognized.

Beyond retention, CDOs are helping to meet talent acquisition needs by putting more focus on underutilized talent pools, strengthening relationships with external partners such as historically Black colleges and universities (HBCUs), and creating skills inventories for diverse talent that can help support an internal talent marketplace.

2. Maintaining momentum

Some CDO board members have initiatives in place dedicated to maintaining the momentum of social justice and equity pledges, even as organizational attention spans are increasingly shifting to return-to-office, supply chain, or stakeholder value issues. Their initiatives include bias auditing, programs to keep allies engaged, unlearning biases, DE&I skill building for the organization as a whole, bolstering the strategic impact of employee groups (ERGs/BRGs), and ensuring that global racial/social justice concerns are being addressed. One CDO board member shared their goal of moving leaders from “being” to “doing” when it comes to DE&I by showing ways to operationalize support through direct involvement with and sponsorship of diverse talent. Several board members mentioned specific efforts to strengthen culture as it relates to equity, inclusion, and belonging.

3. Equitable hybrid and flex work practices

While it’s true that hybrid work models could have a disparate impact on many underrepresented groups, which CDO board members cited, the many challenges presented by increased utilization of hybrid and flexible work models can be overwhelming; actions to address all of these challenges largely remain in the ideation stage. Again, bias audits are an effective exercise for addressing some concerns; they are most effective when biases are considered as programs are being developed rather than after they are established. That said, many are new to these work models—particularly at scale—and they present a set of challenges that will continue to evolve in the coming years. See i4cp’s *Bias Audit Checklist for Flexible & Hybrid Work Models*, part of the *Bias Audit Checklist Series*.

4. Metrics, accountability, and transparency

This is a priority carried over from 2021, as many organizations still grapple with assembling a DE&I metrics strategy that fully embraces current reporting requirements—regardless of whether those requirements come from governmental entities, enlightened investors, or top talent. Some are looking to bring more sophistication to their existing strategies, with others looking to place more emphasis on metrics critical to talent retention and acquisition. Several CDOs mentioned goals of enhancing the transparency of their metrics, which are often reported in concert with other ESG metrics that have become vital to employer brand initiatives.



For more, see i4cp’s **Bias Audit Checklists Series**.



Kiera Fernandez

SVP Human Resources and Chief Diversity Officer, Target Corporation

"A critical part of Target's 16-year diversity, equity, and inclusion strategy is ensuring our teams reflect the communities we serve, and our product assortment meets the diverse wants and needs of our guests. To do this, we go deeper into the data and disaggregate it to find the real story. Data is used as a vehicle to build a stronger understanding of our team, guests, and communities, to drive deeper connections and foster accountability. We set multi-year diversity, equity, and inclusion goals for the enterprise which we monitor and share progress against quarterly within each area of our business, and each year we publicly release an annual workforce diversity report to provide transparency on our progress against the commitments we've made."



Alveda Williams

Corporate Director of Inclusion and Senior HR Director of Talent Acquisition, Dow

"At Dow, we're looking at what is being referred to as the 'Great Resignation' as a 'Great Opportunity.' First, it's a cue to double down on the commitments we've made to address evolving employee expectations, cultivate an inclusive culture, and improve the diversity of our workforce. Second, we must capitalize on this opportunity to hire and retain the right talent for our Company. The actions we take now will shape the dynamics of our culture and demographics of our workforce for years to come."



Corinne Abramson

Head of Associate Diversity, Equity and Belonging, Choice Hotels International

"During this post COVID, 'Great Resignation' period, it is imperative that we not only compete for new talent but also compete to retain our current talent. That means ensuring that everyone on the team feels a strong sense of belonging, knows that they are valued and can see alignment between their personal sense of purpose and the organization's mission and values. We need to lead with flexibility, empathy and holistic care for our associates. This will require new skills and competencies for leaders, ones in which we will need to provide resources, coaching and support to develop."

THOUGHT LEADER PERSPECTIVE

Unlocking Potential

Sanyin Siang

Sanyin Siang, CEO & Board Advisor, Thinkers50 Management Thinkers and Professor, Duke University

We have faced years of uncertainty with no clear answers for the future, and there are more disruptions ahead that will continue to upend many of the assumptions upon which our organizations operate.

The constant throughout all of this is that our people (their imaginations, inspiration, courage, and expertise), are our organization's most powerful assets. So, how do we best position our organization to compete and win in the future? The answer is to prepare to unlock human possibilities.

In developing my newsletter, *The Leadership Playbook: Unleashing Superpowers*, I've discovered that we need to do this on both an individual and collective level. On the individual level, it's looking at the members that we have and rather than a stance of whether they can prove their value, to start with they have value that the system may not yet recognize.

So, how do we go beyond what is visible to discovering what may be latent? For example, that individual with the incredible recognized financial acumen might also have tremendous potential in a role that is focused on convening and curation because of a latent capability for understanding what everyone on the team is working on. Are there possibilities for experiences and growth that would excite them and also forward the goals of the team?

To unlock human possibilities on the collective level, it's looking beyond individual strengths in silos, but creating structures that recognize and reward not only the visible (such as the salesperson who closes the deal), but also the interdependent contributions, or assists, that made the win possible. To most effectively address complex challenges and opportunities, we must also design, leverage interdependent structures—teams—and the emergent collective superpowers that they bring, as well as reward the full range of contributions beyond the first order ones.

