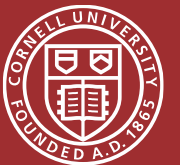


WHAT ISSUES ARE TOP OF MIND FOR HR LEADERS HEADING INTO 2022?

Bradford S. Bell

William J. Conaty Professor of Strategic Human Resources and Director of the Center for Advanced Human Resource Studies (CAHRS)



CAHRS PARTNER END-OF-YEAR PULSE SURVEY



End-of-year pulse survey sent to all CAHRS partner companies in December 2021

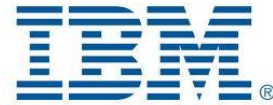


Please describe the 3-5 HR issues that are top of mind for your organization as you look ahead to 2022

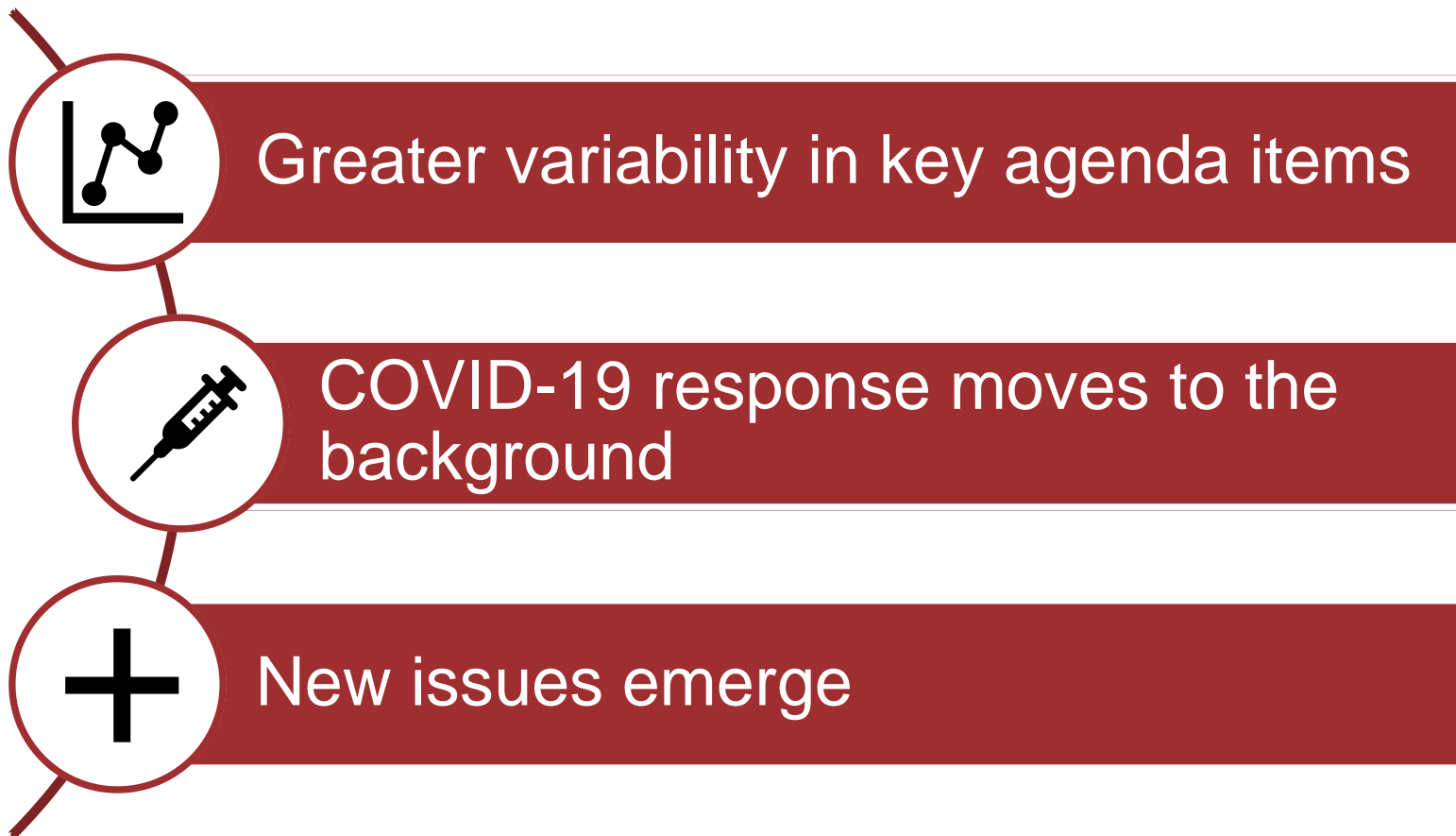


Analyzed submitted responses to identify key themes and subthemes

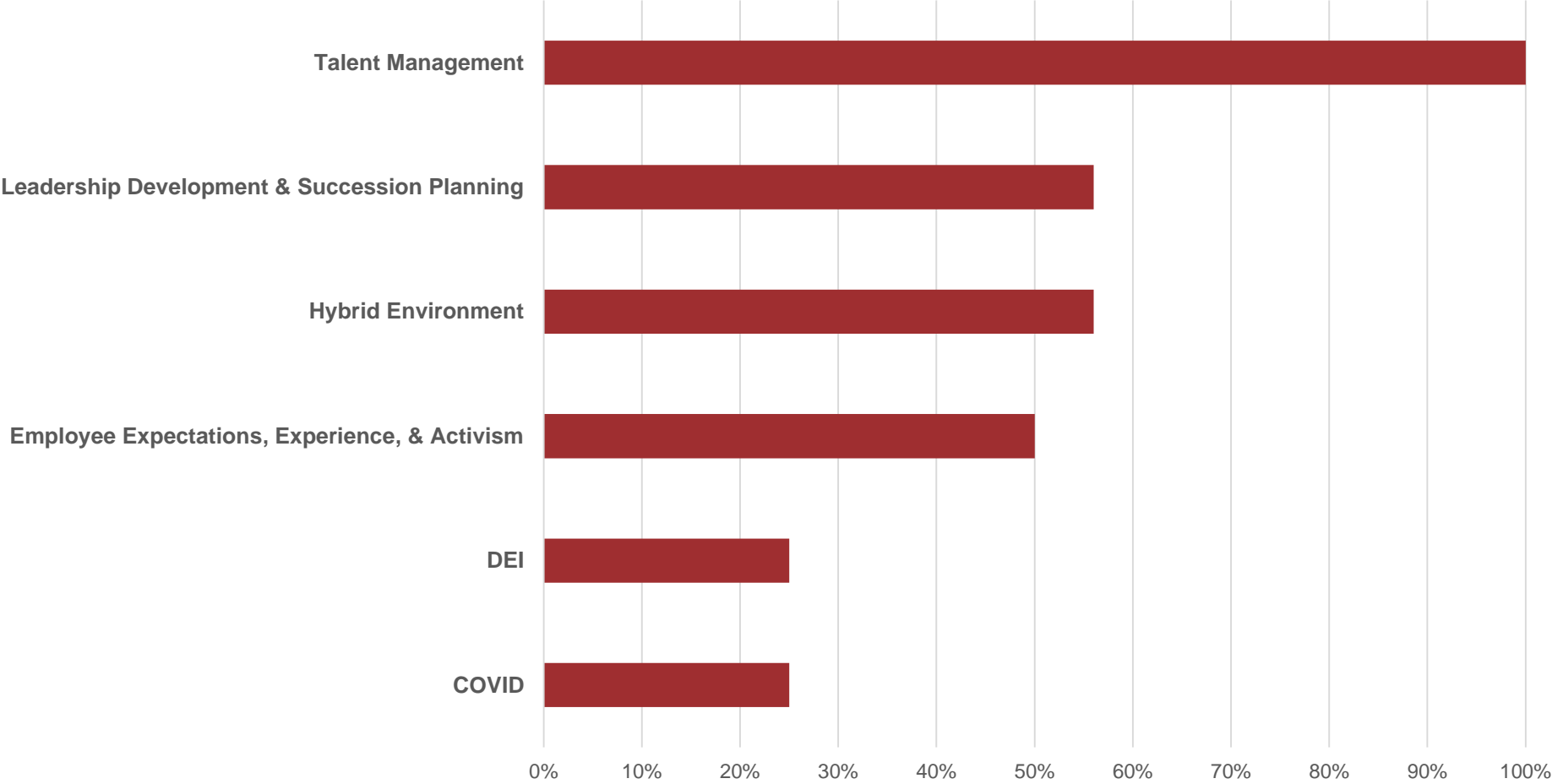
PARTICIPATING COMPANIES



YEAR-OVER-YEAR TRENDS



KEY THEMES



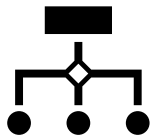
TALENT MANAGEMENT



LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING



Identifying and developing new leadership skills and attributes

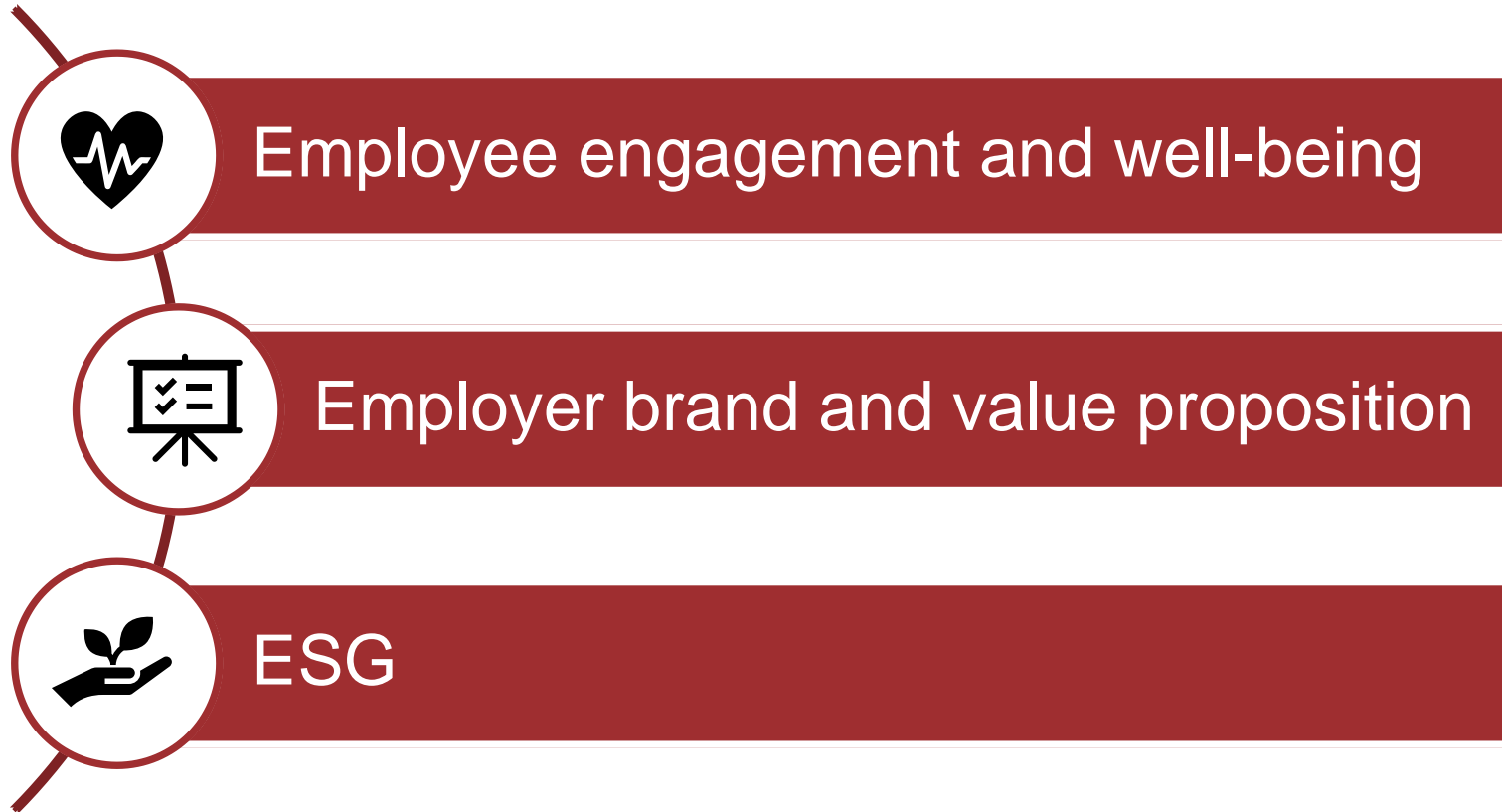


Succession planning

HYBRID ENVIRONMENT



EMPLOYEE EXPECTATIONS, EXPERIENCE, AND ACTIVISM



DEI



COVID



CAHRS SPRING 2022 EVENTS (SO FAR)

February 7

- Managing High Potentials and Star Performers Virtual Working Group

February 24

- Strategies for Recruiting Diverse Talent Virtual Working Group

March 1

- Talent Hoarding Virtual Research Roundtable

March 30

- Attracting and Retaining Top Talent Virtual Working Group

TBD

- Managing Organizational Culture in a Hybrid Environment Working Group

QUESTIONS?

THANK YOU

See our website: cahrs.ilr.cornell.edu