If we can more effectively unlock human possibilities in the individual and the collective, not only can we be in a positive to compete and win in the future, it will be a more meaningful and inspiring journey.

Duke
UNIVERSITY



How do we best position our organization to compete and win in the future?
The answer is to prepare to unlock human possibilities.



Chief Learning & Talent Officers

Simple bias training has been replaced by a broader portfolio of continuous educational resources and opportunities on a range of topics.

As with their HR colleagues more broadly, talent and learning leaders and their teams have been relied upon more than ever in the past couple of years to solve major business challenges such as maintaining employee engagement during chaotic times, the pivot to remote training and upskilling, and rethinking what it means to be an effective leader.

Learning and talent functions will be called upon in 2022 to support a range of still-evolving aspects of work, from broad labor supply/demand issues to optimizing remote, hybrid, and flexible work arrangements, and the increasing use of all things digital, which pressures employees to upskill and reskill to remain relevant.

L&D and talent leaders will also be called on to support DE&I education and enable organization-wide change. No longer a check-the-box compliance activity, simple bias training has been replaced by an expansive portfolio of continuous educational resources and opportunities on a range of topics including allyship, inclusion, and belonging.

CLTO Priorities

1. Positioning talent development as the foundation of EVP

A resignation wave is only one obvious challenge; the market for IT and healthcare workers remains hugely competitive, as are fields such as engineering, sales, customer service, finance, logistics, and skilled trades. Shortages are felt in all jobs and at all levels. This requires an all-hands-on-deck approach across HR that addresses the many factors involved in talent retention and attraction.

Talent and learning leaders will rise to the occasion by refocusing on (and where necessary) renovating their employee value propositions. In the last two years, people have reconsidered their working lives and priorities. They have developed deeper concerns about their safety, well-being, the meaning of career, and the importance of purpose in their work. This intentionality and reflection on life and work has led employees to recognize where change is needed. They want their work to be judged on clear goals and outcomes, not with physical presence and office politics. They want forward-looking learning and career development opportunities, such as microlearning and job rotations, not stale, lengthy, and ineffective courses. And most of all they want flexibility wherever possible, from hybrid and remote work arrangements to new workday and workweek options.

2. Developing new skills for all managers

What was initially a need to shore up skills at leading virtual teams in 2020 has expanded to now include a range of soft skills required by all managers and leaders.

Existing managers and leaders need new and improved skills in many areas, but there are also many first-time managers who have been promoted into people leadership roles in the past two years, especially recently as the great resignation and reshuffling of employees between organizations has increased. The high-potentials of yesterday (if they are still with the company) have been promoted once or even twice and will flounder in areas such as hiring, onboarding, performance management, developing their teams, and more if they are not supported by their talent and learning partners.

3. Creating a culture of learning

Almost every organization has or is evolving its approach to talent and learning to a skills-centric model, but where they are on this journey obviously varies. The need to move forward thoughtfully but also as quickly as possible will keep talent and learning leaders focused on reconsidering job roles and descriptions, identifying and cataloging employees' skills, determining future skill needs, and where gaps exist, providing ever-more targeted upskilling and reskilling opportunities.

What was initially a need to strengthen skills at leading virtual teams in 2020 has expanded to include the soft skills required of all managers and leaders.

How to Establish and Maintain a Learning Culture



Organizations with 1,000+ employees.
Source: Institute for Corporate Productivity (i4cp).

Talent and learning leaders are critical components of any organization's attempt to improve culture and inclusion.

A variety of approaches will be used, such as enabling talent mobility through internal talent marketplaces, and reimagining and redesigning career paths and requirements. Where needed, even more focus will be paid to developing and maintaining an organization-wide learning culture, as it has both direct and indirect impacts on many critical business outcomes, from general employee retention and productivity to discrete product innovation and sales.

4. Supporting the achievement of measurable diversity, equity, and inclusion goals

The heightened awareness and focus on DE&I that occurred in 2020 continued in 2021 and is rightly here to stay. For many organizations, it has matured from being an added consideration or afterthought to becoming an integral part of how business gets done. Talent and learning leaders are critical components of any organization's attempt to improve culture and inclusion, from providing an ever-expanding library of educational resources, to facilitating authentic conversations among peers, or rooting out any remaining bias in people systems, processes, and behaviors.



Debra Ross

Assistant Vice President, Talent Development, BNSF Corporation

"People are being called into bigger jobs much faster than before. Many, even those we regard as high potentials, may have not yet developed some of the basic skills required for success. We need to discover and fill those gaps."



Michael Killingsworth

Head Learning & Development, Cross River

"This is a time when we must elevate concern for the employee experience to equal status with our long-held concern for the customer experience. It requires a change in behavior, but more fundamentally, a change in mindset."



Susie Long

Vice President, Talent Management & Development, Bridgestone Americas, Inc.

"A new and critical aspect of creating an exceptional talent marketplace, not to mention great career support for employees, is stopping first to reconsider what jobs we really need, and what work really needs to get done."



People Analytics Leaders

People analytics leaders say that labor supply and demand, and attrition and rising wages have the greatest potential to disrupt their companies in the coming year.

People analytics (PA) leaders have stepped up during the pandemic, providing the data and analytics critical to helping leaders make sense of chaos and stay on the leading edge. Indeed, people analytics is leading the way to modernize HR and highlight opportunities for the business to not only quickly adapt but to get ahead of competition. Heading into 2022, there's no greater way to do so than addressing the impact of the great resignation phenomenon on the organization.

PA leaders say that labor supply and demand, and attrition and rising wages have the greatest potential to disrupt their companies in the coming year. These labor market trends are expected to lead to increased wages, particularly for new hires, and the added challenge of compensation adjustments that may need to take place across the organization.

The transition to hybrid work is the second-most critical challenge cited among PA leaders for the year ahead. While hybrid and remote work policies may help with employee retention and talent acquisition, PA leaders are focused on building teams to prioritize this work. They want strong connectivity to support innovation and enable the kind of brainstorming that leads to using data creatively to solve new problems.

Supporting a diverse and inclusive workforce posed the third greatest potential to disrupt their organizations in 2022. PA leaders cited the importance of attracting diverse candidates, particularly for more specialized roles. Moreover, PA leaders noted that widespread talent exodus threatens to jeopardize past gains that resulted from strategic use of development and career planning to create diverse and inclusive cultures.

To position HR to advance business strategy in 2022, PA leaders are focused on using data and insights that enable proactive workforce planning strategies and the transitions associated with the future of work and hybrid work initiatives. More than perhaps any other function in HR, PA leaders are wary of what they don't know and are keen to explore what they're not measuring but should. They are on the hunt for better ways to use data to tackle organizational challenges in 2022 and to make data matter more.

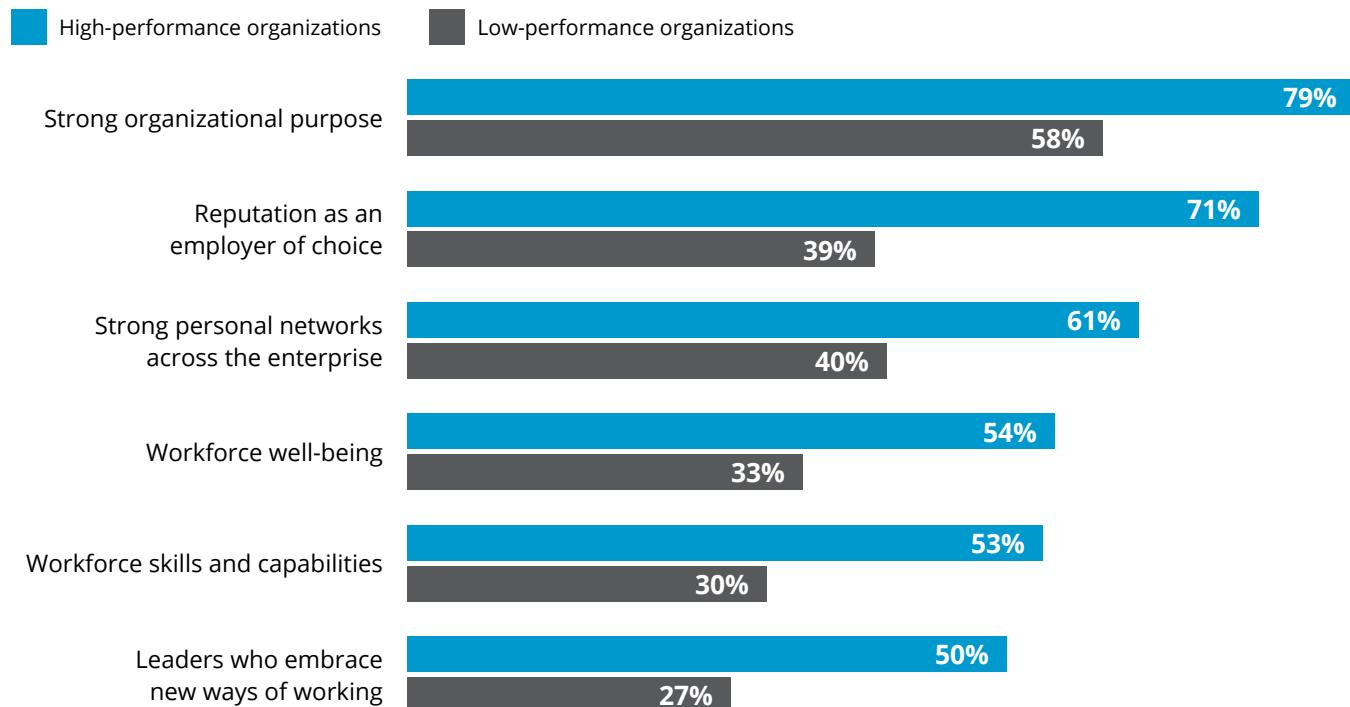
People Analytics Leaders Priorities

1. Driving workforce planning with data

Few things are more important in business than having a workforce equipped with the skills and capabilities to perform the work that needs to be done, when and where it's needed most. This is workforce readiness at its core. But, according to i4cp's 2021 study, *Accelerating Workforce Readiness*, few organizations have the systems in place to do so, and insufficient data about the current skills and capabilities of the organization was the number-one barrier cited to developing a ready workforce. Nearly half (43%) of organizations surveyed don't have a process for analyzing workforce readiness.

PA leaders noted that widespread talent exodus threatens to jeopardize past gains that resulted from strategic use of development and career planning to create diverse and inclusive cultures.

Workforce Readiness Strengths



Organizations with 1,000+ employees.
Source: Institute for Corporate Productivity (i4cp).

Data about the current skills and capabilities of the organization was the number-one barrier cited to developing a ready workforce.

People analytics leaders will use new tools to improve employee experience and provide insights on employer brand, DE&I efforts, and where HR can add value most.

PA leaders have the ability to contribute to strategy and proactive approaches to advance the organization in this area; i4cp's survey of analytics leaders found that most say they aim to use data to help the organization better understand the skills and capabilities it has to date, what it will need going forward, and where it can find that talent or develop it internally. Our research found that only 13% of organizations are effective at cataloging the skills and capabilities of their current workforce. PA teams are poised in 2022 to create an accurate picture of the current landscape to enable skills-based workforce planning, developing/maintaining internal talent marketplaces, and aligning learning and development and career opportunities.

2. Supporting meaningful employee experience and retention

The wave of resignations has turned all eyes on retention strategies. PA leaders will use their digital and analytical superpowers to contribute insights that can help stem the flight of talent. PA can help identify how specific retention strategies have impacted or will impact the entire employee experience so that organizations can see how adjustments to compensation, benefits, workplace flexibility, and culture impact recruitment, onboarding, retention, engagement, and other outcomes. PA leaders will use new tools, such as organizational network analysis (ONA) and sentiment analysis to improve employee experience and provide insights on employer brand, DE&I efforts, and where HR can add value most. That's the power of data.

3. Leading adaptation and transitions in work models

Advancements in AI and automation are rapidly changing the world of work both in HR and across the organization. PA leaders are investing in and building teams that are comfortable in this space. Flexible mindsets are needed to embrace change; **i4cp's research on this topic** has shown that continuously looking ahead and preparing for what may be around the corner is a hallmark of leadership.

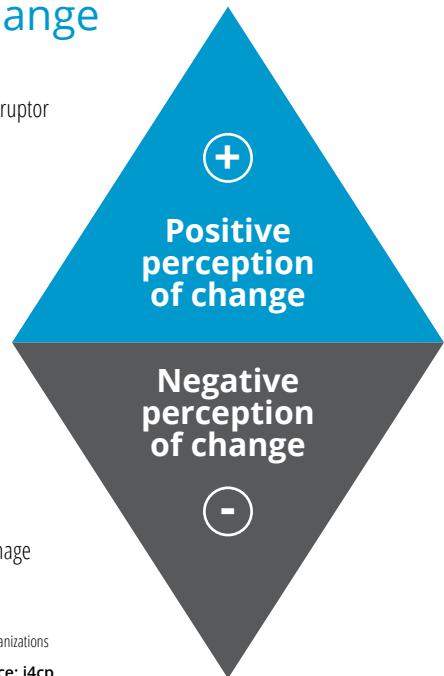
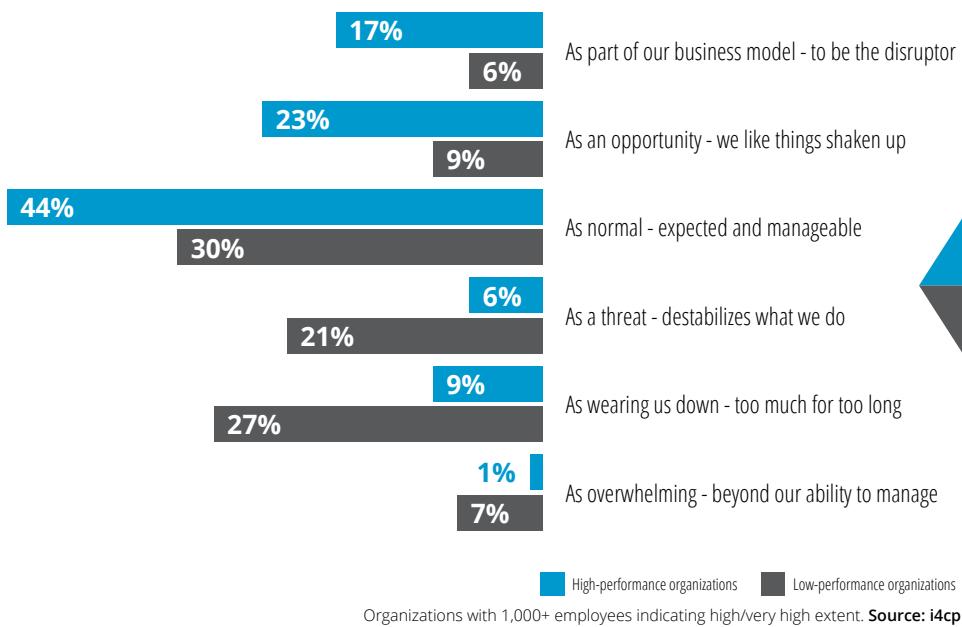
In 2022, PA teams are looking for ways to support forward-thinking organizations and workers and increase the use of workforce data to do so. For example, PA will be counted on to help the organization understand if upskilling/reskilling efforts are effective. And the transition to hybrid work presents challenges for organizations struggling to adapt traditional processes such as performance management and learning and development to a virtual world. One TR board member highlighted the capability to evaluate ONA data as a way to smooth the return-to office and hybrid work transition. In the face of so many competing needs for data and analysis, PA leaders will clearly have to prioritize how to use their systems and teams most effectively to foster a continually learning organization.

4. Making data matter

A major theme among PA board members is the importance of using data to evaluate ROI. Companies can have the most expensive HR systems, but if they're not connecting workforce metrics with business outcomes, or if they're not empowering employees and managers to do their jobs well, the systems don't matter. In 2022, mature PA functions are poised to pair real-time market trends with internal data. Furthermore, good data scientists are all too aware that they know a lot about a little. As one board member indicated, PA needs to be on the lookout for "what we are not analyzing that we should be, especially around the hottest issues such as helping to address turnover and staff shortages."

In 2022, mature PA functions are poised to pair real-time market trends with internal data.

High-performance Organizations Embrace Change



Similarly, PA leaders are clear that technological progress to date has just scratched the surface of what data will be available to collect and connect by the end of this decade. Going forward, PA professionals will focus on both new ways to identify meaningful data and elevate capabilities around evaluation and assessment—determining the ROI on ideas that "sound good in theory." In 2022, they want to support organizational learning and development, using data to shed light on what works. There was also consensus on the need to use data to understand how different levers, such as sign-on bonuses, training, and development opportunities affect the employee lifecycle and to use technology to better support the employee experience. This requires more sophisticated analytical capabilities, such as predictive analytics, to allow PA leaders to use data to test how different interventions or levers will impact desired outcomes.



ROI INSTITUTE®



Patti Phillips

CEO ROI Institute

Chair, i4cp's People Analytics Board

"The profile of people analytics is on the rise and this function will be a key partner in driving business strategy in 2022. With people-centric issues representing CEOs' toughest challenges ahead, data and insights from PA professionals will be critical to decision making. Their knowledge, skills and abilities will be central to organizations' capabilities to adapt to our rapidly changing world of work. Businesses that understand the value of their workforce are investing heavily in HR systems and strong analytics expertise to produce actionable insights that can help leaders navigate the challenges and opportunities ahead. Moreover, as human capital data reporting and strategic workforce planning become increasingly important, it will be those in charge of data collection, analysis and interpretation who will prove invaluable to their organization's future."



THOUGHT LEADER PERSPECTIVE

Embracing Uncertainty

Dr. John W. Boudreau

**Professor Emeritus of Management and Organization and Senior Research Scientist,
The Center for Effective Organizations, Marshall School of Business, University of
Southern California**

Agility is built upon uncertainty. This is a challenge for HR leaders accustomed to setting a goal and then following a plan to achieve it. Yet, realizing that you don't know the future can be a powerful insight.

A recent i4cp survey found that only 30% of participants believed to a high or very high extent that their organizations have the skills necessary to advance strategy over the next one-to-three years, and only 15% believe they are highly effective or very highly effective at analyzing the gap between future workforce requirements and current workforce capabilities. I don't think it's a failure that leaders can't analyze the gap. I think it's realistic.

For too long HR has operated as if HR planning means making a prediction and then developing HR programs to support that prediction. Uncertainty does NOT prevent strategic planning, nor does it prevent good decisions. However, good decisions under uncertainty require very different decision frameworks.

When financial investors can't predict the future, they use diversification and hedging

HR leaders might diversify, building several different talent and organization capabilities, each suited to a particular possible future, and then "divest" those that turn out not to be needed. HR leaders might hedge, by preparing to "day trade" talent, acquiring it as soon as the need arises, and then divesting it as soon as the need subsides, perhaps by using freelancers or contractors in areas that are particularly uncertain.

Increasing agility will require HR leaders to say "We don't know" as a pillar of talent and organization planning.

CEO CENTER FOR
EFFECTIVE
ORGANIZATIONS



**Uncertainty
does NOT
prevent strategic
planning, nor
does it prevent
good decisions.**



Talent Acquisition Leaders

The sheer velocity of increasing hiring demand combined with rising attrition is a constant stressor for TA.

Talent acquisition (TA) leaders share the ever-increasing pressures and expectations experienced by their CHRO, CDO, and other functional head colleagues—to deal with uncertainty, talent loss, and new ways of working. Add to that the urgency of making significant progress in addressing diversity, equity, and inclusion in their organizations, and driving candidate and employee experience that supports competitive advantage in attracting talent.

The sheer velocity of increasing hiring demand (compounded by the push for robust internal talent mobility and rising attrition), is a constant stressor for TA. So is the expectation in some organizations that talent acquisition can hire its way to a diverse workforce. Other urgent issues include continuously shifting priorities, and the lingering effects of the pandemic piled on to the existing pressures on TA to improve quality of hire, speed time to full productivity, decrease time to fill, and on and on. TA team engagement and burnout will continue to be challenges. So, identifying opportunities to train, engage, and grow TA team members is of vital importance.

Talent Acquisition Leaders Priorities

1. Creating exceptional experiences

The shrinking talent pool notwithstanding, every organization must define a clear retention strategy and leverage their employee value proposition data to re-recruit their existing workforce. Along with increases in wages, astronomical sign-on bonuses and other incentives, and competition from other organizations, there is also increased expansion and encroachment into some industries on the part of companies not traditionally in a particular market—those new players are further ratcheting up competition for talent.

Talent strategies will emphasize expanding talent pools worldwide, diversity, equity, and inclusion, investing in creating exceptional candidate experiences and onboarding, and standing up global early career programs that deliver signature experiences. Redesigning key candidate-facing information in places such as the career website, on LinkedIn and Indeed, and developing compelling company profiles on global and regional job boards is another 2022 priority among TA leaders.

2. Deploying technology to streamline processes

Digital transformation and harmonized, accessible data tops the priority list of many TA leaders. It goes without saying that absent the right technology, legacy manual processes won't scale and will hobble already slowed hiring processes. Automated vetting using AI and wider adoption of CRM usage can streamline and speed TA, but budgets can present challenges. Some organizations wrestle with tough choices in terms of where to invest resources. Should they spend on TA technology to help with the talent shortage? Or is spending on leadership development to help build new skills and capabilities to manage in this new era of work more of a priority? But it's clear that the right technology is key to operational excellence and enabling talent acquisition to keep pace with increasing demands.

Upgrading technology to support TA's capacity to deliver on core metrics related to volume, time, cost, and quality and increasing transparency around these metrics and data is a priority. So too is expanding the use of scorecards and continuous reporting that track each touchpoint in the talent acquisition funnel to drive better communication and sound decision-making. Finally, improving upon and introducing new ways to measure forecasted needs versus hires delivered is a metric TA leaders are especially keen on.

Every organization must define a clear retention strategy and leverage their employee value proposition data to re-recruit their existing workforce.

Digital transformation and harmonized, accessible data tops the priority list of many TA leaders.

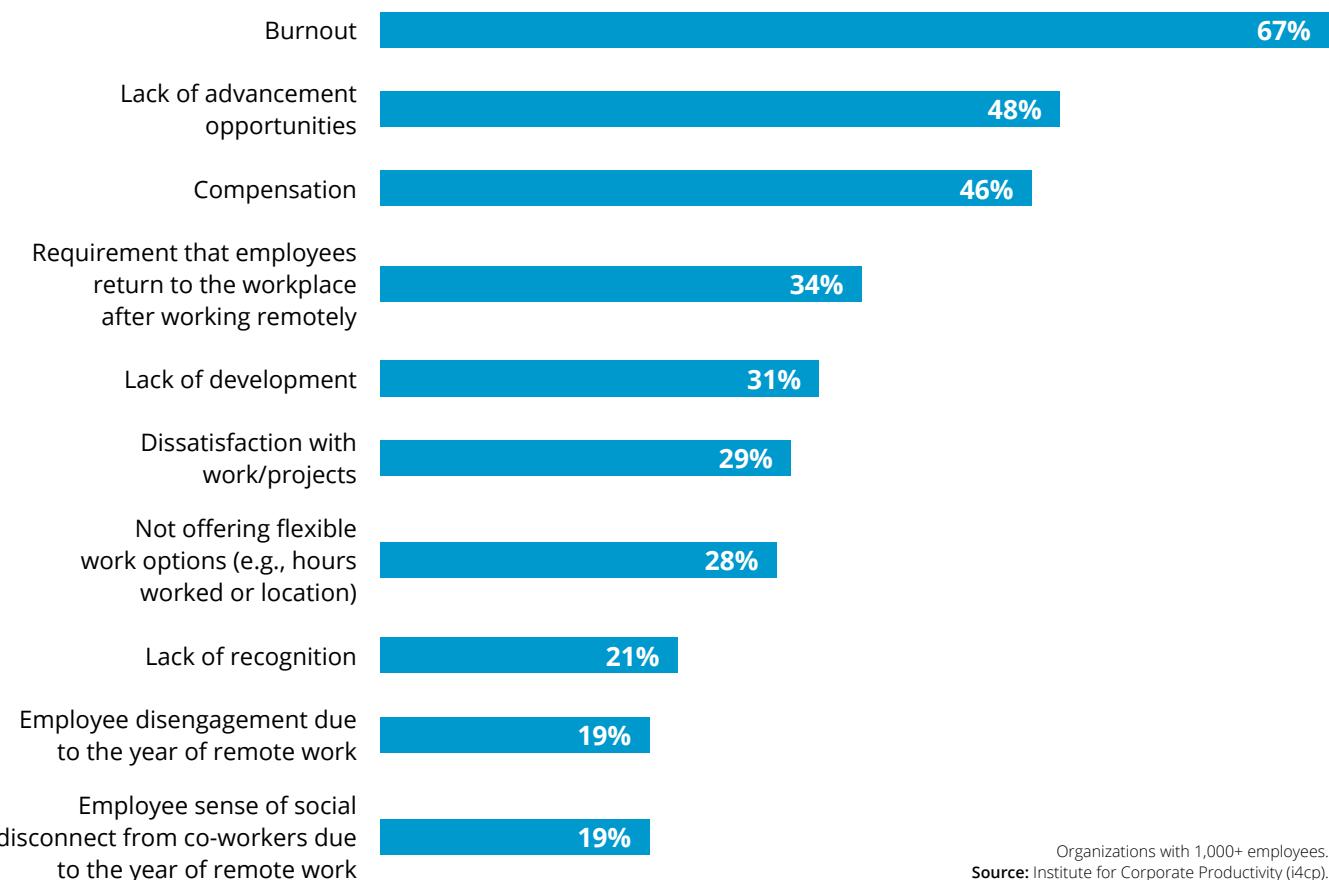
The talent narrative must evolve along with the value proposition for all employees, regardless of their work model.

3. Ensuring and communicating EVP

Candidates clearly have choices—organizations must ensure that the relevancy of their employee value proposition is a top priority. This starts with understanding what their current high-performing employees value, and what candidates want and need and making adjustments in response to this. TA leaders say the need for clear, concise, and meaningful EVP messaging along with a broad recruitment marketing campaign capability is also critical, especially because the talent narrative must evolve along with the value proposition for all employees, regardless of their work model—on-site, remote, or hybrid. This highlights the need to improve on TA-to-operations communications and speed up the communication cycle.

Storytelling plays a key role in all of this; the ability to persuasively tell candidates the story of what the organization does, what its guiding principles are, what it offers to employees, and why they should consider joining is table stakes in high-performance talent acquisition. The best EVP offerings and healthiest culture in the world won't resonate with candidates if the message isn't delivered in a genuine and engaging way.

The Top 10 Factors Driving Talent Loss



4. Building capacity through simplification, speed, and development

Changing talent needs vary from market to market, which is a reason why so many organizations are taking a closer look at structure and roles and TA process simplification across the board. Talent acquisition teams need more hiring flexibility to be able to quickly respond to current and future challenges. This requires a TA strategy refresh for many organizations—one that takes into account the new reality of a post-pandemic world and the impact of the past two years on context and internal change of people strategy. Some TA functions plan to focus on development inside the organization and increased internal mobility in the form of launching or expanding existing talent marketplaces that emphasize opportunity and fair and open competition. A few also plan to refocus on diversity of candidate slates and partnering with HR to provide ongoing hiring manager training and development.

The best EVP offerings and healthiest culture in the world won't resonate with candidates if the message isn't delivered in a genuine and engaging way.



Sarah Tilley

VP Talent Acquisition and Inclusion, The Walt Disney Company

"The health of our businesses is certainly getting stronger as pent-up demand for Disney experiences and content has helped us rebound after having to shutter so many of our guest-facing businesses during the height of the pandemic. As such, we're ramping up hiring in places, bringing back employees who were previously furloughed or laid off, and looking to increase the volume of recruiting for specialized roles. This has also presented us with a need to ensure we maintain our same high standards at scale—and we've been ideating and implementing new ways to do just that. One of the ways we're doing that is through the creation of a Recruitment Academy, which will allow us to do a few things:

- *Give all of our team members the skills they need to compete for the best talent in the market,*
- *Advance our capabilities to make progress on diverse representation,*
- *Bring new TA team members up to speed,*
- *Provide upskilling and cross-career opportunities for Disney employees and Cast Members, and*
- *Ultimately, have the opportunity to create TA professionals out of non-traditional recruiting roles."*



Melissa Thompson

Head of Global Talent Acquisition, Ford Motor Company

Chair, i4cp's Talent Acquisition Board

"Much of 2021 was spent trying to keep up with the volume of open roles. In 2022, organizations will need to assess, and in some cases rightsize their recruiting teams, clarify the key projects and hiring demands, and partner with TA to increase velocity of hiring."

"Every organization seems to need recruiting resources—some are better at identifying, hiring, and retaining the TA team. Looking at training new college graduates and finding role adjacencies are critical tactics for organizations to find this talent. And system upgrades will be critical for organizations that have yet to do so—the TA team must be able to go fast and engage both hiring managers and candidates in new ways."

Uber



Danielle Monaghan

VP, Head of Global Talent Acquisition and Mobility, Uber

"The great resignation, candidate experience, and remote work all have potential to disrupt both in positive and challenging ways. Along with increased hiring needs is the corresponding necessity of continuously building the talent acquisition team. We are all pressed to answer questions such as how to support ongoing flexibility. And what about supporting cross-border remote work? The areas my global function is prioritizing in 2022 are candidate experience, continued investment in technology, continued investment in expanding and developing the TA team, and enablement of internal mobility."



Total Rewards Leaders

Total Rewards leaders say that talent attraction and retention—especially of top talent and employees in critical roles—is their singularly most pressing concern. The lingering COVID-19 pandemic and its unpredictable spikes and disruptive effects is on the minds of TR leaders as well.

Another development presenting complexity for TR is shifting work models. In particular: evolving policies (including geographic differentials in compensation) associated with remote and hybrid work, return-to-workplace considerations, and strains on organizations, people, and resources resulting from headcount growth.

Also keeping TR leaders awake at night are worries about continuing supply chain disruptions, potential effects of inflation on organizational resources, TR budgets and plans/strategies, and digital transformations. All of this intensifies the pressure on TR functions to meet the broad demands of volatile business and talent markets and provide effective recommendations to senior leadership to support strategic business initiatives.

The ability to retain talent—especially top talent and employees in critical roles—is a pressing concern.

Organizations will look to their TR functions to identify and pull the right levers not only to attract top talent, but to engage and retain valued employees, too.

Total rewards leaders are prioritizing ensuring that healthcare benefits include sufficient coverage for mental and emotional health and well-being.

Total Rewards Leaders Priorities

1. Mitigating talent risk via continual listening and response

The impacts of ongoing talent scarcity on TR functions will be significant in 2022. Recent [i4cp research](#) has documented that organizations are indeed experiencing talent loss, and TR leaders predict that continued attrition, along with intense competition for talent, will drive critical staffing shortages. Organizations will look to their TR functions to identify and pull the right levers not only to attract top talent, but to engage and retain valued employees, too. Consequently, correctly discerning employee preferences—by means of sentiment surveys, program utilization, and other markers—and communicating those back to organizational leaders will be essential in making decisions about benefits offerings, pay and incentive policies (including pay equity, competitive compensation structures, geographic differentials, and counter-offering), and elements of flexible work.

2. Enabling organizations to support overall employee well-being

i4cp's research has clearly shown that high-performance organizations are expanding the conventional view of employee wellness to one that encompasses [holistic well-being](#) (physical and emotional/mental health, along with financial, career, social/relational, and community health). Especially given the lingering health and economic implications of the COVID-19 pandemic—some of which remain to be fully understood—total rewards leaders are prioritizing ensuring that healthcare benefits include sufficient coverage for mental and emotional health and well-being.

3. Evolving total rewards to meet the changing expectations of the workforce

Evolving total rewards in an ultra-competitive talent landscape is one thing, but enabling an organization to compete and succeed in a new era of work models and worker expectations, especially regarding flexibility is something else. In addition to benefits offerings, compensation and paid leave policies will continue to be recalibrated. Specific to compensation, total rewards leaders will look at multiple considerations, such as: retention awards, sign-on bonuses, salary compression, geographic differentials, job/pay structures, long-term incentives, and more. Expanding personalized benefits offerings both provides employees with more choices that meet their changing needs and employers the opportunity to adjust spending on unused benefits.



4. Partnering across talent functions to drive competitive advantage

The past two years of unprecedented upheaval and change set new standards for how organizational culture, work/life balance, and total rewards are defined and experienced. Benefits that were considered first-rate in the pre-pandemic world (beautifully appointed office spaces, free meals, pet-friendly offices, gym memberships, special events tickets, etc.) no longer factor for many organizations. And what were once sought-after perks (remote work/expansive flexibility in work arrangements and models, home office expenses and internet reimbursement, etc.) are now standard for many employers.

Staying on top of what is important to current employees and potential candidates requires continual communication and information sharing across the organization. Total rewards leaders will continue to work in close collaboration with their colleagues in talent acquisition and other functional areas to ensure that their organizations are positioned to be employers of choice in 2022 and beyond.

Staying on top of what is important to current employees and potential candidates requires continual communication and information sharing across the organization.



Ivor Solomon

Former Head of Total Rewards, Genentech

Chair, i4cp Total Rewards Leader Board

"The COVID-19 pandemic brought about the need for total rewards practitioners to become creative and flexible around the pay and benefit programs in 2021, and that trend will now continue into 2022 as they face the challenges of developing reward programs to help their companies survive the great resignation and getting hybrid work right. This includes such issues as how to pay remote workers versus on-site workers, types of retention programs that are needed, whether pay is competitive enough to attract top talent, etc. The coming year will be another opportunity for total rewards practitioners to lead their organizations through thinking about and developing solutions for these challenges."



Supriya Bahri

Vice President, Head of Total Rewards, Roblox

"One of the top priorities for total rewards leaders in 2022 is to support the organization's hiring goals and the talent acquisition team. In addition, we have to be intentional about proactive retention and build programs to evaluate and reward our critical talent. We need to be holistic, pull multiple levers, and focus on employee experience to not only bring in new talent, but also retain existing talent that is critical to the success of the organization."



Mark Englizian

Formerly: SVP & CHRO, Walgreens; Global Head of Compensation, Benefits & HR Services, Amazon
Chair, i4cp's Total Rewards Leader Board

"Like almost all enterprise executives, those who lead the total rewards discipline are being stretched in new and challenging ways. It is not enough to simply design and execute effective reward programs. Total rewards leaders need to contribute strategically to every issue on the talent agenda, and if this has not been modus operandi in the past, it certainly will be in the future for those who distinguish themselves in the profession."



Tim Price

Executive Director, Total Rewards, Roche Americas

"Total rewards has a tremendous opportunity in the years to come to be at the center of enabling HR to have a deep impact in support of the business. Whether it's through programs that enable retention of key talent in the face of heightened competition, or supporting employees to live and work in places of their choosing, or supporting diversity and inclusion efforts by reaching into and recruiting from more communities with diverse talent. The landscape has fundamentally changed, and total rewards can lead the way to meet these new challenges."

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i4cp is the leading authority on next practices in human capital. We produce more research than any other human capital research firm in the world, and many of the world's most prominent organizations and HR leaders turn to i4cp to better capitalize on HR best practices and emerging workforce trends. Supported by a powerful community of human capital practitioners, we provide HR research and insights that help organizations better anticipate, adapt, and act in a constantly changing business environment.

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